

SECRETARY'S BOARD

Minutes: 7 June 2016

In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Ms Candace Alborno, Assistant to the Secretary	Mr Andrew Menzies, Director of Finance
	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)	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
	Mr Malcolm Deans, Director of Campus Services	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Vivienne White, Director of Administration (TEX)
	Ms Morag Heggie, Director of Administration (EBS)	
	In Attendance:	Ms Lisa Herlihy, Clerk
Apologies	Dr Alicia Greated, Director of Research and Enterprise Services	Ms Janice Yew, Chief Operating Officer (Malaysia)

MINUTE REF
M16/72

MINUTES OF THE MEETING OF 3 MAY 2016

The Board received and approved the minutes of the meeting of 3 May 2016.

M16/73

MATTERS ARISING REPORT FOLLOWING THE MEETING OF 3 MAY 2016

M16/45 – The Board noted recent discussions with Study World regarding advertising for a Student Service Centre Manager under Heriot-Watt's banner. Heriot-Watt had recently made successful Professional Services appointments in Dubai and it was suggested that a University advert might generate renewed interest in the position. The Director of Administration and Registrar (Dubai) highlighted that Study World now wished to open the Centre in January 2017, while the University continued to work to a September 2016 deadline.

The Board agreed that the Director of Administration and Registrar (Dubai) would provide the Chair with Study World's recent report on the Centre and the Chair would continue discussions with Study World regarding re-advertising. The Board considered the potential for seconding a colleague from the Edinburgh Campus to the Dubai Campus to fill the Manager role and agreed that the Academic Registrar would investigate this further.

M15/100 – The Board noted that the Assistant to the Secretary would take forward the audit of University-wide management information. This would include a review of information which managers required in order to perform their job in an informed manner. The Chair highlighted that a proposed suite of management information would be developed.

The Board agreed that the Head of the Secretariat, who was currently responsible for the Annual Statistics report, would be invited to a future meeting to discuss how the data was collated. At this meeting the Board would review the internal and external data available to the University.

M16/65 – The Board noted that the University and College Union (UCU) Action Short of Strike could potentially affect the staffing arrangements for the Clearing period. The Conversion Group would receive a report on this topic at their meeting on 9 June 2016. The Board agreed that the Director of Student Recruitment would liaise with the Director of HRD around any action which could affect University business during Clearing. The Director of HRD highlighted that the University was able to ask colleagues if they intended to participate in action, though colleagues were not obliged to respond until the day of the action.

M16/74 POLICIES UNDER DEVELOPMENT REPORT (SB/16/90)

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

M16/75 BUSINESS REPORTED BY THE CHAIR

The Chair advised the Board that very positive feedback had been received following the recent Garden Party, hosted by the Principal, to celebrate the 50th Anniversary of the University's Royal Charter. The Chair thanked all colleagues who had contributed to the event's success.

M16/76 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/16/91 – SB/16/102)

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

The following key points were highlighted during the course of this item:

Borders Campus

- that social space for students at the Borders Campus would be created in summer 2016, ready for the new academic year. The Board highlighted that communication around the new space was key, particularly with existing students;

Campus Services

- that a briefing regarding the summer 2016 refurbishment of Main Reception would be provided to all Edinburgh Campus colleagues. Colleagues from the Projects Team would liaise with HRD around potential issues for interview candidates and new employees;

Dubai Campus

- that Ramadan had now commenced and many services at the Dubai Campus would be closing earlier as a result. Out of Office messages would be used to make colleagues aware of changes to opening hours;

Governance and Legal Services

- that Cyber Security training would be rolled out shortly at all campuses. Members were asked to encourage colleagues to complete the training;

HRD

- that UCU had planned strike action for 24 June 2016 and Action Short of Strike was planned throughout June 2016. It was therefore important that managers made service priorities in their areas clear to colleagues;
- that analysis of PDR results across the University, including the gender mix of reviewers and reviewees, would be undertaken in the coming months and then reported to the Board. The Director of Administration (SML) highlighted that managers listed in iHR were not always the same as PDR reviewers. The Director of HRD noted this point and confirmed that it would be factored into the analysis;

Information Services (IS)

- that work had begun on converting the Elements catering outlet into new study space. This space would make 250 seats and 50 computers available to Edinburgh Campus students;
- that IS would be reviewing and redesigning the University network over summer 2016, which would require taking the network offline at certain points. Current proposed dates were 16 and 17 July and 23 and 24 July, and members were invited to liaise with the Director of IS regarding any particular concerns.
- the Board agreed that the Director of Marketing and Communications would organise a communication to all colleagues regarding the network downtime and the Director of IS would provide a definitive list of systems which would and would not be available;
- the Board also agreed that the Director of IS would communicate with the Director of Administration and Registrar (Dubai) and the Chief Operating Officer (Malaysia) regarding the effect of the work at their campuses;
- that the Chair would be presenting a podcast on video-conferencing and connectivity towards the beginning of the new session. The Director of IS would assist with developing content for the podcast;

Marketing and Communications

- that Focus Groups regarding communication, which had been planned for the week commencing 6 June 2016, had been deferred due to low attendance. The Director of Marketing and Communications would consider other methodologies for receiving feedback from colleagues and would provide suggestions to the Board;
- the Board agreed that the next Employee Engagement Survey would require more specific questions around communication, in order to provide a clearer picture of where issues arose and the nature of these issues;
- that an Information Architecture review was being undertaken to improve web content for internal and external stakeholders. A report on this review would be presented to the July 2016 meeting of the Board;

Research and Enterprise Services

- that the Edinburgh Super-Resolution Imaging research project, a collaboration with the University of Edinburgh, had been nominated for Research Project of the Year in The Herald Higher Education Awards for Scotland;

Student Recruitment

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

Malaysia Campus Recruitment

- that recruitment activities in Malaysia, particularly for international recruitment, were being developed throughout the cycle; and
- that the Chair had received a very useful presentation on Malaysian recruitment cycles from the Head of Recruitment (Malaysia) during a recent visit to the Malaysia Campus. The Board agreed that it would receive a similar presentation when the Head of Recruitment (Malaysia) next visited the Edinburgh Campus.

M16/77 FACE-TO-FACE BRIEFING FEEDBACK (SB/16/103)

The Board received and discussed the feedback received following recent Face-to-Face Briefings.

The Board discussed the best method of responding to the feedback provided by colleagues. It was highlighted that many questions or issues could be responded to locally by managers and that this would ensure timely responses to queries.

The Secretary confirmed that, following meetings of the Secretary's Board, feedback would be reported to the University Executive, including a list of topics which colleagues were interested in hearing more about. The Board noted that the briefings were based on business discussed at meetings of the University Executive and so would naturally focus on those topics which had recently featured on their agendas. The Chair highlighted that advice from University colleagues regarding topics which would be of interest would, as appropriate, be considered by University Executive members when developing future briefings.

M16/78 CYBER SECURITY REVIEW AND PROJECT (PRESENTATION)

Due to time constraints, the Board agreed to defer this presentation to a future meeting.

M16/79 GROUP FINANCIAL DASHBOARD (SB/16/104)

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

The Board noted that:

- the University had a surplus of £8.9m for the year to date, which was worse than budget by £833k;
- the Forecast year end surplus was £13.4m, which was better than budget by £4.3m; and
- the Balance Sheet continued to remain strong, with Net Assets standing at ~£142m.

The Director of Finance highlighted that the University Executive had recently approved a proposal for the University's Capital Projects and that this proposal would now be presented to the Court for approval. The Board agreed that, once approval had been received, the Chair and the Director of Campus Services would meet with any affected members to consider implications.

M16/80 STAFF INDUCTION PLUS: REVIEW REPORT (SB/16/105)

The Board received and noted a report on Staff Induction Plus, presented by the Director of HRD.

The Director of HRD highlighted that a Working Group had been formed to review central and local induction at Heriot-Watt, with the aim of creating a process which was consistent and thorough. A new intranet site was being developed and a new Induction Checklist had been drafted. All feedback regarding this draft, which could be found at Appendix 1 of the report, could be provided to the Organisational Development Consultant.

The Board discussed a number of options for induction sessions, highlighting that it would be very beneficial for colleagues to have one cross-campus session, facilitated by Skype. Board members also suggested that the Principal's introduction to new colleagues could be filmed for use at all of the University's campuses.

The Board highlighted that induction should be a continuous process and that it would be preferable to spread sessions across colleagues' first months at the University, rather than focusing sessions in the initial days of employment. The Board agreed that the Working Group would develop further proposals following their review of induction and these would be presented to the Board at a future meeting.

M16/81 SARP UPDATE (SB/16/106)

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

The Academic Registrar highlighted that a member of the Malaysia Campus team had been seconded to the Student Systems Unit to implement the new Admissions CRM system locally. A three-day training session for colleagues had recently been held and the trainer for the new system would be available at the Edinburgh Campus for two weeks to provide further assistance and training. The Board noted that new Timetabling and Exams systems would be rolled out in summer 2016.

M16/82 FLEXIBLE WORKING AUDIT (SB/16/107)

The Board received and noted an update on the Flexible Working Audit, presented by the Director of HRD.

The Director of HRD highlighted that the Audit had not identified any areas where flexible working was having an adverse effect on business. The Board noted that if teams or areas were restructured in future, flexible working arrangements in those areas would be reviewed as part of the restructuring process. No other action was required at this point in time.

The Board discussed the impact of the University's global business upon working hours and noted that adjustments might be needed in future to resolve the challenge of aligning 'working days' across the world. Currently it could be difficult to receive help from colleagues at other campuses in a timely fashion due to a mismatch in working hours. The University would continue to consider how best this issue could be resolved.

M16/83 EXTERNAL SPEAKERS AND EVENTS POLICY (SB/16/108)

The Board received and discussed the External Speakers and Events Policy, presented by the Director of Governance and Legal Services.

The Director of Governance and Legal Services highlighted that the University Executive had received the Policy on 6 June 2016. During discussion the University Executive had requested that the Policy be amended to include further detail of how it would be implemented. The scope of the Policy, which did not include the normal academic and administrative business of the University, had been agreed and the Secretary's Board also endorsed this approach.

M16/84 MANAGEMENT OF CHANGE POLICY (SB/16/109)

The Board received and noted the Management of Change Policy, which incorporated feedback previously provided by Secretary's Board members.

The Board noted that any further comments on the draft Policy could be provided to the Head of Reward and Employee Engagement. The Policy would then be circulated to the Trade Unions for comment, prior to being presented for approval.

M16/85 BORDERS CAMPUS MANAGEMENT COMMITTEE ANNUAL REPORT AND TERMS OF REFERENCE (SB/16/110)

The Board received and approved the Borders Campus Management Committee Annual Report and Terms of Reference, as presented by the Director of IS.

M16/86 PROJECTS REGISTER (SB/16/111)

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

M16/87 SECRETARY'S BOARD FORWARD AGENDA (SB/16/112)

The Board received and noted the Secretary's Board Forward Agenda, presented by the Chair.

Date of next meeting: Tuesday 5th July 2016