

Secretary's Board Bulletin

The School and Professional Service representatives of the Board are:

Ms Ann Marie Dalton,
Secretary of the University (Chair)

Mr Mark Adderley,
Director of Human Resources

Ms Philippa Burrell,
Director of Administration (SBE)

Mr Malcolm Deans,
Director of Campus Services

Ms Maggie Dunn,
Director of Administration (SLS)

Ms Morag Heggie,
Director of Administration (EBS)

Ms Lesley Lindsay,
Director of Administration (TEX)

Mrs Gillian McFadzean,
Director of Research & Enterprise Services

Mr Phil McNaul,
Director of Finance

Ms Theresa Merrick,
Director of External Affairs

Ms Lorna Morrow,
Director of Administration (MACS)

Mrs Kathy Patterson,
Academic Registrar & Deputy Secretary

Mr Derek Penman,
Director of Administration (EPS)

Mr Campbell Powrie, Director of Administration (SML)

Mr Mike Roch,
Director of Information Services

Secretary's Board

Welcome to the first edition of the Secretary's Board Bulletin, a new monthly communication from the recently formed Secretary's Board. The Secretary's Board is a forum by which the central Professional Services and School Professional Services meet and work together to understand what each service is delivering to the University, and align to create integrated services across the University to support teaching, research and the student experience.

The Board, chaired by the Secretary of the University, Ann Marie Dalton, will play an important role in developing Professional Services related policy, as well as implementing the recommendations of the Professional Services Review.

The Secretary's Board Bulletin (SBB) will be a new monthly communication tool available online and in print for all staff to find out more about the work of each of the Professional Services. The Bulletin will also disseminate decisions of the Board and provide an update from each of the Directorates. Following the meeting of the Secretary's Board the main outcomes will be disseminated through the SBB.

The first meetings of the Board took place between December 2011 and February 2012, at which an array of matters were discussed, ranging from the Heriot-Watt University Strategic Plan to the Review of Policy Framework.

Minutes will be available on <http://www.hw.ac.uk/committees/secretarys-board/>

Please send any questions or comments to Review2012@hw.ac.uk

1. CAMPUS SERVICES

A new Directorate of Campus Services comprising of Estates, Hospitality Services, Centre for Sport and Exercise and the Research Park has been created and Malcolm Deans has been appointed as Director of Campus Services and took up his post on 5 January 2012.

As part of the development of a new five year strategy for the University, Campus Services will be engaging with key stakeholders to carry out an extensive review of space utilisation on Campus and reviewing the University Masterplan to deliver an updated Masterplan which will meet the requirements of the University in the future.

Hospitality Services

Internet provision in halls of residences at both Edinburgh and Scottish Borders Campuses has been reviewed. The new service is intended to commence in September 2012.

On-going work in Leonard Horner conference rooms is progressing smoothly and Hospitality Services is currently awaiting tender returns for carpeting of Robert Bryson hall this summer.

Centre for Sport & Exercise

The five year strategy for the Centre for Sport & Exercise (CSE) is now at final draft stage and operational plans have been created for each strategic objective. The Sports Union has also been developing its strategy in line with the CSE. Sports Union staff met with all 28 clubs to discuss individual club plans. The initial response has been extremely positive.

Estate Services

Estate Services is currently involved in the development of new or revised lease and licensing arrangements for the Nursery, Book Shop, Students Association Building, Students Association Shop, the Edinburgh Business School and the Dentist Surgery and Medical Centre as well as addressing the lease issues arising from the Royal Bank of Scotland's closure of its on Campus branch.

Research Park

The Research Park is progressing discussions with two existing tenants who are interested in developing additional facilities on the Park. The Scottish National Blood Transfusion Service has an on-going interest to develop its new National Headquarters on a site at the western end of the Park.

2. EXTERNAL AFFAIRS

The new Directorate of External Affairs comprises Corporate Communications, Recruitment and Admissions, Development and Alumni and Media Services.

In Marketing and Communications, enhanced ways of working with Schools are being progressed to provide the best support in order to achieve planning targets. A student recruitment, marketing and communications strategy is now in place to support the Malaysian Campus. Internal communications are supporting the Principal in preparation for his staff open meetings which are taking place across all Campuses throughout the beginning of 2012.

The University has achieved considerable success in student recruitment with January headline statistics significantly increased since 2011:

- Overall applications are up 20% compared with 2011
- Overseas applications are up 31%
- RUK applications are up 11%
- Scottish applications are up 22%
- EU applications are up 30%

A Development and Alumni telethon fundraising campaign currently underway is proving successful with almost £30,000 pledged in the first week. Significant events to take place are the Skanska Leadership Lecture which started discussion on cross University collaboration on research, corporate sponsorship and philanthropy. The Watt Club had its AGM where new president, Keith Wallace was formally appointed.

Media Services has recreated the new University image library to ensure a comprehensive range of easily searchable images for access/use by internal users and external partners. The online address is: www.imagelib.hw.ac.uk.

3. REGISTRY SERVICES

The Student Systems Unit has released online results functionality for student access. Over 1000 students have had their results released on line (initially for Approved Learning Partner students in the School of Management and Languages). The release has demonstrated excellent co-operation between colleagues across the University and has been well received.

In view of the early indications of an increase in the new student intake in September 2012, the head of Student Support and Accommodation is taking steps to ensure that the University can meet its guarantee of accommodation to all new students.

The Student Union has opened the nominations process for the Learning & Teaching Oscars and has been formally recognised by the Higher Education Academy as a sector leader in this area. At the Scottish Borders Campus, the Union held an opening event for the dedicated student social space now being provided by the University and College in partnership.

A summary of formal student complaints in 2010/11 is available from the Academic Registrar and Deputy Secretary.

4. INFORMATION SERVICES

Liaison between Library and IT managers continues and will yield enhanced and integrated service offerings for the next academic session. The Library has set up subscriptions for new journals and databases as requested by Schools during the 2011 review process. As well as this existing subscription packages have been upgraded to increase the total number of titles to 18,500. There were over 200,000 visits to the Library in semester 1, an increase of 17.5% on 2010/11.

IT continues to develop the functionality and resilience of the University's systems and infrastructure, but there have been two significant service disruptions: an email outage of 22 hours on

December 15 affecting about a third of the University's staff which was caused by hardware failure and suspension of direct-dial international telephone calls from January 13 due to misuse of this facility perpetrated from elsewhere via Borders College. Both issues were resolved and steps taken to ensure this does not happen again.

In common with other UK universities, we are seeing a large number of incoming 'phishing' attacks. Hackers are sending plausible emails to our users which purport to come from Heriot-Watt University IT requesting people's usernames and passwords. Please note that IT will never request such details from you by email. All staff and student emails were circulated to advise of this.

5. HUMAN RESOURCE DEVELOPMENT

Human Resource Development (HRD) is the new name for People and Organisational Development.

2011-2012 National Pay Review

The 2011/12 national pay review negotiations have concluded, with the University awarding a £150 increase on each spinal point from 1 August 2011. Backdated payments were made in the January 2012 salary run.

Staff Pension Provisions

The public sector continues to consult over on how relevant schemes will be structured going forward - this includes the LGPS and USS, further change is possible. Staff will be informed of any likely changes to this in the usual manner.

Policy review

The following policies are currently going through consultation and updates of these will be provided in due course:

- Capability
- Disciplinary
- Grievance
- Maximising
- Redundancy

Performance Development Review (PDR)

The PDR process should now be underway across the University, and should be shaping the way managers manage objectives and development through 2012.

e-Learning

The University has now launched the Recruitment and Selection e-Learning package, and will soon release three courses with the latest Equality Act legislation, 'Diversity in the workplace'.

Change Management

Over the coming years, many areas will see changes that affect people, and the University will ensure fair, transparent and consistent treatment of all staff. A structured and consistent approach to managing change is already being used to guide conversations covering Finance, Textiles and SLS staff.

PGCAP

A review is taking place of PGCAP, including the Deans, Deputy Principal (Research and Knowledge Transfer) and Deputy Principal (Learning and Teaching), to focus on ensuring that the PGCAP supports all the University objectives of Research Intensification (for the Research Excellence Framework - REF) and Teaching Excellence.

People Management Systems and Processes

A number of meetings with IT and Finance have started the process to enable a People Management system upgrade to take place in late 2012/early 2013. Updates regarding this will be provided in due course.

6. RESEARCH ENTERPRISE SERVICES (RES)

The Research Development team has an additional fixed term member of staff to support development of research bids. The Research Excellence Framework (REF) guidelines regarding research submissions have been published by HEFCE. This will expedite work on shaping the University's submissions and joint submissions for November 2013.

A spin out company from Engineering and Physical Sciences, has agreed license terms with the license scheduled to be signed in February to enable access to University IP which will allow the company to start trading.

A five year license agreement has been reached with a Scottish SME company. The company will develop a group of MSc students each year, launching a new product with Heriot-Watt University sharing in any profits.

The Converge project has enabled the University to demonstrate that it has increased turnover in Scottish companies (those that reported) by £1.5m over the last two years and created thirty one jobs in companies, of which four were in spinouts.

7. FINANCE

The new Group Financial Controller, Andy Downie joined the University on 31 January. He replaces Kevin Mallet.

An outline plan for the external audit has been agreed with KPMG. Quarter two forecasts (for forecast year end July 31st 2012) are currently being prepared and will be available week commencing 13 February; Financial Controllers will work with their budget holders to update annual five year plans.

To assist the Credit Control team with the back log of overdue debt, temporary additional staff is currently being recruited. The Finance department is at present involved in 60 initiatives that are being monitored via the Finance Change Programme.

The Oracle R12 Project progress is both on schedule and on budget with a go live date for transaction processing from the 2 April. Meetings with Heads of Schools and Financial Controllers are taking place at the end of February to discuss implementation of Oracle R12.

Significant progress has been made in the development of a draft proposals on Finance KPI's and Statutory Accounts are in the process of being redesigned.

The University was surprised by the notification of the closure of the Royal Bank of Scotland Campus branch on 12 April and are currently

awaiting further information from the Royal Bank of Scotland regarding this. However every effort is being made to secure a new banking facility on Campus.

8. GOVERNANCE AND COMPLIANCE

A Director of Governance and Compliance has been appointed and is due to take up their post in late Spring. Thereafter, regular updates from this area will be included in this bulletin.