Heriot-Watt University
Athena Swan Programme Management Board
Terms of Reference

1 Constitution and purpose

1.1 The University's Athena Swan activity has developed over the last 7 years, with an increase in scale and complexity. A review was undertaken to determine future governance arrangements, and recommendations were agreed by the Global Equality, Diversity and Inclusion Committee (GEDI).

1.2 These include (a) a dedicated Programme Management Board overseeing delivery of the Institutional and School Athena Swan action plans and other key programme deliverables (b) an Athena Swan Advisory Group representing key stakeholders (c) Utilisation of the Annual Planning Round to embed action resourcing, reporting and monitoring. See diagram at *Appendix 1, Fig 1.*

1.3. The Athena Swan Programme Management Board (ASPMB or "the Board"), will be a standing sub-committee of GEDI, chaired by the UE Sponsor Prof Mark Biggs, the Vice-Principal & Provost. It will oversee the Programme, with day-to-day delivery driven by a Programme Business Lead (PBL) supported by a Programme Manager (PM) and a number of Workstream Leads (WSLs).

1.4 The Programme will run from 2021-26 and deliver via the following nine workstreams:

- Workstream 1: Planning. Development and implementation of the resources to run and maintain the programme and its effective governance. Includes Advisory Group activity.
- Workstream 2: University activity, consisting of action plan delivery plus 2025/6 renewal phase
- Workstreams 3-7: Primary Academic Unit activity (currently Schools), consisting of application and action plan delivery; 5 separate programmes of activity
- Workstreams 8 and 9: Data and Communication strategy development and implementation
- Any other activities arising

2 Remit

2.1 On behalf of GEDI, the Board will:

a) have oversight of the progress of the Programme and any risks to this, and give advice accordingly;

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b) advise the Sponsor on matters of the Programme that require decisions by them; and

c) consider and advise on the programme structure and development and other relevant matters such as resourcing

2.2 During the Programme, the Board will:

a) Provide management and direction to the programme, overseeing the programme plan and its component workstreams, to maximise successful implementation.

b) Ensure that effective programme management methods are used consistent with HWU Project/Programme Management approach.

c) Receive regular updates from workstream leads.

d) Oversee risks covering all key areas of the programme.

e) Identify and manage the resolution of any issues arising internally or with external bodies.

f) Secure the services of professional advisers as necessary in order to meet the requirements of the programme and the University's governance standards.

g) Ensure that effective, regular reports on progress are produced and presented as required to GEDI, UE, the Athena Swan Advisory Group and other key stakeholders.

h) Escalate to GEDI and UE in the event of areas of substantial uncertainty, material adverse implications or further material developments in relation to the programme.

2.3 At the end of the Programme, the Board will:

a) Report on the delivery of agreed outputs, benefits, and objectives.

b) Report on the achievement of acceptance criteria relating to the Project.

c) Approve the Programme Closure Report.

d) Approve the Lessons Learned Report.

e) Send Programme Closure notification to GEDI, UE and the Athena Swan Advisory Group.

3 Composition and Membership

3.1 Membership will meet the traditional requirements of a Programme Board and comprise:
- Programme Sponsor and Chair: University Athena Swan Lead.

- Programme Team: Programme Business Lead, Programme Manager (supported by Programme Administrator)

- Stakeholder representatives: Advisory Group Chair, Advisory Group Student representative.

- Subject matter experts: Athena Swan Officer, Equality and Diversity Partner.

- Workstream leads: Director of Strategic Planning, Performance & Projects, Representative from MRAC, Global Director of HR, Athena Swan Representative from each of the Primary Academic Units

3.2 Current membership of the Programme Board is:

1) Professor Mark Biggs, Vice Principal & Provost (Programme Sponsor and Chair)
2) *[TBC], Athena Swan Officer (Programme Business Lead and Programme Manager)*
3) Richard Claughton, Global Director of HR (WSL, University and Data strategy development and implementation)
4) Sharan Virdee, Equality and Diversity Partner, EDI Office
5) Kirsty Scanlan, Director of Strategic Planning, Performance & Projects (WSL, Data strategy development and implementation)
6) Angela Herkes, Information Analyst
7) *[TBC], MRAC (WSL, Communications strategy development and implementation)*
8) Dr Babette Hoogakker & Dr Melis Sutman (WSL, EGIS)
9) Professor Patrik Ohberg & Professor Helinor Johnston (WSL, EPS)
10) Professor Andrew Ireland & Dr Audrey Repetti (WSL, MACS)
11) Dr Monica Tamariz & Dr Katharina Lefringhausen (WSL, SoSS)
12) Dr Danmei Sun & Dr David Cavallaro (WSL, SoTD)
13) Prof Beatrice Pelloni, Advisory Group Chair
14) *[TBC] Advisory Group Student representative*

3.3 From 2022, Professional Services Directorates can apply for Athena Swan awards. Directorate Athena Leads may join the Programme Board in due course.

3.4 In attendance: key Advisory Group members may be invited to join or attend the Programme Board as required.

3.5 The group may co-opt members who they consider have particular skills and experience which would assist the work of the group.

4   Equality and Diversity Statement

4.1 The Board will exercise its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or committee established by it. The Board will also act to promote equality of opportunity for all colleagues who are involved in carrying out its business.

5   Quorum

5.1 Quorum will be a simple majority, or half plus one where there is an even number of members.

6   Committee Chair

6.1 The Chair is the Programme Sponsor. In the absence of the Programme Sponsor, the Chair of the Advisory Group shall act as Chair.

7   Frequency

7.1 The Board will meet quarterly, or in response to an exception being raised by the Programme Manager.

7.2 At the discretion of the Chair, meetings may occur more or less frequently depending on the level of business.

7.3 Where there is difficulty convening, decisions may be made by correspondence.

8   Attendance at meetings

8.1 It is expected that all members should prioritise their attendance at Board meetings. Where a member cannot attend a specific meeting, this should be raised with the Chair at least two days before the meeting to see if support can be given to help the member to attend, and to identify how best to handle the absence (e.g. attendance of a proxy).

8.2 Primary Academic Units: while both representatives are welcome, only one per Unit is required.

8.3 British Sign Language assistance will be made available on request.

8.4 Meeting timings will aim to be supportive of working parents/carers, and advance notice given. Attendance outside a member's regular working pattern, that requires child or adult care will be supported where possible, as outlined in the university's expenses policy.

8.5 Attendance by video conference or telephone conference will be supported as best possible.

8.6 Others may be invited to attend on an *ad-hoc* basis for particular agenda items.

8.7 The group will maintain a record of attendance at each of its meetings.

9   Reporting procedures

9.1 The Chair will submit reports to the GEDI based on the Board's minutes.

9.2 Confidential minutes of each meeting including actions will be distributed to members of the Board as soon after the meeting as is practical. The Chair will approve the content of reports before release including the redaction of any information deemed necessary for reasons of confidentiality.

9.3 The Chair will report to appropriate meetings of the GEDI on any matters which the Board considers should be brought to their attention and on any matters requiring GEDI approval.

9.4 Matters requiring the approval of the GEDI will be highlighted in the Board's report.

9.5 The Board's records (agenda, papers, and minutes) are included in the University's Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act FOI(S)A with the exception of information which is deemed to be covered by a specific exemption under the Act.

9.6 Minutes and reports of the Committee will denote those areas of reported business which are deemed to fall within the designation of information which is 'exempt' under the FOI(S)A.

10 Forward Planning

10.1 The effectiveness of the Board will be reviewed informally each year.

10.2 Terms of Reference will be reviewed annually with approval by the GEDI.

10.3 The Board is expected to operate until the Programme is closed. GEDI and UE will review the ongoing need for the Board after this date. See Section 2 re end of Programme actions.

Supporting Information

Actions that may be taken by the Board

The Board may:
- Note
- Receive
- Consider
- Endorse
- Approve
- Recommend
- Reject

Papers

The Board will receive summary reports on the overall programme and progress reports on active workstreams. Risk and issue logs will be presented with briefings prepared on any arising issues.

Items of a more minor nature or which arise at short notice can be dealt with through Any Other Business, deferred to next meeting or through Chair's action.

Most appropriate minuting style

Following the HWU Project/Programme Management approach, Actions and Decisions will make up the record of the meetings of the Board.

Resources

Chair	Professor Mark Biggs, Vice-Principal and Provost
Clerk	Mika Moriyama, Equality and Diversity Advisor
Meetings	Meetings will normally be held quarterly. Additional formal and informal meetings may be called as necessary to meet business need.
Workspace	A Teams/SharePoint site will be provided to facilitate communication of papers etc. to the PMB and act as an archive for all relevant files.

Appendix 1

Agreed governance arrangements for Athena Swan at Heriot-Watt University

GEDI has agreed the following governance arrangements. In summary: establishment of (a) a dedicated Programme Board overseeing delivery of the Institutional and School Athena Swan action plans and other key programme deliverables (b) an Athena Swan Advisory Group made up of University stakeholder representatives (c) Utilisation of the Annual Planning Round to embed action resourcing, reporting and monitoring. See *Fig 1.*
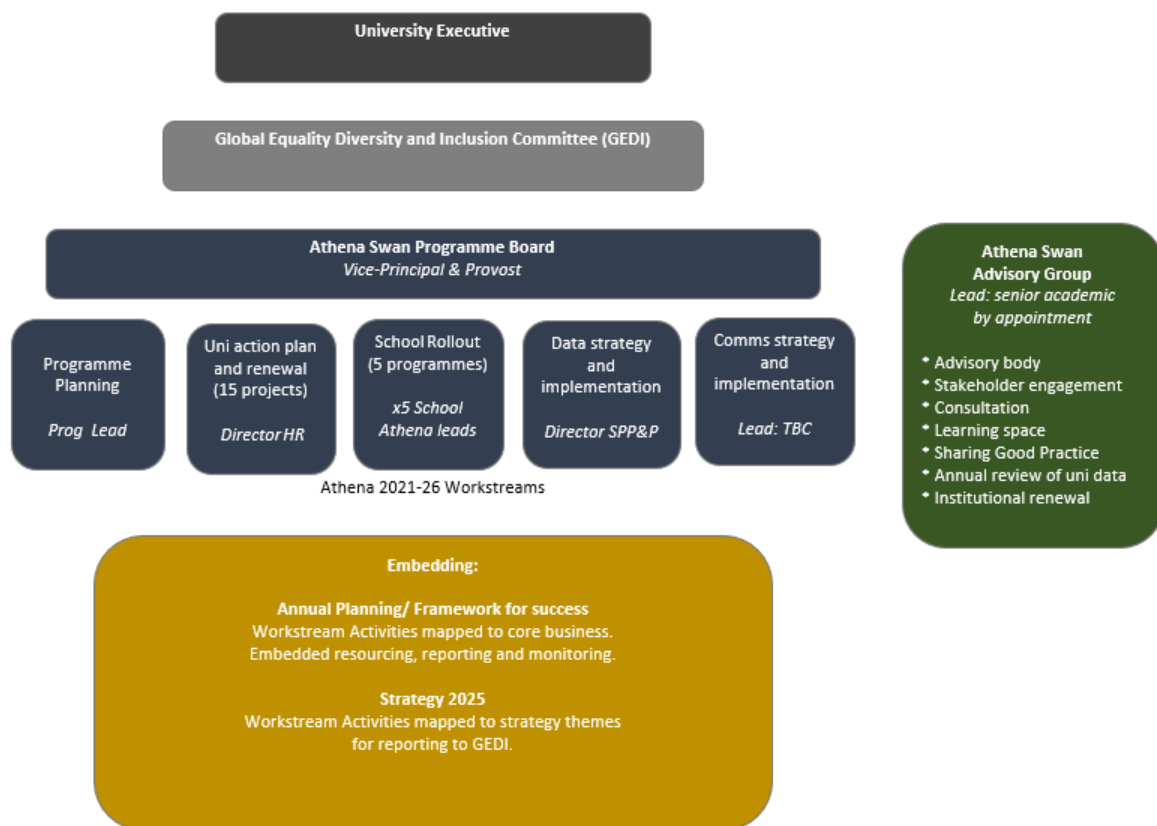

Fig. 1: Governance arrangements for Athena Swan at Heriot-Watt University