

SECRETARY'S BOARD

Minutes: 12 January 2016

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	Ms Morag Heggie, Director of Administration (EBS)
	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 Paul Travill, Academic Registrar
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Ms Linsey Fender, Assistant to the Secretary	
In Attendance:	Ms Sue Campbell, Communications Manager (<i>for item 2.2</i>)	Ms Lisa Herlihy, Clerk
Apologies:	Mr Andrew Menzies, Director of Finance	Ms Vivienne White, Director of Administration (TEX)
	Mr Martyn Spence, Director of Marketing and Communications	Ms Janice Yew, Chief Operating Officer (Malaysia)

The Chair welcomed Ms Sue Campbell, Communications Manager, to the meeting to present the Team Briefing update.

MINUTE REF

M16/01 MINUTES OF THE MEETING OF 1 DECEMBER 2015

The Board received and approved the minutes of the meeting of 1 December 2015.

M16/02 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 1 DECEMBER 2015

The Chair invited members to provide any updates to the Matters Arising Report to the Clerk outwith the meeting.

M16/03 BUSINESS REPORTED BY THE CHAIR

The Chair highlighted the following:

- that University colleague Professor David Lane had been appointed Commander of the British Empire (CBE) in the New Year's Honours List for services to Engineering. Professor Steve Chapman, formerly Principal of the University, had also been appointed CBE for services to higher education; and
- that the post of Assistant to the Secretary was currently being advertised and internal candidates were welcome.

M16/04 ORAL UPDATES FROM THE SCHOOLS AND PROFESSIONAL SERVICES

The Board received and noted oral updates from the Directors of Administration and Directors of Professional Services.

During the course of this item the following points were highlighted:

Registry Services

- that the Student Administration Revitalisation Programme (SARP) was now underway;
- that the Academic Registrar would be discussing the reorganisation of Registry Services with his Directorate on 15 January 2016 and would, thereafter, provide Board members with a summary of the changes. The Board agreed that the Academic Registrar would provide a presentation on the Registry reorganisation at the February 2016 meeting;

Information Services

- that the issues arising from a recent unplanned update to the University IT system had now been resolved. The rollout of Office 365 to all colleagues continued. A communication regarding the benefits of Office 365 would be released to colleagues once the rollout was complete;

Campus Services

- that a small sinkhole had recently occurred on campus. No structural issues had arisen and the University had begun an investigation into the causes;

Human Resource Development (HRD)

- that a workshop regarding improvements for iRecruit had been held and a number of improvements were currently being implemented;
- that recruitment of Deputy Principals for the Malaysia and Dubai campuses was underway, and that the University was also recruiting for a Deputy Principal (Research and Innovation);
- the Director of HRD confirmed that a new Strategic Projects and Policy Adviser was currently being recruited. The Adviser's role would include identifying both domestic and international research opportunities, identifying potential sources of research funding, and aiding with the early stages of project negotiations. Once a project had been initiated it would then be managed with existing University processes;

Research and Enterprise Services (RES)

- that preparations for REF 2020 were now underway and a report would be presented to the University Executive in due course; and
- that the review of Academic Leadership and Development was being progressed. It was expected that a report on the findings would be developed by Easter 2016.

M16/05 TEAM BRIEFING (ORAL UPDATE)

The Board received and noted an oral proposal to implement University-wide Team Briefing, presented by the Communications Manager.

The Board discussed the results of the Employee Engagement Survey, particularly communications, and identified that less than half of academic, research and Professional Services colleagues considered internal communication at Heriot-Watt to be effective. Following this feedback the University would be introducing Team Briefing (which had previously been agreed as desirable but had not been practically implemented). This would commence in February 2016 and would be an opportunity for two-way dialogue between managers and their teams.

The Communications Manager confirmed that key items for each monthly briefing would be identified by the University Executive and developed by Marketing and Communications. Managers would be responsible for considering the local aspect of Team Briefing and providing feedback to Marketing and Communications. Any feedback received would be considered by the Secretary's Board and, where appropriate, the University Executive. The Board highlighted that Team Briefing would only be truly effective if colleagues fully engaged with discussions.

The Board noted that Team Briefing would be discussed at the upcoming University Leadership Forum and the Secretary of the University would then send an introductory communication to colleagues. The Board agreed that the operation of Team Briefing would be monitored to measure its effectiveness. The Board also agreed that the Director of HRD and the Director of Marketing and Communications would report to the Staff Committee on the implementation of Team Briefing.

The Board agreed that the Director of Marketing and Communications would also create focus groups in order to consult with colleagues regarding their preferred forms of communication.

M16/06 GLOBAL EMPLOYEE EXPERIENCE FORUM (SB/16/01)

The Board received and approved the Terms of Reference for the Global Employee Experience Forum, presented by the Director of HRD.

The Director of HRD highlighted that the Global Employee Experience Forum (GEEF) had been adapted from the previous Employee Engagement Forum, and would be used to discuss ideas with colleagues and receive their feedback. The GEEF would be broader in scope and membership than the Employee Engagement Forum, including members from all campuses. Volunteers, particularly those who had not previously been involved in similar initiatives, would be encouraged to put themselves forward for membership.

The Board noted that the GEEF would meet twice a year, and would provide an annual report to the Secretary's Board. Where the University wished to receive members' views on an issue outside of a meeting, there would be an ongoing opportunity to do so via correspondence. The Academic Registrar highlighted that the newly developed online student forum allowed the University to ask questions and receive quick feedback from students. The Director of HRD confirmed that HRD would consider whether a similar tool could be used for the GEEF.

During discussion, the Chair highlighted that the arrangements for all-staff meetings in the Schools would need to be considered in comparison with the GEEF to ensure that their roles did not conflict. *[Addendum: this consideration has taken place and no conflict exists.]*

The Board agreed that the Equality and Diversity statement currently included in the Terms of Reference was limited and would be replaced with a wider statement. The Board also agreed that the effectiveness of the GEEF would be reviewed after two years.

M16/07 SECRETARY'S BOARD TERMS OF REFERENCE (SB/16/02)

The Board received and approved the Terms of Reference for the Secretary's Board, as presented by the Chair, subject to minor amendments.

M16/08 ANY OTHER BUSINESS

The Board briefly discussed the work of the Professional Services Working Group, which operated as part of the School of Life Sciences Project.

The Chair of the Working Group, the Director of Administration (MACS), advised the Board that the remit of the Working Group was to devise a criteria to inform the Project Board of how best to distribute Professional Services staff across each of the receiving Schools. It was expected that an outline criteria would be presented to the Project Board by mid-February 2016. The outline proposal for Learning and Teaching and Research was to be presented to Senate for their consideration at the end of January 2016, and following this decision the criteria for Professional Services would be considered by the University Executive at the end of February 2016.

Date of next meeting: Tuesday 2 February 2016