

PROFESSIONAL SERVICES LEADERSHIP BOARD

Terms of Reference

1. Constitution and purpose

- 1.1 The purpose of the Professional Services Leadership Board is to provide leadership in the development and delivery of Professional Services, including full implementation of the outcomes of the Building Our Commonality Project, across the University that support delivery of the University's Strategic Plan.
- 1.2 The Professional Services Leadership Board reports directly to the University Executive which is University's primary management decision making body.

2 Remit

- 2.1 The Professional Services Leadership Board shall encompass five elements:
- 2.1.1 **Strategy**
- a) Develop and maintain functional strategy documents, including PIs, for each of the directorates which align with the outcomes of Building Our Commonality and Strategy 2025 ;
 - b) align the costs of the Professional Services to reflect University strategic objectives having regard to external benchmark data;
 - c) make recommendations to the University Executive on changes to Professional Services strategic objectives or significant changes to operating methods which would deliver value for money and effective and efficient processes or which would require a formal project group and / or which would require additional investment;
- 2.1.2 **People**
- a) develop and maintain common Professional Services standards, including sharing best practice;
 - b) champion and promote the Heriot-Watt values;
 - c) develop and maintain a framework for the career and skills development of members of all Professional Services staff;
 - d) develop and maintain a service culture across the Professional Services to support internal and external customers and enhance the student experience;

2.1.3 Operational Management

- a) develop and maintain policies and processes which ensure delivery of the University's strategic priorities;
- b) identify relevant Professional Service Performance Indicators, through internal review and external benchmark data;
- c) regularly review performance against plan for each Service Directorate;
- d) identify and manage risk;

2.1.4 Programme & Project Management

- a) provide leadership on the creation and management of major change Programmes and Projects;
- b) establish, monitor and receive reports from all Professional Services Leadership Board working groups created for specific projects;

2.1.5 Communication

- a) receive and consider regular written Professional Service reports from Professional Services and Schools;

3 Composition and Membership

3.1 The composition of the Board shall include:

- The Secretary of the University (as Chair)
- The Directors of Professional Services
- The Directors of Administration & School Registrars
- The Chief Operating Officers, Dubai and Malaysia

3.2 The Board's current membership is as follows:

Chair:

- Ms Ann Marie Dalton-Pillay, Secretary of the University

Ex officio members:

- Academic Registrar, Mr Paul Travill
- Director of Governance and Legal Services, Ms Sue Collier
- Director of Human Resource Development, Mr Richard Claughton
- Director of Information Services, Ms Kathy McCabe
- Director of Marketing and Communications, Mr Martyn Spence
- Director of Research and Enterprise Services, Dr Alicia Greated
- Director of Student Recruitment, Mr Mike Bates
- Executive Director of Global Marketing, Ms Lucy Everest
- Global Director of Estates and Facilities, Ms Lynda Johnstone
- Representative from Finance Team, Vacancy

- Student and Alumni Director (EBS), Mr David Kelly
- Interim Director of Administration (EGIS), Ms Caroline Brown

- Director of Administration (EPS), Mr Derek Penman
- Director of Administration (MACS), Mr Darren Cunningham
- Interim Directors of Administration (SoSS), Mr Marc Quinn / Ms Stephanie Ashby / Ms Sylvia Stevenson
- Director of Administration (TEX), Ms Vivienne White

- Chief Operating Officer (Dubai), Dr Matthew Sukumaran
- Chief Operating Officer (Malaysia), Ms Janice Yew

- Assistant to the Secretary, Ms Candace Albornoz

4 Equality and Diversity

- 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 the Board. The Board will also act to promote equality of opportunity for all colleagues who are involved in carrying out the business of the Board.

5 Committee Chair

- 5.1 The Chair of the Board shall be the Secretary of the University.
- 5.2 In the absence of the Chair of the Board, the Secretary of the University will nominate an alternate Chair.

6 Frequency of meetings

- 6.1 The Board will normally meet once a month.
- 6.2 Additional meetings may be held in order to meet business requirements at the request of the Chair of the Board.
- 6.3 The frequency of meetings will be reviewed annually.

7 Attendance at meetings

- 7.1 In addition to the members, the following will be expected to be in attendance at the majority of meetings:
- Programme Manager (BOC), Mr Gordon Duncan
 - Project Manager (BOC), Mr Phil Rowsby
 - Communications Officer (BOC), Ms Pooja Kirti
- 7.2 Other colleagues will be invited to attend on an ad-hoc basis for particular agenda items.

- 7.3 The Board will maintain a record of attendance at each of its meetings and will include this information in reports to the University Executive.

8 Reporting procedures

- 8.1 The Chair will submit reports to the University Executive based on the Board's minutes.
- 8.2 Confidential minutes of each meeting will be distributed to members of the Board. The Chair will approve the content of reports before release including the redaction of any information deemed necessary for reasons of confidentiality. Members will receive a note of any relevant actions as soon after the meeting as is practical.
- 8.3 The Chair will report to appropriate meetings of the University Executive on any matters which the Board considers should be brought to the attention of the University Executive and on any matters requiring University Executive approval.
- 8.4 Matters requiring the approval of the University Executive will be highlighted in the Board's report.
- 8.5 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.
- 8.6 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.

9 Forward planning

- 9.1 The Board will review its Terms of Reference and submit recommendations on these to the University Executive annually for approval.
- 9.2 The Board will set its meeting dates two years in advance, aligned to the schedule of meetings of the University Executive, and will maintain an annual workload plan for the Board.

Supporting Information

Groups feeding into the Professional Services Leadership Board
<ul style="list-style-type: none">• Equality & Diversity Advisory Group• Global Information Governance and Data Protection Group• Strategic Information Systems Planning Group• Student Visa Committee• Research Administrators' Forum• Research Staff Forum• Other ad-hoc Working Groups as required
Effectiveness and lifespan
Lifespan ongoing. Effectiveness formally reviewed every two years.
Actions that may be taken by the Board
The Professional Services Leadership Board may: <ul style="list-style-type: none">• Note• Receive• Consider• Endorse• Approve• Recommend• Reject
Most appropriate minuting style
Traditional / formal minutes in accordance with internal University guidance.
Resources
Clerk: Lisa Herlihy, Officer to the Secretariat
Meetings: Normally one meeting per month