

Heriot-Watt University

THE COURT

Minutes: 5 October 2023

In the Chair:	Mr Bruce Pritchard, Chair of Court	
Present:	Mr Scott Anderson, Student Union President Dr Richard Armour, Lay Member Professor Mark Biggs, Vice-Principal and Provost Mr Graeme Dickson, Lay Member Dr Brian Henderson, Alumni Member Dr Fadi Ghaith, Senate Member Mr Connel Greenhorn, Student Union Vice-President (Education) Mr Steve Heathcote, Lay Member Mr Gary Kildare, Lay Member (<i>until 12pm</i>) Professor David Jenkins, Trade Union Member Dr Bill MacPherson, Senate Member (<i>except 10am to 11am</i>)	Ms Morag McNeill, Lay Member Mr Jürgen Munz, Trade Union Member Ms Marta Phillips, Lay Member Mr Chris Pirie, Staff Member Professor Mathini Sellathurai, Dean Mr Ian Stevenson, Lay Member Mr Mike Tumilty, Lay Member Ms Sharan Virdee, Staff Member Professor Richard Williams, Principal and Vice-Chancellor Ms Dorothy Wright, Lay Member
In attendance:	Ms Ruth Moir, University Secretary Professor Mushtak Al-Atabi, Vice-Principal and Provost (Malaysia) Professor Malcolm Chrisp, Deputy Principal (Education and Student Life) Mr Richard Claughton, Global Director of HR Ms Sue Collier, Global Director of Governance and Legal Services (GALS) Ms Lucy Everest, Global Chief Operating Officer (GCOO) Dr Maggie King, Head of Academic Quality (<i>for M23/76</i>) Professor Dame Heather McGregor, Vice-Principal and Provost (Dubai) Professor Steve McLaughlin, Deputy Principal (Research and Impact) Professor Gill Murray, Deputy Principal (Enterprise and Business) Mr Martin Pringle, Global Finance Director (GFD) Ms Lisa Herlihy, Clerk to the Court	
Apologies:	Mr Alan Robertson, Lay Member Mr Paul Lewis, Lay Member Professor Mercedes Maroto-Valer, Deputy Principal (Global Sustainability)	

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REF**M23/66 WELCOME, APOLOGIES AND DECLARATIONS OF INTEREST**

The Chair welcomed all present to the meeting, making specific mention of Mr Ian Stevenson, Professor David Jenkins and Ms Sharan Virdee, who were attending their first meetings since joining the Court membership. The apologies for absence were noted. No declarations of interest were reported.

The Court noted that, due to ill health, Mr Cameron Millar had stepped down as a member of the Court and as Deputy Chair of Court. The Court offered its sincere thanks to Mr Millar for his eight years of service to the Court and its Committees. The Chair of Court and the University Secretary would be working on the necessary next steps in the coming weeks.

M23/67 MINUTES OF THE MEETING OF 26 JUNE 2023

The Court received and approved the minutes of the meeting held on 26 June 2023.

M23/68 REPORT FROM THE COURT INTERIM BUSINESS COMMITTEE (Ct6/23/64)

The Court received and noted the report from the Court Interim Business Committee (CIBC), presented by the Chair.

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The report summarised the items of business that had been dealt with by the CIBC since the Court meeting on 26 June 2023. These included Court and Court Committee Appointments on 4 August 2023; Kazakhstan Transnational Education (TNE) Opportunity on 14 and 23 August 2023; Court and Court Committee Memberships on 4 September 2023; and Membership Changes on 18 September 2023.

The Court noted that the CIBC minutes relating to Kazakhstan would be circulated to the Audit and Risk Committee now that they had been approved.

M23/69 FEEDBACK FROM THE JOINT COURT / SENATE MEETING IN MAY 2023 (Ct6/23/47)

The Court received and noted the feedback from the Joint Court / Senate Meeting, presented by the Vice-Principal.

The feedback had been summarised via the lens of What, Who and How. Next steps would now include incorporating the feedback into the work of the Wellbeing Working Group, which had recently had its inaugural meeting. This would assist with developing more detailed plans and then actioning those plans.

The Court noted that the next Joint Court / Senate meeting would be in May 2024, and that the University was exploring holding the meeting in person.

M23/70 ACTIONS LOG AND MATTERS ARISING (incl. Ct6/23/48)

The Court received and noted the Actions Log, presented by the Chair. The Court agreed that actions marked as complete would now be removed from the Log.

Study World Court Case

XXX The University Secretary provided the Court with background on the dispute, noting that a legal action had been brought by Study World Higher Education Services at the expiry of their contract as Academic Infrastructure Provider for the Dubai Campus. The case had been won by the University at the highest levels in the Dubai Courts. Whilst the debt owed to the University had been written off, the University continued to pursue the execution process and had recently filed further information with the Dubai Courts, seeking to have the Director of the company brought to court to account for the location of assets. A meeting between the University's legal advisers in Dubai and the Judge would be held next week. The action was a pre-cursor to a potential arrest warrant being issued by the Dubai Courts. In addition, a further letter had been sent to De Montfort University regarding the court order for attachment of funds. Finally, the court action in Scotland, which was successful in securing information required by the University for the court action in Dubai, was being closed out. **XXX Reserved Section – Ref. FOI(S)A, s.33**

Levers for managing delivery of the bottom line (Action 23/49 / Ct6/23/48)

In response to Action 23/49, which requested a note of the key levers that would help the University to manage delivery of the bottom line in the approved Three-Year Financial Plan, the Vice-Principal and the GFD had provided a summary paper.

The Court requested that the paper be updated to indicate how difficult it would be to use each lever and how much effect each would have. The paper would then be circulated via the Admincontrol portal.

The Court noted that some actions on the Log were longstanding and requested that work was done to close these out as soon as possible.

M23/71 BUSINESS REPORTED BY THE CHAIR

The Chair reported that the University continued to improve governance processes and structures, including reviewing committee Terms of Reference to ensure these were fit-for-purpose and clearly outlined the financial delegations in

place. Forward planning for the Court and its Committees was also being updated to make it easier to track the forward workplan against the committee remit.

Other key points reported were that:

- the future operation of the CIBC was being considered and a proposal would be presented at the December 2023 meeting;
- a supplier would shortly be appointed for the External Effectiveness Review, with the intention of holding a scoping meeting in October 2023. The final report should be available for Court consideration in March 2024;
- the Principal would be reporting on the roadmap for delivering Strategy 2035. The aim was to efficiently reach the strategic imperatives, with a clear operating plan and associated costs and budgets for delivery;
- Court induction was now underway and was open to all members of the Court and its Committees. Induction presentations were being recorded and made available on Admincontrol should members wish to review these; and
- Dr Richard Armour had recently had a very successful visit to the Malaysia Campus and extended his thanks to the team in Malaysia for their hospitality.

M23/72 STRATEGIC SUMMARY REPORT (Presentation)

The Court received a Strategic Summary Report, focused on current issues for the University, presented by the Principal and Vice-Chancellor.

University Executive (UE) Aways Days

The Principal reported on the UE Aways Days that had been held in August 2023. The discussions had focused on three key items:

1. executive operation (including strategy, delegation and accountability, and developing a broader coalition of leaders across the University);
2. priorities to deliver Strategy 2025 in 2023-24; and
3. viewpoints to 2035 (including financial health and sustainability, options for the University's shape and size, distinctive opportunities for the student experience and partnership, and a delivery pathway to a framework for 2035).

Priorities to deliver Strategy 2025 in 2023-24

The University's nine core priorities for 2023-24 were outlined, focused into the categories of delivery excellence; assuring sustainable growth; and aligning people, systems and processes. Both financial and environmental sustainability would continue to be key within these priorities, as would ensuring excellence in the student experience and in research impact. In addition, the University would prioritise completing Phase 2 of the Enterprise Resource Planning (ERP) systems implementation, progressing the Finance Improvement Plan (FIP), and reviewing staff induction, development and wellbeing.

Delivery Roadmap for S2035 (Framework)

The Court noted the current expectation that the current Vision, Mission, Ethos, Values and Strategic Themes would continue to form the base of Strategy 2035. The Court observed that the development of Strategy 2035 was an opportunity to consider the big world challenges that initiatives such as the Global Research Institutes (GRIs) were designed to address, ensuring that they had a strong link to the Strategy. It was noted that all aspects of sustainability would be key.

The Principal provided an initial timeline for development of Strategy 2035, aiming for completion at the Court meeting in June 2025 and using Court Strategy Days as primary check in and development points. It was also intended to use a

strategy review group to undertake deeper dives into particular areas, alongside wider consultation. Further consideration was planned at the November 2023 Court Strategy Day.

The Court agreed that the timeline presented would be developed to identify key topics to be addressed (such as the definition of global) and set targets for having outcomes at each point in the timeline. The Chair advised that the strategy review group would consider this matter once established and that there would be clear progress gates to ensure delivery.

Student Experience and the National Student Survey (NSS)

The Court had a full discussion on the student experience and the recently released NSS results. The NSS was completed by final year Undergraduate (UG) students at universities across the UK, and Heriot-Watt's results had been less positive than hoped. This was an issue that had persisted over several years, despite the University's work to address feedback, and it was noted that Postgraduate Taught (PGT) and other UG students were providing similar feedback. It was vital that problem areas were resolved to ensure that students were receiving an excellent student experience and to remove the negative impact on league tables (and thereby on student recruitment).

The Deputy Principal (Education and Student Life) emphasised the importance of addressing the problems identified in a meaningful way. This had included connecting with colleagues across the sector to identify best practice, as well as undertaking an independent review of the University's approach. The review would report back to the University in November 2023. In addition, some immediate actions were being taken in key areas.

The Deputy Principal reported that he was visiting each Discipline to receive staff feedback on the University's approach, as well as connecting via the Student Representative Bodies, the Directors of Learning and Teaching, the Executive Deans and the University Executive.

Key areas that required urgent intervention were:

1. Course design, delivery, assessment and feedback, which required modernising and streamlining to ensure real-world relevancy. It was vital that students understood the format and timelines for different types of feedback in order to manage expectations;
2. Feelings of a lack of community and student isolation. The Student Representative Bodies were doing vital work in this area and the University was also encouraging group engagement from academics. Staff had indicated that they needed clarity regarding hybrid working and the requirements for time on campus;
3. Low staff morale and isolation, resulting from confusion regarding how to engage with the 'One Stop Shop' approach to student support. Staff needed to be clear regarding where support was available and how to signpost students to this support. The University was also working to address issues that had arisen following a reorganisation of Professional Services support in the Schools, acknowledging that this had caused difficulties for staff and that improvements could be made.

The University understood that a sense of community was vital for staff and students. A strong digital experience was expected by students, but they also wished to have the option of seeking in-person support, particularly where they needed contextualised responses. An Action Plan with owners and timelines had been developed, and the University would continue to engage with students and demonstrate that student voices were being heard and responded to. The Student Union (SU) President reported that the SU was improving layers of student representation so that it was possible to get accurate feedback year-round and respond to issues as they arose. This would also reduce reliance on survey

results to identify areas for action. The Court advised that there were a range of social research methods that could add value to the process.

The Court observed that the long-term aim was to create a positive student experience and that the University could not be content with a neutral result. It was noted that once the negative aspects had been addressed, the University could focus on ensuring a distinctive global offering for students. Focus groups were being undertaken by the SU to identify what would make an excellent student experience.

The Court considered the Student Partnership Agreement (SPA) and queried whether this was sufficiently visible to staff and students. The SU President confirmed that the next SPA was currently under development and clear key messages were being identified to make communication easier.

The Court discussed the University's staff-student ratios (SSRs), which were poor in places, and the consequent impact on staff agility and ability to respond to student feedback. It was noted that student satisfaction was a complicated picture and better SSRs were only one of the improvements required. However, the University had already begun to work on improving its SSRs and would continue to do so wherever possible in order to address staff workload issues and increase agility.

The Court suggested considering the matter from a consumer opinion perspective, which would help with measuring and influencing a broader range of issues. It was noted that resource may be required to address this challenge alongside business as usual, and the Executive would need to consider how new initiatives could be balanced with ensuring that the basics were being done well. If further resource was required, the Court would welcome presentation of a proposal via the appropriate governance route.

M23/73 PRINCIPALS REPORT TO COURT (Ct6/23/49)

The Court received and noted the Principal's Report, presented by the Principal and Vice-Chancellor. This included an update on delivery of the strategic themes, as well as cross-campus news.

M23/74 GLOBAL UPDATE FROM THE STUDENT UNION (Ct6/23/50)

The Court received and discussed a global update from the SU, presented by the SU President.

The SU President reported that the Student Representative Bodies continued to focus on their four key priorities: reducing student isolation; relieving financial pressure; limiting student confusion; and increasing global connectivity.

Reducing student isolation

The SU had recently focused on Welcome Week as a key opportunity for building student communities and reducing isolation, setting the tone for what students could expect from their university experience. A full range of activities had been available to ensure there was something for everyone, and opportunities for students to meet staff and ask questions had also been provided. Both societies and student services had had a presence at the Watt Welcome Fair.

A full programme of events had also been organised at the Borders Campus, with Student Officers in attendance. Students at the Orkney Campus could now apply for funding to organise their own events. The University was improving social spaces at the Borders Campus with input from students to encourage socialisation.

Relieving financial pressure

The SU continued to develop initiatives to help students with financial pressure, in partnership with the University and with Oriam. The aim was to ensure that

students could participate in University life and did not feel disadvantaged due to their financial circumstances.

Limiting student confusion

A new group on Mitigating Circumstances and Temporary Suspension of Studies had been established to improve academic processes in partnership with students. The SU were also working with the University to clarify expectations for new international students and to provide input to the Academic Integrity Working Group.

Global Connectivity

The Student Representative Bodies were holding weekly global meetings and were collaborating on events to be held across all campuses. Global Sustainability Week would shortly take place, and a global wellbeing week had recently been organised.

The Court agreed that it was happy to receive a presentation from the SU at each meeting, and no written report would be required in future. The University Secretary and the SU President would agree how best to involve the Student Presidents in Dubai and Malaysia.

M23/75 FINANCE IMPROVEMENT PLAN ASSURANCE UPDATE (Ct6/23/51)

The Court received and considered the update on FIP Assurance, presented by the University Secretary, the GFD and the Chair of the FIP Oversight Group (Mr Mike Tumilty).

The University Secretary reported that the purpose of the FIP was to resolve persistent severe risks linked to finance, the Finance function, and the ERP system implementation. The Oversight Group had reviewed the most recent report on the approach and next steps, which were summarised for the Court.

Notably, the ERP implementation reset programme was now in Phase 2, which would continue to March 2024, and priorities were being identified. A team within Information Services (IS) was being established to support business as usual once this was reached. Feedback was also being collected from staff and students so that the Finance function could become a partner in addressing their frustrations. The Court observed that it would be helpful to have a metric for how the University community viewed the Finance function.

The Court noted that there were a set of audit actions which had been outstanding for some time and that work was being done to identify whether these could be proposed closed by management or any outstanding work that was required.

The Chair of the Oversight Group reported that there had been good progress made on the FIP, with reliable data available from the ERP system. At its first meeting, the Group had considered criteria for its disestablishment, noting the aim should be to reach a point where an Oversight Group was not required. A key milestone would be the production of Annual Accounts and completion of the External Audit. The Chair of Court noted the Court's thanks to the GFD and the Finance Improvement team for all their work.

The Court agreed that it would receive a report on the original planned cost for the ERP Programme and the final total cost.

The Court also agreed that the RAG rating within the report would be reviewed and the criteria for applying each rating would be clarified.

The Court noted that there were a number of outstanding actions relating to the HR implementation which were not clearly addressed in the report. The Chair of the Staff Committee reported that the Committee had been very pleased to receive an update on the staffing establishment and structure at its recent meeting. It was noted that future reporting would ensure that HR matters were highlighted.

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In response to a question, the GFD confirmed that pulse surveys were being used to monitor culture and morale within the Finance team, and that one of the key metrics was whether staff were working excess hours. The GFD continued to emphasise to staff that excess hours were not expected, and that staff should let their line manager know if there was work that could not be completed without this additional effort. A plan would then be made to manage the workload.

M23/76 INSTITUTIONAL QUALITY REPORT TO THE SCOTTISH FUNDING COUNCIL (SFC), 2022-23 (Ct6/23/52)

The Court received and approved the Institutional Quality Report to the SFC for 2022-23, presented by the Deputy Principal (Education and Student Life) and the Head of Academic Quality. The Court agreed that the Chair of Court would sign the Assurance Statement to the SFC on its behalf.

The Court noted that this was the annual report on quality and enhancement provided to the SFC. The Court had previously commented on a draft over the summer, and the final version was now presented for approval. It was noted that an external review by the Quality Assurance Agency (QAA) Scotland would take place in 2024 and preparations were underway.

The Head of Academic Quality reported that, as discussed with the Audit and Risk Committee, the previous Enhancement-Led Institutional Review (ELIR) had produced four recommendations. One of the four had related to students who were at risk of disengaging from their studies. A plan was in place to address this recommendation, including developing a Student Success and Retention Strategy. This had not progressed as far as the University had originally hoped, but QAA Scotland understood that institutional priorities had been adjusted to support vital work in other areas.

M23/77 REPORT FROM THE FINANCE COMMITTEE (Ct6/23/53)

The Court received the report from the Finance Committee, presented by the Chair of the Committee, and approved the revised Terms of Reference.

The Chair reported that the Committee had adjusted its agenda to ensure greater clarity around its responsibilities, particularly in relation to the Financial Regulations. The Committee had received thorough updates from its sub-committees, along with an update on the Research Park Partner. The Committee had agreed to receive a further report on the costs and benefits of this partnership.

Net Zero Community Hub Business Case

The Committee had approved in principle the Net Zero Community Hub Business Case, subject to more detail being provided at its meeting in November 2023 regarding costs and stage gates. The Committee had noted that the benefits of the Business Case were not primarily financial but were focused on community engagement, impact and sustainability leadership.

Following a detailed discussion on the Business Case, the Court noted a number of queries, including whether it was necessary to develop a new building for this initiative or whether it could be co-located with, for example, the iNetZ+ GRI. The Court agreed that it wished to have a clearer understanding of how the risks, particularly construction risks, would be managed, and why this initiative had been prioritised over other income generating initiatives.

The Court noted that it supported the positive community engagement aspects of the initiative, but needed clarity on balancing the investment risk of this Business Case alongside the other key investments the University was progressing.

MINUTE
REF**Terms of Reference**

The Court approved the revised Finance Committee Terms of Reference. These had been reviewed relative to the Financial Regulations, strengthening the alignment and clarifying the specific requirements for Finance Committee approvals.

M23/78 REPORT FROM THE AUDIT AND RISK COMMITTEE (Ct6/23/54)

The Court received the report from the Audit and Risk Committee, presented by the Chair of the Committee, and approved the revised Terms of Reference.

The Chair reported that there had been considerable discussion of strategic risks and risk tolerance during the meeting. The Committee had agreed it required briefer reporting that focused in on the critical risks, controls and mitigations, as well as plans to reduce the risks to within the University's risk appetite.

Other key points noted by the Court included:

1. that the Internal Auditors were conducting a lessons learned review of the ERP implementation and this would be shared with the relevant committees once completed;
2. that the University was in Phase 2 of the external audit, with further testing scheduled for November 2023. EY had reported a significant improvement in the quality of the data provided to them during this audit. The aim was to complete work by the end of December 2023, with presentation to the Court in February 2023. The Court were pleased to see improvements in the process since the previous financial year;
3. that the Committee would be tracking the action plan to address lessons learned from the recent Transnational Education Opportunity in Kazakhstan. There had been issues with the governance of this matter, as well as with the legal aspects, and steps were being taken to ensure these did not recur. In particular, there was a focus on ensuring appropriate criteria for partnership arrangements and the correct governance process for developing and approving strategic partnerships.

Terms of Reference

The Court approved the revised Terms of Reference for the Audit and Risk Committee, which had been updated to clarify the Committee's responsibility for insurance arrangements and for Business Continuity Planning.

M23/79 REPORT FROM THE GLOBAL STUDENT LIFE COMMITTEE (Ct6/23/55)

The Court received the report from the Global Student Life Committee, presented by the Chair of the Committee, and approved the revised Terms of Reference.

The Court noted that much of the GSLC meeting had been captured within the SU Report in M23/74. The Court approved the revised Committee Terms of Reference, noting that only minor revisions had been made on this occasion.

M23/80 OVERSIGHT GROUP IMPLEMENTATION (Ct6/23/56)

The Court received and noted the update on Oversight Group Implementation, presented by the University Secretary.

M23/81 BORDERS STRATEGIC REVIEW UPDATE (Ct6/23/57)

The Court considered and noted an update on the Borders Strategic Review, presented by the Vice-Principal.

XXX Reserved Section – Ref. FOI(S)A, s.30

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REF**M23/82 ANNUAL REPORT FROM THE DUBAI CAMPUS (Ct6/23/58)**

The Court considered and noted the Annual Report from the Dubai Campus, presented by the Vice-Principal (Dubai).

XXX Reserved Section – Ref. FOI(S)A, s.33

The Court agreed that future Annual Reports should provide further information on sustainability and relationship to the Sustainable Development Goals.

M23/83 ANNUAL REPORT FROM THE MALAYSIA CAMPUS (Ct6/23/59)

The Court considered and noted the Annual Report from the Malaysia Campus, presented by the Vice-Principal (Malaysia).

The Court noted that the Malaysia Campus was very active but there continued to be challenges around student recruitment and revenue. To address these, the Malaysia Campus were working with global colleagues to improve student recruitment and to reduce expenditure. Part of this work included ongoing rent negotiations. The Vice-Principal reported that the Go Global Programme was very successful in Malaysia, with 250 students transferring to other campuses. The net impact of these students on the University Group was positive, but the Malaysia Campus lost income when they transferred.

The Court agreed that the Finance Committee should receive a report on the wider financial impact of the Go Global Programme for the University and for each campus. The Programme continued to be a USP for the University, particularly in Malaysia. **XXX Reserved Section – Ref. FOI(S)A, s.33**

M23/84 ANNUAL REPORT FROM THE HERIOT-WATT SERVICES LTD (ORIAM) BOARD (Ct6/23/60)

The Court considered and noted the Annual Report from the Oriam board, presented by the Chair of the Board (Mr Mike Tumilty).

The Chair reported that excellent work was being done in Oriam to add value to the University, particularly in addressing societal issues around mental health and wellbeing. Active Wellbeing was key in ensuring accessibility to all groups, not simply to those interested in elite sport. The initial focus was on recreation for students and this would be rolled out to staff in the next phase. Part of this work included introducing Pay As You Go and Direct Debit membership options for students, to reduce financial barriers to participation. Oriam had commercial relationships with a number of blue chip organisations and there was an opportunity to consider whether these relationships could be further developed to assist Heriot-Watt and the partners with key challenges.

The Court discussed Oriam's financial position, noting that the team were actively working to reduce the deficit to pre-agreed levels and were aiming to produce a profit long-term. The Court noted that there was likely to be revenue attached to Oriam, because of its role in supporting academic programmes, that could not currently be assigned. The Finance team were considering how this could be measured.

Staff Terms and Conditions had now been harmonised to be line with the rest of the University, which would help Oriam staff to feel part of the wider University community. Oriam also played a significant role in building community for students and its partnership with the Sports Union was an excellent example of this work.

The Court noted that construction of the new Tennis Centre had been affected by the challenging sector context and had been delayed but this had been well-managed by the University.

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The Court agreed that the Court Strategy Day lunch would be held in Oriam so that Court members who had not previously been able to visit could familiarise themselves with the facilities and the work being done.

M23/85 REPORT FROM THE STAFF COMMITTEE (Ct6/23/61)

The Court considered and noted the report from the Staff Committee, presented by the Chair of the Committee.

The Chair reported that the in-person meeting had included the annual meeting with the recognised Trade Unions. On this occasion, the University and College Union (UCU) had attended. The discussion had focused on the importance of building local relations and the excellent work being done in partnership with the University around health and safety. This included workload, stressors in the workplace, developing a stress audit process, and the evolution of hybrid working needs.

The Committee had noted potential improvement in the valuation of the Universities Superannuation Scheme (USS) Pension Scheme, as well as updates on industrial action. The National Marketing and Assessment Boycott had been called off in early September 2023. However, five days of UCU strike action had taken place late September.

The Court noted that the Committee would continue to work with HR to ensure a focus on outcomes and impact from the People Enabler Strategy, as well as having further discussions on how to improve talent management and development.

M23/86 MALAYSIA CONSTITUTION (Ct6/23/62)

The Court considered and endorsed the revised Malaysia Constitution, presented by the Vice-Principal (Malaysia).

The Court noted that the Ministry of Higher Education (MoHE) in Malaysia required each institution to have a constitution. The MoHE provided a template, with some adjustments permitted by institutions. A new template had been issued in 2020 and it was therefore timely to update the approved 2013 Constitution. The revised version was now presented to the Court. The Court agreed that the changes were very clear and were content to endorse the Constitution for approval by Heriot-Watt University Malaysia Board and, thereafter, by the Registrar General.

M23/87 COURT AGENDA TRACKER (Ct6/23/63)

The Court received and noted the Court Agenda Tracker, presented by the Chair of Court. Court members were invited to provide comments or queries to the University Secretary and the Clerk.

M23/88 ANY OTHER BUSINESS

The Principal reported that UCU and Universities UK (UUK) had released a joint statement whilst the Court was meeting regarding the future management and sustainability of the USS Pension Scheme. This would, subject to the outcome of the valuation, include benefit improvements and reduced contribution rates for employers and employees.

The Court agreed that monthly Management Accounts would now be uploaded to Admincontrol for the Court's information.

M23/89 DATE OF NEXT MEETING

Court Strategy Day: Thursday 9 November 2023; 9.00am (UK time); Edinburgh Campus

Regular business meeting: Thursday 7 December 2023; 8.30am (UK time);
12.30pm (Dubai time); 4.30pm (Malaysia time); Microsoft Teams