

SECRETARY'S BOARD

Minutes: 4 November 2014

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| In the Chair: | Ms Ann Marie Dalton, Secretary of the University | | |
| Present also: | Mr Mark Adderley, Director of Human Resource Development | Ms Morag Heggie, Director of Administration (EBS) | |
| | Mr Mike Bates, Director of Student Recruitment | Mr Andrew Menzies, Director of Finance & Interim Director of Research & Enterprise Services | |
| | Ms Philippa Burrell, Director of Administration (EGIS) | Mrs Kathy Patterson, Academic Registrar & Deputy Secretary | |
| | Ms Sue Collier, Director of Governance & Legal Services | Mr Derek Penman, Director of Administration (EPS) | |
| | Mr Darren Cunningham, Director of Administration (MACS) | Mr Campbell Powrie, Director of Administration (SML) | |
| | Mr Malcolm Deans, Director of Campus Services | Mr Mike Roch, Director of Information Services | |
| | Ms Maggie Dunn, Director of Administration (SLS) | Mr Paul Travill (Academic Registrar Designate) | |
| | Ms Linsey Fender, Assistant to the Secretary | Ms Vivienne White, Director of Administration (TEX) | |
| | In Attendance: | Mr Gordon Duncan, Programme & Project Manager (for item 3.2) | Ms Lynsey O'Brien, Intranet Development Co-ordinator (for item 3.3) |
| | | Ms Lisa Herlihy, Assistant to the Secretariat (Clerk) | Mr Steve Salvini, Project Support Manager (for item 3.2) |
| Ms Ann Jones, Head of Heritage & Information Governance (for items 4.3 and 6.4) | | Professor John Sawkins, Deputy Principal (Learning & Teaching) (for item 4.1) | |
| Dr Maggie King, Head of Academic Quality (for item 4.1) | | | |
| Apologies: | Ms Janice Yew, Chief Operating Officer (Malaysia) | Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai) | |

MINUTE REF

M14/160 MINUTES OF THE MEETING OF 7 OCTOBER 2014

The Board received and approved the minutes of the meeting held on 7 October 2014, subject to the following amendments:

M14/151.5 should read '*SBE had been working to develop an induction programme for Postgraduate students*', instead of '*SBE had been working to develop administration processes for Postgraduate students*'.

M14/151.7 should read '*a pre-sessional English social programme*' rather than '*a pre-sessional English programme*'.

The minute should also be amended to read '*programme-related extra-curricular activities for each 'family' of taught postgraduate degrees*' instead of '*programme-related extra-curricular activities for each 'family' of subjects*'.

M14/161 MATTERS ARISING REPORT FROM THE MEETING OF 7 OCTOBER 2014

The Board noted that the Secretary's Board would continue to monitor the actions taken in response to the Student Barometer Survey. Members would present their Action Plans to the Board at the next meeting on 2 December 2014.

M14/151.3 – The Board noted that a Student Barometer Action Plan for Dubai was being developed. This had been discussed with StudyWorld at the Dubai Campus Executive Committee meeting on 20 October 2014 and was being developed jointly.

M14/151.9 – The Board noted that the new Director of Administration (MACS) would work with the Director of Administration (TEX) to produce a Student Barometer Action Plan for MACS which would be fed back to the Board in December.

M14/108.10 – The Board noted that a plan based upon the Oracle Financials diagnostic review was being developed by Finance and it was expected that this would be complete by the end of November.

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

M14/139.4 – The Board noted that discussions regarding academic year alignment had taken place. The Board highlighted that a January entry point, which had been supported by the University Executive and the Senate, was currently in place in some Schools. The demand for January intakes was increasing due to interest from the international market, with a number of HWU's key markets following academic years which did not align with the British model. System issues relating to this January entry point continued and the Board agreed that a review of the resources required to support additional entry points was needed. This was particularly important given the effect that multiple entry points could have upon the student experience.

M14/162 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies Under Development Report up to 4 November 2014.

The Board noted that the Contribution Pay Procedures and Professional Services Career Progression Procedures would be discussed by the CJNCC at their next meeting.

The Board noted that the migration of all University CCTV systems onto a common platform, was currently in progress. The system in EBS was not on the central system but could be monitored centrally by Security and so migration was not necessary in this case. The Director of Governance & Legal Services would discuss further progress with the Security & Operations Manager.

M14/163 SECRETARY'S BOARD PROJECTS REGISTER (SB/14/216)

The Board received and noted the Secretary's Board Projects Register as at 16 October 2014.

M14/164 BUSINESS REPORTED BY THE CHAIR

There was no business reported by the Chair.

M14/165 REPORTS FROM THE PROFESSIONAL SERVICES

M14/165.1 BORDERS CAMPUS (SB/14/217)

The Board received and noted the report from the Borders Campus, presented by the Director of Administration (TEX).

Open Days

The Board noted that two Open Days had been held at the Borders Campus on Friday 10 and Saturday 11 October 2014. These were well-received and feedback from attendees indicated

that the Saturday Open Day was more popular than that on a Friday. It also indicated that the October date did not suit all potential students, as Rest of the UK (RUK) and college students began the year later than those in Scotland. A smaller Open Day would therefore be held on 21 November 2014 and in future years two separate Open Days would be held; one in October and one in November.

Student Experience

The Board noted that the Borders Campus and TEX were working to address feedback from the National Student Survey. Discussions with students had taken place regarding the social space at the Borders Campus, with 60% of students noting that they did not use the refectory provided. Focus groups were being created to develop short, medium and long-term proposals to improve the student experience.

The Board discussed the possibility of creating a lounge for HWU students in the High Mill building at the Borders Campus. The Board agreed that the issue would be considered by the Borders Campus Management Committee, including the potential use of the 'sinking fund' if permitted for this purpose. The Board agreed that any use of the sinking fund outside of its intended use would require consultation with the Borders College and that other funding possibilities would also be considered.

Student Achievements

The Board noted that five third-year students had been selected to assist with the J Autumn Fashion Show at the Eiffel Tower on 31 October 2014. The Director of Administration (TEX) highlighted that HWU students had been part of a competition to provide artwork for the Borders railway once it reopened. An exhibition from a HWU student would be displayed at each station.

M14/165.2 CAMPUS SERVICES (SB/14/218)

The Board received and noted the report from Campus Services, presented by the Director.

Projects

The Board noted that Planning Consent had now been received for the Residences 2016 project and the Development Agreement with the preferred bidder, Watkin Jones, would now be concluded. The Board also noted that the ground-breaking for the National Blood Transfusion Service headquarters had taken place and that Planning Permission had been received for the Lyell Centre.

The Director of Campus Services highlighted that an access road for the construction sites would soon be in use and therefore access to cyclists and pedestrians would no longer be permitted. The Board agreed that the Director of Campus Services should work with the Communications Manager to produce a communication for all students and colleagues regarding the construction projects and the limitations that would ensue.

Car Parking

The Board noted that the University's Car Parking Policy had come under scrutiny in recent weeks. A revised policy would be presented to the University Executive in due course. Car parking would also be considered in light of the required closure of Car Park C due to the construction of the National Performance Centre for Sport. The Board agreed that the Director of Campus Services and the Director of Student Recruitment would discuss any affect that this closure might have on University Open Days at the Edinburgh Campus. The Secretary of the University confirmed that there were no proposals to charge for car parking.

M14/165.3 DUBAI CAMPUS (SB/14/219)

The Board received and noted the report from the Dubai Campus, presented by the Chair.

M14/165.4 EDINBURGH SCHOOLS (SB/14/220)

The Board received and noted the report from the Schools, presented by the Director of Administration (SLS).

Action Short of Strike (ASOS)

The Board noted that the Schools were monitoring ASOS, which might slow the process of examinations within the University. The Board agreed that ASOS would continue to be monitored to ensure that there was no detriment to students.

Open Days

The Board noted that some academic colleagues preferred that Open Days be held during the week rather than at weekends, as was current practice. The Director of Student Recruitment highlighted that teaching commitments made holding Open Days on teaching days prohibitive. The Board agreed that Open Day arrangements at other Higher Education Institutes (HEIs) would be considered and that if necessary this item would be placed on the CJNCC agenda.

The Board noted that SLS were investigating the possibility of introducing new Postgraduate Taught programmes. The Board also noted that the introduction of the iHR system within SLS had taken place with no issues arising.

M14/165.5 FINANCE (ORAL UPDATE)

The Board received and noted an oral update from the Director of Finance.

The Board noted that the year-end External Audit was mostly complete and that an issue with pay transfers for Dubai had been resolved. In future pay transfers would take place via a different provider. The Board also noted that the University accounts had been completed by the deadline.

M14/165.6 GOVERNANCE & LEGAL SERVICES (SB/14/222)

The Board received and noted a report from Governance & Legal Services, presented by the Director.

The Board noted that the Efficient Government return was being compiled and that the Chief Procurement Officer would be working with colleagues to produce the return. Colleagues would be encouraged to assist with producing a return that provided case studies of good practice, as had been the case in previous years.

M14/165.7 HUMAN RESOURCE DEVELOPMENT (SB/14/223)

The Board received and noted a report from Human Resource Development (HRD), presented by the Director.

ASOS

The Board noted that the University and College Union (UCU) had balloted on whether to strike or undertake ASOS around the national issue of the Universities Superannuation Scheme (USS) pensions. Proposals had not yet been tabled. The Board noted that UCU had decided upon ASOS and it had been suggested that members would boycott assessment and marking from 6 November 2014.

The Board noted that external examiners were excluded from this action. The University expected that colleagues who did not take part in assessment would have some deduction from their pay for 'partial performance'. These deductions would be added to the Student Hardship Fund. The Board agreed that the Director of HRD would issue a communication to all colleagues requesting confirmation of UCU members' intention to take part in ASOS. The Board also agreed that the Director of HRD and the Director of Finance would discuss what information the University could provide to colleagues about the dispute and would then issue this information.

iHR

The Board noted that the pilot of the iHR system had been completed and feedback had been constructive. A meeting to assess the status of iHR was to be held on 4 November 2014 and

the system would then be rolled out to managers for self-service. This would allow managers to ensure the information within iHR was accurate before the system was rolled out to all colleagues at the end of November.

Proposals for charging for external training no-shows

The Board noted the proposals from HRD, which would put in place late cancellation charges for colleagues who cancelled an external course with less than five working days' notice or failed to attend an external course without informing Organisational Development. For the former a £50 charge would apply, with discretion applied for some cases i.e. sickness or bereavement. For the latter there would be a charge of £100. The proposal would come into force from 1 January 2015 and the cost would be recharged to the appropriate Service or School. The new process would be communicated to colleagues in due course.

Times Higher Education (THE) Survey

The Board noted that the University had agreed to take part in the THE Best University Workplace survey. Colleagues would be encouraged to complete the survey, which did not intend to produce a league table and would instead provide universities with information about best practice and with data which could help benchmark against peers in key areas.

New HRD Structure

The Board noted the proposed new structure for HRD. The Board noted that HRD Partners would be supported by a team, including Case Managers who would log requests and information provided by Schools/Services. The restructure would be in line with the rollout of iHR and aimed to provide a more coherent response to queries and grievances. The Board agreed that the Director of HRD should provide a brief presentation on the workflow in HRD following the restructure.

The Board discussed the process of interviews at HWU and the proposal that any interview panel should include a representative from HRD.

M14/165.8 INFORMATION SERVICES (SB/14/224)

The Board received and noted the report from Information Services (IS), presented by the Director.

24/7 Library Opening

The Board noted the usage of the Library since the start of the Semester, during which 24/7 opening had been trialled. The Board noted that students had been using the Library as late as 11pm from the beginning of the Semester and that overnight occupancy rates were rising weekly. Daytime occupancy was at 100% from mid-morning until early evening.

Attack and Penetration Testing

The Board noted that IS continued to work through the recommendations of the Attack and Penetration Testing. A briefing with the auditors was to take place shortly and a report on progress would be submitted to the Audit & Risk Committee in the future. A review of the Edinburgh Campus Network would be undertaken this session, in consultation with the University Executive, as IS did not have visibility or management of the network in EPS, MACS or EGIS.

M14/165.9 MALAYSIA CAMPUS (SB/14/225)

The Board received and noted a report from the Malaysia Campus, presented by the Chair.

M14/165.10 MARKETING & COMMUNICATIONS (SB/14/226)

The Board received and noted a report from Marketing & Communications, presented by the Chair.

M14/165.11 REGISTRY SERVICES (SB/14/227)

The Board received and noted the report from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Independent Distance Learner (IDL) Online Registration & Payments

The Board noted that the Student Systems Unit (SSU), in conjunction with Finance and IS, had begun work on the IDL Online Registration & Payments project. Initial work had revealed complexities which might delay the project and stakeholders would be informed once a release schedule was available.

Student Surveys

The Board noted that a number of student groups had been surveyed in preparation for the Enhancement-Led Institutional Review (ELIR). As a number of student surveys were due to take place in the near future, it was proposed that the Student Barometer Survey be deferred until later in the year. This would prevent clashes and also reduce the risk of survey fatigue.

Careers Fairs

The Board noted that a successful Careers Fair had taken place and had attracted large numbers of students. The Board agreed that the Academic Registrar & Deputy Secretary would investigate whether HWU was present at Careers Fairs as a recruiter of staff.

M14/165.12 RESEARCH & ENTERPRISE SERVICES (SB/14/228)

The Board received and noted the report from Research & Enterprise Services, presented by the Interim Director.

The Board noted that total awards to the University for the year-to-date were £3.8 million. This was a lower figure than for the previous two years. The Board also noted that research spend for the year-to-date was £4.8 million, which was an increase on the previous two years and that income was higher than budgeted.

M14/165.13 STUDENT RECRUITMENT (SB/14/229)

The Board received and noted the report from Student Recruitment, presented by the Director.

Scottish Campuses - Undergraduate

The Board noted that the figures available were now close to being the complete picture for 2014/15. UCAS applications to HWU had remained virtually unchanged on 2013. HWU had over-recruited in the Scottish category for the Scottish Campuses, though a number of those students were in the SIMD 20/40 category.

Scottish Campuses - Postgraduate

The Board noted that Postgraduate recruitment had been more challenging this year and this had been reflected across the UK sector. Scottish/EU Postgraduate numbers had fallen by 12% since 2013 and international numbers had shown an increase of 8%. International numbers were 91% to target.

The Board agreed that the Director of Student Recruitment would bring a paper and action plan on Postgraduate recruitment to the Board at a future meeting, following consultation with the incoming Director of Marketing & Communications.

Malaysia

The Board noted that the registered student population of 475 was recorded at the end of September, with late enrolments expected to take the overall on-campus figure to ~500. The Board also noted that Malaysia had now recruited a new Head of Marketing.

Dubai

The Board noted that a full enrolment report for Dubai was pending and the overall intake was expected to be near to target. A variance in numbers of -20 at Undergraduate level and -7 at

Postgraduate level had been recorded.

Intercampus Mobility

The Board noted that there had been some issues with students coming to the Edinburgh campus from other HWU campuses and being unaware that they would have overseas fees status. The Board noted that a Study Abroad Working Group was being created to try and encourage mobility for students. A website was also being created for students to provide further information and the Board agreed that the administration for transferring students between campuses should be considered and reported to the Board in due course.

The Board noted that, while offers which integrated pre-sessional English with another subject had been successful, UK Visas and Immigration (UKVI) guidance was that students should have separate visas and so integrated offers were no longer possible. It had been suggested that 'with English' degrees could be offered that packaged the pre-sessional English element with the main degree, but this was not thought to be as attractive to international students. Another proposal was that the University package both offers and ensure applicants were not disadvantaged financially by the need to obtain a visa for pre-sessional English and a visa for their main degree programme of study.

The Board noted the suggestion that the University could help student mobility by providing guidance regarding Visas and that students would benefit from a joined up institutional approach. The Board agreed that the Director of Student Recruitment and the Director of Governance & Legal Services would review the current process.

M14/166 GROUP FINANCIAL DASHBOARD (ORAL UPDATE)

The Board received an oral update on the Group Financial Dashboard, given by the Director of Finance.

The Board noted that the University's projected surplus of £6.8 million fit with the University's five-year plan. The surplus was ahead of budget at the end of the second month of the financial year, which was expected at this point in the cycle.

The Board noted that the contribution from most Schools was currently on target. SLS was behind target due to a delay in transfer of funds from IPE.

M14/167 PROJECT SUPPORT OFFICE COMMUNICATION PLAN (PRESENTATION)

The Board received a presentation from the Project Support Office (PSO), presented by the Project Support Managers.

The Board noted that the PSO had been created to provide a coherent approach to project management at HWU. The PSO had been the subject of a number of internal audits and was acting upon recommendations from these. These recommendations had included a focus on project reporting and in response the PSO had developed a SharePoint site through which managers could update information regarding their projects directly. This would ensure that all information was reported in a timely manner.

The Board noted that currently the Project Registers were only accessible to the managers of projects and that in future there would be security groups for each project. The PSO would be able to extract this information for reporting to the relevant oversight body/committee.

The Board agreed that colleagues should make use of the resources available within the PSO in order to strengthen reporting.

M14/168 INTRANET UPDATE (SB/14/231)

The Board received and noted an update on the University Intranet (SharePoint), presented by the Intranet Development Co-ordinator.

The Board noted that an Intranet project page had been created to provide support to colleagues in using SharePoint, as well as a SharePoint Forum discussion board which would allow colleagues to post questions or share good practice. In future the homepage for colleagues would be SharePoint. Links would also be updated so that all policies and documentation were available.

The Intranet Development Co-ordinator highlighted that less than 5% of the old-style webpages remained and that these would continue to be used in the coming months whilst staff were trained in the use of SharePoint. The Board noted that the number of SharePoint pages had increased by around one third and usage had risen from 2,341 in September 2013 to 169,973 in September 2014.

The Board noted that SharePoint sites for Malaysia and Dubai were also under construction with information being sought from colleagues at those campuses. The Board also noted that Intranet Roadshows were being held for colleagues and podcasts of these would be provided for colleagues who were unable to attend the Roadshows.

The Board agreed that a communication would go out to colleagues promoting the use of the Intranet when this was appropriate.

M14/169 LEARNING & TEACHING STRATEGY OPERATIONAL PLAN AND TIMELINE (SB/14/232)

The Board received and noted a report on the Learning & Teaching Strategy Operational Plan and Timeline, presented by the Deputy Principal (Learning & Teaching) and the Head of Academic Quality.

The Board noted that the Operational Plan and Timeline had now been approved by the Learning & Teaching Board and that the Deputy Principal (Learning & Teaching) would meet with the Heads of School and relevant Directors of Professional Services to discuss their contributions. A comprehensive timeline had been developed to support the Operational Plan.

The Board noted that the points under the heading 'Service Provision' had been developed two years prior and more recent data was available. The Board agreed that this would be updated in Spring 2015, with colleagues providing information on work completed, for example with regard to internationalisation. The Board agreed that the timeline would be changed to August 2015, rather than August 2018, as this was a more accurate timescale. Other comments were invited outwith the meeting.

M14/169 GENDER SEGREGATION AT MEETINGS & EVENTS (SB/14/233)

The Board agreed that this item would be discussed at the meeting on 2 December 2014.

M14/170 MUSEUM & ARCHIVE COLLECTIONS DEVELOPMENT POLICY (SB/14/238)

The Board received and endorsed the Museum & Archive Collections Development Policy, presented by the Head of Heritage & Information Governance. The Board recommended the Policy for onward transmission to the University Executive.

The Board noted that the Policy had been approved by the Finance Committee in June 2012 and was subject to review every two years. The Policy had, therefore, recently been updated to comply with changes in legislation and policy. The Board noted that standard clauses regarding collections, which were required of every museum accredited by the Museum Accreditation Scheme, had been included.

The Board noted that the University's collection was being developed to ensure it was as inclusive of the University community as possible and reflected the University's values.

M14/171 BORDERS CAMPUS MANAGEMENT COMMITTEE ANNUAL REPORT (SB/14/234)

The Board received and noted the Borders Campus Management Committee Annual Report,

presented by the Director of Information Services.

The Board noted that a review of the Committee's Terms of Reference had been deferred to a later meeting of the Secretary's Board, as the Committee had deferred their own review.

The Board agreed that the membership and direction of the Committee should be reviewed to ensure it was effective. Discussions around the use of the sinking fund, as in M14/165.1, would include the Director of Finance and the Director of Campus Services.

M14/172 REPORT FROM THE STRATEGIC INFORMATION SERVICES COMMITTEE (SISC) (SB/14/235)

The Board received and noted the report from the SISC, presented by the Director of Information Services.

The Board noted and approved the SISC Terms of Reference as presented. Items noted from the Report of the SISC included:

- discussions regarding the development of IDL online payments;
- the Working Group which had been formed to discuss the retiral of the ISS system, the precursor to the Student Administration System (SAS), and which now included the Director of Administration (SML);
- discussions between the Directors of Administration regarding how SharePoint could be used for exam paper development; and
- the progress towards procuring an Estates Information Management System, with tenders to be considered by the Evaluation Team early in November 2014.

The Director of Information Services highlighted the likelihood that a Systems Manager would be needed for an Estates Information Management System once this had been chosen.

The Board agreed that a paper should be presented to the Secretary's Board in due course, noting the next steps for each project overseen by the SISC. This paper would detail the 'shopping list' for the projects involved, which would then be reviewed by the Board.

The Board noted the number of apologies in the Report from the SISC and advised that members of the SISC should make every effort to attend meetings.

M14/173 REPORT FROM THE EQUALITY AND DIVERSITY ADVISORY GROUP (SB/14/236)

The Board received and noted the report from the Equality and Diversity Advisory Group, presented by the Director of Governance & Legal Services.

M14/174 REPORT FROM THE TIER 4 WORKING GROUP (SB/14/237)

The Board received and noted the report from the Tier 4 Working Group, presented by the Director of Governance & Legal Services.

The Board noted that West London College were in the process of appointing a Quality Assurance & Compliance Officer, following the withdrawal of the appointed candidate due to unforeseen circumstances.

The Board noted that the majority of Schools did not offer an August resit examination and withdrew Tier 4 sponsorship following the Exam Boards. Where August resits were available (within SML, SBE and MACS) students were required to meet an eleventh contact point and this was monitored. The Board agreed that the Director of Governance & Legal Services would circulate further information to the Board.

M14/175 REPORT FROM THE COLLECTIONS COMMITTEE (SB/14/238)

The Board received the report from the Collections Committee, presented by the Head of

Heritage & Information Governance, and recommended the report for onward transmission to the University Executive.

The Board noted that:

- the Collections Committee report would be presented to the Finance Committee in order to draw the attention of members to the way in which the University cared for and used its collections; and
- Full Accreditation under the UK Museums Accreditation Scheme, which the University had gained in May 2013, conferred benefits such as access to grants which were available only to accredited institutions.

ANY OTHER BUSINESS

The Board noted that this would be the final meeting for Kathy Patterson, Academic Registrar & Deputy Secretary, who was retiring in December 2014. The Board thanked Ms Patterson for her contributions to the Board and to the University during her years of service.

DATE OF NEXT MEETING: Tuesday 2 December 2014