

SECRETARY'S BOARD

Minutes: 12 May 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 and Legal Services	Mr Mike Roch, Director of Information Services
	Mr Darren Cunningham, Director of Administration (MACS)	Mr Martyn Spence, Director of Marketing and 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 and Registrar (Dubai)
	Dr Liz Fellman, Director of Research and Enterprise Services	Ms Vivienne White, Director of Administration (TEX)
	Ms Linsey Fender, Assistant to the Secretary	Ms Janice Yew, Chief Operating Officer (Malaysia)
	Ms Morag Heggie, Director of Administration (EBS)	
In Attendance:	Ms Elizabeth Canon, PR Officer (for item 3.3)	Ms Lisa Herlihy (Clerk)
	Mr Tony Newjem, Chief Procurement Officer (for item 5.2)	

**MINUTE
REF
M15/45**

MINUTES OF THE MEETING OF 7 APRIL 2015

The Board received and approved the minutes of the meeting of 7 April 2015, subject to amendments to M15/42 *EGIS Change Programme: Progress Update* and the approval of these amendments by the Chair.

M15/46

MATTERS ARISING REPORT FOLLOWING THE MEETING OF 7 APRIL 2015

The Board received and noted the Matters Arising report from the meeting of 7 April 2015.

M15/32 – The Director of Governance and Legal Services confirmed that the expert drafting group for the 'Policy for the Use of Prayer Rooms and Other Faith Related Activities' would be drawn from the membership of the Equality and Diversity Advisory Group. Once drafted the Policy would be discussed with other stakeholders.

M15/36 – The Director of Finance confirmed that the Professional Services would receive 25.5% of the income provided by the Research Excellence Grant. The Chair requested further clarification outwith the meeting.

M14/133 – The Board noted that Finance continued to develop an action plan following the Oracle Financial diagnostics review, which had been completed in 2014. This action plan would be presented to the Board in Autumn 2015.

M15/18 – The Board queried the status of the Long Service Policy, which had been discussed at the March 2015 meeting of the Board. The Board agreed that the Director of Human Resource Development (HRD) would investigate when communication with colleagues would begin and how frequently HRD would be taking a census of colleagues who had passed the threshold for

long service.

M15/47 POLICIES UNDER DEVELOPMENT REPORT (SB/15/70)

The Board received and noted the Policies Under Development Report up to 12 May 2015.

M15/48 SECRETARY'S BOARD PROJECTS REGISTER (SB/15/71)

The Board received and noted the Secretary's Board Projects Register, as at 30 April 2015.

M15/49 BUSINESS REPORTED BY THE CHAIR

The Chair advised the Board that the Scottish Funding Council was reviewing its Strategic Plan and was consulting on this review. Members were encouraged to contact the Director of Planning with any feedback, which would be integrated into the University's response.

M15/50 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (SB/15/72 – SB/15/83)

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

During the course of this item the Board discussed the following points:

Border Campus

- that TEX were developing a new branding brief for the School and would be receiving design presentations from interested companies in May 2015;

Campus Services

- that the Edinburgh Campus Strategic Masterplan and Stage 2 Space Optimisation report had been presented at the Court Away Day in May 2015 and the Court had approved capital spend for the improvement of the campus, phased over several years. In the early years the majority of this spend would be aimed at improving Learning and Teaching and study space;
- the Board agreed that the Director of Campus Services would circulate the Stage 2 Space Optimisation report and the Edinburgh Campus Strategic Masterplan to members for their information. A presentation regarding these reports was on the agenda for the June 2015 meeting of the Board;
- that an internal communication plan for the planned capital projects would be developed by the Secretary of the University, the Director of Campus Services and the Director of Marketing and Communications.

Dubai Campus

- **Reserved section (Ref: Sections 30, 33 FOI(S) A 2002)**
- that the Dubai government had informed the University that employment of male staff in part-time positions would not be permitted unless they were sub-contracted. Employment of female staff in part-time roles would also be prohibited if they were sponsored or employed by another company. Female staff who were listed on a partner's visa could be employed part-time. The Board agreed that the Director of HRD and the Director of Governance and Legal Services would liaise with the Director of Administration and Registrar (Dubai) and investigate whether any University colleagues would be affected. An impact assessment would also be completed;

Governance and Legal Services

- that the revised University Charter and Statutes had received internal approval by Special Resolution and would now be presented to the Privy Council for approval;
- the possibility that the Higher Education Assurance Team would undertake an audit of Heriot-Watt in the near future. The Director of Governance and Legal Services requested that members provide the Quality Assurance and Compliance Officer with up to date contact details for their areas to ensure that the University was prepared for the

potential audit;

HRD

- that not all annual leave was currently being entered onto iHR. The Director of HRD encouraged members, particularly the Directors of Administration in the Schools, to ensure that this was being done in their areas so that annual leave statistics could be reported correctly. The Board noted that areas where recording of leave was low were taking steps to improve;
- that the Performance and Development Review (PDR) data provided in the report was incorrect for some services. The Director of HRD agreed that this would be corrected;

Malaysia Campus

- that the MBA had received full accreditation by the Malaysian Ministry of Education. Approval had been received for the MA Business Management with Marketing, MA Business Management with HRM and MA Business Management with Enterprise, which were scheduled to commence in 2015/16;

Research and Enterprise Services (RES)

- that the High Speed Rail project continued to move forward and RES were supporting the development of the project;

Student Recruitment

- that, following the UCAS deadline, undergraduate recruitment numbers were positive for EPS, SML and EGIS. SLS numbers remained at a similar level to 2014/15, with a reduction in recruitment for MACS. The Board noted under-recruitment in TEX and that steps were being taken to address this issue; and
- that it was unclear whether the recruitment statistics for the TEX included College pathway numbers. The Director of Student Recruitment agreed to clarify whether this was the case.

M15/51 HOME OFFICE UPDATE (ORAL UPDATE)

The Board received and noted an oral update on current information received from the Home Office regarding Tier 4 sponsorship, presented by the Director of Governance and Legal Services.

The Board noted that Tier 4 students would be issued with a 30 day vignette in their passports upon arrival in the UK and would then be required to collect their Biometric Residence Permit (BRP) within those 30 days. The Home Office had now confirmed that batches of BRPs would be delivered to Heriot-Watt for distribution at enrolment, subject to compliance with the rigorous security measures required by the Home Office. Previously these would have been collected from designated Post Offices. The Director of Governance and Legal Services highlighted that students from all of the University's Scottish campuses would collect their BRPs from the Edinburgh Campus.

The Board discussed the changes to Secure English Language Tests (SELTs), with the International English Language Testing System (IELTS) now the main test, and the options available to the University. The Board noted that the University would require a SELT for a relatively small number of students. These would, however, include students who would have difficulty accessing an IELTS test centre, such as students in some areas of China. Therefore a working group was currently investigating whether additional alternative checks could be completed on an individual basis, which would enable the University to verify the language ability of prospective Tier 4 students. An interview with students via video conferencing was one option.

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

M15/52 GROUP FINANCIAL DASHBOARD (SB/15/84)

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

Finance.

The Board noted that the University had a surplus of £11.6 million against a budgeted surplus of £9.6 million. The Director of Finance highlighted that the University was entering a period of high capital expenditure and would draw upon an existing loan agreement to finance this spend in the next financial year.

M15/53 IMPROVING INTERNAL COMMUNICATIONS / SECRETARY'S BOARD BULLETIN (PRESENTATION)

The Board received a presentation proposing changes to the Secretary's Board Bulletin, presented by the Director of Marketing and Communications and the PR Officer. The Board agreed the recommended changes, subject to the discussion as noted below.

The Board noted that Marketing and Communications would be working to improve internal communications planning and access, with the review of the Secretary's Board Bulletin forming part of this improvement plan. The format of the Bulletin would be altered so that key news items were presented more clearly and the appearance of the Bulletin was more engaging for colleagues. Podcasts would also be used to highlight key messages which needed to be communicated to colleagues.

The PR Officer emphasised that the role of Board members was to continue to identify the key messages and develop these into a summary of 200 words. Both Schools and Professional Services would be asked for a summary each month. The Board acknowledged that in some months all business in a School or Service might be 'business as usual' and in such cases a summary would not be required. A photograph of each Board member would also be added to be Bulletin.

The Board noted that this new approach would be implemented from June 2015 onwards, with summaries requested on 22 May for publication on 15 June. The Chair highlighted that this timeline would result in information being out of date by the time it was reported to colleagues. The Board agreed that the timeline would be reconsidered.

The Board discussed the need for news from the University Executive, the Senate and the Court to be published in a similar format. The Board agreed that the Director of Marketing and Communications would consider this further and discuss with the Secretary of the University.

M15/54 ADDITIONAL ENTRY POINTS BRIEFING PAPER (SB/15/85)

The Board received and noted a briefing paper on additional entry points, presented by the Academic Registrar.

The Board noted that the briefing paper laid out the procedure for a School which wished to introduce an entry point in addition to that in September. Any addition would be subject to the University's usual business and academic approval processes. The Board queried whether a template existed for the business case required and the Academic Registrar confirmed that this was currently under development.

M15/55 ENHANCING THE CURRENT WEBSITE (PRESENTATION)

The Board agreed that this item would be deferred to the June 2015 meeting to allow for a full discussion.

M15/56 REPORT FROM THE GLOBAL RECRUITMENT AND MARKETING WORKSHOP, 19 AND 20 JANUARY 2015 (SB/15/86)

The Board received and noted a report on the Global Recruitment and Marketing Workshop, presented by the Director of Student Recruitment and the Director of Marketing and Communications.

The Board noted that the report had previously been submitted to the International Strategy Board at their April 2015 meeting and the recommendations within the report had been agreed at that meeting. Key issues discussed at the workshop were:

- conversion of applications, particularly Postgraduate applications;
- supporting recruitment in Malaysia;
- international scholarship activity;
- market research; and
- inter-campus transfers.

The Director of Marketing and Communications confirmed that refinement of the University's international brand would take place in coming months, as discussed in the report. This would include developing a clear structure for the Marketing and Communications team in Malaysia, as well as enhancing and extending the University's digital environment to engage with students further.

The Board discussed the recommendations and actions which had resulted from the Workshop, as listed in the report. The Board agreed that these recommendations and actions would be reviewed in November 2015 and a report on progress presented to the Secretary's Board.

The Chair advised that it was planned to hold a second Workshop in 2015/16. An agenda for this Workshop would be devised and a draft would be presented to the Secretary's Board when complete.

M15/57 HERIOT-WATT GLOBAL STUDENT PROGRAMME (SB/15/87)

The Board received and noted a report on the Heriot-Watt Global Student Programme, presented by the Director of Student Recruitment.

The Board noted that a list of recommendations had been developed by the Inter-campus Transfer and Study Abroad Working Group and these were contained within the report. The International Strategy Board had endorsed these recommendations at its April 2015 meeting and would keep progress on the related actions under review. The majority of these actions involved Registry Services and the Board agreed that the Academic Registrar would provide an update on progress before the commencement of the Global Student Programme in 2015/16.

The Board discussed the use of scholarships to support students in studying at another University campus. During this discussion the Academic Registrar highlighted that a team within Registry Services was considering how to link scholarships with the Global Student Programme and the Board noted that the Scholarship Manager, once recruited, would help to develop this area. It was also noted that 30 students from the Edinburgh Campus would be travelling to Malaysia as part of the Global Student Programme in 2015/16 and could be ambassadors for the Programme in future years.

During the course of discussion the restrictions on students studying abroad in their final year were queried. The Chief Operating Officer (Malaysia) highlighted that many Malaysian students would wish to do this and currently it was not permitted. The Director of Student Recruitment confirmed that students were expected to graduate from their home campus and that academic considerations had led to this decision.

The Board noted that the Global Student Programme was one option for students and other arrangements could also be explored if a student wished. The Board emphasised the progress which had been made on communication of the Programme and the positive interest received from students thus far.

M15/58 ETHICAL BUSINESS: GIFTS AND HOSPITALITY POLICY (SB/15/88)

The Board received and noted a draft of the Ethical Business: Gifts and Hospitality Policy, presented by the Director of Governance and Legal Services.

The Board noted that the Policy needed to be developed in conjunction with the Travel and Expenses Policy, which was currently being drafted by Finance. The Director of Governance and Legal Services highlighted the following questions regarding Gifts and Hospitality Policy:

1. Are there any cultural aspects from the Dubai and Malaysia perspective that need to be considered?
2. Is more detailed guidance required concerning gifts from students?
3. Is the registration process workable for Schools and Services?

The Board agreed that members would provide feedback on these questions to the Director of Governance and Legal Services outwith the meeting.

The Board noted that both the Ethical Business: Gifts and Hospitality Policy and the Travel and Expenses Policy would be presented to the Board in July 2015 for approval.

M15/59 STUDENT UNION ANNUAL REPORT (SB/15/89)

The Board received and noted the Student Union Annual Report for 2014-15, presented by the Chair.

The Board noted that the Annual Report had been presented to the Court in May 2015 and had received a positive response from Court members. A key theme of the report was internationalisation and the Board agreed that the Director of Administration and Registrar (Dubai) and the Chief Operating Officer (Malaysia) would discuss this theme with the Student Union Officers in Dubai and Malaysia to confirm that a joined-up approach was in place.

M15/60 SCOTTISH GOVERNMENT FORTHCOMING PROCUREMENT LEGISLATION (SB/15/90)

The Board received and noted a report on forthcoming procurement legislation, presented by the Chief Procurement Officer.

The Chief Procurement Officer highlighted that the Procurement Reform (Scotland) Act 2014 had introduced a number of new requirements for the University, including the necessity to report on the environmental impact of procurement activities. Contract thresholds had also been lowered, which would affect the procurement of research equipment and would require open advertising for many required items.

The Board noted that an annual report would be required, which would focus on 46 areas of reporting. The Board agreed that the Chief Procurement Officer would create a project plan, including the information that would be needed, the deadlines and which department would need to compile the necessary information.

The Board discussed how the University could prepare for compliance with the new regulations and suggested that a University-wide 'farming calendar' for high-value procurement items would be key. The Board acknowledged that grant applications were not always successful and therefore some items would be added to the calendar and then removed if an application was rejected.

The Director of HRD queried whether the requirement that the University support payment of the 'living wage' to those engaged in providing goods and services also applied outside the UK. The Chief Procurement Officer confirmed that this would be clarified within the legislation. The Board agreed that the Director of HRD and the Chief Procurement Officer would liaise regarding this requirement and would provide details of the potential impact to the Director of Governance and Legal Services. The Chief Procurement Officer would also discuss the potential impact on the employment of sub-contractors with the Director of Campus Services. The University would develop a report which encouraged contractors to pay the living wage though the University could not require contractors to comply.

The Board agreed that the Chief Procurement Officer would present a Procurement Policy to the Board for review. The Board also agreed that the new Financial Regulations relating to

procurement would be presented to the Board.

M15/61 REPORT FROM THE EQUALITY AND DIVERSITY ADVISORY GROUP: MEETING HELD ON 19 MARCH 2015 (SB/15/91)

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

M15/62 REPORT FROM THE INFORMATION GOVERNANCE AND SECURITY GROUP: MEETING HELD ON 21 APRIL 2015 (SB/15/92)

The Board received and noted the report from the Information Governance and Security Group, presented by the Director of Governance and Legal Services.

The Director of Governance and Legal Services highlighted that the Information Governance and Security Group required three new members including representatives from the Directors of Administration, a Director of Learning and Teaching and a Director of Research. The Chair requested that members communicate with colleagues and advise them to contact the Director of Governance and Legal Services if they wished to join the Group.

M15/63 ANY OTHER BUSINESS

The Board discussed the changes that had been made to the External Affairs Directorate in 2014, which had led to the creation of Student Recruitment as its own directorate and a revised structure for External Affairs, which became Marketing and Communications. The Board agreed that the revised structures for both Student Recruitment and Marketing and Communications would be presented to the Board at a future meeting.

The Board discussed the development of a 'one University' culture and way of doing things, which had been discussed by the Court at their Away Day. A presentation on this subject would be developed and would be presented to the Court in future. The Chair advised the Board that the Professional Services should also be considering how a single culture could be promoted across all areas of the University, for discussion at a future meeting. The Director of HRD highlighted that a report on promoting 'one culture' at Heriot-Watt was to be presented to the Staff Committee in May 2015 and the Board agreed that this report should be circulated to members for their consideration.