

## SECRETARY'S BOARD

Minutes: 2 June 2015

---

In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Derek Penman, Director of Administration (EPS)
	Ms Sue Collier, Director of Governance and Legal Services	Mr Campbell Powrie, Director of Administration (SML)
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Mike Roch, Director of Information Services
	Mr Malcolm Deans, Director of Campus Services	Mr Paul Travill, Academic Registrar
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
In Attendance:	Dr Liz Fellman, Director of Research and Enterprise Services	Ms Vivienne White, Director of Administration (TEX)
	Ms Linsey Fender, Assistant to the Secretary	Ms Janice Yew, Chief Operating Officer (Malaysia)
	Ms Morag Heggie, Director of Administration (EBS)	
Apologies:	Mr Marcus Gilchrist, Head of Student Systems Unit (for item 2.1)	Ms Lisa Herlihy, Clerk
	Ms Rebecca Whittingham-Boothe, Head of Marketing (for item 3.3)	
Apologies:	Mr Mike Bates, Director of Student Recruitment	Mr Andrew Menzies, Director of Finance
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Martyn Spence, Director of Marketing and Communications

---

### **M15/64 MINUTES OF THE MEETING OF 12 MAY 2015**

The Board received and approved the minutes of the meeting of 12 May 2015.

### **M15/65 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 12 MAY 2015**

The Board received and noted the Matters Arising report from the meeting of 12 May 2015.

**M15/18** – The Board noted that the Long Service Policy would be fully implemented from June 2015.

**M15/50** – The Director of Administration and Registrar (Dubai), the Director of HRD and the Director of Governance and Legal Services would have a further discussion about part-time working arrangements at the Dubai Campus. The Board noted that some universities in Dubai were considering the creation of a company which could employ current part-time staff.

**M15/58** – The Director of Governance and Legal Services highlighted that data regarding expenses would be gathered in a way that would also provide supporting information for Freedom of Information requests. The Board agreed that further guidance would be helpful for colleagues who worked closely with industry. This guidance would clarify the level of hospitality which was acceptable, as this was an area where colleagues were sometimes unsure what was acceptable and where refusing hospitality could sometimes be problematic.

**M15/59** – The Board confirmed that discussions had taken place with the Student Union regarding internationalisation. The Director of Governance and Legal Services would liaise with Student Union representatives at the University's campuses to ensure that the process of internationalisation in the Student Union was aligned to local legislation.

**M15/24** – The Board agreed that an update report and Terms of Reference for the Professional Services Self-Assessment Team for Athena SWAN would be presented at the July 2015 meeting.

**M15/26** – The Director of Information Services reported that the EPSRC Open Data pilot had been successful and guidance on how to record research data on PURE was being provided for researchers. The Research and Knowledge Exchange Board had created a Research Data Sub-Committee which would consider the use and storage of data in the long-term.

**M15/66 POLICIES UNDER DEVELOPMENT REPORT (SB/15/93)**

The Board received and noted the Policies Under Development Report up to 2 June 2015.

**M15/67 SECRETARY'S BOARD PROJECTS REGISTER (SB/15/94)**

The Board received and noted the Secretary's Board Projects Register, as at 25 May 2015.

The Board reviewed the list of closed projects and discussed the status of the Campuswide Space Optimisation and Campus Masterplan Co-ordination Project. The Director of Campus Services confirmed that the Campus Masterplan Project was drawing to a close, though it was not yet entirely complete, and that a number of new projects would commence as a result. The Board agreed that the Malaysia Campus Finance System Development and the Financial Regulations Review were not closed projects and that the Register would be updated accordingly.

**M15/68 BUSINESS REPORTED BY THE CHAIR**

The Chair reported that the creation of a Student Liaison Committee had been agreed by the Court and Terms of Reference were currently being drafted. Once these had been approved by the Governance and Nominations Committee and the Court they would be presented to the Secretary's Board for information.

**M15/69 STUDENT SYSTEMS UNIT (SSU) QUARTERLY REPORT (SB/15/95)**

The Board received and noted the SSU Quarterly Report, presented by the Head of SSU.

The Head of SSU highlighted a number of developments in recent months, including:

- the release of the Progression and Awards upload;
- the implementation of the UCAS post-application communication plan;
- preparations for a full round of testing for the Programme Approval Management System (PAMS) release candidate;
- discussions with Ellucian regarding the best means to progress multi-campus data protection;
- good progress on the Independent Distance Learner (IDL) Online Registration and Payment system, which was expected to be implemented by August; and
- the upcoming completion of the Invoice and Abatement Upload.

The Board discussed the plan for ensuring that student support systems were fit for a global university, noting that the revitalisation of these systems would begin by reviewing recruitment and admissions and the related underlying data systems. The Academic Registrar highlighted that the University was working with Ellucian on this matter and Schools would also be closely involved in the process, which would ensure that processes were the same across the University. The Board noted that these changes would be overseen by the SAS Management Group and confirmed that the Dubai and Malaysia campuses were represented at this Group.

**M15/70 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/15/96 – SB/15/107)**

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

presented by the Directors of Administration and the Directors of the Professional Services.

In the course of this item the Board discussed the following points:

#### **Borders Campus**

- that the new brief chosen for the School of Textiles and Design had been designed by The Roundhouse, who were also working on a review of the University's brand. This would ensure consistency between the two projects;

#### **Campus Services**

- that Traffic Management and Parking at the Edinburgh campus had been considered and a decision reached that the zones currently in place would be retained. Online permits would be introduced in the summer as planned;

#### **Dubai Campus**

- that the Secretary of the University, the Director of Administration and Registrar (Dubai) and the Director of Governance and Legal Services would discuss the procedures in place for the University to provide visas for colleagues in Dubai;
- the Board agreed that the Director of Administration and Registrar (Dubai) would clarify the Dubai government's list of nationalities subject to immigration security approval;
- that the Director of Administration and Registrar (Dubai) would discuss the operation of the Watt Club in Dubai with the Secretary of the University;

#### **Governance and Legal Services**

- that an audit of students on the University payroll would be completed to ensure that all students working part-time for the University were working a maximum of 20 hours a week;

#### **Human Resource Development**

- that an audit of flexible working arrangements across the University was in progress. Data would be required from all areas and the Director of HRD would reissue the relevant documents to members for completion. The Board agreed that a substantive item on flexible working would be added to the agenda for the September 2015 meeting;

#### **Information Services**

- that the 24/7 opening of the Library at the Edinburgh campus would continue in 2015/16 due to the popularity of the arrangement;

#### **Student Recruitment**

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

#### **Research and Enterprise Services**

- that the Rail Systems Advanced Research Centre (RSARC) bid would close shortly. The University continued to seek clarification regarding the contribution by Scottish Enterprise. A bid was also underway for an Autonomous Robotics research centre. The Chair highlighted that early planning for these projects was vital and that this would be discussed by the University Executive at a future meeting;

#### **M15/71 GROUP FINANCIAL DASHBOARD (SB/15/108)**

The Board received and noted the Group Financial Dashboard, presented by the Secretary of the University.

#### **M15/72 STAGE 2 SPACE OPTIMISATION AND EDINBURGH CAMPUS STRATEGIC MASTERPLAN (PRESENTATION)**

The Board received a presentation on the Stage 2 Space Optimisation report and the Edinburgh Campus Strategic Masterplan, presented by the Director of Campus Services.

The Board noted that the Court had agreed a number of proposals in relation to the Space

Optimisation report and Campus Masterplan at their Away Day in May 2015. The presentation would provide an overview of the reports and the discussions to date.

The Director of Campus Services highlighted the following points:

- that a number of documents supported the Campus Masterplan, including a design guide and a zoning plan;
- that the Masterplan aimed to link the Research Park and the academic areas of the University in order to encourage flexibility in the use of space;
- that student accommodation was gradually being relocated to the western side of the Edinburgh campus; and
- that the University had notified Edinburgh Council that Heriot-Watt would consider the purchase of some areas around the current campus in future.

The Stage 2 Space Optimisation project had been undertaken with the aim 'to facilitate appropriate workspace, research facilities and student resource to meet growth projected in the 2013-2018 Strategic Plan' and 'to optimise space utilisation within the existing buildings envelope where practically achievable'. The scope of the project had expanded during its life to include a number of other areas, such as the Edinburgh Library and study space, learning and teaching spaces and the development of the Student Union. The recommendation following the completion of the Stage 2 phase was that new build space would be required, with the Professional Services potentially relocating to:

1. the Aptuit building; or
2. the Scott Russell building.

The Aptuit building was considered to be the better option as this would provide space for around 170 non student-facing colleagues and would be less expensive.

The Board noted that the total cost of the planned projects would be around £64 million spread over several years, with an additional £26.7 million associated with refurbishment of key areas at the Edinburgh campus and maintenance of existing facilities.

The Board discussed the implications of the Stage 2 report and Campus Masterplan, highlighting the following during the course of discussions:

- that the plan was modular in nature and would be reviewed each year to ensure that the timeline was appropriate to the University's current position;
- that finance for the planned works would rely on the University meeting its targets for student numbers. This would involve providing high quality learning and teaching spaces and so these spaces were high on the list of priorities;
- that the governance of the portfolio of works would be considered carefully and concepts which were currently in place for new builds would be applied to those now planned; and
- that the spend involved would be spread over ten years, with the first five years of financing already included in the Five-Year Financial Plan.

The Board agreed that the planned programme of works would be presented to the Secretary's Board for information once drafted. The Board noted that risk has been identified during the development of the current plan and would be carefully managed.

The Board highlighted that communication with colleagues would be important in ensuring that colleagues engaged with the planned works. The Board agreed that the Secretary of the University and the Director of Campus Services would hold open meetings for colleagues following approval of the Five-Year Financial Plan by the Court in June 2015. The Board also agreed that the Director of Marketing and Communications and the Director of Campus Services would liaise regarding communication with students.

## **M15/73 ENHANCING THE CURRENT WEBSITE (PRESENTATION)**

The Board received and noted a presentation on enhancing the current website, presented by the Head of Marketing.

The Board noted that Phase 1 of the upgrades to the website would be completed by September 2015, with a wider programme to follow. The pages for the Malaysia and Dubai campuses had been updated in recent months and traffic to these pages had increased significantly. Changes had also been made to Google algorithms so that the University website appeared higher in Google listings.

The Head of Marketing highlighted that a key issue was optimising the website for mobile use, as an increasing number of visitors were using mobile technology to access information. In the future Marketing and Communications would also be working to develop traffic from social media to the website, as well as increasing user engagement and loading speeds so that visitors remained on the website to view content.

The Board noted that the current search engine on the Heriot-Watt website caused problems for visitors in China. The search engine was blocked by the Chinese government and so visitors were unable to access the website fully. Marketing and Communications were in the process of changing the search engine to resolve this issue.

The Board discussed the process of upgrading old pages on the website, which were not in the current style, and the Head of Marketing confirmed that this was part of the wider project to develop the University's intranet. Pages which would be accessed most often by external visitors had now been changed to the new style and the remaining pages in the old style would be migrated to the intranet as this was rolled out. The University had recently appointed The Roundhouse to review Heriot-Watt's brand and the results of this review would influence the development of the website going forward.

The Board agreed that the Director of Marketing and Communications would conduct an audit of skills and capacity in each School or Service in relation to management of web content. This audit would include colleagues at the Malaysia and Dubai campuses. The Board discussed the consistency of content between 'central' pages and those managed by Schools, and noted that information needed to be clarified to avoid confusion.

## **M15/74 CAREERS PROGRESSION PROCEDURES (SB/15/109)**

The Board received and noted the Careers Progression Procedures, presented by the Director of HRD.

The Board noted that the Careers Progression Procedures had been approved by the Combined Joint Negotiating and Consultative Committee (CJNCC) in May 2015 following extensive discussions with the Trade Unions. The Procedures were now more focused on career development than in previous drafts.

During the course of discussions, the Secretary of the University highlighted that a high number of applications were received by the Contribution Pay Boards each year. The Board agreed that the number of applications would be benchmarked against other universities to demonstrate whether Heriot-Watt was part of a wider pattern. The Board highlighted that applications were, in almost all cases, supported by managers and that managers would appreciate further guidance from HRD on how to assess applications and how these should be linked to the PDR process. The Board agreed that HRD would provide further guidance on Contribution Pay applications and guidance to help managers to give appropriate PDR ratings.

A member of the Board highlighted that some universities published a list each year of those who had received bonuses and why the bonus had been awarded. No information about the value of the bonus was published. This system allowed universities to recognise those who had performed exceptionally and provided colleagues with an idea of the types of achievements which merited an award. The Board agreed that a report on how this model could be applied at

Heriot-Watt would be presented to a future meeting of the Board.

**M15/75 SECRETARY'S BOARD MEETING DATES (SB/15/110)**

The Board received and approved the meeting dates for 2015/16 and 2016/17.

**M15/76 ANY OTHER BUSINESS**

No other business was discussed.