

SECRETARY'S BOARD

Minutes: 3 February 2015

In the Chair: Ms Ann Marie Dalton, Secretary of the University

Present also:

Mr Mark Adderley, Director of Human Resource Development	Mr Andrew Menzies, Director of Finance
Mr Mike Bates, Director of Student Recruitment	Mr Derek Penman, Director of Administration (EPS)
Ms Philippa Burrell, Director of Administration (EGIS)	Mr Campbell Powrie, Director of Administration (SML)
Ms Sue Collier, Director of Governance & Legal Services	Mr Mike Roch, Director of Information Services
Mr Darren Cunningham, Director of Administration (MACS)	Mr Martyn Spence, Director of Marketing & Communications
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 & Registrar (Dubai)
Dr Liz Fellman, Director of Research & Enterprise Services	Ms Vivienne White, Director of Administration (TEX)
Ms Morag Heggie, Director of Administration (EBS)	

In Attendance: Ms Lisa Herlihy, Assistant to the Secretariat (Clerk)

Apologies: Ms Linsey Fender, Assistant to the Secretary Ms Janice Yew, Chief Operating Officer (Malaysia)

Welcome

The Chair welcomed Dr Liz Fellman and Mr Martyn Spence to their first meeting of the Secretary's Board. The Chair also welcomed Mr Paul Travill to his first meeting as Academic Registrar.

M15/01 MINUTES OF THE MEETING OF 2 DECEMBER 2014

The Board received and approved the minutes of the meeting of 2 December 2014.

M15/02 MATTERS ARISING REPORT FROM THE MEETING OF 2 DECEMBER 2014

M14/177 – The Board noted that a paper on attendance tracking for international students at the Dubai campus would be presented to the Dubai Campus Executive Committee on 9 February 2015.

M14/180 – The Board noted that the Athena SWAN Officer would be invited to attend the March 2015 meeting of the Board in order to discuss the Professional Services submission to Athena SWAN.

M14/182.10 – The Chair advised that Directors of Administration should update the clerk regarding Library Services representatives being invited to their Staff/Student Committees.

M14/133 – The Board noted that Finance were in ongoing discussions with Oracle Consulting regarding a more detailed review of HWU's Oracle system. Finance continued to develop a plan

for improvements based on the draft review.

M14/118 – Career Progression Procedures

The Board noted that the Career Progression Procedures were undergoing further work following consultation with the CJNCC. The Board agreed that the Director of Human Resource Development would circulate these Procedures to the Board once revisions had been made.

M14/127 – Intranet Procedures

The Board agreed that the Director of Marketing & Communications would seek an update regarding the progress in adding PGR students to the University intranet, SharePoint.

University Charter and Statutes

The Board noted that the University's revised Charter and Statutes, currently awaiting approval from the Privy Council, had now been finalised with the Scottish government's legal department. The Board noted that, following approval, the University would undertake a thorough assurance mapping process to ensure that the governance structure in place complied with the revised Charter & Statutes. This would include a wide variety of areas within the University and the Board agreed that an up-to-date version of the Charter & Statutes would be circulated to members outwith the meeting.

M15/03 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies Under Development Report, up to 3 February 2015.

M15/04 SECRETARY'S BOARD PROJECTS REGISTER (SB/15/01)

The Board received and noted the Secretary's Board Projects Register, as at 23 January 2015.

M15/05 BUSINESS REPORTED BY THE CHAIR

The Chair highlighted the following:

- that the official opening of HWU's Malaysia Campus would take place on 12 February 2015;
- that the potential relocation of some Professional Services colleagues to the Aptuit building, one of the options arising from the Estates Masterplan, would be considered by the University Executive at its meeting in April 2015. The Court would have final approval of the Masterplan; and
- that the headhunters appointed by the University had recommenced the search for a Principal and Vice-Chancellor. Shortlisting was planned for 9 March 2015 and interviews would be taking place in the week commencing 20 April 2015.

M15/06 CHANGES TO HOME OFFICE REGULATIONS (SB/15/02)

The Board received and noted a report on the changes to Home Office Regulations, presented by the Director of Governance & Legal Services.

The Board noted that the Home Office had circulated draft three of a guidance document, regarding universities' relationships with their partners, on 21 January 2015 for consultation. There were three requirements in the draft guidance relevant to HWU, as below.

1. Universities must list all campuses which they wholly own on their Tier 4 licences;
2. Universities must list all partnerships which involve students undertaking research off campus for more than two weeks; and
3. Universities must list partnerships where students undertake work placements.

The Board agreed that the Director of Governance & Legal Services would circulate a template list to all Directors of Administration and to Registry Services colleagues, which would then be completed with information regarding work placements.

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

M15/07 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/15/03 – SB/15/14)

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

The following items were noted by the Board:

Borders Campus

- that TEX would be interviewing all 2015-16 candidates to whom the School would consider giving a place. This would allow potential students to find out more about the School and their course, which would aid with converting applications to acceptances;
- that a curriculum review was underway and would aim to identify ways of increasing research in TEX;

Campus Services

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

Dubai Campus

- **XXX Reserved section (Ref: Sections 30, 33 FOI(S) A 2002).**
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Schools/Institutes

- that EPS had taken on resource to improve the processing of Postgraduate Taught (PGT) applications;
- EPS had made 12 Global Platform offers and were interviewing for four additional appointments in coming weeks;

Governance & Legal Services

- that international students studying at the Edinburgh campus would, under new Home Office regulations, be required to collect their biometric residence permits from a designated Post Office. The Board agreed that new guidance for international students would need to be included in University information packs. The Board noted that arrangements for colleagues collecting residence permits would be the same as those for international students;

Human Resource Development

- that UCU had consulted with their members regarding a joint proposal for changes to the Universities Superannuation Scheme (USS). This was accepted and Action Short of Strike had been halted. Formal proposals would be agreed at the next USS Board meeting and then HWU would help to organise consultation with colleagues;
- that a consultation with members of the Local Government Pension Scheme was also due to take place and would be supported by the University;

Information Services

- that a survey of the current University network was being undertaken by Information Services in preparation for upgrading the telephone system. This would include all areas of the University, including those which were currently managed by the Schools;
- that the Director of Governance & Legal Services would add the management of the University network to the Strategic Risk Register, as localised management of the network created risks for the University;

Marketing & Communications

- that online advertising of Postgraduate Taught courses had been effective and applications were currently higher than for 2014-15;

- that a Web Strategy Group had been developed to consider the wider digital environment for research, teaching and recruitment;
- that the University lacked an up-to-date Communications Strategy. It was planned to develop a Strategy which would focus on key moments for the University and how these would be communicated;

Registry Services

- complaints reporting had met the requirements of the Scottish Public Services Ombudsman and all but one of the University KPIs. The KPI which had not been met was being reviewed;

Student Recruitment

- that the Director of Student Recruitment was in close communication with Schools to ensure that response times were not impacting negatively upon conversion. The Board agreed that detailed analysis of unsuccessful conversion would be undertaken, so that the University could then attempt to resolve any issues within its control;
- that a more detailed Student Recruitment Risk Register was required and this would be developed in conjunction with the Head of Audit and Risk Management;
- that a more detailed report on the International Recruitment Workshop would be presented to a future meeting of the Board. Action plans related to each theme identified would be developed and presented to the University Executive in due course; and
- that the third meeting of the Study Abroad and Inter-Campus Mobility Group had taken place in January 2015. An overview report would be presented to the Board in due course.

M15/08 GROUP FINANCIAL DASHBOARD (SB/15/15)

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

The Board noted that the variance on budget was £2 million, with the majority of Schools forecast to meet their budget. Budgeted capital expenditure for the year was £22 million and much of this spend would occur in the second half of the financial year. Cash liquidity was currently at £47 million.

M15/09 REVISED HRD STRUCTURE AND OPERATION (PRESENTATION)

The Board agreed to defer this item to the March 2015 meeting so that a full discussion would be possible.

M15/10 HWU PROJECT MANAGEMENT METHODOLOGY: OPPORTUNITIES APPRAISAL APPROACH (SB/15/16)

The Board received and noted the Project Management Methodology: Opportunities Appraisal Approach, presented by the Director of Governance & Legal Services.

M15/11 STAFF ENGAGEMENT SURVEY (SB/15/17)

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

M15/12 CAR PARKING POLICY (SB/15/18)

The Board received and approved the Car Parking Policy, presented by the Director of Campus Services.

The Board noted that Car Parking Policy had been revised in light of the upcoming closure of Car Park C, which was due to the construction of the NPCCS. A small number of spaces in Car Park C would be unavailable from February 2015, with the car park closed entirely from the end of March 2015.

The Board noted that, under the new policy, parking at the University would be zoned. Colleagues would apply online for a permit for the zone appropriate to their place of work. They would then be able to park in any car park within their zone. These changes would take effect from 1 August 2015. The Board agreed that the Director of Campus Services would liaise with the Director of Marketing & Communications to ensure that the changes were communicated to colleagues in a thorough and timely fashion.

The Chair advised that, following the completion of an Equality Impact Assessment, the Policy would be presented to the University Executive at a future meeting for comment and approval. The Board agreed that the Director of HRD would present the Policy to the CJNCC for their information.

M15/13 EFFICIENT GOVERNMENT RETURN (SB/15/19)

The Board received and noted the draft Efficient Government Return, presented by the Director of Governance & Legal Services.

The Board noted the progress to date and agreed that members would review the return for accuracy and further updates which could be provided. The Board agreed that the final draft of the Return would be presented to the Board at its March 2015 meeting for approval.

M15/14 COUNTER-TERRORISM AND SECURITY BILL (PRESENTATION)

The Board received and noted a presentation on Counter-Terrorism and the Security Bill, given by the Director of Governance & Legal Services.

The Board noted that it was anticipated that the Counter-Terrorism and Security Bill would come into force on 30 March 2015. Guidance for Scotland had been out for consultation until 30 January 2015, with the aim of receiving approval for separate guidance which takes regard of the particular circumstances of *Prevent* delivery in Scotland. Under the Bill, universities must 'have due regard to the need to prevent people from being drawn into terrorism'.

The Board noted that the University would need to develop a CONTEST Group to oversee the measures in place, as this might become a statutory obligation. The Chair emphasised the importance of cooperation between colleagues to ensure that HWU fulfilled its statutory obligations.

The Board noted that the University's duty would include:

- Leadership, including engagement from senior management with *Prevent* partners and the *Prevent* network. The Secretary of the University had been named as the lead on this;
- an Implementation Plan, including participation in local CONTEST multi-agency groups. HWU was currently a member of the Edinburgh CONTEST group;
- Staff training, including identifying relevant colleagues who would require training;
- Introducing policies and procedures for speakers and events. The Freedom of Speech Code of Practice, currently under review, would form part of this duty;
- Safety online, including identifying colleagues with a legitimate research interest in relevant areas;
- Welfare and pastoral care for all students, as well as clear policies on the use of prayer rooms and other related facilities on campus; and
- Monitoring and enforcement, which would be the ultimate responsibility of the Court.

During the course of discussion the Board noted that the University would work closely with the Student Union to ensure *Prevent* policies were being followed. The Board also noted that the majority of universities did not have internet filtering in place and that, as universities' networks were centrally controlled, a central decision would need to be made.

M15/15 REPORT FROM THE CRM MANAGEMENT GROUP (SB/15/20)

The Board received and noted a report from the CRM Management Group meeting on 26 January 2015, presented by the Director of Student Recruitment.

ANY OTHER BUSINESS

During the course of the meeting, the Board discussed the arrangements in place for multiple entry points within the academic year. Multiple entry points were increasingly necessary for HWU as an international university.

DATE OF NEXT MEETING: Tuesday 3 March 2015