

SECRETARY'S BOARD

Minutes: 1 December 2015

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 (until 1pm)
	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) (until 1pm)
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Mike Roch, Director of Information Services
	Mr Malcolm Deans, Director of Campus Services	Mr Martyn Spence, Director of Marketing and Communications
	Ms Maggie Dunn, Director of Administration (SLS) Ms Linsey Fender, Assistant to the Secretary	Mr Paul Travill, Academic Registrar Ms Vivienne White, Director of Administration (TEX)
In Attendance:	Mr Marcus Gilchrist, Head of Student Systems Unit (for item 2.1) Ms Lisa Herlihy, Clerk	Mr Cameron Priest, Apprentice to the Secretariat (until 12.30pm) Professor John Sawkins, Deputy Principal (Learning and Teaching) (for item 3.3)
	Dr Maggie King, Head of Academic Quality (for item 3.3)	
	Apologies:	Ms Morag Heggie, Director of Administration (EBS) Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)

The Chair welcomed Dr Alicia Greated, Director of Research and Enterprise Services, to her first meeting as a member of the Board.

The Chair also welcomed the following to the meeting:

- Mr Marcus Gilchrist, Head of the Student Systems Unit, to present the Student Systems Unit Quarterly Update;
- Professor John Sawkins, Deputy Principal (Learning and Teaching) and Dr Maggie King, Head of Academic Quality, to present the Learning and Teaching Strategy: Report on Annual Discussions and Operational Plan; and
- Mr Cameron Priest, Apprentice to the Secretariat, to observe.

MINUTE REF

M15/142 MINUTES OF THE MEETING OF 3 NOVEMBER 2015

The Board received and approved the minutes of the meeting of 3 November 2015.

M15/143 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 3 NOVEMBER 2015

The Board received and noted the matters arising report following the meeting of 3 November 2015.

M15/136 – The Board discussed whether the University should publish a list of colleagues who had received bonuses, as part of the reward that was received for exceptional

performance. The Board noted that the Remuneration Committee was currently considering reward and would be best placed to make a decision on this point. The Board agreed that the Director of HRD would take this forward with the Committee.

M15/131 – The Director of Finance clarified that the arrangements for banking with Barclays were in progress. Payment of colleagues in Dubai was organised so that pay was received by the last working day of the month, in order to prevent any problems with fulfilling obligations.

M15/135 – The Board agreed that the Working Group on Staff Induction Plus would report back to the Secretary's Board in summer 2016.

M15/96 – The Director of Governance and Legal Services confirmed that the roll-out of Prevent training was in progress. The Chair advised that a communication to colleagues would be required to ensure that they were kept up-to-date.

M15/65 – The Board discussed the current lack of a Student Union President in Dubai and the issues this was causing for the Student Union in Dubai. The Academic Registrar confirmed that temporary support was being put in place for the Student Union, and that the elections for the 2016/17 President would be brought forward.

M14/129.2 – The Board noted that the Financial Regulations were expected at the Finance Committee and the Audit and Risk Committee in February 2016. The Chair would receive a copy of the Regulations for review before Christmas. The Regulations would also be presented to the Secretary's Board for information.

M15/144 **POLICIES UNDER DEVELOPMENT REPORT (SB/15/237)**

The Board received and noted the Policies Under Development Report up to 1 December 2015, presented by the Chair.

M15/145 **PROJECTS REGISTER (SB/15/211)**

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

The Board noted that the annual Planning Round meetings were now underway. As part of this process the priorities for the Estates Strategy were being reviewed, with Learning and Teaching spaces remaining top priority and other projects being assessed against the resources available over the coming years.

M15/146 **BUSINESS REPORTED BY THE CHAIR**

The Chair highlighted the following points:

- that the Principal had altered the format of University Executive meetings, which would now take place on a weekly basis. One meeting each month would be devoted to strategy matters; one meeting each month would be devoted to performance matters, and the remaining meetings (one to two each month) would be for regular business;
- that the Chair of the Edinburgh Business School (EBS) Board had resigned and an Interim Chair, Dr Shonaig Macpherson, had been appointed. The process of appointing a new Chair of the Board and a new Academic Lead for EBS would be initiated in the near future. In the meantime Alick Kitchin would be Acting Head of EBS; and
- that the University Prevent Group had held its first meeting on 5 November 2015.

M15/147 SSU QUARTERLY UPDATE (SB/15/212)

The Board received and noted a quarterly update on the Student Systems Unit (SSU), presented by the Head of the Student Systems Unit.

The Board noted that the Postgraduate Taught communications section of the Client Relationship Management (CRM) system had been released and successfully implemented. The SSU were now investigating a new CRM system which would be more suited to the University's needs.

The Board discussed the timetabling system which the University currently had in place and noted that the Estates Management System which had been purchased also had timetabling capacity. The Board suggested that a comparison of the two systems should be completed, as it may be possible that the new Estates System is a more effective product than the existing system.

The Head of SSU highlighted that the Programme Approval Management System (PAMS) was now being rolled out and was in the process of being populated. The Chair queried when PAMS would be fully operational. The Head of SSU confirmed that the expected date was February 2016 and the Chair would be informed when the system went live.

The Chair advised that, for future meetings, updates from the SSU would be included within the report on the Student Administration Revitalisation Programme (SARP), presented by the Academic Registrar.

M15/148 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/15/213 – SB/15/224)

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

The Chair noted that there would be no report from the Dubai Campus this month, and reminded the Board of the expectation that all campuses, Schools and Directorates would report into the Board each month even when members were not in attendance.

During the course of this item the following key items were discussed:

Governance and Legal Services

- the Director of Governance and Legal Services highlighted that the Home Office had recently published their spending review and had noted within that English language requirements would remain the same. It was therefore expected that there would be no changes to the Secure English Language Tests (SELTs) arrangements, and the risk for the University would be downgraded;
- mock audits for Tier 4 compliance had been held during November 2015. Further work was needed on records for exchange students, especially where responsibility for records was shared between more than one team. The Board agreed that examples of best practice would be shared between teams in order to improve recording overall;

Human Resource Development

- issues with the iHR system continued to be identified and reviewed to ascertain where improvements were needed. Funding had been assigned to provide improvements to the system;
- the Board discussed how pay and reward could be linked at Heriot-Watt and agreed that the Director of HRD would present a report on this topic to the Board at a future meeting;

- the Board agreed that the Chair would provide a presentation on a Self-Assessment Team (SAT) Strategy Group for the Professional Services Athena SWAN submission at the January 2016 meeting;

Information Services

- a major incident had taken place across the University's IT systems in November and a management review was scheduled for December. A small amount of data had been lost during the incident because it was stored on local drives rather than on drives which were automatically backed up to a central system;
- the Board agreed that a short policy would be quickly produced confirming where University data must be stored;
- a member of the Board suggested that basic information about the University's IT setup would be helpful for new colleagues as part of an induction pack. The Director of Information Services agreed that he would arrange for information to be available to new employees;
- the Board noted its thanks to Information Services for all of the work that had gone into assisting colleagues affected by the incident;

Registry Services

- that the SARP would commence in January 2016;

Research and Enterprise Services (RES)

- that the University had recently received its largest ever private income grant for research;

Student Recruitment

- the interim report by the Scottish Government's Commission on Widening Access had been published in November 2015. The recommendations would follow in 2016. The interim report would be discussed by the University Executive at their December 2015 meeting and the key interim findings considered further through the Planning Round; and
- the integration of research into global recruitment activities. The Board agreed that the Director of Student Recruitment and the Director of RES would liaise on this topic.

M15/149 GROUP FINANCIAL DASHBOARD (ORAL UPDATE)

The Board received and noted an oral update from the Director of Finance. **Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)**

M15/150 UPDATE ON GLOBAL RECRUITMENT AND MARKETING WORKSHOP ACTIONS, JANUARY 2015 (SB/15/226)

The Board received and noted an update on actions following the January 2015 Global Recruitment and Marketing Workshop, presented by the Director of Student Recruitment and the Director of Marketing and Communications.

The Director of Student Recruitment confirmed that an agenda for the January 2016 Global Recruitment and Marketing Conference would be circulated shortly.

M15/151 LEARNING AND TEACHING STRATEGY: REPORT ON ANNUAL DISCUSSIONS AND OPERATIONAL PLAN (SB/15/227)

The Board received and discussed an update on the Learning and Teaching Strategy, presented by the Deputy Principal (Learning and Teaching) and the Head of Academic Quality.

The Deputy Principal (Learning and Teaching) highlighted that the involvement of the Professional Services was key to delivering the Learning and Teaching Strategy, and this was implemented through meetings with the Directors of the Professional Services and their membership of key groups. In 2014/15 the Learning and Teaching Enhancement Plans had been lined up with the Strategy and opportunities and structures had been put in place to engage with the Schools on Learning and Teaching developments.

Key features for 2015/16 would include:

- a reduction in the number of meetings with the Schools. Learning and Teaching Strategy discussions would instead be included in the Annual Monitoring and Review Discussion meetings;
- the continuation of separate meetings with the Professional Services to discuss each Service's involvement; and
- an update of the Enhancement Plans by the Professional Services in 2016.

The Board discussed the review of the University Strategy, noting that work on this review could begin as early as spring 2016. The Board highlighted that the Learning and Teaching, Research and Internationalisation Strategies would need to be linked more closely and that their alignment with the University Strategy would also be considered during the review.

M15/152 GO GLOBAL SYSTEMS AND PROCESSES (ORAL UPDATE)

The Board received and noted an update on the systems and processes supporting the Go Global programme, presented by the Academic Registrar.

The Academic Registrar confirmed that the application process would be available to students in January 2016 and that a Working Group would consider how the process could be streamlined. Results of the applications would be available prior to Easter 2016. Total scholarships worth £50,000 had been made available for Scottish students taking part in an inter-campus transfer, along with scholarships of £1500 for wider access students who were interested in the opportunity. The Board noted that there were also companies in Malaysia interested in sponsoring students who were transferring to Edinburgh.

The Board discussed the numbers of students who were interested in transferring in 2016/17, noting that the numbers would be significantly higher than in 2015/16. The Director of Campus Services highlighted that numbers would need to be reported to Student Support and Accommodation to ensure that sufficient accommodation was available for those students who were undertaking the inter-campus transfer.

M15/153 INFORMATION SECURITY UPDATE (PRESENTATION)

The Board received and noted a presentation on Information Security by the Director of Information Services.

The following points were highlighted during the presentation:

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

- that a Business Impact Assessment was required to ensure that systems were recovered according to priority; and
- that a workshop was to be held in December 2015 to create workstreams for improving Cyber Security, based on the review by EY, and discuss how plans could be embedded. Colleagues were encouraged to attend the workshop.

M15/154 PROFESSIONAL SERVICES CAREER PROGRESSION ACTION PLAN (SB/15/229)

The Board received and discussed an action plan regarding Professional Services career progression, presented by the Director of HRD.

The Board discussed communication around Professional Services career progression, which needed improvement so that processes were clear to colleagues. The Board agreed that the Chair would hold open meetings on career development for colleagues in the near future to provide the necessary clarification.

The Board agreed that the use of the term 'promotion' in materials could prove confusing for colleagues, as promotion was a distinct, and rare, process. Promotion would therefore be clearly defined and, in future, used only in the appropriate circumstances. The Board also agreed that 'progression' would be replaced by 'development', to clarify that the processes involved were a way of furthering colleagues in their careers both within and without the University.

The Board discussed the use of Higher Education Role Analysis (HERA) as a tool for job evaluation and agreed that HRD would review HERA and the alternative available, provided by Hay Group. HRD would then report the results of the review to the Staff Committee. The Board noted that HRD would be developing more standardised job and role descriptions as part of the Action Plan, in order that roles could be more easily compared and development opportunities identified.

The Board agreed that the Vacancy Management Group (VMG) would receive a report on the University's current policy of advertising all vacancies to internal candidates prior to advertising externally. The Board suggested that it would be beneficial to the University for posts to be advertised externally (with the justification for an external advert being made in the VMG paperwork), with provision made for appointing an internal candidate where it suited the business need.

The Board discussed the current distribution of PDR ratings, which was heavily weighted towards the top two available, and the need to recalibrate the system. The Chair queried whether, to begin this process, she could adjust the PDR ratings of the Directors of Professional Services to one category below their current rating. Following debate the Directors suggested that other methods might be more appropriate.

The Board noted the above-average length of service of colleagues at Heriot-Watt and acknowledged the great value that long-serving colleagues added to the University through their experience and skills. It was also acknowledged that it was important to promote career development, adaptability and openness to change.

M15/155 DIGITAL PRESERVATION POLICY (SB/15/231)

The Board received and approved the Digital Preservation Policy, presented by the Director of Governance and Legal Services, subject to minor changes to the terminology used.

M15/156 WORKFORCE PLANNING AND FLEXIBLE WORKING (SB/15/232)

The Board received and approved the revised Flexible Working Policy and Procedures, presented by the Director of HRD.

The Board considered the arrangements that were currently in place, clarifying the difference between statutory changes and informal changes. The Board agreed that HR Partners would assist colleagues in reviewing all informal arrangements currently in place to assess whether these remained fit-for-purpose. The Board agreed that the Director of HRD would present a report on the application of the revised Policy to the Secretary's Board at their June 2016 meeting.

The Director of HRD confirmed that the Flexible Working Policy would be presented to the CJNCC for information at a forthcoming meeting.

M15/157 EMPLOYEE ENGAGEMENT FORUM REFRESH PROPOSAL (SB/15/233)

The Board received and approved a proposal for a refresh of the Employee Engagement Forum, presented by the Director of HRD.

The Board considered the proposal for the Employee Engagement Forum and agreed it. The Board also agreed that the Employee Engagement Forum would be jointly owned by HRD, Marketing and Communications and the Schools.

The Board agreed that the Chair, the Director of HRD and the Director of Marketing and Communications would meet outwith the meeting to discuss next steps.

M15/158 REPORT FROM THE STRATEGIC INFORMATION SYSTEMS COMMITTEE (SB/15/234)

The Board received and noted a report from the Strategic Information Systems Committee meeting on 27 October 2015, presented by the Director of Information Services.

M15/159 ANNUAL REPORT FROM THE TIER 4 WORKING GROUP AND REPORT FROM THE STUDENT VISA COMMITTEE (SB/15/235)

The Board received and noted a report from the Tier 4 Working Group / Student Visa Committee, presented by the Director of Governance and Legal Services.

The Director of Governance and Legal Services highlighted that the Tier 4 Working Group had recently changed its name to the Student Visa Committee. The Board approved the Terms of Reference for the Committee as presented.

M15/160 TIER 2 UPDATE (ORAL UPDATE)

The Board received and noted an oral update on Tier 2 Visa issues, presented by the Director of HRD.

The Board queried whether job adverts which were not viable for Tier 2 sponsorship could include a phrase which would make this clear. The Director of HRD confirmed that HRD would develop appropriate wording for this purpose.

M15/161 SECRETARY'S BOARD FORWARD AGENDA PLAN (SB/15/236)

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

M15/162 ANY OTHER BUSINESS

The Chair highlighted that the Principal and other members of the senior management team had recently met with the senior Sabbatical Officers to discuss the student experience at Heriot-Watt. A number of suggestions for improving the student experience across all campuses had been raised and would be progressed. Future meetings were planned between the senior management team and the Student Union.

Date of next meeting: Tuesday 12 January 2016