

Heriot-Watt University

PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 10 February 2017

In the Chair:	Ms Ann Marie Dalton-Pillay, Secretary of the University (until 11am)	Mr Mike Roch, Director of Information Services (from 11am)
Present also:	Mr Mark Adderley, Director of Human Resource Development Mr Mike Bates, Director of Student Recruitment Ms Sue Collier, Director of Governance and Legal Services Mr Darren Cunningham, Director of Administration (MACS) Mr Malcolm Deans, Director of Campus Services	Dr Alicia Greated, Director of Research and Enterprise Services (until 11.20am) Mr Campbell Powrie, Director of Administration (SoSS) Mr Martyn Spence, Director of Marketing and Communications Mr Paul Travill, Academic Registrar
In Attendance:	Mr Tim Burns, Tier 4 Compliance Officer (M17/10) Mr Gordon Duncan, Project Support Manager (M17/07) Ms Catriona McAllister, Oriam CEO (M17/08)	Ms Lisa Herlihy, Clerk Mr Steve Salvini, Project Support Manager (M17/07)
Apologies:	Ms Candace Albornoz, Assistant to the Secretary Ms Philippa Burrell, Director of Administration (EGIS) Ms Morag Heggie, Director of Administration (EBS)	Mr Derek Penman, Director of Administration (EPS) Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai) Ms Janice Yew, Chief Operating Officer (Malaysia)

The Chair welcomed the following to the meeting:

- Ms Catriona McAllister, CEO of Oriam, to present item M17/08 *Healthy University Strategy*; and
 - Mr Tim Burns, Tier 4 Compliance Officer, to present item M17/10 *Tier 4 Mock Audit Report*.
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**MINUTE
REF
M17/05**

MINUTES OF THE MEETING OF 11 JANUARY 2017

The Board received and approved the minutes of the meeting of 11 January 2017.

M17/06

MATTERS ARISING REPORT FOLLOWING THE MEETING OF 11 JANUARY 2017

The Board noted the matters arising report following the meeting of 11 January 2017.

The Board noted that many of the matters arising would be covered during the discussion of the Transformational Initiatives (M17/07) and a number of these actions were now complete.

M16/140 – The Board discussed the progress with e-payslips and confirmed that a second pilot was now taking place in MACS and TEX. It was expected that e-payslips would become available to all colleagues in April 2017. The Board noted that some colleagues had expressed a preference for hard-copy payslips. The Board agreed that the Chair would discuss this issue with the Director of Finance outwith the meeting.

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M16/153 – The Director of Information Services highlighted that a meeting of the Strategic Information Services Committee would be held in February 2017 to discuss the use of the funds assigned for information systems projects. A report would be presented to the PSLB at a future meeting.

M16/102 – The Director of Governance and Legal Services confirmed that the Posters Policy had been developed in conjunction with the External Speakers Policy and that these would be presented together at a future meeting.

M17/07 TRANSFORMATIONAL INITIATIVES (TIs)

7.1 RESEARCH AND INNOVATION SUPPORT AND RESEARCH FINANCES (PSLB/17/02)

The Board received and discussed an update on the Research and Innovation Support and Research Finances TI, presented by the Director of Research and Enterprise Services (RES).

The Director of RES highlighted that a meeting of the Project Board had recently been held and a number of actions had been agreed. This included the development of four papers for future presentation to the Project Board, answering the following questions:

1. What does RES do?
2. What interfaces are there between RES and the Research Grants Office?
3. What does the Research Grants Office do?
4. How do the Schools support research?

By answering these questions it would be possible to examine the interdependencies between Schools, RES and the Research Grants Office and also the clients being served by each area. The Chair highlighted that she was also working with the Vice-Principal and the Director of Finance to assess the work and structure of the Finance Department.

The Director of RES summarised the progress on each of the seven workstreams associated with the TI, highlighting that the majority of these workstreams were progressing well and rated as green and amber. One workstream was currently rated as red: *Project Lifetime: Post-Award Finance*. Initial discussions had been held and the Director of RES and the Deputy Principal (Research and Innovation) would hold a meeting with the Group Management Accountant to progress the issues identified.

The Board discussed a draft paper on Research Development Support for Strategic Positioning, which was included in the report. The Director of RES highlighted that research funding was going through a period of great change and that Heriot-Watt would need to be more ambitious, proactive and collaborative to take advantage of the opportunities arising. It was proposed that this could be achieved by ensuring that the Research Development team had a more strategic function. Further consideration of how to achieve this, whilst also maintaining the day-to-day functions which were currently undertaken by the team, was required before a decision could be made.

7.2 MARKETING AND RECRUITMENT (PRESENTATION)

The Board received and discussed a presentation on the Marketing and Recruitment TI, presented by the Director of Marketing and Communications and the Director of Student Recruitment.

The Board noted that the themes identified through the TI had been considered in depth at the Global Recruitment and Marketing Conference in January 2017 and key recommendations had been agreed. These included:

- a full re-engineering and optimisation of the Prospect Journey;
- a re-prioritised relationship with key agents;

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- Strategic Partnership development, particularly in new markets such as India and the United States;
- key investment in, and focus, on digital delivery; and
- new and innovative use of alumni for recruitment and marketing.

The Director of Student Recruitment confirmed that he and the Director of Marketing and Communications would be meeting with Directors of Administration to review these recommendations and discuss the priorities for each School.

The Board discussed the creation of a Marketing and Recruitment Hub, which had been a recommendation from the Conference. The Director of Student Recruitment highlighted that following discussion with the Academic Registrar, who had just created an Admissions Hub, it had been agreed to develop a Marketing and Recruitment Hub at the end of 2018 to allow the Admission Hub to bed in first. The two Hubs would, once developed, be co-located.

The Board discussed the work of the Marketing and Recruitment Committee and confirmed that the Chair was in discussion with Heads of School to identify academic colleagues responsible for recruitment across all student categories, who would be invited to join the Group. This would allow more informed discussion about the University's overall recruitment position.

Five key operational activities to be taken forward had also been identified following the Conference:

1. the development of a Market Analyst post;
2. clearer target-setting within the Planning Round;
3. the articulation of HWU's brand messages;
4. providing support for new PGT Programmes; and
5. focusing on delivery for September 2017.

The Director of Marketing and Communication presented a prospect journey scenario which Heriot-Watt was aiming to achieve in the future, including targeted student recruitment and enhanced use of digital content and communication. In this scenario, Heriot-Watt would have the ability to make a bespoke offer to a student based on market intelligence which had been gathered online throughout their contact with the University.

The Board discussed the scenario and highlighted the opportunity to make use of the University's global nature to improve the prospect journey. With recruitment teams in Dubai, Malaysia and Edinburgh available, students across the world would be able to contact the University at times convenient to them. A member of the Board queried how competitive the scenario was compared to the current offering from other HEIs. The Director of Marketing and Communications confirmed that other HEIs were also working towards a joined-up prospect journey but this was not yet common practice across the sector.

7.3 STUDENT ADMINISTRATION REVITALISATION PROJECT (SARP) (ORAL UPDATE)

The Board received and discussed an oral update on the SARP, presented by the Academic Registrar.

The Board noted the following points during the discussion:

- that the Client Relationship Management (CRM) Recruit system was now live for the Malaysia Campus and Edinburgh and Dubai would follow in April 2017;
- that Registry colleagues would move into the new Admissions Hub on 20 February 2017 and colleagues from Schools would phase in thereafter. An action plan would be developed for each School prior to their move to ensure all went smoothly;
- that the Admissions Hub would be used to centralise the Confirmation of Acceptance for Studies (CAS) process, which was currently completed in Schools;
- that the Director of Administration (SoSS) would be responsible for immediate management issues for the Admissions Hub.

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The Academic Registrar highlighted that Postgraduate Research (PGR) students would be piloting the new Student Portal before Easter and this would allow students to access all the systems they needed using a single sign-on. A demonstration of the Portal would be provided at a future meeting of the PSLB.

The Board discussed communication around the SARP and the Academic Registrar confirmed that SARP awareness sessions for academic colleagues were being run at each of the University's campuses.

M17/08 HEALTHY UNIVERSITY STRATEGY (PSLB/17/26 AND PRESENTATION)

The Board received a presentation on the Healthy University Strategy, presented by the CEO of Oriam, and endorsed the creation of a cross-campus group which would develop the provision of services and resources to promote healthy living at each campus.

The CEO of Oriam outlined a number of activities which were currently undertaken to promote healthy living, many of which were run by Oriam. These included encouraging colleagues and students to exercise by providing a bike bothy and free access to showering facilities for cyclists, organising sporting activities, and providing outdoor exercise areas. A key initiative was run in conjunction with the University's counselling service and allowed students to receive one-on-one sessions with colleagues from Oriam as part of the counselling process. Oriam hoped to develop the programme to allow more students to participate.

The Board discussed areas for improvement in the University's Healthy University Strategy, such as providing more healthy food options and raising awareness that Oriam was available to all, not just athletes. The CEO of Oriam highlighted that Oriam colleagues had the expertise to create educational resources about healthy eating and living and that the development of these was under consideration. It would be particularly important to target these for first-year students and visiting academics, who had been identified as more likely to require advice on eating habits.

A member of the Board suggested that the University could work with the Student Union on the options offered in the Student Union shop. Currently this did not provide a large number of healthy options. The Board also discussed current initiatives, highlighting that the free showering/changing facilities could be advertised more widely and that more could be done to promote the 'pay and play' option where staff and students would pay to use facilities without a membership.

The Chair advised the Board that a report on Wellbeing and Mental Health was due to be published by the Universities UK Wellbeing Working Group, of which she was a member. The Group included membership from the NHS and the Chair highlighted that there was an opportunity for the University to work more closely with the NHS on improving health on campus. The CEO of Oriam highlighted that the Health Promotion Manager would be working closely with the University Health Centre and Occupational Health on health intervention programmes such as smoking cessation and mental wellness.

The Board agreed that the Strategy was currently very Edinburgh-centric and that key contacts would be identified at the University's other locations to assist with implementing the Strategy.

M17/09 INDUCTION PLUS (PSLB/17/04)

The Board received and noted an update on Induction Plus, presented by the Director of HRD.

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The Director of HRD highlighted that a revised Networking Event was now being run for new colleagues. This now involved an opportunity of a departmental visit to see the work of the University first hand. Dubai colleagues could Skype into the Networking Event, though this was not practical for Malaysia due to the time difference, and co-ordinated activity was organised in Dubai to coincide with the tour in Edinburgh.

The following suggestions were made by members of the Board:

- that it would be helpful if the Edinburgh/Dubai inductions had a session focusing on branding, as was the case in Malaysia; and
- that it would be useful for PSLB members to take part in visits or tours of different areas of the University to learn more about activity in the Schools. The Director of Information Services, who Chaired this section of the meeting, agreed to discuss this with the Chair of the Board.

M17/10 TIER 4 MOCK AUDIT REPORTS (PSLB/17/05)

The Board received and noted a report on the recent Tier 4 Mock Audits, presented by the Tier 4 Compliance Officer.

The Tier 4 Compliance Officer confirmed that the University's Tier 4 licence had recently been renewed for another four years. However, it remained possible that UK Visa and Immigration (UKVI) would undertake a full audit of the University at a future point. Mock Audits were therefore completed to ensure that records kept in the Schools were accurate and up-to-date.

The Chair advised that a further report would be developed and presented to the Board at the March 2017 meeting. This would rate Tier 4 compliance, both for the institution and by School, on a red-amber-green system. Action Plans would also be developed for each School which was listed as either amber or red. Following discussion at the PSLB, the report would be presented to the University Executive for their consideration.

M17/11 FACE-TO-FACE BRIEFING FEEDBACK (PSLB/17/06)

The Board received and discussed the Face-to-Face Briefing Feedback, presented by the Director of Marketing and Communications.

The Board highlighted that the Principal's New Year message had been a useful basis for team briefings. The Director of Marketing and Communications advised that a review of internal communications, including Face-to-Face, would be completed by the end of February 2017 and the changes would be put in place in March 2017. The Board suggested that a more flexible approach would be helpful, rather than the current model of a monthly briefing session which had to be held in a particular timescale.

M17/12 UPDATE ON STANDARDISING JOB DESCRIPTIONS PROJECT (PSLB/17/07)

The Board received and noted an update on the Standardising Job Descriptions Project, presented by the Director of HRD.

The Director of HRD highlighted that standardised job descriptions were now available for almost all grades in the Professional Services and that these would now be piloted. Board members were invited to trial the new job descriptions for any upcoming vacancies.

The Board noted that the Project would be paused for two to three months to allow the Project Lead to work on the HRD Policy Review, as discussed in M17/13 below.

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M17/13 HRD POLICY REVIEW – PROPOSALS (PSLB/17/08)

The Board received and endorsed a proposal to review five key HR policies and procedures dealing with capacity and capability, as presented by the Director of HRD.

The five areas which would be reviewed included:

1. Discipline
2. Grievance
3. Attendance Management
4. Capability
5. Performance Management.

The Board noted that the aim was to complete the review by the end of 2017, and to streamline processes which applied across more than one procedure. Similar policies and procedures would also be merged to improve ease of use.

M17/14 QUARTERLY COMPLAINTS REPORT (PSLB/17/09)

The Board received and noted the Quarterly Complaints Report, presented by the Academic Registrar.

The Academic Registrar highlighted that some of the complaints which were received by the Complaints inbox, and were then distributed to Schools and Professional Services for action, were not being logged on the SharePoint intranet site. The Academic Registrar advised that all complaints needed to be logged by colleagues in the School or Service they related to.

M17/15 STAFF SCHOLARSHIP AND REMISSION OF FEES POLICY (PSLB/17/10)

The Board received and endorsed the Staff Scholarship and Remission of Fees Policy, presented by the Director of HRD.

The Policy had recently been updated by the Fees Working Group to include both of the international campuses. Following negotiations with Study World, colleagues in Dubai would receive a 62.5% waiver of their fees. The University would waive 100% of their tuition fee allocation (50% of the full fee) and Study World would waive 25% of their allocation (which would be 12.5% of the full fee).

The Board discussed the time commitment involved in undertaking a course of study, which sometimes affected colleagues' working hours. The Board agreed that it would be helpful to receive guidance for managers regarding arrangements which could be put in place when colleagues were undertaking study. The Director of HRD highlighted that study had to be signed off by managers as part of the Remission of Fees process.

M17/16 REPORTS FROM THE SCHOOLS, CAMPUSES AND PROFESSIONAL SERVICES (PSLB/17/11 – PSLB/17/22)

The Board received and noted reports from the Schools, Campuses and Professional Services.

The following items were highlighted as part of discussion:

Governance and Legal Services

- that the report included a table indicating compliance with mandatory Information Governance training, and managers would shortly receive a list of names for those in their areas who had not completed the training. The Director of Governance and

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Legal Services requested that managers remind colleagues to undertake the training, perhaps as part of PDR discussions;

- that a workshop was planned for Campus Services colleagues, who did not have access to a computer to complete the training, in February or March 2017.

The Board discussed the regular reports which were presented to the PSLB and agreed that, in future, these would focus on key changes and highlights in each area, rather than reporting business as usual.

M17/17 PSLB FORWARD AGENDA (PSLB/17/24)

The Board received and noted the PSLB Forward Agenda, presented by the Director of Information Services.

M17/18 POLICIES UNDER DEVELOPMENT REPORT (PSLB/17/25)

The Board received and noted the Policies Under Development Report, presented by the Director of Information Services.

Date of next meeting: Thursday 9 March 2017