

## SECRETARY'S BOARD

Minutes: 1 September 2015

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In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Campbell Powrie, Director of Administration (SML)
	Mr Mike Bates, Director of Student Recruitment	Ms Katarzyna Przbycien ( <i>for item M15/105</i> )
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Mike Roch, Director of Information Services
	Ms Sue Collier, Director of Governance and Legal Services	Mr Martyn Spence, Director of Marketing and Communications ( <i>present from 16.00 hrs</i> )
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Paul Travill, Academic Registrar
	Mr Malcolm Deans, Director of Campus Services	Ms Vivienne White, Director of Administration (TEX)
	Ms Linsey Fender, Assistant to the Secretary	Mr Tony Weir, Director of Research and Enterprise Services (Interim)
	Ms Morag Heggie, Director of Administration (EBS)	
In Attendance:	Mrs Valerie Hallows (Clerk for the meeting)	
Apologies:	Ms Maggie Dunn, Director of Administration (SLS)	Mr Derek Penman, Director of Administration (EPS)
	Ms Lisa Herlihy, Clerk	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Mr Andrew Menzies, Director of Finance	Ms Janice Yew, Chief Operating Officer (Malaysia)

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### **M15/91 MINUTES OF THE MEETINGS OF 2 JUNE AND 7 JULY 2015**

The Board received and approved the minutes of the meeting of 2 June 2015. The minutes of the meeting of 7 July 2015, were also approved pending a minor amendment to minute M15/82 under the section relating to the School of Energy, Geoscience, Infrastructure and Society (EGIS) where reference was made to *Postgraduate students* (line 2). This should read *Postgraduate Research students*.

### **M15/92 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 7 JULY 2015**

The Board received and noted the matters arising report of the meeting of 7 July 2015. The following comments and observations were received:

**M15/81 Counter-Terrorism and Security Act 2015** – The Chair confirmed that the Head of Health and Safety was working with colleagues in Dubai to ensure that all systems are in place to manage any major incident, should it occur.

**M15/83 Actions from Campus Services Report** – The Director of Governance and Legal Services confirmed that following the review of the contract template for the booking of JWC 2, it has been agreed that a wider review of University contracts should be carried out. The proposed review has the support of the University's Campus Committee.

**M15/72 Stage 2 Space Optimisation and Edinburgh Campus Strategic Plan** – The Board noted that before the planned programme of works could be presented to the Secretary's Board, the views of the new Principal and Vice-Chancellor would be sought. Following agreement on priorities and allocation of spend for the coming year, the programme would then be communicated to the wider University community. The Secretary of the University

suggested that it might be helpful for the Director of Campus Services to attend a future PAG meeting to seek clarity on the content of the Plan.

**M15/57 Heriot-Watt Global Student Programme** – The Academic Registrar reported that the Inter-campus Transfer Policy and the relevant processes and procedures had been revamped. These would be presented to Senate in due course. The Board noted that the launch of the Global Student Policy would be timed to coincide with a high profile Scottish Government event in Dubai in November.

**M15/88 Child Student Policy** – The Director of Governance and Legal Services confirmed that there had been a very specific request for a flag within the admissions system to identify such students. The Policy was presented for approval at M15/106 below.

**M15/23 Action from the Student Barometer Survey: Update on the Bank** – This had been a key issue in the Student Barometer Survey. The Director of Campus Services updated the Board on the current position with the Bank. The Board noted that the Bank had indicated that they would leave the University at the end of November, in spite of having 55 years remaining on their lease. Discussions were taking place around the surrender of the lease and the continued operation of the cash machine. Members voiced concern that students would not have physical access to a branch. However, it was thought that most students would apply for a bank account in the first few weeks of term, during September, with the majority then using the internet to access their respective accounts. Discussions were taking place with other interested banks. The Academic Registrar reported that the University would hold a banking fair during Fresher's Week and this would be widely publicised to new and existing students, particularly to our international students.

The Board noted that the absence of a branch would create problems around cash handling for the Finance Team and other University services requiring that facility. It was agreed that the Director of Finance should liaise with colleagues and devise a co-ordinated approach across the University.

#### **M15/93 POLICIES UNDER DEVELOPMENT REPORT (SB/15/141)**

The Board received and noted the Policies Under Development Report up to 1 September 2015.

The Director of Governance and Legal Services reported that she was currently developing a new University Policy to meet the University's statutory obligations under the Counter Terrorism & Security Act (CTSA) 2015. As a first step to collaborative working on the drafting of the Policy, the Director met with the President of the Muslim Society. The Board noted that since that meeting the University's Student Union has chosen to align itself to a campaign by the National Union of Students against the Prevent agenda. However, the University is obliged to have a Policy in place. The Director of Governance and Legal Services and the Academic Registrar hoped to meet with the Student Union for further discussions after Fresher's Week. An update will be provided to a future meeting. Further information on the Act and the requirements on the University are provided in more detail at M15/96 below.

The Board noted that appended to the Policies Under Development Report was a suite of ten policies, some new and some revised, brought together under the overarching policy; Supporting Family Life. This overarching Policy and its related policies and procedures were considered under M15/93.1 below.

#### **M15/93.1 POLICIES UNDER DEVELOPMENT REPORT: SUPPORTING FAMILY LIFE POLICIES (SB/15/141 APPENDIX 1)**

The Board received and noted the Supporting Family Life suite of policies together with linked Procedures, presented by the Director of Human Resource Development. The Suite of Policies included:

- Supporting Family Life Overarching Policy (New);

- Maternity Leave (Revised);
- Paternity Leave (Revised);
- Adoption Leave (Revised);
- Parental Leave (Revised);
- Shared Parental Leave (New);
- Time off to attend antenatal classes (New);
- Carer's Leave (remains Under Development) (New);
- Emergency Dependents Leave (Revised); and
- Compassionate Leave (New).

The Director of Human Resource Development thanked members of the Board for their comments and observations over the summer, and invited the Board to:

1. Agree in principle the draft Supporting Family Life Policy and its linked Procedures prior to consultation with the CJNCC;
2. Agree that the proposed Shared Parental Leave Pay should be enhanced to mirror current Maternity and Adoption Pay levels; and
3. Recommend that the Policy and supporting Procedures are presented to the UE for approval.

The Board considered other pay for parental leave and supported the proposal for paid leave for up to two antenatal appointments in relation to each pregnancy for partners, and that paternity leave be increased from one week full pay to two weeks full pay. It was noted that based on previous numbers, this was likely to cost the University approximately £15k per annum. The Chair confirmed that it was essential for the cost to be met from within the respective budget holder's existing budget.

The Board noted that whilst the aim was to have robust application of the various policies across the University, it was considered that softer phrasing and a simplified summary of the benefits would make the policies more user-friendly. The Director of Marketing and Communications agreed that he and his team would review the documentation accordingly. It was suggested that a diagrammatical representation of the benefits might be more helpful. The Board recommended that the suite of Policies and Procedures should be presented to the CJNCC and UE in due course.

#### **M15/94 PROJECTS REGISTER (SB/15/142)**

The Board received and noted the Projects Register, as at 17 August 2015. The Board noted the following material changes since the last meeting of the Board:

- Four projects had moved to closed; Space Optimisation, Space Utilisation, the Intranet project and RMAS;
- One project had been added to the Proposals Pipeline; Options Appraisal for the Student Union;
- Five projects had been added to the Projects Register; the Library Management System, Development of Robotics Laboratory and Workshop, Charles Lyell Centre Support Building, Capital Projects 5yr Plan Stage I, and Refurbishment and AV upgrade of L&T rooms; and
- There had been a change in status of three projects; iHR People Management System Phase 2, Library Options Appraisal and the revision of the Financial Regulations.

No further comments or observations were received.

#### **M15/95 BUSINESS REPORTED BY THE CHAIR**

The Chair reported on the following items:

- Professor Richard A Williams had officially taken up his post as Principal today, 1 September;

- A number of 'Meet the Principal' events are being arranged for colleagues and details will be circulated shortly. The Chair encouraged colleagues to attend;
- Also today, Nuala Boyle officially took up her post as Assistant Principal (Development);
- The University was preparing for Fresher's Week from 5-13 September and for the commencement of term on 14 September 2015; and
- A series of workshops regarding the plans for the Aptuit Building were being planned for the autumn.

#### **M15/96 COUNTER TERRORISM AND SECURITY ACT (CTSA) 2015 (SB/15/143)**

The Board received and noted a presentation by the Director of Governance and Legal Services, which provided an overview of the University's statutory duty under the CTSA which came into effect on 1 July 2015. The Board noted the University's general duty under the Act (Section 26 (1)) "***A specified authority must, in the exercise of its functions, have due regard to the need to prevent people from being drawn into terrorism***" and that "***when carrying out the duty a specified authority:***

- ***Must have particular regard to the need of the duty to ensure freedom of speech;***
- ***Must have particular regard to the importance of academic freedom."***

The presentation covered the Prevent Duty Guidance for Scotland and the related Key Action Areas such as:

- External Speakers and Events;
- Leadership;
- Staff Training;
- Information Sharing;
- Safety Online;
- Welfare and Pastoral Care;
- Student Unions; and
- Monitoring and Enforcement.

The Board noted the establishment of the Scotland-wide 'Prevent Working Group' and its remit and membership. It had also produced a Good Practice Guide to ensure consistent good practice across Scottish HEIs. This will be kept under review, and informed by examples of good practice from across Scotland.

The Director of Governance and Legal Services drew attention to the Prevent Duty Guidance for Higher Education Institutions in Scotland Action Plan, setting out the requirements on the Institution in order to comply with the Act and invited colleagues present to note their respective actions.

The next steps comprise the establishment of the University Prevent Group with a remit to consider staff training, information sharing, the management of speakers and events, welfare and pastoral support, policy development, risk management and to regularly review the Prevent Action Plan.

The Board supported the establishment of the University Prevent Group and its Terms of Reference. It was agreed that a proposal around staff training should be developed in readiness for a future presentation to the UE.

The pack also included the Counter-Terrorism Risk Register for comment. No further comments were received.

#### **M15/97 RESULTS OF EMPLOYEE STAFF SURVEY**

The Board received and noted a report on the highlights of the Employee Staff Survey 2015, presented by the Director of Human Resources Development (HRD). The Board noted that

the results show that overall staff are positive about the University:

- 77% said that they are proud to tell people that they work at HWU;
- 75% agreed that the University was a good place to work;
- 73% said that they were happy working at HWU.

However, staff indicated that they had concerns around the benefits of the Performance Development Review, the promotions process and whether the survey results would be acted upon. The Board noted that the results should be seen against the continuing background of uncertainty and change in the HE sector and this would have an impact on HEI survey results, nevertheless, HE remained a high-performing sector in terms of staff survey results. The Board noted that the overall response rate had been disappointing at 54%, below the average for the sector.

The report highlighted nine statistical deteriorations since the 2011 survey and six statistically significant improvements with variations in those within the University.

The Board noted that the UE had also received a presentation of the results and in line with the findings of the survey, agreed that the results suggested there were three main areas for improvement. These included:

1. Communications – particularly internal communications remained an area for further improvement, where the number of respondents who thought the survey results would be acted upon had fallen by 9% since the last survey in 2011;
2. Infrastructure – a number of new developments were in the pipeline and it was important that the plans for these were communicated clearly to staff including the timeline for delivery; and
3. Promotions and Performance Development Review – there had been an increase in the number of respondents who agreed that they understood the process for the PDR and promotion, but were not so positive of how it could be of benefit to them. It was agreed that further clarification around the relationship of the PDR process and how that process informs promotion decisions would be helpful.

The Director of HRD highlighted the next steps:

- An all staff email and link to the presentation;
- Individual 'packs' for implementation by local managers;
- Local communications; and
- Action Planning – Locally and cross-University.

The Director of HRD reported that the UE had requested an action plan and that he and the Director of Marketing and Communications would consider the best way of communicating the survey results and action plan to University colleagues. The Chair was particularly interested in suggestions as to how to increase the participation rate.

The Chair thanked the Director of HRD and colleagues for their work in conducting the survey and the preparation of the report.

**M15/98 DRAFT COMMUNICATIONS PLAN (SB/15/144)**

Given the time constraint it was agreed that discussion on this paper would be deferred until the next meeting of the Board.

**M15/99 EMAIL SYSTEM UPDATE**

The Board received and noted a presentation and an oral update from the Director of Information Services on the implementation of Microsoft Office 365 (O365) cloud-based system. The advantages of which would be that it is available globally, managed 24 hours a day, 365 days a year, can be operated on laptops, pcs, iPads etc, receives automatic updates and is fully integrated with HWU systems. It will provide much more functionality than

previous systems, including allowing colleagues to work in teams, share information, and provide skype for business enabling several colleagues to talk to each other at one time anywhere in the world. Students have been using the system for email and OneDrive since 2013 with staff are being gradually migrated across throughout 2015. The target date for completion is Christmas 2015. Members of the Board noted and commented on the phased migration plan

#### **M15/100 INFORMATION SYSTEMS INVESTMENT PLAN**

The Board received a presentation by the Director of Information Systems on the proposed Information Systems Investment Plan for 2015-16. The Board noted that £1m pa had been agreed in the 2013 planning round for the three years 2013-16 with a further £1m pa going forward until 2022. iHR had been the first item from this tranche of funding, with funding for further development of the system in years two and three. However, the Board noted that the majority of iHR developments in year three had been deferred in order to fund development of other areas specific to the requirements of the Strategic Plan. However, some funding of iHR had been retained for ongoing upgrades and requests for improvements. The Board noted the list of proposed IS projects for 2015-16 were as follows:

- SAS Revitalisation;
- Library Management System;
- Online Prospectuses;
- iHR Fine Tune; and
- Website and Digital Engagement review.

Discussion highlighted the following observations and comments:

- It was suggested that the funding within the paper should be checked to ensure that the appropriate level of depreciation had been included, to ensure a legacy of future investment. The Director of IS agreed to discuss with the Director of Finance;
- A sum had been included in the presentation for an Estates Management System. The Chair sought further information on the proposal and agreed to discuss with the Director of Campus Services;
- Inevitably, as plans materialise the backfill for members of teams comes in to play and a question was raised around the costs for project management being paid for from capital expenditure;
- Resource allocation for technology support for research activity across the whole University was identified as a gap and there was a need to understand how the gap would be filled;
- The proposed expenditure under the Web & Digital Engagement Review heading is subject to further discussion between the Secretary of the University and the Director of Marketing and Communications; and
- It was suggested that the University should at some time in the future, undergo an Audit of the provision of University-wide management information across the University.

The Chair thanked the Director of Information Services and the Strategic Information Services Committee for bringing this forward for the Board's consideration today. It was suggested that once it had been reviewed and commented on by the Director of Finance, the Director of IS should prepare a paper for presentation to the UE to encourage a wider debate.

#### **M15/101 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/15/145 – SB/15/156)**

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.

During the course of this item the Board discussed the following key points:

### **Marketing and Communications**

- Appendix 1 of the report contains revised Email Guidance for colleagues, developed following consultation with the Director of Governance and Legal Services, the Director of Human Resource Development and the Director of Information Services. The updated guidance now includes reference to a standard legal disclaimer and aspects of best practice related to the use of email, especially regarding the use of an e-mail signature and promotional messages. The Director of Marketing and Communications requested that any feedback and comments be provided by the end of the week so that he could seek the endorsement of UE and subsequent application across the University.

### **Student Recruitment**

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

### **Human Resources Development (HRD)**

- Given the time constraint, it was agreed that consideration of Appendix 4 of the HRD Report proposing a review of the activities in relation to the University's Induction programme should be deferred until the next meeting of the Board.

## **M15/102 ANNUAL SURVEY AND STUDENT PANEL (SB/15/157)**

The Board received and noted a paper presented by the Academic Registrar containing recommendations on how the University should develop its suite of student satisfaction surveys into a co-ordinated Annual Survey and create a Student Panel. The prime motive for the recommendations is to develop a process that enables the University to work with students globally to enhance their overall student experience, by bringing together the thirty or so surveys that are carried out each academic year related to student learning and overall experience across all campuses.

It is anticipated that the creation of a co-ordinated Annual Survey aligned with an online Student Panel will bring benefits to students of fewer surveys and greater involvement in the analysis and how to enhance their experience. It will also help the University predict student satisfaction benchmarks in advance of key external surveys such as NSS and provide Schools and Professional Services insight into the services that they deliver to improve the global student experience.

School representatives were concerned that there would be a loss of current data but the Academic Registrar confirmed that the vision for the Annual survey and Student Panel was designed to enhance the existing Student Survey Framework. The proposal had been endorsed by the Student Survey management Group and also the Student Union, and colleagues in Planning, Information Services and Registry had been consulted on the plans.

The Chair reminded members that the purpose of the paper was to seek approval to create a short-term working group to develop the Annual Survey and Student Panel remit for launch in February 2016. International campuses would be involved in the group. Development would include further debate at School and Service level and incorporate some testing in Schools.

The Board approved the recommendation for a short-term working group and looked forward to receiving further updates on progress in due course.

## **M15/103 GROUP FINANCIAL DASHBOARD (SB/15/158)**

The Board received and noted the Group Financial Dashboard dated as at July 2015, presented by the Chair. However, the Chair reported that a more recent version (dated August 2015) was now available and it was agreed that this should be circulated to members of the Board via email.

**M15/104 DUBAI STUDENT SURVEY FEEDBACK (SB/15/159)**

Given that the Director of Administration at the Dubai Campus had been unable to attend the meeting, it was agreed that discussion on this paper would be deferred until the next meeting of the Board.

**M15/105 HERIOT-WATT ENGAGE**

**This item was taken as the first item of business**

The Secretary introduced Katarzyna Przybycien, Public Engagement Co-ordinator from the Heriot-Watt Engage programme.

The Board received and noted a presentation by the Public Engagement Co-ordinator on the Heriot-Watt Engage programme, supported through the Centre for Academic Leadership and Development. The Programme promotes and stimulates public engagement by the academic community through supporting the development of public engagement skills and knowledge, facilitating peer networks of 'engaged researchers' across the University and the wider Beltane partnership, contributes to the University's Research and Knowledge Exchange Strategy and impact agenda and provides a portal for public engagement resources and achievements.

One strand of the Engage Programme has been the participation in a series of events run throughout the year in partnership with The Royal Society and other partner institutions under the banner of 'International Year of Light 2015' (a UN initiative), culminating in the closing ceremony 'Illuminations' on 2 December 2015, at the University's Edinburgh Campus. The Secretary of the University invited colleagues present to help and support this event to make it a spectacular success.

In order to take things forward for the event on 2 December, the Public Engagement Co-ordinator agreed to provide an outline of a draft action plan for the Directors of Professional Services. It was also suggested that it would be helpful to have wider University representation of the Professional Services on the organising committee.

**M15/106 CHILD STUDENT POLICY (SB/15/160)**

The Board received and noted the Child Student Policy and supporting Procedures, presented by the Director of Governance and Legal Services, which set out the obligations of the University in relation to applicants under the age of 16. The Director of Governance and Legal Services confirmed that colleagues in Dubai and Malaysia had trialled the Policy, making a few amendments where reference was made to Scottish law, and reported that it was working well.

The Board recommended the Policy for onward presentation to the University Executive for approval.

**M15/107 ANY OTHER BUSINESS**

**M15/07.1 West London College (WLC):**

The Board received an update from the Director of Governance and Legal Services in respect of West London College. The Board noted that following the tightening of requirements in relation to multi-site institutions and teaching partnerships and Tier 4 (student) visa sponsorship, the University had subsequently entered into discussions with UKVI regarding the impact on the University's relationship with WLC. Initially, it was thought that we had broad agreement that we would be able to continue in London. However, in early August UKVI confirmed that under the new requirements the University could issue a Certificate of Acceptance for Study only in respect of programmes where, for the majority of the programme, delivery was by staff it employed and on premises it owned. This led to the University establishing a Project Team to look at the options available. Following detailed

discussion at a recent UE it had been agreed that the most acceptable proposal had been a teach-out model, anticipated to be over a maximum of three years. This would enable to University to honour its commitment to the students, either by continuing studies at WLC or possibly through relocation to other University campuses. A full implementation plan for the teach-out period was being prepared, initially for its first year of operation.

The Chair assured Members of the Secretary's Board that there was a comprehensive communication in place, provided by the Director of Marketing and Communications and his team, and endorsed by the Project Team. This was essential to provide reassurance and individual advice and support to the students concerned. Briefings will be provided to the appropriate Heads of Schools and Services.

The Chair reiterated that the first priority was to the students and no doubt the cost of the teach-out model would be quite significant and that this may well have consequences on future investment plans and that she would keep members informed on any likely impact. The Chair thanked everyone who was working on this particular project for their support.

**M15/07.2 Review of the School of Life Sciences:**

The Board received a brief overview of the recent review of the School of Life Sciences by the Chair. The Board noted that proposals had been presented to the UE at its meeting on 27 August 2015 which UE had endorsed and that Senate would be invited to consider and approve the proposed structural changes relating to the School and its academic activities. The Board noted it was unlikely that there would be a decision before December 2015. It was highlighted that during the recent review of IPE Directors of Professional Services had been asked for input and this had not yet happened for Life Sciences. The Secretary advised Professional Services colleagues to contact the Deputy Principal (External Relations) in the first instance.

**DATE OF NEXT MEETING: Wednesday 7 October 2015**