Heriot-Watt University

PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 3 November 2016

In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Derek Penman, Director of Administration (EPS)
	Mr Mike Bates, Director of Student Recruitment	Mr Campbell Powrie, Director of Administration (SML)
	Ms Philippa Burrell, Director of Administration (EGIS) (absent 10am – 11.15am)	Mr Mike Roch, Director of Information Services
	Ms Sue Collier, Director of Governance and Legal Services	Mr Martyn Spence, Director of Marketing and Communications
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Paul Travill, Academic Registrar
	Ms Morag Heggie, Director of Administration (EBS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Dr Alicia Greated, Director of Research and Enterprise Services	Ms Vivienne White, Director of Administration (TEX) (until 12.30pm)
In Attendance:	Ms Nuala Boyle, Assistant Principal (Development) (M16/147)	Ms Lisa Herlihy, Clerk
	Ms Julie Dickson, Acting Head of HR Services (M16/145)	Ms Jennifer Miller, Interim Head of Organisational Development (M16/143)
	Mr Gordon Duncan, Project Support Manager (M16/141)	Mr Steve Salvini, Project Support Manager (M16/141)
Apologies:	Ms Candace Albornoz, Assistant to the Secretary	Ms Janice Yew, Chief Operating Officer (Malaysia)
	Mr Malcolm Deans, Director of Campus Services	

The Chair welcomed the following to the meeting:
- Ms Nuala Boyle, to present M16/147 *Development and Alumni Structure*;
- Ms Jennifer Miller, to present M16/43 *Leadership Development Programme*;
- Mr Gordon Duncan and Mr Steve Salvini, to take part in the discussions around M16/141 *Transformational Initiatives*; and
- Ms Julie Dickson, to present M16/145 *Recruitment Risks*.

MINUTE REF	
M16/139	**MINUTES OF THE MEETING OF 6 SEPTEMBER 2016**

The Board received and approved the minutes of the meeting of 6 September 2016, subject to the following amendment:

The section '*that a new informal learning space and Student Services Centre had been opened at the Borders Campus. The Student Union were making use of the new space, as were a number of student support services*' should read, '*that a new informal learning space for Heriot-Watt students had been opened within the High Mill. A new Student Union Space was also in the process of being developed within the ground floor of one of the Residencies blocks*'.

| M16/140 | **MATTERS ARISING REPORT FOLLOWING THE MEETING OF 6 SEPTEMBER 2016** |

The Board received and noted the matters arising report following the meeting of 6 September 2016.

M16/126 – The Chair advised that further information about being safe from fraud, both at home and at work, could be released to colleagues as mentioned in a recent podcast.

M16/127.1 – The Academic Registrar confirmed that these actions, relating to SARP, were now complete.

M16/128 – The Chair highlighted that the Risk and Project Management Strategy Group had agreed to subsume the Risk Register for Orkney into the Risk Register for the School of Energy, Geoscience, Infrastructure and Society (EGIS), which was the only School operating at the Orkney location.

M16/130 – The Director of Governance and Legal Services confirmed that contacts for audit areas were being identified and the related actions were now complete.

M16/109 – The Chair highlighted that a pilot of electronic Payslips had been rolled out to colleagues in Finance and HRD. The Director of Finance had been asked to provide a date by which electronic Payslips would be rolled out to all colleagues and this would be circulated to members once available.

M16/93 – The Board noted that the Chair would be presenting Face-to-Face feedback to the University Executive at an upcoming meeting and would report back to the Board in December 2016.

| M16/141 | **TRANSFORMATIONAL INITIATIVES** |

| 141.1 | **RESEARCH AND INNOVATION SUPPORT (PSLB/16/171)** |

The Board received and discussed the Project Initiation Document (PID) for the Research and Innovation Support Transformational Initiative.

The Chair highlighted that each of the Transformational Initiatives would have a PID. The Research and Innovation Support Initiative was designed to 'deliver the development of RES as a business partnership across Schools and campuses and its associated financial management systems'. The Chair would be meeting with the Project Support Office shortly to progress the management of the Initiative.

The Board noted that further clarification was required around the roles of some members of the Project Board and that this would be provided as soon as possible. The frequency of Project Board and Project Team meetings would also be confirmed shortly. The Chair invited any members with a particular interest in the Initiative to put themselves forward.

The Director of Information Services highlighted that the Research Management Information Systems Project was strongly linked to the work of the Transformational Initiative. The Board agreed that this Project would become one workstream of the Research and Innovation Support Initiative, to ensure a joined up approach across all strands. The Board also agreed that the Director of Research and Enterprise Services would discuss the inclusion of work on Research Finance Reporting with the Vice-Principal.

The Board discussed the development of the Initiative and noted that the Research and Enterprise Services team were undertaking a needs analysis and were also using the Association for Research Managers and Administrators (ARMA) as a wider source of information on the needs of researchers. The Academic Registrar highlighted that there was some crossover between this Initiative and SARP, as both Projects would be considering Postgraduate Research Student data. The Director of Research and Enterprise Services

and the Academic Registrar agreed that they would ensure these two strands were joined up. A member of HRD would also be invited to join the Project Board.

141.2   MARKETING AND RECRUITMENT (ORAL)

The Board received and discussed an oral update on the Marketing and Recruitment Initiative (previously the Marketing and Communications Initiative), presented by the Director of Marketing and Communications and the Director of Student Recruitment.

The Board discussed the presentation which would be given to the University Executive at its meeting on 8 November 2016, in particular the queries which needed to be answered, and the steps which needed to be taken in advance of the next intake of students. The Chair highlighted that it was vital to begin building market intelligence within the University, rather than relying solely on consultants for this information on an ad hoc basis. The University Executive would also be invited to consider who owned recruitment and conversion and how the University could best optimise digital marketing.

The Director of Student Recruitment highlighted that the Initiative would also focus on how to optimise recruitment via the international agency network, and how to make best use of the University's network of international partnerships. The Board noted the importance of prioritising the resources available to maximise recruitment in 2017/18. The Board agreed that an annual assessment of the market and trends in recruitment was required, including a review of policies at other HEIs. This would also require consideration of the international markets in which Heriot-Watt operated.

The Board noted that the date of the Global Recruitment and Marketing Workshop would be confirmed shortly and the Clerk would circulate this to members.

141.3   SARP (PSLB/16/172)

The Board received and discussed the Project Initiation Document for SARP, presented by the Academic Registrar.

The Academic Registrar highlighted that SARP had been underway for 12 months and was now being brought into line with the other Transformational Initiatives; the Project Boards formed would remain in place. The Project Team were continuing to hold workshops for the different strands and were ensuring that international aspects were included at every stage.

The Board discussed the 'service-hub' models which were being proposed for admissions and timetabling. These would allow colleagues in the Schools and Services who worked on similar issues to share expertise. The Academic Registrar confirmed that these hubs could be both virtual links or physical meetings of colleagues, depending on the time of year and the volume of related work.

The Board queried how the SARP team would ensure smooth transitions when service delivery was changed. The Academic Registrar highlighted that HRD were fully involved in the planning process to ensure that any change in resourcing was well-managed. The Director of HRD confirmed that organisational change processes were being built into the PIDs for the Transformational Initiatives.

M16/142   STUDENT RETENTION: MANAGEMENT AND COORDINATION (ORAL UPDATE)

The Board agreed that the Academic Registrar would present a report on this item at the December 2016 meeting.

M16/143   LEADERSHIP DEVELOPMENT PROGRAMME (PSLB/16/174)

The Board received and discussed an update on the Leadership Development Programme, presented by the Interim Head of Organisational Development (OD).

The Interim Head of OD highlighted that the Leadership Development Programme was focused around the behaviours and competencies required to move forward with the University Strategy. These had been reviewed with the Principal and the Heads of School, and the Leadership Development Programme had been updated as a consequence. The following programmes were now available:

- ILM Level 2 Development Award: Stepping into Management, for aspiring team leaders;
- ILM Level 3 Award: Welcome to Leadership, for new and existing managers;
- Management Bitesize workshops;
- Coaching Conversations;
- Personal Impact, which was currently being refreshed; and
- Global Leaders Programme.

OD were also creating a programme for junior-level female colleagues to develop their skills as leaders. The Board highlighted that the Aurora Programme, a female-only leadership development programme, was in high demand and expanding these opportunities would be of benefit. In response to a question from a member of the Board, the Interim Head of Organisational Development clarified that coaching was available from members of the OD team, who were trained to provide such support to colleagues. Members could contact a member of the OD team if they wished for further information.

M16/144   STAFF AND STUDENT HANDBOOK (ORAL UPDATE)

The Board received and noted an oral update on the Staff and Student Handbook, presented by the Academic Registrar.

The Board noted that the project was still in the early stages and the Academic Registrar was in the process of appointing a project lead. The Staff and Student Handbook projects would be run concurrently and it was likely that the work would be undertaken and completed during the next two years.

M16/145   RECRUITMENT OF STAFF RISKS (PSLB/16/176)

The Board received and discussed a report on Recruitment Risks, presented by the Acting Head of HR Services, and agreed the next steps proposed.

The Acting Head of HR Services highlighted that the University's recruitment process did not currently work as smoothly as was required. While the iRecruit system allowed online applications and offers to be made, feedback from Hiring Managers and from candidates had raised a number of issues with the recruitment process which needed to be addressed. HRD would tackle the issues with iRecruit by continuing to make gradual improvements to the system to ensure it was more user-friendly and intuitive.

To improve the recruitment process, it was proposed to move from the current, highly devolved process to a model where HRD were far more involved in actions such as posting job adverts, filtering applications against key criteria, and obtaining and checking references. In this model, Hiring Managers would continue to make key decisions in the process. The Board highlighted that the number of Hiring Managers needed to be reduced to provide consistency of approach and the development of expertise in local areas. A virtual hub would be created, with HRD colleagues working with those outside HRD who were involved in recruitment, and the stages of the recruitment process would be divided between areas as appropriate.

The Board agreed these proposals and advised that the work would be treated as a project, with updates presented to the Professional Services Leadership Board alongside an associated Risk Register.

The Board also agreed that there would be more visibility of the work to improve the iRecruit system. The HR Systems Manager would provide a brief presentation on the current task list at a future meeting.

M16/146   ANNUAL STUDENT SURVEY RESULTS (PSLB/16/175)

The Board received and noted an update on the Annual Student Survey Results, presented by the Academic Registrar.

The Annual Student Survey had been run for the first time in 2016 and had combined several surveys which were usually issued to students separately. It had been agreed to run the Survey again in 2017, including the Dubai and Malaysia campuses, which would allow the University to compare results with the National Student Survey (NSS). The Student Union, which had participated in the 2016 Survey, would not be involved in 2017 as they had decided to run their survey in conjunction with other Student Unions in Scotland.

In 2016, the decision was made to provide students with questions relevant to their campus, year and cohort. This created seven variables in the questions asked and led to some difficulties in compiling the results. Lessons had been learned and Registry Services were considering how to resolve these issues for 2017.

The Academic Registrar highlighted that results at School, campus and year level would be provided to Schools in the coming weeks. The Learning and Teaching Board were working closely with the Student Union on their 2016 results. The Academic Registrar also highlighted that Survey results demonstrated that students were aware of who their personal tutors were, yet they were unclear on why they should use them. Plans were underway to provide clarity to students on this issue.

M16/147   DEVELOPMENT AND ALUMNI STRUCTURE (PRESENTATION)

The Board received and noted a presentation on the Development and Alumni Structure, presented by the Assistant Principal (Fundraising).

The Assistant Principal (Fundraising) highlighted that Development and Alumni's aim was to fundraise, develop external relationships and align their efforts to the University Strategy. This included engaging alumni in Student Recruitment and with academic colleagues. Currently Development and Alumni were focusing on three main areas:

1. Improving intelligence around the alumni database and encouraging those who were contactable to 'opt-in' to receiving updates from the University;
2. Developing links with the alumni association, the Watt Club, and reinvigorating alumni relations; and
3. Highlighting the alumni relationship from the beginning of a students' time at HWU.

A number of actions were planned going forward. These included preparations for the University's first institutional campaign in 2021, aligned to the University Vision and strategic planning processes, building the Watt Club brand, developing the alumni offering across all 'ages and stages' of the lifecycle and integrating alumni relations across Schools.

The Board discussed the work of Development and Alumni, and a member of the Board queried whether the development of Watt Club activity could be linked to international enterprise activity. The Assistant Principal (Fundraising) agreed that Development and Alumni would work closely with Research and Enterprise Services in this area. The Board

also queried whether colleagues who had left the University were linked in to the Watt Club and the Assistant Principal (Fundraising) confirmed that this was the case.

The Board further discussed the institutional campaign planned for 2021 and queried whether this would be a single-faceted campaign. The Assistant Principal (Fundraising) clarified that the campaign would be multi-faceted and would be focused around demonstrating the University's ambition for the following five years. A timeline for visibility was not currently available and it was expected that more detail would be available by summer 2017.

M16/148	**ANNUAL COMPLAINTS SUMMARY AND QUARTERLY COMPLAINTS REPORT (PSLB/16/177)**

The Board received, and recommended for onward transmission to the University Executive, the Annual Complaints Summary and Quarterly Complaints Report, presented by the Academic Registrar.

The Board discussed the Annual Complaints Summary, noting that the higher number of Stage 2 complaints in 2015/16 was due to a suggestion from the Scottish Public Services Ombudsman (SPSO) that complaints be progressed to Stage 2 at an earlier point. Comments were received on the graph under Section 6, 'Complaints received in proportion to number of HWU students per school/campus', and the Academic Registrar agreed that this would be reworked to provide more clarity.

M16/149	**MODERN SLAVERY ACT STATEMENT (PSLB/16/178)**

The Board received and discussed the Modern Slavery Act Statement, presented by the Director of Governance and Legal Services.

Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)

M16/150	**SECONDMENT POLICY (PSLB/16/179)**

The Board received and approved the Secondment Policy for presentation to the Combined Joint Negotiating and Consultative Committee (CJNCC).

M16/151	**REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (PSLB/16/180 – PSLB/16/191)**

The Board received and noted reports from the Schools and Professional Services, presented by the Directors of Administration and Professional Services.

Edinburgh Schools
The Board noted that the School of Management and Languages (SML) had recently changed its name to the School of Social Sciences (SoSS). The Director of Administration (SoSS) requested that members update references to the School to reflect the name change.

Research and Enterprise Services (RES)
The Director of RES highlighted that Heriot-Watt had won joint first-prize in the Converge Challenge Award, which was a major success for the University.

Information Services
The Director of Information Services informed the Board that the slow internet service which the University had experienced in October had been a result of a 'denial of service' attack. The University's firewalls had resisted the attack and there had been no breach of internet

security. The Board discussed this incident, confirmed that such attacks were simply a fact of life and were reassured that the firewall was effective.

The Board noted the agreement of the Risk and Project Management Strategy Group (RPMSG) to develop contingency planning for times when the University system or the internet was unavailable. The Board agreed that the Director of Information Services and the Director of Marketing and Communications would produce an update for all colleagues regarding the recent incident.

M16/152   FACE-TO-FACE BRIEFING FEEDBACK (PSLB/16/192)

The Board received the Face-to-Face Briefing feedback, noting that this item had previously been discussed under M16/140.

M16/153   REPORT FROM THE STRATEGIC INFORMATION SERVICES COMMITTEE (PSLB/16/194)

The Board received and discussed the report from the Strategic Information Services Committee meeting held on 30 August 2016, presented by the Director of Information Services.

The Board noted that £1m was available for the 2016-17 Information Services Modernisation Programme. This had been divided between SARP, iHR, the Research Data Management Project, the Research Information Integration and the Website Rebuild. £100k had been set aside for miscellaneous smaller projects. The Director of Information Services highlighted that money which the SARP and iHR Project had expected to carry forward from 2015/16 had not been included in the Planning Round. The Board agreed that the Chair would discuss the situation with the Director of Information Services, and the Directors involved in the affected projects, outwith the meeting.

The Board also agreed that a record of debits and credits against the £1m budget would be kept and provided to the Chair, to ensure that an accurate record of the remaining funds was kept.

M16/154   ANNUAL REPORT FROM THE COLLECTIONS COMMITTEE AND TERMS OF REFERENCE (PSLB/16/195)

The Board received and endorsed the Annual Report from the Collections Committee, presented by the Chair.

M16/155   PROFESSIONAL SERVICES LEADERSHIP BOARD FORWARD AGENDA (PSLB/16/196)

The Board received and noted the Professional Services Leadership Board Forward Agenda, presented by the Chair.

M16/156   POLICIES UNDER DEVELOPMENT REPORT (PSLB/16/197)

The Board received and noted the Policies Under Development Report, presented by the Chair.

M16/157   PROJECTS REGISTER (PSLB/16/198)

The Board received and noted the Projects Register, presented by the Chair.

PRIVATE & CONFIDENTIAL

The Chair advised that the Project Support Office would appreciate feedback on the draft format of the Projects Register by email.

Date of next meeting: Thursday 8 December 2016