

**COURT**

**Minutes (Strategy discussion section of the agenda)**

In the Chair:	Dame Frances Cairncross	Date of Meeting: 6 May 2016
Present also:	Ms Tracey Ashworth-Davies Ms Pamela Calabrese Ms Lucy Conan Professor Patrick Corbett Ms Hannah Frances Ms Trish Gray Mr Amos Haniff Mr Grant Innes Professor Phillip John Professor Julian Jones Ms Miranda Matoshi	Ms Morag McNeill Professor Isabelle Perez Ms Jane Queenan Ms Dorothy Shepherd Mr Tom Stenhouse Ms Jandy Stevenson Mr Tony Strachan Professor Ian Wall Ms Rio Watt Professor Richard Williams
Court attendees:	Ms Sue Collier Professor Bob Craik Ms Ann Marie Dalton	Professor Gill Hogg Professor Ammar Kaka Mr Andrew Menzies
Others participating:	Mr Gerard Cassels Ms Coral Hill Mr Richard McGookin Professor Steve McLaughlin Ms Ruth Moir Mr George Morton Ms Susan O'Brien, QC	Professor Garry Pender Ms Marta Phillips Ms Lorrie Secrest-Osman Ms Vicki Stott Professor Fiona Waldron Ms Suzanne Wilson Ms Lorna Kirkwood-Smith (minutes)

**M16/72 APOLOGIES**

Apologies were received from the following members: Mr Andrew Milligan and Mr Graham Watson, and from the following individuals who had been invited to sit in attendance at Court meetings: Professor Duncan Hand and Professor John Sawkins.

**M16/73 INTRODUCTION, WELCOME AND ANNOUNCEMENTS BY THE CHAIR**

The Chair of Court welcomed all Court members, Court committee members and members of the executive team who were participating in the Court Strategy Day.

The Chair acknowledged and thanked Ms Hannah Frances and Ms Miranda Matoshi, who were attending their last meeting of the Court, for their valuable contributions to the work of the Court. From 1 June 2016, the Court will be joined by two new student appointed members.

The Chair welcomed Mr Grant Innes who was attending his first meeting of the Court since being appointed to the membership in March 2016.

**M16/74 INTRODUCTION FROM THE PRINCIPAL**

The Principal joined in welcoming participants, and provided an update report on recent relevant activities. He had been conducting a series of open staff meetings around the theme of 'Thinking about our future'. The intention of these was to review the financial position of the University, affirm its strengths and successes and to pose some key questions to staff about developing Heriot-Watt's distinctiveness in what and how it teaches. There would be an opportunity to talk in more detail about the outcomes of this dialogue and actions at the next Court meeting in June 2016.

The Principal also drew attention to his fortnightly report in the Staff News section of the web site, in which he noted relevant changes and opportunities. The Principal highlighted four significant areas of activity:

1. New senior appointments:- Arrangements were under way to appoint a new academic head of Edinburgh Business School (EBS) and a new Chair of the EBS Board. Meanwhile interviews would take place later in the month for the Deputy Vice-Principal roles at the Malaysia and Dubai campuses. Shortlisting had taken place for the role of Deputy Principal Research, Enterprise and Business. In addition Mr Joe Pacitti had been appointed to the role of Assistant Principal (Strategic Project and Policy Advisor).
2. In the previous week the Principal had visited Orkney with the Chair of one UK's largest private trusts to explore collaboration in energy, fishing and island resilience. There were excellent opportunities for significant new projects from Orkney that have international reach which were being explored.
3. This week, with United Arab Emirates government partner, Knowledge and Human Development Authority, the University presented at the major British Council event 'Going Global' in South Africa and had a chance to meet several higher education ministers and vice-chancellors of African nations. The University had presented the results of an economic analysis of ten years of impact of the Dubai campus on the local economy. Further information had been posted on the University's web-site.
4. Mr Grant Innes, the Deputy Principal (External Affairs) and the Principal had been able to develop further dialogue with key employers in Malaysia during a visit two weeks ago through preliminary meetings with prospective industrial advisors. There had also been an opportunity to say farewell on behalf of the Court to the outgoing Chair of the Heriot-Watt University Malaysia (HWUM) Board and to welcome in the new Chair of the Board.

The Court was shown the video that had been made of the recent 'Year of Education' event hosted by HWUM.

#### **M16/75 FIVE-YEAR PLAN (Paper CtAD/16/02)**

The Principal provided an introduction to discussion on the outline Five-Year Plan. The supporting paper for the discussion had unfortunately been released to participants in the meeting at very short notice. The Principal apologised and explained that a fluid situation existed around the University's core central funding for the coming year with late changes being indicated by the Scottish Government.

The Court received and discussed a report presented by the Vice-Principal, the Director of Finance and the Director of Planning, supplemented by a presentation delivered by the Vice-Principal. The report provided an outline of the 2016 Five-Year Plan and a review of the tension between income opportunities, associated risks, operational expenditure and strategic investment. The Court was invited to note and endorse the direction of the development of the Five-Year Plan. The Plan will be further developed before being presented to the Court for approval at its meeting in June 2016. As in previous years, the Plan would establish the budget for the forthcoming financial year and would provide the indicative financial plan for the subsequent four year period.

#### **Reserved section (Ref Sections 31 and 33, FOI(S)A).**

The Court endorsed the direction indicated by the outline Plan which should be developed further for consideration and approval at the June 2016 meeting of the Court, providing the basis of the 2016/17 budget and as a foundation for development of plans for 2017/18 onwards.

**M16/76 RESEARCH STRATEGIC PARTNERSHIP**

The Court received and discussed a presentation given by Professor Peter Woodward, Atkins Professor of High Speed Railways/Director of Research, and Mr Tim Danvers, Business Development Manager, Atkins, on the joint project to create a Centre of Excellence for High Speed Rail at Heriot-Watt University, the 'International Rail Technology Centre' (IRTC).

**Reserved section (Ref Section 33, FOI(S)A).**

Following the presentation and discussion Court members had an opportunity to visit the current GRAFT rail testing facility in the School of Energy, Geosciences, Infrastructure & Society.

**M16/77**

**Reserved section (Ref: Sections 30 and 33 FOI(S)A).**

Signed .....

Date .....