Heriot-Watt University

SECRETARY'S BOARD

In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Dr Alicia Greated, Director of Research and Enterprise Services
	Mr Mike Bates, Director of Student Recruitment	Mr Andrew Menzies, Director of Finance (*for M16/15*)
	Ms Philippa Burrell, Director of Administration (EGIS)	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 (*from 10am*)	Mr Martyn Spence, Director of Marketing and Communications
	Ms Maggie Dunn, Director of Administration (SLS)	Mr Paul Travill, Academic Registrar
	Ms Linsey Fender, Assistant to the Secretary	Ms Vivienne White, Director of Administration (TEX)
In Attendance:	Mr Les Allan, Head of Health and Safety Services (*for M16/18 and M16/19*)	Ms Lisa Herlihy, Clerk
Apologies:	Ms Morag Heggie, Director of Administration (EBS)	Ms Janice Yew, Chief Operating Officer (Malaysia)
	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)	

The Chair welcomed Mr Les Allan, Head of Health and Safety Services, to the meeting to present the item on Emergency Planning and Management.

MINUTE REF

M16/09   MINUTES OF THE MEETING OF 12 JANUARY 2016

The Board received and approved the minutes of the meeting of 12 January 2016.

M16/10   MATTERS ARISING REPORT FOLLOWING THE MEETINGS OF 1 DECEMBER 2015 AND 12 JANUARY 2016

The Board received and noted the matters arising report following the meetings of 1 December 2015 and 12 January 2016.

M15/148
Governance and Legal Services
The development of further guidance regarding Tier 4 records for exchange student was in progress and would be provided as soon as possible.

Information Services
Guidance had been issued to colleagues regarding the use of shared drives to save data. The Board noted the action agreed at the December 2015 meeting; the creation of a short policy confirming where University data must be stored.
M15/154 – The Director of HRD confirmed that a report on the University's current policy of advertising all vacancies internally prior to external advert would be presented to the Vacancy Management Group at their next physical meeting.

M15/132 – The Chair queried the progress on forming focus groups to discuss colleagues' preferred methods of communication. The Director of Marketing and Communications confirmed that organisation was underway and this would be progressed in the coming weeks.

M15/65 – The Director of Governance and Legal Services highlighted that recent focus had been on the resolution of issues with student representation at the Dubai and Malaysia campuses. Discussion of aligning internationalisation in the Student Union to local legislation would be renewed once these issues had been resolved.

M16/11   **POLICIES UNDER DEVELOPMENT REPORT (SB/16/03)**

The Board received and noted the Policies Under Development Report up to 1 February 2016, presented by the Chair.

Policy on Speakers and Events
The *Code of Practice: Freedom of Speech* had been renamed *Policy on Speakers and Events*. The Policy had been out for consultation with the University Prevent Group until 29 January 2016. It would now be circulated to the Secretary's Board for comment. Feedback regarding how local events could best be managed was particularly welcome. The Director of Governance and Legal Services highlighted that academic events were excluded from the Policy, as were business meetings held on campus.

New Policies
The Board noted that the *Student Sexual Misconduct Policy and Procedures* and the *Student Maternity and Paternity Guidelines* had been added to the report.

M16/12   **PROJECTS REGISTER (SB/16/04)**

The Board received and noted the Projects Register as at 18 January 2016, presented by the Chair.

The Chair queried when the University Executive was to receive an update on the Brand Refinement project, following the approval of changes to the brand, and the Director of Marketing and Communications confirmed that he would present this update on 15 February 2016.

The Board agreed that the Director of Marketing and Communications would discuss the Review of Internal Communications project with the Project Support Office, to review the target end date.

M16/13   **BUSINESS REPORTED BY THE CHAIR**

Face-to-Face Communication
The Chair advised the Board that the University Leadership Forum had agreed a proposal for face-to-face communication in the form of team briefings. The first briefing would take place in early March and topics would be provided by the Communications team. The local details of team briefing would be decided by managers, and Directors of Administration and Professional Services would be responsible for providing feedback to the Director of Marketing and Communications.

The Board agreed that a composite report on the feedback received would be provided to the Secretary's Board at each meeting. This would also be linked to the feedback received from the Global Employee Experience Forum when it met. The Director of HRD would provide the feedback when this was available. Actions taken as a result of this feedback would be communicated to colleagues at a future team briefing. The Director of Marketing

and Communications highlighted that the team briefing feedback would also be fed into the Principal's open meetings.

Client Relationship Management System (CRM)
The Board discussed the implementation of a new CRM system, which would start at the Malaysia Campus. The Director of Governance and Legal Services highlighted that it would take approximately two months to complete the procurement process for a new system. The Academic Registrar confirmed that discussions around the assessment criteria and timescales were taking place, and a plan would be developed for implementation in Malaysia. One of the key criteria for a potential supplier was that they have local staff in Malaysia and Dubai to interact directly with the international campuses. It was expected that implementation of the CRM system would commence in early May 2016 in Malaysia.

M16/14   **REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/16/05 – SB/16/16)**

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

During the course of this item, the following key points were discussed:

Borders Campus
- that TEX were working to submit several bids for Arts and Humanities Research Council funding by the end of March 2016;

Campus Services
- that the development of a hotel associated with the Oriam Centre was expected to commence on site in June 2016 (subject to planning permission);
- that the five-year capital plan was currently under review and the Board would be kept informed of any changes to post-2016 plans. All upgrades to Learning and Teaching spaces which had previously been approved for 2016 would be completed as agreed;

Edinburgh Schools
- that the recommendation that the current academic activities of the School of Life Sciences (SLS) would be better supported as part of other, larger Schools had been endorsed by the Senate and would take effect from August 2016;

Governance and Legal Services
- that a 'Basic Compliance Assessment' of Heriot-Watt had been completed by the UKVI and Tier 4 sponsor status had been renewed for a further 12 months. The University's visa refusal rate was 3.76%, well within the 10% threshold;

HRD
- that HRD were commencing work on standardising role descriptions, to provide further clarity around routes for career progression;
- that some areas of the University had not yet had local discussions of the feedback from the Employee Engagement Survey. The Director of HRD would issue reminders to the appropriate areas;

Information Services
- that all support was now in place for researchers using the University's storage systems for research data, including written guidance;
- that the University had led on the procurement of a Library Management platform for Scottish universities. The new platform would be implemented at Heriot-Watt in summer 2016;

Registry Services

- that a presentation on the Student Administration Revitalisation Project (SARP) had been given to School administration colleagues and information regarding this project would be included in an upcoming Team Briefing. A report on the progress of the SARP would be added as a standard item on the Secretary's Board agenda;

Research and Enterprise Services (RES)
- that the Scottish Funding Council was implementing major changes to the Knowledge Transfer Grant, which would potentially impact upon Heriot-Watt's Grant award. RES were monitoring the changes as these were announced;

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

M16/15   GROUP FINANCIAL DASHBOARD (SB/16/17)

The Board received and noted the Group Financial Dashboard, presented by the Director of Finance.

The Director of Finance highlighted that the Dashboard provided an up-to-date forecast. Schools were currently adverse to budget partly due to lower than target tuition fee income. The Board discussed this issue, highlighting that the University had set an ambitious target of increasing tuition fee income by £14 million in the current financial year. While the University was not currently meeting this target, there had been an increase of £8 million on last financial year.

The Board considered the Research Grants and Contracts income targets and agreed that these needed to be co-ordinated between RES and Schools. The Board agreed that the Directors of Administration would present to the Secretary's Board regarding these targets at a future meeting.

The Director of HRD queried the unallocated funds which were associated with the iHR project on the Dashboard. The Director of Finance confirmed that one of his team would contact the Director of HRD to clarify.

M16/16   REGISTRY REORGANISATION (PRESENTATION)

The Board received and noted a presentation on the reorganisation of Registry Services, presented by the Academic Registrar.

The Academic Registrar highlighted that Registry Services had previously included nine teams reporting in to the Academic Registrar, along with indirect reporting from the Student Union and the Health Centre. Following the recent reorganisation, five teams would now be established:

1. Admissions
2. Student Systems
3. Student Services
4. Quality and Academic Services
5. Student Union

Within these teams related services would be clustered together, including an integrated Student Services team with Heads working together to oversee the student experience. The Academic Registrar also highlighted that within the Quality and Academic Services cluster would sit External Partnerships, which had been formed into its own team due to a perceived high risk associated with external partnerships and the need for oversight.

Next Steps

The Board discussed next steps for the Registry reorganisation, including the clustering of services to ensure clear lines of responsibility and better cover in sections.

The following items were also highlighted during the course of discussion:

- that clarity regarding the ownership of regulations was essential;
- that a single Student Handbook for all of the University's campuses was to be developed by 2017. This project would be owned and delivered by the Academic Registrar, with colleagues from across the University to contribute. Devising the handbook would require debate and clarification of a number of misaligned processes and approaches;
- that a central list of all courses on offer at Heriot-Watt would be very useful for both colleagues and students. The Academic Registrar confirmed that all courses were now being uploaded into the Programme Approval Management System (PAMS) and the creation of a full list would be possible after this work was complete.

M16/17   **GLOBAL RECRUITMENT AND MARKETING WORKSHOP, 19 & 20 JANUARY 2016 (SB/16/18 & PRESENTATION)**

The Board received and noted a report on the Global Recruitment and Marketing Workshop, presented by the Director of Student Recruitment.

Nine recommendations arose from the Workshop, as follows:

1. Priority of enhancing digital content – Marketing and Recruitment teams would focus on producing vibrant online content for key groups, including content produced by current students. Virtual Open Days were already under development and would go live shortly;

2. Greater co-ordination between alumni and recruitment activities – this would include international alumni, such as those in China;

3. Conversion of enquirers and applicants

4. Go Global Programme – it was expected that around 100 students would take part in the Go Global programme in September 2016 and clear communication would be needed to ensure all colleagues were aware of the processes;

5. Linking academic travel to international recruitment – the value of academics supporting international recruitment was recognised and it was suggested that revised processes, which would alert Student Recruitment to academic travel, could be extracted from travel and insurance approvals. The Board highlighted that this could be linked to a new system that the Head of Health and Safety Services was investigating, as discussed in M16/18 below. The Board agreed that the Director of Student Recruitment would liaise with the Head of Health and Safety Services regarding this possibility;

6. Further support for Malaysia Campus recruitment – several ideas for improving recruitment to the Malaysia Campus were raised during the course of the Workshop and these would be considered by the Malaysia Campus Development Group, which was Chaired by the Principal;

7. Development of Study Abroad Programme – the Workshop had discussed the Study Abroad Programme and highlighted that further development was needed to fulfil demand in the international markets. The Board agreed that an updated process would be drafted for Study Abroad (covering students from international universities who completed a semester or year at Heriot-Watt). This would be presented to the Secretary's Board once drafted.

8. Scholarship development – a draft Scholarships Policy was under development and would be presented to the University Executive and the Secretary's Board in April 2016; and

9. Global Recruitment programme of events – a revised and updated programme was agreed, and the Workshop also agreed that training for all recruitment colleagues and a review of the Heriot-Watt sales kit would be priorities.

Other issues discussed included the need for a market research resource to inform portfolio development, a better admissions process for non-UCAS applicants, and further staffing investment in the China & East Asia Office and the India Office. A member of the Board queried whether the University was offering student exchanges with Chinese universities, which was an initiative preferred by the Chinese government. The Director of Student Recruitment confirmed that some exchanges were in place.

M16/18   **EMERGENCY PLANNING AND MANAGEMENT (PRESENTATION)**

The Board received and noted a presentation from the Head of Health and Safety Services on Emergency Planning and Management.

The Head of Health and Safety Services provided an overview of the Emergency Planning and Management processes which had previously been in place at Heriot-Watt and highlighted that these had been insufficient as the University expanded, particularly as they did not fully include the international campuses. The processes had now been updated and were being rolled out.

The following measures were included:

-   an Emergency Response Team (ERT), formed of volunteers from among University colleagues and covering all campuses. A 24/7 on call rota was in place for the Team, so that a Duty Manager was always available. The Chair proposed that members of the ERT should visit all of the University's campuses, in order that they were familiar with the locations and arrangements in place. The Head of Health and Safety Services confirmed that each campus would also have its own ERT;

-   an Emergency Management Group, which would also be on call, and an escalation process to ensure appropriate colleagues were informed. Security would manage business as usual during an emergency situation; and

-   an IT-based Incident Support Centre configured for all campuses, which had remote access so that colleagues could gain access externally. This was not dependent on wi-fi and could stand alone if needed.

The Board noted that the Incident Support Centre contained a large number of incident categories, each linked to an appropriate process. This would guide the ERT in managing incidents and would provide an alert if any steps were incomplete. The Head of Health and Safety Services emphasised that the ERT was a co-ordinating team, and would call in expert colleagues as necessary.

The Head of Health and Safety Services also highlighted that the existing travel database was not sufficient for the University's needs and a new database was now being developed. As part of this process Health and Safety colleagues would contact key personnel to request updated contact information.

Phase 2 Development
The Board discussed planned next steps and noted that Health and Safety were researching a mobile app for emergency management. The app provided a number of benefits, including the ability to track who was in an effected area and the proximity of security or first-aid providers.

The Board discussed the implementation of Phase 2, highlighting the need to mandate the activation of the app and to educate colleagues and students in its use. A member of the Board queried whether a link to the Foreign Office or other appropriate body would be available, to provide advice for travellers in case of an emergency. The Head of Health and Safety Services confirmed that this would be in place.

Discussion
The Head of Health and Safety Services confirmed that a major incident rehearsal was scheduled at the Dubai Campus and would be undertaken in conjunction with the Dubai government. The Board agreed that the Head of Health and Safety Services would provide his presentation to the Directors of Administration for the international campuses and the Director of Campus Services, who had been unable to join the meeting.

The Board questioned how the IT-based systems would work in an event where the police were required to close down communications systems. The Head of Health and Safety Services confirmed that a back-up system was available in such a situation.

Following discussion the Chair proposed that a staff ID badge be made mandatory for colleagues on campus. Currently a staff badge was available through Information Services and was optional. The Board suggested that the iHR system would need to create badges automatically when new colleagues joined the University if these were to become compulsory. The Director of Information Services confirmed that the badges could be programmed as passes to open doors and the Board suggested that this would be an effective way of ensuring that all colleagues remembered to wear their badge.

The Board agreed that the Emergency Planning and Management presentation would also be presented to the University Executive at a future meeting.

M16/19   **BUSINESS CONTINUITY (ORAL UPDATE)**

The Board received and noted an oral update on Business Continuity, provided by the Chair.

The Chair advised the Board that a draft Senior Manager Deputising and Absence Policy had been developed, laying out lines of responsibility in the absence of senior colleagues. The Policy would be presented to the University Executive for approval at a future meeting. The Board noted that currently the iHR system logged annual leave and did not record when colleagues were absent at conferences or other work engagements. This feature would be added as improvements to the system were applied.

Student Union Day of Action
The Board discussed the Student Union Day of Action planned for 12 February 2016, which was a national event. The Director of HRD advised that UCU had expressed support for the Day of Action. The Director of Governance and Legal Services confirmed that there was a plan in place to ensure that business would continue as usual.

M16/20   **PROFESSIONAL SERVICES SELF-ASSESSMENT TEAM (SAT) STRATEGY GROUP (PRESENTATION)**

The Board received a presentation from the Director of HRD and the Director of Governance and Legal Services on the Professional Services SAT Strategy Group.

The Director of HRD highlighted that there would be a Professional Services element to the University's Bronze Athena SWAN renewal and that the SAT would need to build upon work which had been begun by the Schools as part of their own submissions. The University renewal would be submitted in November 2016.

The Board agreed that the Director of HRD would circulate the draft checklist for the Professional Services to Board members and that members would discuss this with colleagues in their teams as part of a mapping exercise. The Secretary's Board would act as the SAT and would consult a range of colleagues to ensure all grades and roles were included in the submission process.

The Board agreed that an additional meeting of the Secretary's Board would be held to discuss the Professional Services submission. The Clerk would be in touch with members outwith the meeting to arrange this as soon as possible.

M16/21   **TERMS OF REFERENCE**
- **STRATEGIC INFORMATION SYSTEMS COMMITTEE (SISC) (SB/16/20)**
- **EQUALITY AND DIVERSITY ADVISORY GROUP (EDAG) (SB/16/21)**

The Board received and approved Terms of Reference for the SISC and EDAG, presented by the Director of Information Services and the Director of Governance and Legal Services.

The Board noted that EDAG had established a sub-group, the Inter-faith Forum. The Chair also advised the Board that Islamic Awareness Week would be taking place in February 2016 and encouraged members to participate in some of the activities available.

M16/22   **QUARTERLY COMPLAINTS REPORT (SB/16/22)**

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

The Board queried the status of the complaint which was marked red on the Report. The Academic Registrar confirmed that the complaint was ongoing. A communication had recently been received from the complainant and the log would be updated shortly.

M16/23   **ANY OTHER BUSINESS**

The Board agreed that the Director of Information Services would present a progress report against the Cyber Security Action Plan to the Board at a future meeting. Six workstreams were now in place and due dates had been agreed for each.

Date of next meeting: Tuesday 1 March 2016