

SECRETARY'S BOARD

Minutes: 5 July 2016

In the Chair:	Ms Ann Marie Dalton, Secretary of the University	
Present also:	Ms Candace Albornoz, Assistant to the Secretary	Ms Morag Heggie, Director of Administration (EBS)
	Mr Mark Adderley, Director of Human Resource Development	Dr Alicia Greated, Director of Research and Enterprise Services
	Ms Philippa Burrell, Director of Administration (EGIS)	Mr Derek Penman, Director of Administration (EPS)
	Ms Sue Collier, Director of Governance and Legal Services	Mr Martyn Spence, Director of Marketing and Communications
	Mr Malcolm Deans, Director of Campus Services	Mr Paul Travill, Academic Registrar
	Ms Maggie Dunn, Director of Administration (SLS)	
In Attendance:	Ms Lisa Herlihy, Clerk	Mr Duncan Russell, Whitespace (for M16/98)
	Ms Helen Hymers, Head of Human Resource Services (for M16/100)	Mr Steve Salvini, Project Support Manager (for M16/99)
	Ms Ann Jones, Head of Heritage and Information Governance (for M16/99, M16/103, M16/104)	Ms Rebecca Whittingham-Boothe, Marketing Manager (for M16/98)
Apologies:	Mr Mike Bates, Director of Student Recruitment	Mr Mike Roch, Director of Information Services
	Mr Darren Cunningham, Director of Administration (MACS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Mr Andrew Menzies, Director of Finance	Ms Vivienne White, Director of Administration (TEX)
	Mr Campbell Powrie, Director of Administration (SML)	Ms Janice Yew, Chief Operating Officer (Malaysia)

The Chair welcomed the following to the meeting:

- Steve Salvini, Project Support Manager, to present item M16/99 *Cyber Security Review and Project*;
 - Ann Jones, Head of Heritage and Information Governance, to present items M16/99 *Cyber Security Review and Project*, M16/103 *IT and Communications Facilities Acceptable Use Policy*, and M16/104 *Social Media Policy*;
 - Helen Hymers, Head of Human Resource Services, to present item M16/100 *Career Development for Professional Services*;
 - Rebecca Whittingham-Boothe, Marketing Manager, and Duncan Russell, Whitespace, to present item M16/99 *Developing a website for a global university*.
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MINUTE REF

M16/88 MINUTES OF THE MEETING OF 7 JUNE 2016

The Board received and approved the minutes of the meeting of 7 June 2016.

M16/89 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 7 JUNE 2016

The Board received and noted the matters arising report following the meeting of 7 June 2016.

M16/90 POLICIES UNDER DEVELOPMENT REPORT (SB/16/113)

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

M16/91 BUSINESS REPORTED BY THE CHAIR

Distribution of Payslips

The Chair advised the Board that new Procedures for the distribution of payslips had been developed, to improve the security arrangements around payslips. This Procedure would take effect from July 2016 onwards. The Chair highlighted that members were required to provide the following information for their areas:

1. a list of all employees, by location;
2. contact details for a name coordinator to issue payslips in each building or suite of offices; and
3. contact details of an alternative administrator to cover for absence.

The Board agreed that further information would be circulated by the Clerk, who would collect the required details from members. The Board also agreed that the Director of Finance would report to the Board on alternative options for payslip distribution in the longer term, and expressed a preference for electronic payslips.

Secretary's Board Meetings

The Board noted that, from November 2016, Secretary's Board meetings would clash with the new University Executive schedule and therefore the day of the week that the meetings are on would be rearranged. The Clerk would provide new dates during summer 2016. The Board agreed that University Executive dates would also be distributed to the Board.

M16/92 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/16/114 – SB/16/125)

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 raised:

HRD

- that confirmation of participation in strike action had been received from 38 UCU members. The Director of HRD highlighted that this figure might be subject to change, as a number of colleagues were currently on holiday;
- that a call for Aurora Programme participants was out. Aurora was a female-only leadership development programme led by the Leadership Foundation for Higher Education (LFHE); and

Campus Services

- that the planning for new flexible lab space was at a very early stage. It was expected that a brief would be agreed in September 2016, following which the Capital Projects team would consult with relevant colleagues.

M16/93 FACE-TO-FACE BRIEFING FEEDBACK (SB/16/126)

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

The Chair highlighted discussions at a recent University Executive meeting regarding the lack of academic engagement with the Face-to-Face Briefings. The University Executive had discussed the possibility of combining School Open Meetings with Face-to-Face sessions at some point in the future, as one method of increasing academic involvement. The Chair would continue to consider other ways in which engagement could be encouraged. The Board noted that the July 2016 Briefing would have a single topic, the Brexit vote.

M16/94 GROUP FINANCIAL DASHBOARD (SB/16/127)

The Board received and noted the Group Financial Dashboard, presented by the Chair.

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

M16/95 SARP UPDATE (ORAL UPDATE)

The Board received and noted an update on the Student Administration Revitalisation Project, presented by the Academic Registrar.

The Board noted that the Library Information Management System was now in place. The Academic Registrar highlighted that a 'roadmap' for the delivery of the SARP had now been agreed and confirmed that this would be circulated to Board members for their information. The SARP team were considering how the roadmap could be posted online.

The Chair highlighted that the University Executive had recently agreed January intakes for the Malaysia Campus, and that the academic year would be reviewed by the Deputy Principal (Learning and Teaching) in the coming year.

M16/96 QUARTERLY COMPLAINTS REPORT (SB/16/129)

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

The Academic Registrar highlighted that this quarter had seen an increase in the number of complaints, particularly at Stage 2. A high level of complaints were from PhD students and these were not focused in any particular School. The Board agreed that the Chair, the Director of Research and Enterprise Services and the Interim Deputy Principal (Research and Knowledge Exchange) would liaise regarding support mechanisms for PhD students.

The Board noted that the Complaints Procedures would be reviewed and updated over summer 2016. It was intended that more complaints would be moved to Stage 2 earlier in the process.

M16/97 ANNUAL STUDENT SURVEY RESULTS

The Board noted that the report on the Annual Student Survey results had been deferred until a future meeting.

M16/98 DEVELOPING A WEBSITE FOR A GLOBAL UNIVERSITY (PRESENTATION)

The Board received and noted a report on the development of a new website architecture, presented by the Marketing Manager and Duncan Russell of Whitespace.

The Marketing Manager highlighted that, following enhancements to the current website, Marketing and Communications were focusing on a new website structure with easier navigation. This was planned to go live in October 2016.

The Board noted that Whitespace were working on planning the new structure and navigation on behalf of the University. They had completed a research phase, focused on identifying the needs of the different audience groups and investigating how these could best be facilitated. The aim was that navigation through the website would guide users to the most appropriate content. Two main sections had been developed as a result of this research: one containing all information regarding the University's campuses and the other containing information regarding studying at Heriot-Watt.

The Board highlighted that it was important to ensure that the legal requirements upon the University were also met by the new website and it was confirmed that Marketing and Communications would take account of these requirements with assistance from the relevant colleagues.

The Board noted that there was continued work on mobile compatibility and improved website display on a variety of devices. Another feature of the new website would be the ability to filter courses in a number of ways, enabling students to find groups of courses which met their specifications. In response to a question from a member of the Board, it was confirmed that course entries would have direct links to Heriot-Watt application processes, or to the UCAS system.

M16/99 CYBER SECURITY REVIEW AND PROJECT (PRESENTATION)

The Board received and noted a presentation on the Cyber Security Review and Project, presented by the Project Support Manager and the Head of Heritage and Information Governance.

The Project Support Manager highlighted that strategic oversight for the Cyber Security Project rested with the Secretary's Board, with operational oversight provided by a Project Board. Assurance regarding management and control of the Project would be provided by the Project Support Manager and each of the five workstreams was overseen by a colleague in the relevant area.

These workstreams included:

1. IRM and User Awareness
2. Secure Configuration
3. Network Management

4. User Privileges
5. Mobile and Remote

The Board noted that the Project had three phases, each coinciding with a financial year. Phase 1 would be complete in July 2016 and Phase 2 was due to run until July 2017. The Project Board would meet in July 2016 to finalise the plan for Phase 2.

The Head of Heritage and Information Governance highlighted that user awareness training for colleagues was an important strand of the Project. Online Information Governance modules, which would be available via WorkRite and which would be mandatory for all colleagues, formed part of the training. WorkRite would allow a trackable, auditable record of who had undertaken the training and the modules would be launched in August 2016. Members discussed the deadline for completion at the end of September 2016. Following advice from Board members, it was agreed that a later deadline would be set, to ensure sufficient time for all colleagues to complete the four modules involved. Classroom-based training would be available for colleagues who did not have computer access.

The Board discussed communication regarding the online training, noting that the Trade Unions would be made aware of the upcoming training requirement. The Board also agreed that colleagues would be informed about the training via an upcoming podcast by the Chair. The Head of Heritage and Information Governance would provide the Chair with a summary of key information to be communicated.

The Board agreed that the Chair would be provided with a list of all mandatory or highly-recommended training and that the list would be added to the induction materials for new colleagues. The Chair advised that summary guidance for colleagues would be required and the Director of Heritage and Information Governance confirmed that the IT Essentials section of the University website would contain summary information for colleagues.

M16/100 CAREER DEVELOPMENT FOR PROFESSIONAL SERVICES (SB/16/131)

The Board received and approved a proposal to develop a Competency Framework for Professional Services colleagues, presented by the Head of Human Resource Services.

The Head of Human Resource Services highlighted the aims of the Competency Framework Project:

- to provide clearer and more consistent job descriptions, adverts and development pathways so that all Professional Services colleagues were clear on what their role was and how they could best fulfil it and develop their career; and
- develop a Framework which would link recruitment, development and performance processes to vision and strategy.

The Project would be divided into short and longer-term workstreams, with a focus on developing job descriptions and defining key skills, competencies and behaviours for all roles in the short term. Longer-term the Project would link into Phase 3 of iHR by providing clearer PDR objective setting and development routes. The proposal also suggested that a bank of sample interview questions be developed; these would not

be restrictive but would provide examples of evidence-based questions which could be adapted to a role by interviewers.

The Board discussed the aims of the Project and agreed that the primary focus should be on refining current processes and definitions to enable a straightforward progression into Phase 3 of iHR. The Board therefore agreed that the Project title would be altered to reflect this priority. The Board also discussed how the Project would be applied at the Dubai and Malaysia campuses. The Head of Human Resource Services suggested that any changes could be applied to Professional Services job descriptions at these campuses. Any further changes could be made gradually and as appropriate.

The Board agreed that all members would provide a contact in their areas who would liaise with the Head of Human Resource Services regarding the Project. The Board agreed that the proposal would be presented to the CJNCC for information and discussion.

M16/101 SECONDMENT POLICY (SB/16/132)

The Board received and discussed the Secondment Policy, presented by the Director of HRD.

The Board considered the two-year secondment limit which had been designated in the Policy, noting that any move which lasted for more than two years was considered to be a permanent relocation. The Board highlighted that the definition of 'long-term secondment' referred to such a move as an 'Open Ended position' and that this would need to be defined within the Policy to provide clarity. The Board also agreed that there would be reference within the Policy to the possibility of extending a secondment beyond the specified two years as long as there was agreement from both managers.

The Chair highlighted that the Policy did not currently explain the pension arrangements for a colleague undertaking an international secondment. The Board agreed that these arrangements would be clarified within the Procedures.

The Board agreed that the Director of HRD would incorporate these amendments, and would also consider feedback provided by the Director of Administration (MACS), who was not present at the meeting. The revised Policy would be presented to the Secretary's Board for approval.

M16/102 POSTERS POLICY (SB/16/133)

The Board received and endorsed the draft Posters Policy, presented by the Director of Governance and Legal Services.

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

M16/103 IT AND COMMUNICATIONS FACILITIES ACCEPTABLE USE POLICY (SB/16/134)

The Board received and endorsed the updated IT and Communications Facilities Acceptable Use Policy, recommending it to the University Executive for approval.

The Head of Heritage and Information Governance highlighted that the Policy had been updated to reflect model regulations released by the Universities and Colleges Information Systems Association (UCISA) in March 2014. A template clause had also been added to take account of the University's responsibilities under the Counter-Terrorism and Security Act (2015), which required the University to prohibit access to extremist material except for approved academic research purposes.

The Chair highlighted that the University needed to be able to investigate potential infringements of these regulations or the law. The Board agreed that the Director of Information Services and the Head of Heritage and Information Governance would work with the Schools to decide how such investigations would be organised if required. The Board received confirmation that colleagues were required to sign their acceptance of the Policy when joining the University.

M16/104 SOCIAL MEDIA POLICY (SB/16/135)

The Board received and endorsed the Social Media Policy. Subject to the amendments below, the Board recommended the Policy to the University Executive for approval.

The Board noted that the Policy was mostly unchanged from the draft previously presented to the Secretary's Board in May 2016. Additions included guidance on the use of social media as a tool during the recruitment process. The Director of Governance and Legal Services highlighted that the Policy recognised social media as a valuable tool during recruitment, whilst advising colleagues to complete shortlisting before reviewing candidates' social media profiles. This would reduce the risk of unconscious bias during the recruitment process.

The Board highlighted that the definition of a 'branded Heriot-Watt University account' on a social media site be added to the Policy. The Chair advised that the difference between personal and corporate accounts, and the appropriate use of corporate accounts, needed to be completely clear. The Head of Heritage and Information Governance confirmed that these clarifications would be incorporated into the Policy.

The Board agreed that the Policy would state clearly that it applied to staff, and not student, use of social media. The Board also agreed that a list of all current corporate social media accounts would be created, along with the requirements governing the creation of such accounts. Authority to approve or deny a request for a corporate social media account would lie with colleagues in Marketing and Communications.

M16/105 PROJECTS REGISTER (SB/16/136)

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

M16/106 SECRETARY'S BOARD FORWARD AGENDA (SB/16/137)

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

M16/107 ANY OTHER BUSINESS

The Chair queried whether information regarding the total number of colleagues on annual leave at any point during the year could be extracted from the iHR system. The Director of HRD agreed to investigate this possibility and report back to the Chair.

Date of next meeting: Tuesday 2nd August 2016