Heriot-Watt University

SECRETARY'S GROUP
Minutes of the meeting held on 26 October 2011

Present:

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, Incoming Director of Estate and Campus Services

Ms Jennifer Dickson, Clerk

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 McNaull, Director of Finance

Ms Theresa Merrick, Director of Corporate Communications

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)

Professor Alan Prior, Academic Head of the Professional Services Implementation

Mr Mike Roch, Director of Information Services

Apologies:

Mr David Davies, Director of Administration (IPE)

M001   INTRODUCTION AND WELCOME

The Chair welcomed members to the first meeting of the Secretary's Group (SG) and confirmed that this Group would operate as a unified team, operating with transparency and communicating the outputs of the Group to the wider University. The Chair highlighted the need for Central Professional Services and School Professional Services to widely understand what each service is delivering, to ensure consistency throughout the University, and to align to create an integrated service across the University.

The Group noted the new Professional Services organisational chart and a brief explanation from the Chair on the reorganisation which will be taking place throughout lower levels of each Directorate.

M002   2011 STAFF SURVEY RESULTS FOR PROFESSIONAL SERVICES

The Group received a presentation given by the Head of Organisational Development summarising the 2011 Staff Survey Results for Professional Services.

The Group noted positive results in confidence, pride and high levels of happiness in the workplace. Lower scoring results were noted in development, encouragement, respect from colleagues and Promotion/PDR outcomes.

The Chair highlighted the need for Professional Services managers to understand the development programme budget and how to utilise this budget within their own departments. The Chair suggested that the end of the PDR discussion between employees and managers should include review of development options available and what both the manager and reviewee would like to pursue in terms of development.

The Group discussed the issue of respect from colleagues within Professional Services and agreed that there must be an understanding of what each different service provides and where this service contributes to meeting the aims of the Strategic Plan. The Head of Organisational Development offered to provide support for small team or cross service reviews of the Staffing Survey results. Any SG member who wishes to take this

forward should contact the Head of Organisational Development.

The Group discussed cultural issues and traditional attitudes between academic and service areas of the University which could undermine the aim of achieving widespread professional respect among colleagues.

The Director of Human Resources highlighted it may be desirable in the future to develop a 'Give respect, get respect' campaign. Other suggestions centred around professionalism and professional development.

The Chair highlighted the need for a more combined approach between the Promotions Board and Contribution Board and confirmed that a single document will be produced which will deal with Promotions and Awards so they can be better understood.

The Chair confirmed that any actions on Professional Services arising from meetings of SG which are relevant to Schools will be communicated to the Senate for maximum understanding and acceptance.

M003   INSTITUTIONAL PRINT STRATEGY

The Group received a presentation on the University's new Institutional Print Strategy delivered by the Director of Media Services.

The Director of Media Services highlighted the need for a new Institutional Print Strategy due to the escalating desktop printing operational costs and a drive to improve services to staff and students.

The Group noted the progress of the Working Group which was established to develop the Institutional Print Strategy. The Working Group had identified what information the University already monitors and what needed to be captured; explored alternative ways of working; determined what is practicable and deliverable; and developed a draft institutional print and photocopy strategy designed to meet University needs. The Group noted that the main strategic goals and objectives of this strategy were to:
- Improve services to staff and students;
- Control and reduce costs;
- Simplify and improve operational processes;
- Improve end-user productivity; and
- Contribute to the University's sustainability agenda.

The Group noted that the next stages of the Working Group's role were to develop the business case, define what is achievable in Stage 1 and define the subsequent stages. The Director of Media Services reported that new equipment to help deliver the strategy should be in place by March 2012.

The Group noted that the Institutional Print Strategy Working Group will regularly report to the SG through the Director of Media Services. SG members were invited by the Director of Media Services to direct any current questions or comments on the strategy to him.

M004   SECRETARY'S GROUP TERMS OF REFERENCE/FREQUENCY OF MEETINGS

The Chair opened discussion on terms of reference and frequency of meetings of the SG. The Chair highlighted that the SG will not be a direct continuation of the previous Infrastructure Board but was a specific recommendation emerging from the Professional Services review and would have new terms of reference.

The Group noted that the Chair expected the Group terms of reference to include: a role in developing Professional Services related policy; receiving regular reports from each directorate (reflected also in discussion on item M005 below); working towards realigning the costs of the Professional Services with benchmark data and having full responsibility for implementing the recommendations of the Professional Services Review. The Chair requested that all members consider what they think should be included in the terms of reference and provide their comments to her so that a draft ToR document can be considered at the next meeting.

The Chair highlighted the need for the Group to meet at least once a month for the first year which might then be reduced in frequency after the Group has fully established itself.

M005   COMMUNICATIONS FROM PROFESSIONAL SERVICES DIRECTORATES

The Chair highlighted the need for regular briefings from each Professional Service Directorate to be submitted to the SG. These would then be combined and presented to the Planning and Management Executive (PME) in a single report for information after which it would be communicated to the University as a whole. The Chair highlighted the importance of improving communications throughout the University and expected that these briefings would be a first step towards improvement.

The Group discussed the possibility of regular briefings also being submitted to the SG by Directors of Administration in Schools. The Chair agreed this would be a positive addition and requested the Directors of Administration approach their respective Heads of Schools to gain agreement. It noted the expectation that the briefings would report on service, not academic activities.

M006   PROFESSIONAL SERVICES REVIEW RECOMMENDATIONS ACTION PLAN (SG/11/01)

The Group received and noted a paper on the Professional Services Review Recommendations Action Plan which included a Gantt chart listing all final recommendations from the review.

The Chair highlighted that many of the recommendations were dependent on the currently under construction new University Strategic Plan however, the SG would support the preparation of underpinning plans.

The Academic Head of the Professional Services Implementation highlighted that many of the recommendations will be refined over time but the SG would have a major role in discussing, reviewing and taking the implementation forward over the next five years.

The Chair concluded that many of the recommendations had already been completed, and thanked the Academic Head of the Professional Services Implementation for his excellent contribution to Review and Implementation of the associated recommendation.

M007   THE DEVELOPMENT OF A NEW HERIOT-WATT UNIVERSITY STRATEGIC PLAN 2011-16

The Chair informed the Group that over the course of its development the Group will be involved in a number of discussions regarding the HWU Strategic plan and underpinning the Professional Services Key Performance Indicators.

M008   ANY OTHER BUSINESS

Winter Graduations
The Academic Registrar & Deputy Secretary communicated the dates for the upcoming winter graduations for the Edinburgh Campus (17 and 18 November 2011) and the Overseas Graduations (23 November to 1 December 2011). The Academic Registrar & Deputy Secretary encouraged SG members to attend any of the ceremonies.

New Job Titles – Director of Administration
The Chair briefly described the outline of a new job description for the current Directors of Administration and highlighted a plan for all Directors of Administration to have the same remit within each School. This plan was still under construction in conjunction with Heads of Schools and HR.

Secretary's Group Meeting Dates
The Chair highlighted the planned future meeting dates of the SG and requested that the Clerk circulate the proposed dates to the members by email.

(Post meeting note: The proposed meeting dates were circulated to all members on 26 October 2011 at 5.35pm by email and comments were requested).

Agenda Planning
The Chair extended an invitation to members to propose future agenda items by means of email to her and to the Clerk.

Severe Weather Contingency Plan
The Group discussed the issues which faced the University last year during the periods of extreme bad weather. The Academic Registrar & Deputy Secretary confirmed that a contingency plan has been completed

for the Academic Registry and specific Professional Services sections of the University. The Chair confirmed that the Group Risk Manager was also finalising a severe weather contingency plan for the remaining Professional Services sections. The Chair agreed to ask the Group Risk Officer to attend the next meeting of the SG to discuss the severe weather contingency plan. The Chair also agreed that the Clerk should circulate both contingency plans to all members by email once they have been received.

Trade Union Ballots
The Director of Human Resources reported that, in conjunction with potential bad weather issues, many Union members may not come in to work on 30 November 2011 due to Trade Union strike action. The Director of Human Resources suggested Directors may wish to review contingency plans in their departments in preparation for this potential action.

Heriot-Watt University

SECRETARY'S GROUP
Minutes of the meeting held on 10 January 2012

Present:

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, Incoming Director of Estate and Campus Services

Ms Lynne Jack, Clerk

Ms Maggie Dunn, Director of Administration (SLS)

Ms Morag Heggie, Director of Administration (EBS)

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Mr Phil McNaull, Director of Finance

Ms Theresa Merrick, Director of Corporate Communications

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)

Professor Alan Prior, Academic Head of the Professional Services Implementation

Mr Mike Roch, Director of Information Services

Apologies:

Mr David Davies, Director of Administration (IPE)

Ms Lesley Lindsay, Director of Administration (TEX)

In attendance:

Mr Mike Bates, Director of Recruitment & Admissions (for item 5)

Mr Gordon Duncan, Programme & Project Manager (for item 8)

Ms Lorna Kirkwood-Smith, Head of Executive Support (for item 6)

Ms Ann Jones, University Archivist (for item 6)

Mr Andy Thomson, Oracle Project Manager (for item 8)

Minute	Item No.	
M009	i	**APOLOGIES**

Apologies were received from Ms Lesley Lindsay.

M010	ii	**APPROVAL OF MINUTES OF MEETING HELD ON 26 OCTOBER 2011**

The Group approved the minutes of the meeting held on 26 October 2011, subject to the following amendment:

Severe Weather Contingency Plan

"The Academic Registrar and Deputy Chair confirmed that a contingency plan has been completed for the Academic Registry and some of the Professional Services section.

The Chair requested that, in future, any minor amendments to the minutes should be sent directly to the Clerk in advance of the meeting.

M011	iii	**MATTERS ARISING & ACTION LOG**

The Chair presented the Action Log and drew attention to the following items:

2011 STAFF SURVEY RESULTS FOR PROFESSIONAL SERVICES

The Chair highlighted the need for a more joined up process to operate between the University's Promotions Board and the University's Contributions Board and confirmed that a single document was being drafted by Human Resources Development which would simplify and streamline the Promotions and Awards process.

INSTITUTIONAL PRINT STRATEGY

The Chair reported that the institutional print strategy was ongoing and progressing well.

The Chair reported that the 2012 meeting dates for the Secretary's Group had now been agreed and diarised.

M012	iv	**BUSINESS REPORTED BY THE CHAIR**

The Chair reported that a review between the Student Service Centre and the Schools was ongoing and requested that a paper be presented at the next Secretary's Group meeting on all the services which the Student Service Centre provides.

It was noted that the University was engaging with RUK students regarding the process of awarding scholarships. The Chair reported that she was proposing to submit a paper at the next Secretary's Group entitled "The Student Life Cycle", which would map for all every substantial process that a student undertakes throughout their University life. The objective is to find "the Single Heriot-Watt process" which can then be adopted across all operations of the University. The Chair reported that she would form sub-groups to start work on this process mapping and this would hopefully lead to a more common and unified way of working.

OPERATIONAL UPDATE

M013	1.	**DRAFT SECRETARY'S GROUP TERMS OF REFERENCE (SG/11/01)**

The Chair explained by way of background that some changes had been made to management governance. The PME had been renamed and a new group had been established called the University Executive which would be chaired by the Principal. Its membership would consist of the Vice-Principal, all Deputy Principals, the Secretary of the University and all Heads of Schools. Other officers would be invited in accordance with the needs of the agenda. These changes would result in the Secretary's Group having greater responsibility.

The Chair requested that the Terms of Reference be further amended to reflect the role that the Secretary's Group would now conduct and asked for any comments and suggestions to be sent to her by Friday 20 January.

The Chair also set out other governance changes to the Group underlining the formation of the Principal's Advisory Group and a reduction in the size of the VMG.

M014	2.	**REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES**

Campus Services (SG/12/01)

The Group received and noted a paper from the new Director of Campus Services.

The Chair reported that the priority for Campus Services would be the development of a master plan of the Estates supported by a University wide space management study.

External Affairs (SG/11/04)

The Group received and noted a report from the Director of External Affairs.

Finance (SG/11/05 & SG/12/02)

The Group received and noted a report from the Director of Finance and considered the scale and scope of the project related activity. The Group noted that a large number of finance processes would be streamlined upon implementation of Oracle R12.

The Chair requested that, going forward, the Management Accounts be presented at meetings of the Secretary's Group**.**

Human Resource Development (SG/11/06 & SG/12/03)

The Group noted the change of title for the department from People and Organisational Development to Human Resource Development.

The Group received and noted a report from the Director of Human Resource Development. The Group noted that HRD was about to undertake salary reviews for 2012 and that any increments were likely to be below inflation.

Information Services (SG/11/07)

The Group received and noted the report from the Director of Information Services.

Registry Services (SG/11/03)

The Group received and noted a report from the Academic Registrar & Deputy Chair.

Research and Enterprise Services (SG/11/08 & SG/12/04)

The Group received and noted the report from the Director of Research and Enterprise, noted in particular the significant drop in research funding.

M015   3.   REPORT FROM THE DIRECTORS OF ADMINISTRATION /REGISTRARS

The Group received and noted a report from the Director of Support Services. As this report was verbal, the Chair requested that a summary of the main points be compiled by the clerk be sent to all members.

M016   4.   TRADE UNION STRIKE ACTION - OUTCOME

The Director of Human Resources & Development reported that the industrial action on 30 November 2011 had caused no major issues, just over 6% of staff had participated in the strike action. Industrial action was still ongoing with regards to changes in pension arrangements.

M018   5.   STUDENT RECRUITMENT MONITORING & MARKETING STRATEGIES

The Group received and noted a presentation from the Director of Recruitment and Admissions on Student Recruitment Monitoring and Marketing Strategies.

The Chair expressed her wish to look at recruitment targets which would highlight key recruitment stress points throughout the year and lead to a better understanding of conversion. The Chair also requested that a Risk Register for Recruitment be developed for consideration and also a recruitment strategy should be a standard agenda item going forward.

MANAGEMENT/PROJECT

M019   6.   REVIEW OF POLICY FRAMEWORK: RECOMMENDATIONS (SG/11/09)

The Group received a paper presented by Lorna Kirkwood-Smith and Ann Jones which outlined the project that had been undertaken to review current University policies, procedures and processes. The Group noted that the process of developing and approving policies and

procedures had also been reviewed as there was a need for a consistent approach to the, development, consultation, approval and review of Policies and Procedures across the University.

The initiation of a new or reviewed policy would be approved by the Secretary of the University who would form an initial small Expert Drafting Group. The draft would then be considered by the Secretary's Group, using a standardised template. Once this had been done, an all staff email would be circulated seeking comments from the whole University community with a very clear deadline for submissions. Finally, the Secretary's Group would review the final Policy & Procedure before it was presented, when necessary, to the University Executive for approval.

The Chair noted that there was further work to be done in terms of defining academic regulation and policy that are owned and approved by the Senate.

The Chair reported that there was a good deal of work still to be done in streamlining processes and that the Charter and Statutes of the University may need further revisions as a result of the Higher Education Governance Review by the Scottish Government.

M020   7.   SEVERE WEATHER CORPORATE CONTINGENCY PLAN (SG/11/10)

The Group received and noted the final version of the University's Severe Weather Corporate Contingency Plan. The Chair noted that this was now an excellent and comprehensive document and that any further comments should be sent to her or Lorraine Loy, Group Risk Manager.

M021   8.   ORACLE R12 (SG/11/11 & SG/12/05)

The Secretary's Group received the paper regarding the progress of the Oracle R12 project and noted it was still on track for delivery on the prescribed timescale.

The Group welcomed the presentation on the Oracle R12 system from Mr Gordon Duncan, Programme & Project Manager, and Mr Andy Thomson, Oracle Project Manager.

The Director of Finance highlighted that it would be crucial to capture all financial data correctly on the new system in order to maximise the efficiencies of the system and that this would be a big cultural change for the University. It was noted that full and comprehensive training would be given to anyone who was charged with data entry.

M022   9.   FORTHCOMING IT PRIORITIES

As the meeting had overrun, the Chair requested and agreed that the presentation titled Forthcoming IT Priorities be presented at the next Secretary's Group meeting on 6 February 2012.

M023   10.   ANNUAL REPORT FROM THE HEALTH CENTRE (SG/11/12)

The Secretary's Group received the Annual Report from the Health Centre and noted that any comments should be directed to the Academic Registrar.

M024   ANY OTHER BUSINESS

Healthy & Safety
The Chair reported that Mr Les Allan had been appointed as the new Interim Head of Health & Safety and would also be leading an audit of all health and safety issues relating to the University.

Assistant to the Secretary
The Chair reported on the recruitment of her new Assistant which was going well and was now in the final interview stages. The Chair added that in future the Assistant to the Secretary would attend all meetings of the Secretary's Group and would be closely involved with the monitoring and implementation of the Chair's Review of Professional Services.

Christmas Closure

The Chair drew attention to the announcement she had made regarding the Christmas closure and reported that a number of areas of the University had not been staffed or had been understaffed on Friday 23 December 2011, which had been a normal working day. The Chair highlighted the need to review University closure days in general and requested suggestions from the Group regarding potential closures during 2012.

Audit & Risk Management

The Chair requested that a report on internal audit and risk management would be presented at the next meeting.

DATE OF NEXT MEETING: MONDAY 6 FEBRUARY 2012 at 2pm

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 6 February 2012

Present:

Ms Ann Marie Dalton, Secretary of the University (Chair)	Mrs Gillian McFadzean, Director of Research & Enterprise Services
Mr Mark Adderley, Director of Human Resource Development	Mr Phil McNaull, Director of Finance
Ms Philippa Burrell, Director of Administration (SBE)	Ms Theresa Merrick, Director of External Affairs
Mr Malcolm Deans, Director of Estate and Campus Services	Ms Lorna Morrow, Director of Administration (MACS)
Miss Jennifer Dickson, Clerk	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
Ms Maggie Dunn, Director of Administration (SLS)	Mr Derek Penman, Director of Administration (EPS)
Ms Morag Heggie, Director of Administration (EBS)	Mr Campbell Powrie, Director of Administration (SML)
Ms Lesley Lindsay, Director of Administration (TEX)	Mr Mike Roch, Director of Information Services

Apologies:

Mr David Davies, Director of Administration (IPE)

In attendance:

Mr Mike Bates, Director of Recruitment & Admissions (for item 4 & 6)	Mr Michael Ross, President of the Students Union (for item 7)
Ms Lorraine Loy, Group Risk Manager (for item 10)	Dr Paul Thomson, Information & Planning Officer (RES) (for item 9)

Minute	Item No.	
M025	**i**	**APOLOGIES**

Apologies were received from Mr David Davies.

M026	**ii**	**APPROVAL OF MINUTES OF MEETING HELD ON 10 JANUARY 2012**

The Board approved the minutes of the meeting held on 10 January 2012, subject to the following amendment (received by email):

MO13 "**Human Resource Development**
The Group noted the change of title for the department from People and Organisational Development to Human Resource Development.

The Group received and noted a report from the Director of Human Resource Development. The Group noted that HRD was about to undertake salary reviews for 2012 and that any increments were likely to be below inflation."

The Chair also drew attention to the following minute:

MO24 **Christmas Closure**

The Chair confirmed that a meeting would take place between the Chair and the Director of Human Resource Development in order to develop a proposal regarding the 2012 Christmas Closure. The Chair confirmed this proposal would be presented at the next meeting of the Secretary's Board.

M027   iii   MATTERS ARISING REPORT

The Board noted the matters arising report.

M028   iv   BUSINESS REPORTED BY THE CHAIR

The Chair reported that the Director of Governance & Compliance had recently been recruited and would take up post in May 2012. The Board noted that a formal announcement would be made in due course.

The Chair also reported the resignation of the current Head of Health & Safety. It was noted that the recruitment of a new Head of Health & Safety would begin soon.

The Chair reported on a recent meeting which took place between the Principal, the Vice-Principal, the Secretary of the University and a group of professors from various Schools. The Board noted that these professors had raised concerns over IT support for research activities and the usage of the Oracle system and the process through which the professors could claim back travel expenses. The Chair suggested widening the training sessions required on Oracle R12, and suggested to the Schools that the potentially unnecessary travel expense claim step processes be reviewed.

OPERATIONAL UPDATE

M029   1.   SECRETARY'S BOARD TERMS OF REFERENCE (SB/12/06)

The Board approved the final draft of the Secretary's Board Terms of Reference agreeing the following change:
- all references to 'professional services' must use a capital 'P' and 'S'.

The Board noted the change of name from Secretary's Group to Secretary's Board. The Board noted this change was essential in order to be in line with other Boards which report into the University Executive.

The Board noted the Terms of Reference would now be presented to the University Executive for approval.

M030   2.   REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Campus Services (SB/12/07)

The Board received and noted a report from the Director of Campus Services.

The Board noted that following a meeting between the RBS Area Manager at the Edinburgh Campus, the Director of Finance and the Director of Campus Services, it was almost certain that the RBS Branch on campus would close before the summer. The Board noted that discussions were in place to decide on a replacement bank facility after the RBS departure.

The Director of Campus Services reported that Maureen McMillan, Assistant Director of Estate Services, would be retiring shortly, and before leaving the Director of Campus Services would hold meetings with relevant staff regarding the handover of projects currently in progress.

External Affairs (SB/11/08)

The Board received and noted a report from the Director of External Affairs.

The Board noted that discussions had taken place with Heads of Schools addressing the best use of resource across External Affairs and Schools in providing support to achieving Planning Round student recruitment targets.

The Board also noted that Development & Alumni were running a major telephone fundraising

campaign which had exceeded its target in the first week of operation.

The Director of External Affairs reported that Media Services, after many months of hard work, had released the online image library which was available at the following link:

www.imagelib.hw.ac.uk

Finance (SB/12/09)

The Board received and noted a report from the Director of Finance.

The Director of Finance report that the TRAC Return had been submitted in January and that the Oracle R12 Project was on track and on budget.

The Director of Finance drew attention to changes in risk status, as reported in the Finance Directorate report.

Human Resource Development (SB/12/10)

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

The Director of HRD reported that a review was taking place of PGCAP. The Board noted that this was focusing on ensuring that the PGCAP delivery supports the University objectives of Research Intensification (for REF) and Teaching Excellence. To this end, a 'temporary suspension of studies' option would be proposed for the relevant staff.

The Director of HRD also reported that the department was working towards developing a consistent approach to change management and the redeployment policy.

Information Services (SB/12/11)

The Board received and noted the report from the Director of Information Services.

The Director of Information Services (IS) reported that preparations had been made for the new structure of the combined department (Information Services and Information Technology), including the creation of three internally recruited Assistant Director posts.

The Director of IS also reported that space in the Library would need to be redesigned soon in order to cater for the larger numbers of students using the facilities.

The Director of IS notified the Board, that in common with other UK universities, HWU was seeing a large number of incoming 'phishing' attacks. The Director advised that should a member of staff receive an email purporting to be the IT department requesting username and password they should not reply to the message but forward it to the IT Helpdesk. The Board discussed and agreed to the implementation of an internal communications campaign to combat this issue.

Registry Services (SB/11/12)

The Board received and noted a report from the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary reported that the first release of online results to ALP/IDL students had been achieved.

The Board noted that in the Autumn Wave (Semester 1) International Student Barometer survey, the HWU Careers Service was ranked 1st in Scotland, 3rd in UK and 6th in the world.

The Academic Registrar & Deputy Secretary agreed to circulate a report of the ISB results to Board members.

Research and Enterprise Services (SB/12/13)

The Board received and noted a report from the Director of Research and Enterprise.

The Board noted that, in addition to the EPSRC funding provided to Heriot Watt to develop mechanisms for equipment sharing with colleagues in other universities, APUC had made a separate successful bid to SFC for development of a pan-Scottish equipment register. The Director of Research & Enterprise ensured the Board that the initiatives would be coordinated.

M031   3.   REPORT FROM THE SCHOOL DIRECTORS OF ADMINISTRATION /REGISTRARS (SB/12/21)

The Board received and noted a report, presented by the Director of Administration (SML), which reflected the main activities taking place in the Schools at this time.

The Director of Administration (SML) reported that although many of the student applications had not been fully processed, they were not stalled; the School was waiting on more information on the application as part of normal processing.

The Director of Administration (SML) also reported that a company, purporting to be part of the University, had been using empty classrooms to recruit students to their business. (Post meeting note: Nick Thow, Director of Careers Advisory Service was dealing with this matter)

The Director of Administration (TEX) reported that the School of Textiles and Design was working closely with the relevant Professional Services Directorates to implement the recommendations emerging from the recent School review. The Chair of the Board requested that the review recommendations and details of the work with Professional Services be presented at the next meeting of the Secretary's Board.

The Board noted the advantage of receiving a report reflecting the main activities of Schools and welcomed future reports.

M032   4.   STUDENT RECRUITMENT MONITORING

The Board received and noted a report from the Director of Recruitment & Admissions on undergraduate student applications.

The Board noted that, in comparison to the same point last year, HWU student applications are up by 17% for Home/EU and up by 34.2% for Overseas, with an overall increase in student applications for HWU by 20.8%. The Director of Recruitment & Admissions reported that HWU had the highest percentage increase in the UK after (Highlands & Islands, Birbeck and Buckingham – all much smaller institutions). It was also noted that HWU undergraduate applications were substantially increased over comparable Scottish and EU figures.

The Board noted that the extra volume of applications received was causing some problems in the administration of the applications. The Director of Recruitment & Admissions requested that the Directors of Administration monitor the decision making process closely until the electronic system goes live.

The Board noted that, at the moment, the University cannot differentiate between what student applications list Heriot-Watt as their first University of choice or as there subsequent choice (a list of 5 choices available). The Academic Registrar & Deputy Secretary requested that, in future, it would be useful to have a note on future student application updates to the Secretary's Board that HWU had been selected as one of five possible choices for study.

The Board also noted that the Board will receive bi-weekly student application updates in order to monitor the University's conversion rates.

MANAGEMENT/PROJECT

M033   5.   FORTHCOMING IT PRIORITIES

The Board noted a presentation given by the Director of Information Services on the University's Forthcoming IT Priorities.

The Board noted the forthcoming challenges for the network infrastructure, physical infrastructure and information systems.

The Chair of the Board confirmed that the University IT system required substantial investment if the operational sustainability of the University is to be upheld. The Chair informed the Board that the Forthcoming IT Priorities presentation will be presented at the subsequent meeting of Senate and possibly the Court.

M034   **6.   STUDENT LIFE CYCLE MODEL AND FORMATION OF WORKING GROUPS TO IDENTIFY "THE HWU WAY" (SB/12/22)**

The Board noted a report and presentation on the Student Life Cycle Model given by the Chair of the Board.

The Board noted that the Academic Registrar & Deputy Secretary and Chair of the Board would meet to discuss the formation of the HWU Student Life Cycle model. The Board also noted that the HWU Student Life Cycle Model would cover the life cycles of all students, including ALP and IDL students.

The Chair reported that five working groups will be established to discuss the processes for each section of the HWU Student Life Cycle Model, with the first Working Group, already established, to focus on course enquiries and admissions.

The Board noted that the remaining four working groups could be established as follows, (this would be confirmed after the discussion between the Academic Registrar & Deputy Secretary and Chair of the Board):
2nd – Enrolments & Payments and Inductions & Timetables
3rd – Module Registration and Programme & Student Record Management
4th – Student Support and Assessments
5th – Graduation and Alumni

The Board received and endorsed the scope and plan for the Student Life Cycle Model.

The Chair confirmed that, throughout this project, Learning & Teaching Board or Senate issues may arise; however it would not be the role of the Secretary's Board to develop Academic Policy.

M035   **7.   REGULATION 21 / HWUSU CONSTITUTION (SB/12/23)**

The Board received, considered and recommended to the Ordinances & Regulations Committee recommendations for a proposed new Constitution and Bye-Laws for the Students Union, which was presented by the President of the Students Union.

The Chair welcomed the President of the Students Union to his first meeting of the Board.

The Board noted that the current Regulation 21:Student Union was over two years out of date and these changes represented essential maintenance work on the governance structure of the Students Union.

The President of the Students Union confirmed that the changes had been discussed with the Academic Registrar & Deputy Secretary and the Head of Senate Services. The President also confirmed that a degree of flexibility had been included in the new Regulation 21 and bye-laws, and this would be kept under annual review.

M036   **8.   STUDENT SERVICE CENTRE REVIEW REPORT (SB/12/16)**

Owing to time constraints, the Board agreed to carry this item over to the next meeting of the Secretary's Board in March. The Academic Registrar & Deputy Secretary requested that Ms Pauline White, Student Service Centre Manager, be invited to present the report at this meeting.

M037 9. PURE RESEARCH INFORMATION SYSTEM – PHASE ONE (SB/12/17

The Board noted a paper and presentation on the PURE Research Information System given by the Information & Planning Officer (RES). The Board noted that Pure Phase 1 represented implementation of a standalone academic outputs database with a potential Phase 2 integrating the system with HR, Finance and Student Systems.

The Board also noted that the system fulfilled different requirements as follows:
- Publications database and Open Access Repository
- Tool for aiding the REF submission
- A management tool (reporting, planning, etc.)
- A marketing tool (externally and internally)
- CV (for individual academic)

The Information & Planning Officer (RES) reported that this system was a first for the University and was proving very useful. The Information & Planning Officer (RES) also reported that the project was close to meeting its deadline for delivery (end of February 2012).

The Chair of the Board requested that the Board receive monthly reports on the PURE project, which should be included in the RES Directorate Report.

M038 10. INTERNAL AUDIT STRATEGY AND PLAN, RISK HEAT MAP AND NEW RISK MANAGEMENT PROCESS (SB/12/18)

The Board received and noted a paper and presentation on the Internal Audit Strategy and Plan, the Risk Heat Map and the new Risk Management Process, which was given by the Group Risk Manager and the Chair of the Board.

The Board noted that the University appointed Ernst & Young as the University's Internal Auditors (IA) last year. The IA had since developed a planned three-year rolling audit programme. The Group Risk Manager confirmed that the current annual IA plan was halfway complete and should be fully completed by the year end.

The Chair presented information on new risk management processes and confirmed that alongside the development of the new Strategic Plan (and the sub strategies necessary to support the Plan) there would be greater clarity regarding the relationship and the reporting and monitoring of strategic risk (those monitored by the Court annually and quarterly by the Audit Risk Committee) and Operational risks (those devised and monitored by School and Services).

M039 11. MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 DECEMBER 2011 (PERIOD 5) (SB/12/19)

The Board noted the Management Accounts for the period ending 31 December 2011 (Period 5), which were presented by the Director of Finance.

DATE OF NEXT MEETING: TUESDAY 6 MARCH 2012 at 2pm

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 6 March 2012

Present:

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

Mr Mark Adderley, Director of Human Resource Development

Ms Philippa Burrell, Director of Administration (SBE)

Mr Malcolm Deans, Director of Estate and Campus Services

Miss Jennifer Dickson, Clerk

Ms Maggie Dunn, Director of Administration (SLS)

Ms Linsey Fender, Assistant to the Secretary

Ms Morag Heggie, Director of Administration (EBS)

Ms Lesley Lindsay, Director of Administration (TEX)

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Mr Phil McNaull, Director of Finance

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

Apologies:

Mr David Davies, Director of Administration (IPE)

Ms Theresa Merrick, Director of External Affairs

In attendance:

Mr Tony Newjem, Chief Procurement Office (for item 1)

Ms Pauline White, Student Services Centre Manager (for item 3)

Mr Ian Sutherland, Wider Access Manager, DAO (for item 2)

Minute	Item No.

MATTERS TO BE PRESENTED BY NON-MEMBERS OF THE SECRETARY'S BOARD

M040   1   EFFICIENT GOVERNMENT RETURN (SB/12/24)

The Board noted, agreed and recommended to the University Executive that the Efficient Government Return 2012, presented by the Chief Procurement Officer, be submitted to the Scottish Funding Council (SFC) as currently drafted, subject to any suggested addition as noted below.

The Board noted that the HE and FE sector is required to produce annual cashable savings, equivalent to 2% of the SFC grant and that the sector as a whole and Heriot-Watt as an institution have exceeded the SFC targets by a significant amount.

The Director of Finance requested that any other cashable or non-cashable savings that had not been listed on the Efficient Government Return should be communicated to the Chief Procurement Officer as soon as possible.

M041   2   STUDENT RECRUITMENT MONITORING (SB/12/25)

The Board received and noted a Student Recruitment Update report, presented by the Wider Access Manager, Recruitment and Admissions.

The Board noted that Undergraduate admissions reporting had been broken down into Scotland, EU, Scotland and EU combined, RUK, Overseas and Unknown for all Schools. The Board also noted that overall undergraduate trends were very positive at this stage in the process, with the exception of the School of the Built Environment which was experiencing the downturn in applications for 'Architecture, Build and Planning' programmes as seen across the sector.

The Board noted that postgraduate admissions reporting showed an overall 13% increase in applications and a 38% increase in acceptances at this early stage in the cycle.

The Wider Access Manager reported that the Education Liaison Team would be hosting events across the UK to meet specific RUK conversion targets.

The Board discussed the frequency of Admissions/Acceptances reporting and confirmed that they were happy with the current monthly reporting. The Wider Access Manager confirmed that further on in the admissions cycle weekly reports would be produced.

REPORT FROM STUDENT LIFE CYCLE: RECRUITMENT, ENQUIRIES AND ADMISSIONS WORKING GROUP: 15 FEBRUARY 2012 MEETING (SB/12/26)

The Board received and noted the first report from the Recruitment, Enquiries and Admissions (REAL) Student Life Cycle Working Group, which was presented by the Wider Access Manager.

The Chair of the Board confirmed that the first meeting had been very successful and thanked the Directors of Administration/School Registrars for nominating the REAL experts within their School to attend the meeting. The Chair reported that the use of many shadow systems were being discovered and that going forward we need to understand what systems are required in schools.

The Wider Access Manager, reported that the first meeting was very open with a lot of discussion which resulted in a large number of recommendations. The Board noted that the first challenge for the Group was the acquisition of a Customer Relationship Management (CRM) System.

The Board discussed the approach the University might take in procuring a CRM System. The Director of Information Services (IS) confirmed that there were a few approaches which the University could consider and agreed to, as a matter of priority, to prepare a proposal/business case which would be presented at the Principal's Advisory Group (PAG) for potential procurement this financial year. The Director of IS highlighted in particular the low cost option of subscription to an online service.

The Chair of the Board highlighted that the key objective of these working groups were to identify ways to free up academic time. The Board noted that, since the second meeting of the REAL Working Group (which would be reported at the next meeting of the SB) the number of recommendations had tripled. Recommendations would be presented, in due course, to the Secretary's Board and then to the University Executive.

M042   3   STUDENT SERVICE CENTRE REPORT (SB/12/16)

The Board received and noted a report on the Student Service Centre (SSC), presented by the Student Service Centre Manager.

The Board noted that, throughout the eighteen month lifespan of the Student Service Centre, the Centre had proved to be a great success, culminating in the ISB Survey Results in August 2011 which ranked the SSC 2nd in Scotland.

The Board noted the variety of services that the SSC provided to students and discussed the further opportunities for success once the payment processing role in the SSC is

removed by the implementation of Oracle R12. The SSC Manager confirmed that a greater focus would be placed on admissions and the creation of an IT Helpdesk in the SSC during peak times.

FORMAL MATTERS

M043   **i**   **APOLOGIES**

Apologies were received from Theresa Merrick.

M044   **ii**   **APPROVAL OF MINUTES OF MEETING HELD ON 6 FEBRUARY 2012**

The Board approved the minutes of the meeting held on 6 February 2012; subject to the following amendments (highlighted in italics):

M030   The Board noted that following a meeting between the RBS *Area Manager* at the *Edinburgh* Campus, the Director of Finance and the Director of Campus Services, it was almost certain that the RBS Branch on campus would close before the summer. The Board noted that discussions were in place to decide on a replacement bank facility after the RBS departure.

M031   The Director of Administration (SML) also reported that a company, purporting to be part of the University, had been using empty classrooms to recruit students to their business. *(Post meeting note: Nick Thow, Director of Careers Advisory Service was dealing with this matter).*

M045   **iii**   **MATTERS ARISING REPORT**

The Board noted the Matters Arising Report and discussed one update to the following record:

M028   Complete. Oracle R12 Project Manager has arranged for training with the Principal Investigators.

M046   **iv**   **BUSINESS REPORTED BY THE CHAIR**

Welcome
The Chair of the Board welcomed Ms Linsey Fender, Assistant to the Secretary, to her first meeting of the Secretary's Board. The Chair confirmed that Linsey would be attending in order to support and revisit the outcomes and recommendations of the Professional Services Review. The Chair of the Board also confirmed that Linsey would be looking at the long term and significant resource implications of the Review

Secretary's Board Terms of Reference
The Chair of the Board reported that the Secretary's Board Terms of Reference had been approved at the University Executive meeting on 23 February 2012.

HWU Student Life Cycle
The Chair of the Board confirmed that the HWU Student Life Cycle had been drafted by the Academic Registrar and her team and would be circulated by email after the meeting. The Chair requested that SB members consider which Working Group they, or nominated team members, may wish to be a member of and contact the Senior Executive Assistant to the Academic Registrar & Deputy Secretary with these suggestions.

Student Union of the Year
The Chair of the Board reported that the HWU Student Union had been awarded Student

Union of the Year 2012 by the National Union of Students Scotland. The Board congratulated the Students Union on this fantastic achievement.

Paper deadlines
The Chair of the Board highlighted the importance of meeting paper deadlines for the Board, and other Committees of the University.

Director of Governance and Compliance
The Chair of the Board reported the appointment of the new Director of Governance and Compliance Services, Ms Sue Collier, who would be joining HWU in May 2012 from her previous position at the University of West London.

OPERATIONAL MATTERS

M047   4   PROFESSIONAL SERVICES PERFORMANCE INDICATORS (SB/12/30)

The Board noted a paper detailing the first draft of Professional Services Performance Indicators which was presented by the Chair of the Board.

The Chair confirmed that these performance indicators (PIs) were not final, and would be discussed at the forthcoming Strategic Plan Workshops (Co-herence & Co-operation and Effective & Efficient Professional Services). The Chair requested that Directors of Administration/School Registrars attend the Professional Services Workshop taking place on 27 March 2012.

The Chair confirmed that it was anticipated that the final version of the Strategic Plan would be approved by the Court at its June 2012 meeting.

The Board discussed the possibility of submitting slightly more detailed PIs before this paper is presented to the Strategic Plan Workshops. The Chair welcomed this suggestion.

M048   5   REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORS

Campus Services (SB/12/31)

The Board received and noted a report from the Director of Campus Services.

The Director of Campus services updated the Board on the on-going discussions with the Royal Bank of Scotland. The Board noted that all other alternative options regarding the lease of the space currently habited by RBS were being reviewed.

External Affairs (SB/12/32)

The Board received and noted a report from the Director of External Affairs.

The Board discussed the £15 million fundraising Campaign for the creation of a new 'front of house' area. The Board noted that a business case and proposal must be produced and reviewed before any work could commence. The preferred design concept will be chosen by July 2012. The Board also noted that the Director of Campus Services had appointed a Project Manager.

The Chair of the Board requested that the Director of Development and Alumni attend the meeting of the Secretary's Board in July in order to give a presentation on all aspects of the campaign.

Finance (SB/12/33)

The Board received and noted a report from the Director of Finance.

The Director of Finance drew attention to changes in risk status, as reported in the Finance Directorate Report.

The Board noted that the Oracle R12 system does not link up with the current HWU procure to pay system. The Director of Finance confirmed that the Parabolis system will now be used which as a result means a one month delay in implementation of Oracle R12.

Human Resource Development (SB/12/34)

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

The Director of HRD reported that PDR statistics would, in future, be reported to the Secretary's Board (rather than to the University Executive).

The Director of HRD drew attention to Appendix 3 of the report which detailed the current status of the University's senior remuneration, promotion and rewards processes and deadlines, which included six policies and seven processes. The Board noted the intention of HRD to develop a single policy and fewer processes to streamline and clarify the processes from 2013. The Board noted that the relevant policy papers would be presented to a future meeting of the Secretary's Board for discussion and approval.

The Director of HRD also requested volunteers from the Directors of Administration to sit on a Working Group which will develop this policy. The Board noted that current processes would remain in place during 2012 and that HRD would publicise the relevant schedule of dates.

Information Services (SB/12/34)

The Board received and noted a report from the Director of Information Services.

The Director of Information Services highlighted that the formation of the Information Services Directorate was progressing well. The Board noted that there would be a period for written comments and consultation, followed by a full staff meeting and smaller team meetings.

Academic Registry (SB/12/35)

The Board received and noted a report from the Academic Registrar & Deputy Secretary.

The Board noted that the Chaplaincy Lecture on Monday 6 February 2012 was a very successful event with unprecedented levels of attendance. The Board also noted that there would be an Interfaith Question Time held on 6 March 2012, chaired by the Principal, and the Student Union was holding its Volunteer Oscars.

Research & Enterprise Services (SB/12/36)

The Board received and noted a report from the Director of Research & Enterprise Services (RES).

The Director of RES confirmed that REF preparations were underway.

The Board noted that a business process for contracts related to Student Placements in companies was in place in EPS and could be applied in other Schools. Those who were aware of new placement schemes being developed were asked to let the Director of RES know.

M049   6   CHRISTMAS CLOSURE PROPOSAL

The Board noted an oral update from the Director of HRD on the developing Buildings

Closed Days proposal for 2012/13.

The Board noted that a plan for Buildings Closed Days for the next 10 years would be devised by the Human Resource Development department and the Secretary of the University and would be presented at a future meeting of the Secretary's Board and for subsequent approval from the University Executive.

The Board discussed the need to promote the advantageous set of holidays/buildings closed days which are provided as part of the HWU employment package.

The Board also discussed the need to develop a robust 'on-call' policy for staff required to work during Buildings Closed Days.

M050   7   REPORT FROM THE DIRECTORS OF ADMINISTRATION/REGISTRARS

The Board received and noted a report from the Directors of Admin/School Registrars, presented by the Director of Administration (MACS).

The Board requested that future reports contain a Shared Priorities section at the beginning, to identify which priorities/concerns/objectives are similar throughout all Schools.

The Academic Registrar & Deputy Secretary confirmed that suitable template letters via OBI Publisher were being developed and should be available in the next month for Schools to utilise.

MANAGEMENT/PROJECT

M051   8   CHANGE MANAGEMENT PROCESS (SB/12/20)

The Board noted and discussed a paper on Change Management Processes within the University, presented by the Director of HRD.

The Board noted the structured, standard approach to managing change which HRD had proposed. The Board noted that this change is proposed to ensure change is implemented in a way that supports Heriot-Watt's values and provides fair and clear communication with staff, trade unions and the appointment of staff into new roles.

The Board noted that a toolkit would be developed to enable HWU staff to follow the correct change management process.

MO52   9   PROFESSIONAL EXCELLENCE PROGRAMME (SB/12/27)

The Board noted and agreed a paper on the Professional Excellence Programme, presented by the Director of HRD.

The Board noted that this programme was an outcome of the discussions on the Staff Survey 'Respect' issue discussed at the 26 October 2011 meeting of the Secretary's Board.

The Director of HRD highlighted that the forthcoming sessions for this programme would include co-operation around development of the University's Strategic Plan 2012.

M053   10   EQUALITY & DIVERSITY ADVISORY GROUP TERMS OF REFERENCE (SB/12/28)

The Board noted and approved the Equality & Diversity Advisory Group Terms of Reference, presented by the Chair of the Board, and made the following

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recommendations to the membership:
- include Director(s) of Research;
- include Director of Governance & Compliance Services; and
- include Academics from the School of Management & Languages whose area of research is in Equality & Diversity.

The Chair of the Board highlighted the importance of such a Group and confirmed that the University is working with its lawyers, Dundas & Wilson towards developing a Student & Staff Equality & Diversity Action Plan which would be published on the University's website in due course.

M054   11   SAS MANAGEMENT GROUP TERMS OF REFERENCE (SB/12/42)

The Board noted and discussed the SAS Management Group Terms of Reference, presented by the Academic Registrar & Deputy Secretary.

The Board requested that paragraph 2.2 make reference to the developing Student Life Cycle work.

M055   12   STUDENT SYSTEMS UNIT QUARTERLY REPORT (SB/12/39)

The Board received and noted the quarterly report from the Student Systems Unit (SSU), presented by the Academic Registrar & Deputy Secretary.

The Board noted the recent achievements of the Student Systems Unit and the significant progress made on the development and enhancements tasks identified as the highest priority at the inception of the SSU.

The Chair of the Board requested that this report be widely disseminated in the Schools by the Directors of Administration/School Registrars.

MO56   13   PROFESSIONAL SERVICES REPRESENTATION/MEMBERSHIP ON EXTERNAL BODIES (SB/12/40)

The Board noted and discussed a paper on Professional Services representation/membership of external bodies, presented by the Chair of the Board.

The Board noted that the purpose of this paper was to ensure the University was well connected and well represented externally.

The Board discussed the particular usefulness of being a member of the Association of University Administrators and any of its subgroups.

The Chair of the Board requested that members make suggestions of any memberships etc. which may be missing from this list.

The Board noted that it was not the policy of the University to pay individual professional subscriptions, for example those which are required or expected of the role, such as the Institute of Chartered Accountants.

M057   14   MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 JANUARY 2012 (SB/12/41)

The Board received and noted Management Accounts for the period ending 31 January 2012, presented by the Director of Finance.

The Director of Finance provided a short overview of the Accounts drawn from the details in this report, and confirmed that the Accounts reflected a relatively strong position at this

point, midway through the year.

MO58   -   ANY OTHER BUSINESS

Dubai Representation in Secretary's Board
The Chair of the Board requested that members consider how the Dubai Campus, and soon the Malaysia Campus, might best be represented at meetings of the Secretary's Board.

Professional Services Bulletin
The Chair of the Board requested the views of all members on the usefulness of the Professional Services Bulletin which contains a summary of all Directorate updates. The Board noted that the bulletin is a useful resource to refer colleagues to.

The Chair of the Board requested that a count of the number of 'hits' the bulletin has received, on the website, since its launch was reported to the next meeting.

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 12 April 2012

Present:

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

Ms Linsey Fender, Assistant to the Secretary

Mr Mark Adderley, Director of Human Resource Development

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Ms Philippa Burrell, Director of Administration (SBE)

Mr Phil McNaull, Director of Finance

Mr Malcolm Deans, Director of Estate and Campus Services

Ms Lorna Morrow, Director of Administration (MACS)

Miss Jennifer Dickson, Clerk

Mr Campbell Powrie, Director of Administration (SML)

Ms Maggie Dunn, Director of Administration (SLS)

Mr Mike Roch, Director of Information Services

Apologies:

Mr David Davies, Director of Administration (IPE)

Ms Theresa Merrick, Director of External Affairs

Ms Morag Heggie, Director of Administration (EBS)

Mr Derek Penman, Director of Administration (EPS)

Ms Lesley Lindsay, Director of Administration (TEX)

Mrs Kathy Patterson, Academic Registrar & Deputy Secretary

In attendance:

Ms Ann Jones, University Archivist, Freedom of Information and Data Protection Officer (for items 1 and 2)

Mr Ian Sutherland, Admissions & Wider Access Manager, R&A (for item 3 and 4)

Mr Stuart Wilson, Postgraduate Admissions Supervisor, R&A (for item 4)

Ms Sharan Virdee, Equality & Diversity Advisor (for item 5)

Mr Gordon Duncan, Programme and Project Manager (for item 6)

Minute	Item No.

MATTERS TO BE PRESENTED BY NON-MEMBERS OF THE SECRETARY'S BOARD

M059   1   FOI UPDATE (SB/12/43)

The Board received and noted an update on Freedom of Information, presented by the University Archivist, FOI & DP Officer.

The Board members were thanked by the University Archivist, FOI & DP Officer for their continued help and support in responding to FOI requests.

The Board noted that, currently, ninety-five per cent of requests are met within the legal deadline, which is a rise of twenty-five per cent in the last eight months, and that this was due to the efficient organisation and teamwork of the FOI/Information Governance Coordinators.

The University Archivist, FOI & DP Officer reported that once information is disclosed under this legislation it can be published via any media by the requestor, therefore the need for timely collection and detailed analysis of the information is of paramount importance before responding to the request by the deadline.

The Board noted that brief and concise descriptions must be included in the recording of

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expenditure against cost codes on the University Financial System so that information for FOI requests can be easily identified. The Board also noted that colleagues should be aware of inappropriate use of email, as email communications are captured under the Act. The Chair of the Board advised that guidance on email communications was under development.

The Chair of the Board requested that Board members circulate the FOI update to all members of their team in order to keep them informed on FOI matters.

M060   **2**   **INITIAL POLICY AND PROCEDURES FRAMEWORK DOCUMENT (SB/12/44)**

The Board received and noted the Initial Policy and Procedures Framework document for four proposed new/amended Policies and Procedures, presented by the University Archivist, FOI & DP Officer.

The Policies and Procure (P&P) framework documents submitted were as follows:
- Data Protection Policy
- Digital Preservation Policy
- Social Media Policy
- Student Records and Examined Work Policy

The Board discussed the possible confusion that the term 'Responsible Officers' in the framework documents may cause and suggested that this be changed to 'Contributing or Consultative Officers', making the distinction between responsibilities for Policy development and Policy implementation.

The Board recommended that the Social Media Policy be kept short and simple and not overly prescriptive.

The University Archivist, FOI & DP Officer agreed to include reference to consultation with the wider University community. In the case of the Social Media Policy, it was agreed that consultation should also be undertaken with the student body.

The Board noted that this was the first of two submissions of framework documents from the University Archivist, FOI & DP Officer, the second of which would be submitted to the Board at its May meeting.

M061   **3**   **STUDENT RECRUITMENT MONITORING (SB/12/45)**

The Board received and noted a report on Student Recruitment monitoring, as at 12 March 2012, presented by the Admissions & Wider Access Manager, Recruitment & Admissions.

The Board noted that, since the last meeting, there has been a sustained increase in the number of all applications compared to last year. The report showed a seventeen per cent increase on undergraduate applications and eighteen per cent increase on postgraduate applications over the same period last year.

The Board noted that the University should exceed its minimum intake of RUK students, however there may be a swelling of RUK or Home/EU numbers dependent on which passport Northern Irish students decide to use to support their application (NI or ROI). The Board noted this was a national issue and all was being done to plan for each eventuality.

The Board discussed a possible KPI on the speed of returns of student applications. The Board noted that this could be achieved for PG, Overseas and RUK students. The Chair of the Board confirmed that the key aspect of this cycle is to 'keep warm' the students that had applied through regular correspondence.

The Board discussed the need to track the level of grade point scores the University receives from each applicant. The Admissions & Wider Access Manager confirmed that a

change request had been submitted to the Student Systems Unit for this information.

The Board also discussed the future inclusion of West London College students studying for Heriot-Watt awards in the National Student Survey and the impact this may have on the University's results. The Admissions & Wider Access Manager confirmed that details would be checked with the Director of International Development and the UKBA Compliance Officer.

M062   4   REPORTS FROM THE BOARDS/GROUPS OF THE SECRETARY'S BOARD

Recruitment & Admissions Marketing Group: 22 February 2012 meeting (SB/12/46)

The Board received and noted a report from the Recruitment & Admissions Marketing Group presented by the Admissions & Wider Access Manager.

(Reserved section 33 FOI(S)A).

The Board also noted that a successful campaign led by the Digital Communications Officer had promoted the University's Official Social Networking pages and removed the unofficial pages.

The Chair of the Board confirmed that the internal governance structure review would help to show how other Groups/Committees reported into the management structure and could identify some duplication of work which would be unnecessary in the future.

Student Life Cycle: Recruitment, Enquiries & Admissions Working Group: 1 March and 14 March 2012 (SB/12/47)

The Board received and noted a report from the Recruitment, Enquiries & Admissions Working Group presented by the Postgraduate Admissions Supervisor.

The Board noted the helpful recommendations which were outcomes of the meetings.

The Chair of the Board highlighted that the report presented work in progress and that final recommendations would be presented in due course to the Secretary's Board for approval. In the meantime, Board members were invited to submit any comments to the Secretary and/or Postgraduate Admissions Supervisor.

CRM Business Case Approval (SB/12/48)

The Board received and discussed the business case for a Customer Relationship Management database, presented by the Director of Information Services and the Postgraduate Admissions Supervisor.

The Board noted that the system provided by Hobsons, as detailed in the project/opportunity proposal, was the most viable option for the University. It was agreed that a full business case should be developed in consultation with a Financial Controller and the Procurement Team, and presented to the Secretary's Board in May 2012 with the expectation that this will include all relevant supporting financial data supplemented by information clarifying the process and criteria underpinning the procurement decision making.

M063   5   EQUALITY & DIVERSITY POLICY AND UPDATE (SB/12/49)

The Board received and approved a revised Equality & Diversity Policy presented by the Equality & Diversity Advisor, with the following amendments:

- Section 2.1 should be amended to read 'Our values describe our deeply held beliefs which characterise how we aspire to be as a Higher Education Institution';

- Section 6.1, second sentence, should be amended to read 'We will comply with the Data Protection Act 1998….'

The Board noted that this Policy had been revised in accordance with the Equalities Act 2010 and also due to the fact that the original Policy itself required an update. The Board also noted that the terms of the new Policy extended to include visitors and contractors to the University along with staff and students.

The Chair of the Board confirmed that the University lawyers, Dundas & Wilson, were currently reviewing the Policy and that there may be some other slight amendments to be made once those comments were received. The Chair of the Board also confirmed that the Equalities Act 2010 had not yet been fully established within the Scottish system and that once this had begun further changes to the Policy would be required (in the next 12-14 months)

The Board noted that the Equality & Diversity Advisor was currently working on a report of performance measures of equality relating to the University's students and staff and that a presentation on Equality & Diversity would be presented to the Board in due course.

M064   6   ORACLE R12 UPDATE

The Board received and noted an update on the Oracle R12 Project, presented by the Programme and Project Manager.
The Board noted that the Project was progressing towards the implementation date of 1 May 2012 and that training was currently being provided. The Project and Programme Manager requested that Board members encourage relevant staff, who had not yet been on the training, to attend a session.

The Board discussed the option for all users to complete their own requisitions in the new system, and the information which can then be relayed back to staff once this has been completed.

FORMAL MATTERS

M065   i   APOLOGIES

Apologies were received from Morag Heggie, Lesley Lindsay, Theresa Merrick, Kathy Patterson and Derek Penman.

M066   ii   APPROVAL OF MINUTES OF MEETING HELD ON 6 MARCH 2012

The Board approved the minutes of the meeting held on 6 March 2012; subject to the following amendments/additions (highlighted in italics):

M045   Amendment: "Complete. Oracle R12 Project Manager has arranged for training with the Principal *Investigators*."

M048   Addition: "The Board discussed the £15 million Fundraising Campaign for the creation of a new 'front of house' area. *The Board noted that a business case and proposal must be produced and reviewed before any work could commence."*

Action: The actions on the Senior Remuneration Policy should both be Summer '12.

M048   Amendment: "The Board noted that it *was not* the Policy of the University to pay individual professional subscriptions…"

M056   The Chair of the Board reported that, following the summer break, work would be undertaken to develop the University's network of Committee Clerks and to develop

support and training to uphold the common standards in minute taking.

M067   **iii**   **MATTERS ARISING REPORT**

The Board received and noted the Matters Arising report relating to the 6 March 2012 meeting.

The Chair of the Board requested that, at the next meeting of the Board, a report on the Intranet proposal should be provided.

M068   **iv**   **BUSINESS REPORTED BY THE CHAIR**

The Chair of the Board reported that nominations were now being received for a non-academic staff member vacancy on the Court. The Board noted that the closing date for these nominations was 30 April 2012.
The Chair of the Board also reported that nominations were currently being received for Honorary Degree awards up until 7 May 2012.
The Chair of the Board commented on the staff restructure that was currently taking place in the George Heriot Wing and notified the members of upcoming building works within the Building.

OPERATIONAL MATTERS

M069   **7**   **UPDATE ON ON-CALL ROTA DISCUSSIONS**

The Board received and noted an oral update on the recent on-call rota discussions, presented by the Director of Human Resource Development and Director of Campus Services.

The Board noted that discussions were on-going and that a draft proposal would be presented to the Board at its August meeting.

The Chair of the Board requested that the Director of Human Resource Development meet with her again to further the discussions/proposal on Buildings Closed days. The Board noted that a proposal would be submitted to the Board in due course.

M070   **8**   **REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES**

Campus Services (SB/12/51)

The Board received and noted a report from the Director of Campus Services.

External Affairs (SB/12/52)

The Board received and noted a report from the Director of External Affairs.

Finance (Tabled)

The Board received and noted a tabled report from the Director of Finance.

Human Resource Development (SB/12/53)

The Board received and noted a report from the Director of Human Resource Development.

Information Services (SB/12/54)

The Board received and noted a report from the Director of Information Services.

Registry Services (SB/12/55)

The Board received and noted a report from the Academic Registrar & Deputy Secretary.

Research & Enterprise Services (SB/12/56)

The Board received and noted a report from the Director of Research & Enterprise Services.

M071   9   REPORT FROM THE DIRECTORS OF ADMINISTRATION/REGISTRARS (SB/12/57)

The Board received and noted a report from the Directors of Administration/Registrars, presented by the Director of Administration (SLS).

The Board discussed the first section of the report and confirmed that this section should reflect the combined needs of the Schools (in relation to what is required from the Professional Services).

The Board also discussed the need to communicate any issues that Schools may have with the necessary Professional Services Directorates in order to ensure these issues can be dealt with more efficiently.

MANAGEMENT/PROJECT

M071   10   THE DEVELOPMENT OF INFORMATION SERVICES

The Board received and noted a presentation on the development of the Information Services Directorate, given by the Director of Information Services.

The Board endorsed the establishment of the proposed strategies and management structures of the new Information Services Directorate, namely, Academic & Learner Services, Information Resources & Facilities and Information Infrastructure.

M072   11   LEADERSHIP EXCELLENCE FRAMEWORK (SB/12/58)

The Board received, noted and approved a paper on the Leadership Excellence Framework, presented by the Director of Human Resource Development, subject to the following amendment:

- Page 3, the Academic Leadership section should be amended to incorporate all Leaders (not only Academic).

The Leadership Excellence Framework defines what excellence in leadership looks like at Head of School/Head of Service and deputy level, and will form the basis of leadership development and recruitment during the planning period.

The Board agreed to the use of the Framework in leadership development and recruitment, agreed to further work to refine its use at level 9 and agreed to consider its use as part of the promotions process review.

M073   12   PDR UPDATE (SB/12/59)

The Board received and noted a progress update on the PDR process for 2012, presented by the Director of HRD.

The Board noted that although in a better position in relation to PDRs completed than the

same period last year, more work was still required to complete all PDRs.

The Board noted that a further update would be presented at the May meeting of the Board.

M074   13   STUDENT LIFE CYCLE: ALP & IDL WORKING GROUP – DRAFT TERMS OF REFERENCE (SB/12/60)

The Board received and noted a paper detailing the draft terms of reference of the next Student Life Cycle Working Group, ALP & IDL, presented by the Chair of the Board.

The Board endorsed the creation of the Working Group on the understanding that the difference between ALP and IDLs would be recognised within the Working Group, and that a member of the Finance Directorate would be involved. The Chair of the Board suggested that the Director of Finance and the Academic Registrar & Deputy Secretary should meet to discuss the involvement of the Finance Directorate.

The Board members were invited to submit any further comments to the Academic Registrar & Deputy Secretary by 20 April 2012.

M075   14   PROJECT MANAGEMENT ACCREDITATION

The Board received and noted an oral update on the Project Management Accreditation returns, presented by the Assistant to the Secretary.

The Assistant to the Secretary requested that all members who had not yet returned the information confirming which colleagues in their sections had Project Management accreditation to do so as soon as possible.

The Chair of the Board confirmed that a Project Management function would soon form part of the Governance & Compliance Directorate.

MO76   -   ANY OTHER BUSINESS

No other business was received at the meeting.

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 8 May 2012

Present:

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

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Mr Mark Adderley, Director of Human Resource Development

Ms Theresa Merrick, Director of External Affairs

Ms Philippa Burrell, Director of Administration (SBE)

Mr Phil McNaull, Director of Finance

Mr Malcolm Deans, Director of Estate and Campus Services

Ms Lorna Morrow, Director of Administration (MACS)

Miss Jennifer Dickson, Clerk

Mrs Kathy Patterson, Academic Registrar & Deputy Secretary

Ms Maggie Dunn, Director of Administration (SLS)

Mr Derek Penman, Director of Administration (EPS)

Ms Linsey Fender, Assistant to the Secretary

Mr Campbell Powrie, Director of Administration (SML)

Ms Lesley Lindsay, Director of Administration (TEX)

Mr Mike Roch, Director of Information Services

Apologies:

Mr David Davies, Director of Administration (IPE)

Ms Morag Heggie, Director of Administration (EBS)

In attendance:

Ms Ann Jones, University Archivist, Freedom of Information and Data Protection Officer (for items 1 and 2)

Mr Les Allan, Interim Head of Health & Safety (for item 3)

Mr Mike Bates, Director of Recruitment & Admissions (for items 4 & 5)

Minute	Item No.

MATTERS TO BE PRESENTED BY NON-MEMBERS OF THE SECRETARY'S BOARD

M077   1   SHAREPOINT – DEVELOPMENT OF THE HWU INTRANET

The Board received and noted a presentation on Sharepoint – the development of the HWU Intranet, given jointly by the Director of Information Services, Director of External Affairs and the University Archivist, FOI & DP Officer.

The Board noted that the Sharepoint project had been established in order to create an intranet which would hold internal information for internal audiences only, but would also provide the facility to make other specific information accessible to external audiences.

The Board noted that the first phase of the intranet project had been completed, with three pilot sites being developed in Finance, Procurement and School of Management & Languages. Phase two of the project would include a wider 'roll-out' of Sharepoint, with an individual site per School and Service, with the eight directorate sites rolled out first in June 2012.

The University Archivist, FOI & DP Officer confirmed that Heritage & Information Governance, site owners, Information Services and the Corporate Communications web team will work together to:
- Agree housekeeping guidelines: metadata, version control, retention

policies;
- Map what should go into a corporate records centre;
- Pilot a records centre;
- Pilot workflow –scope out developer input required; and
- Agree access needs, for example, public/students & staff only/role-group only to reduce the 'grey areas' of what information should be where.

The Chair of the Board confirmed that an internal member of staff would be sought after to run the intranet and a case would be going to VMG by the end of May. The Chair also confirmed that the Secretary's Board would receive an update on the intranet in August.

M078   **2**   **POLICY AND PROCEDURES DEVELOPMENT REQUEST (SB/12/62)**

The Board received and noted Policy and Procedures Development Requests for six new/amended policies presented by the University Archivist, FOI & DP Officer.

Development requests were submitted for the following policies and procedures:
- Acquisition and Disposal Policy (Museum & Archives)
- Collections Management Policy (Museum & Archives)
- Conditions of Use of IT and Communications Facility Policy
- Information Security Policy
- Information Security Incident Management Policy
- Records Management Policy

The Board approved the above development requests and noted that the new/revised policies would be submitted to the Board in due course.

M079   **3**   **ENGAGING HEALTH & SAFETY**

The Board received and noted a presentation on the current status of the management of Health & Safety (H&S) at Heriot-Watt University, given by the Interim Head of Health & Safety.

The Board noted the work that was to be done within the University to engage the University community and develop a single framework for University-wide Health & Safety management and reporting. The Board endorsed the plan to receive a series of presentations from the Interim Head of H&S on different aspects of H&S and the development of the framework throughout the University. This will include a presentation to the University Executive in due course.

The Chair of the Board reported that the Interim Head of Health & Safety was to visit the Dubai Campus and requested that he report back to the Board on the outcomes of the meetings at the Campus.

The Director of Finance commented that it would be helpful to receive more detailed advice clarifying the key components of the H&S assessment and areas of particular weakness.

M080   **4**   **STUDENT RECRUITMENT MONITORING (SB/12/63)**

The Board received and noted an updated report on student applications and acceptances as at mid-April 2012, presented by the Director of Recruitment & Admissions.

The Board noted that, since this time last year, there had been a sixteen percent increase on Undergraduate applications and a nineteen percent increase on Postgraduate taught applications.

Reserved Section (FOISA Section 33)

The Director of Recruitment & Admissions confirmed on-going passport problems in relation to Northern Irish students. The Board noted that Universities Scotland had released legal advice regarding this issue.

M081   5   REPORTS FROM THE BOARDS/GROUPS OF THE SECRETARY'S BOARD

Report from the Student Life Cycle Working Group: Recruitment, Enquiries & Admissions – 26 March 2012 meeting (SB/12/64)

The Board received and noted a report from the Student Life Cycle Working Group: Recruitment and Admissions meeting on 26 March 2012, presented by the Director of Recruitment & Admissions.

The Board noted that a number of recommendations were due to be presented to the Board, after the final meeting of the Working Group on 25 May 2012. The Board noted that these recommendations would be presented to the July meeting of the Board and onto the University Executive for final approval.

CRM Business Case Update (SB/12/64a)

The Board received and approved the full business case for a Customer Relationship Management System (CRM), presented by the Director of Recruitment & Admissions.

The Board noted that reference to including or excluding VAT in section 8 – summary of investment costs, should be clarified by the Finance department.

With the amendment suggested above, the Board approved onward submission of the business case to the Principal's Advisory Group for approval.

The Director of Finance commented that the business case could be strengthened to include reference to how success could be measured.

The Chair of the Board requested that all future business cases are reviewed by the Director of Finance prior to being submitted to the Board.

Tier 4 Working Group meeting: 17 April 2012 (SB/12/65)

The Board received and noted a report from the Tier 4 Working Group meeting on 17 April 2012, presented by the Academic Registrar & Deputy Secretary and Director of Recruitment & Admissions. The Board approved item 1 on the agenda, the Tier 4 Working Group Terms of Reference with the following amendments:
- Remove 'confidential' from paragraph 7.4;
- Add 'Director of Governance & Compliance' to the membership in paragraph 3.2.

The Academic Registrar confirmed that she also had minor comments that she would pass on to the Director of Recruitment & Admissions, regarding the Terms of Reference.

The Director of Recruitment & Admissions reported that the Director of Governance & Compliance would assume responsibility for UKBA Compliance once she took up her post. The Director of Recruitment & Admissions confirmed

that the University has appointed a full-time UKBA Compliance Officer (Claire Johnston) who would deal with student issues only.

The Board noted that UKBA was becoming much more stringent in their compliance checks. The Board also noted that UKBA now expected all international students to register with a UK address.

The Chair of the Board confirmed that she, along with other senior managers, would be conducting mock audits of areas within HWU prior to receiving the official audit notification from UKBA in order to secure the University's license.

FORMAL MATTERS

M082   **i**   **APOLOGIES**

Apologies were received from Morag Heggie.

M083   **ii**   **APPROVAL OF MINUTES OF MEETING HELD ON 12 APRIL 2012**

The Board approved the minutes of the meeting held on 12 April 2012.

M084   **iii**   **MATTERS ARISING REPORT**

The Board received and noted the Matters Arising report relating to the 12 April 2012 meeting.

The Board confirmed that the action on Minute M059 had been completed.

The Chair of the Board reported that there would be a paper submitted to the Board shortly on Project Management.

M085   **iv**   **POLICIES UNDER CONSTRUCTION REPORT**

The Board received and noted the policies under construction report from the 12 April 2012 meeting.

M086   **v**   **BUSINESS REPORTED BY THE CHAIR**

The Chair of the Board reported on the current discussions between senior management and the trade unions in relation to the Scottish Borders Campus.

The Chair of the Board confirmed that an all-staff communication would be sent out shortly providing advice on the proper use of email.

OPERATIONAL UPDATE

M087   **6**   **REVIEW OF ON-CALL REQUIREMENTS FOR BUILDINGS CLOSED DAYS (SB/12/77)**

The Board received and noted a report of the review of on-call requirements for Buildings Closed Days and 'out of hours', presented by the Director of Human Resource Development.

The Board noted that the current arrangements were adequate, and agreed that the requirements be monitored and reviewed again in eighteen months.

The Chair of the Board requested that a section for Senior Managers within the George Heriot Wing be included in the review, and that the review details be circulated more broadly to the University community.

M088   **7**   **HOLIDAY ARRANGEMENTS – OPTIONS FOR CHANGE (SB/12/66)**

The Board received and noted a report on Holiday arrangements – options for change, presented by the Director of Human Resource Development.

The Board discussed the options presented and agreed that Option Three should be recommended to the University Executive as the future arrangements for holidays. The Board considered the impact on staff, the student experience and the impact on the University as a whole and concluded that Option Three – 'Keep Easter and Christmas as 'fixed' days, and consolidate the remaining days into a 'flexible' allowance with 9-10 'fixed' days' was the most advantageous arrangement to adopt.

The Board agreed that a draft staff email should be included in the proposal to the University Executive to prepare for wider University consultation the options 2 and 3.

The Academic Registrar & Deputy Secretary noted that section 2.6 referred to bus services in full operation but suggested that this may not be the case. The Academic Registrar & Deputy Secretary also suggested that section 2.13 should make reference to the fact that the Library remains open during most buildings closed days. The Director of Human Resource Development agreed to make these changes.

M089   **8**   **REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES**

Campus Services (SB/12/67)

The Board received and noted a report from the Director of Campus Services.

The Board noted the following comments on the report:
- Pg 3 – The Academic Registrar & Deputy Secretary would be happy to have discussions on the venue for exams;
- Pg 8 – The EPS 'Student Service Centre' was to be referred to as the 'EPS Teaching & Learning Centre' so as to avoid confusion with the centrally located SSC;
- Pg 10 – If the demolition of the residences extends past 1 September 2012, Estates should be aware that potential; and students and their parents are invited to view the campus on 2 September 2012 and that this may disrupt their experience.

The Director of Information Services suggested that, while the Student Union is being refurbished, it may be a beneficial time to assess the network cabling that required updating.

The Board also noted that the first meeting of the Campus Services Management Board was scheduled to take place on 8 May 2012. The Chair of the Board requested that the minutes from this Board be made available on the web once approved.

External Affairs (SB/12/68)

The Board received and noted a report from the Director of External Affairs.

Finance (SB/12/69)

The Board received and noted a report from the Director of Finance.

Human Resource Development (SB/12/70)

The Board received and noted a report from the Director of Human Resource Development.

The Director of Human Resource Development highlighted that a large amount of time in Human Resources is being spent on developing the capability of the University to handle change.

The Board noted that consultations were on-going regarding Voluntary Severance Policies and Procedures that these would be circulated to the Board, by email for comment and consideration, prior to being presented to the meeting of the University Executive on 31 May 2012 for approval.

The Board agreed that future HRD reports include an update on global platform recruitment.

Information Services (SB/12/71)

The Board received and noted a report from the Director of Information Services.

The Board noted that the posts in Academic & Learner Services, Information Resources and Facilities and Information had been advertised.

Registry Services (SB/12/72)

The Board received and noted a report from the Academic Registrar & Deputy Secretary.

The Board noted that Student Support & Accommodation had gone live with online applications for accommodation and were experiencing high levels of interest. The Board also heard that the Student System Unit was concentrating on implementing the Key Information Set, a new statutory return to HESA.

The Academic Registrar & Deputy Secretary reported that Academic Registry was currently organising exams, graduations and preparation for enrolment, and was also running an early enrolment pilot requested by students in Dubai. The Board noted that the Students Union was handing out exam stress packs to students and Careers Services was working alongside Research & Enterprise Services to gain the potential to offer HEI international students a Tier 1 Graduation Entrepreneur visa.

Research & Enterprise Services (SB/12/73)

The Board received and noted a report from the Director of Research & Enterprise Services.

The Director of Research & Enterprise highlighted the most recent report on Research Grants and Contracts: Proposals and Awards and reported that while the value of individual awards was reducing, the University was maintaining market share.

The Board also noted that a policy was needed on how to manage company requests for students on work placements. The Director of Research & Enterprise Services reported that companies had been enquiring about placements but were not receiving a response from the University and therefore

losing interest in enquiring again. The Director of RES suggested that Schools relay any problems they have in managing the requests to the Director of Careers Advisory Service.

M090   **9**   **REPORT FROM THE DIRECTORS OF ADMINISTRATION/REGISTRARS (SB/12/74)**

The Board received and noted a report from the Directors of Administration/Registrars, presented by the Director of Administration (TEX).

The Board noted the increasing pressures on School Professional Services to provide separate examinations for students with special needs. The Academic Registrar & Deputy Secretary suggested that a presentation given by the Director of Student Support and Accommodation and the Disability Adviser on separate exams would be helpful to circulate to the Board. The Board noted that a SAS module may be able to help with these preparations and the Student Systems Business Manager was investigating this option.

The Directors of Administration reported that the multiple exam boards that need clerked were adding extra pressure to facilities. The Chair of the Board requested to see a comprehensive list of these Boards.

MANAGEMENT/PROJECT

M091   10   WEB REFRESH PROJECT – CLOSURE REPORT (SB/12/61)

The Board received and noted a report on the closure of the Web Refresh Project, presented by the Director of External Affairs.

The Board noted that the project had been successfully delivered three months ahead of schedule and had subsequently moved from project to service mode.

M092   11   PDR UPDATE (SB/12/75)

The Board received and noted a progress update on the PDR process for 2012, presented by the Director of Human Resource Development.

The Board noted that a large number of PDR meetings had yet to be scheduled in MACS, EPS and IPE. The Director of Human Resource Development expressed concern that colleagues' objectives hadn't been set, yet it would soon be time for the half year review meetings.

The Board noted that a further update would be presented at the June meeting.

M093   12   ORACLE R12 UPDATE

The Board received and noted an oral update on the Oracle R12 Project, given by the Director of Finance.

The Director of Finance confirmed that self-service was a key component of the Oracle system and there was still a substantial number of people who had not been trained. The Board noted that, for this reason, the completion of the project had been pushed back to 1 June 2012.

The Director of Finance requested that all Board members encourage staff, who had not yet been on the training, to ensure that they are booked onto a session. The Chair of the Board requested that a list of attendees at the past training

sessions so far be circulated to the Board.

M094   **13**   **MANAGEMENT ACCOUNTS (SB/12/76)**

The Board received and noted the Management Accounts for the period to 31 March 2012, presented by the Director of Finance.

The Board noted that the third-quarter Management Accounts would be presented at the next meeting of the Board.

M095   **-**   **ANY OTHER BUSINESS**

2012/12 BUDGETS
The Chair of the Board confirmed that the budget letters would be sent out after the Finance Committee and Court had approved the budget envelopes.

SECRETARY'S BOARD BULLETIN
The Chair of the Board requested that the Secretary's Board Bulletin be promoted within the Professional Services and Schools.

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 7 June 2012

Present:

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

Mr Mark Adderley, Director of Human Resource Development

Ms Philippa Burrell, Director of Administration (SBE)

Ms Sue Collier, Director of Governance & Legal Services

Miss Jennifer Dickson, Clerk

Ms Linsey Fender, Assistant to the Secretary

Ms Morag Heggie, Director of Administration (EBS)

Ms Lesley Lindsay, Director of Administration (TEX)

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Mr Phil McNaull, Director of Finance

Ms Lorna Morrow, Director of Administration (MACS)

Mr Derek Penman, Director of Administration (EPS)

Mr Campbell Powrie, Director of Administration (SML)

Apologies:

Mr Malcolm Deans, Director of Estate and Campus Services

Ms Theresa Merrick, Director of External Affairs

Mr Mike Roch, Director of Information Services

Ms Maggie Dunn, Director of Administration (SLS)

Mrs Kathy Patterson, Academic Registrar & Deputy Secretary

In attendance:

Mr Duncan Hurst, Director of Media Services (for item 1)

Mr Mike Bates, Director of Recruitment & Admissions (for items 3 & 4)

Mr Mike Ross, President of the Students Union (for item 2)

Minute	Item No.

MATTERS TO BE PRESENTED BY NON-MEMBERS OF THE SECRETARY'S BOARD

M096   1   INSTITUTIONAL PRINT STRATEGY – UPDATE

The Board received and noted an oral update on the Institutional Print Strategy (first received by the Board in October 2011), presented by the Director of Media Services.

The Board noted that, through the Scottish Procurement Framework Agreement for Office Equipment, the Director of Media Services, the Chief Procurement Officer and the former manager of the HEI National Photocopier Agreement had concluded further competition for the installation of new multi-functional print/copy/scan devices (MFDs) together with a print management system. The business had been awarded to Xerox UK for a period of five years from 1 June 2012 and Pcounter had been selected to deliver secure print management and ultimately enable users to copy, print and scan from any MFD in the University.

The Board noted that a team of five people had been established in order to evaluate the different quotations prior to the decision being made. The team also organised a supplier Question and Answer Day which proved popular with all six suppliers in the framework in attendance.

The Director of Media Services reported that during the five years of the contract with Xerox UK, a headline saving of £750,000 had been forecasted.

The Board noted that a Project Working Group had been set up in order to oversee and implement the replacement and training on the use of multi-functional devices (MFDs) alongside the Xerox UK team.

The Board also noted that the print control system would improve the confidentiality of papers, reduce paper wastage and provide better controls over departmental print budgets.

The Director of Media Services requested that Board members provide feedback on whether swipe cards or pin numbers would be preferable for the use of the print control system on the MFDs. The Director also requested that Board members provide feedback on the current student print allocations, and whether they should be retained, amended or removed altogether. The Board agreed that the student print allocation must be retained. The Chair of the Board recommended that more information be gathered regarding the current allocation (and the deficit that is created from this) and that it should be discussed with the Learning & Teaching Board and Student body prior to any decision being made.

The Chair of the Board requested that the Director of Media Services submit a paper to the Board with a set of proposals to consider regarding the implementation of the strategy. The Chair of the Board also requested that the Director and Project Working Group liaise with each Service and School and provide an implementation schedule to the Board including delivery dates and identification of the accountable person for each School/Service.

M097   2   ANNUAL REPORT OF THE STUDENT UNION (SB/12/78)

The Board received and noted the Annual Report of the Student Union to Court, presented by the President of the Student Union (SU). The Board approved the report for onward submission and approval to the Court.

The President of the SU highlighted the fact that the report was much larger than previous reports to Court, and covered a wider range of SU activity.

The Board discussed the various sections of the report highlighting:
- Strategic Development and Operations;
- Finance and Trading;
- Learning & Teaching;
- Internationalisation;
- Communication;
- Activities;
- Campaigns; and
- Individual Representation & Welfare.

The Board congratulated the President on the exceptional work which was being conducted at the SU and confirmed that the SU could call on the Board to help or advise on any issues that may arise.

M098   3   STUDENT RECRUITMENT MONITORING (SB/12/79)

The Board received and noted an update on Student Recruitment, as at May 2012, presented by the Director of Recruitment & Admissions (R&A).

The Board noted that the University remains on course to meet its maximum target intake of 1,200 Scottish/EU undergraduates. The Director of R&A confirmed that a letter had been issued to applicants from Northern Ireland (NI) confirming that it was still the intention of the University to charge RUK fees for students domiciled in NI. The Director confirmed a further update on this issue will be given at the July meeting of the Board. The Board noted that Recruitment & Admissions were projecting an intake of 248 RUK

undergraduate students against a minimum target of 160. The Board also noted an increase of 60% in undergraduate applications from Overseas on the previous year, and a corresponding 58% increase in Overseas acceptances.

The Director of R&A reported that there had been a 15% increase in Postgraduate Taught applications on the previous year and a 29% increase in acceptances.

The Board also discussed the work being undertaken in order to prepare for the UKBA Audit scheduled to take place on 8 June 2012. The Chair of the Board confirmed that a report on the Audit would be submitted to the next meeting of the Board.

| M099 | 4 | **REPORTS FROM THE BOARDS/GROUPS OF THE SECRETARY'S BOARD** |

Report from the Recruitment & Admissions Marketing Group – 4 April 2012 meeting (SB/12/80)

The Board received and noted a report from the Recruitment & Admissions Marketing Group, presented by the Director of R&A.

Report from the Student Life Cycle Working Group: Recruitment, Enquiries & Admissions – 26 March 2012 meeting (SB/12/81)

The Board received and noted a report from the second last meeting of the Student Life Cycle Working Group: Recruitment, Enquiries and Admissions, presented by the Director of Recruitment & Admissions.

The Board noted that there was still a high level of engagement and that the recommendations will be presented to the Board, along with the report from the final meeting, at the next meeting of the Board, in July.

FORMAL MATTERS

| M100 | i | **APOLOGIES** |

Apologies were received from Malcolm Deans, Maggie Dunn, Theresa Merrick, Kathy Patterson and Mike Roch.

| M101 | ii | **APPROVAL OF MINUTES OF MEETING HELD ON 8 MAY 2012** |

The Board approved the minutes of the meeting held on 8 May 2012.

| M103 | iii | **MATTERS ARISING REPORT** |

The Board received and noted the Matters Arising report relating to the 8 May 2012 meeting. The Board noted the following comments to be added to the corresponding minute in the report:

M081 - The need for the proposed UKBA internal Audit planned to be undertaken by the Secretary and others will now be reconsidered, following the actual Audit by UKBA colleagues due to take place on 8 June 2012.

M088 - The Holiday Arrangements Proposal was endorsed by the University Executive and will now be presented to the CJNCC. Once this consultation has taken place the Holiday Arrangements will come back to the Secretary's Board and the University Executive, potentially before September 2012. The University Executive decided against disseminating an all-staff email requesting

consultation on the proposed arrangements

Following the discussion on Holiday Arrangements, The Director of Finance suggested that the holiday timetable should run concurrently with the beginning and end of the financial year. The Director of HRD confirmed that this would be added to the consultation with CJNCC.

M104   iv   POLICIES UNDER CONSTRUCTION REPORT

The Board received and noted the policies under construction report from the 8 May 2012 meeting.

M105   v   BUSINESS REPORTED BY THE CHAIR

The Chair welcomed Ms Sue Collier, Director of Governance & Legal Services, to her first meeting of the Secretary's Board.

The Chair reported that the structure of the Office of the Principal had been established and that further details of this could be found at the following webpage. http://www.hw.ac.uk/reference/principals-office.pdf

The Chair also reported that Mr Allan Gray had been re-elected as the Professional Services staff member of the Court for a further period of three years.

MANAGEMENT/PROJECT

M106   5   MANAGEMENT ACCOUNTS (FOR THE PERIOD ENDING 30 APRIL 2012) THIRD QUARTER (SB/12/82)

The Board received and noted the Management Accounts for the period ending 30 April 2012, presented by the Director of Finance.
The Board agreed that, in future, they would receive the entire Management Accounts electronically only, and receive the first three pages in paper format.

M107   6   EQUALITY & DIVERSITY PRESENTATION

The Chair of the Board requested, and the Board agreed, that the presentation of the Equality & Diversity item be postponed until the next meeting.

The Board noted that the presentation had already been presented to the Senate and the Staffing Strategy Committee and had been well received at both meetings.

The Chair reported that the University had recently been awarded a year of consultancy activity with the Equality Challenge Unit. This funding would be used to help embed the legislation from the Equality Act 2010 at the University.

M108   7   OCCUPATIONAL HEALTH & SAFETY COMMITTEE TERMS OF REFERENCE (SB/12/83)

The Board received and approved the Occupational Health & Safety Committee (OHSC) Terms of Reference, presented by the Chair of the Board.

The Board noted that the Interim Head of Health & Safety had reviewed and updated the original Terms of Reference and restructured the sub-committees of the OHSC.

M109   **8**   **PDR UPDATE (SB/12/84)**

The Board received and noted an update on PDR reviews as at mid-May 2012, presented by the Director of HRD.

The Director of HRD re-iterated his concern from the previous meeting that the University is about to move into the 6-month review period of the PDR process, yet many Forward Look PDR reviews had yet to be scheduled.

The Board discussed the issues that had arisen from the wording of the PDR gradings (Exceptional, Good, Satisfactory, Under Performing, Not Performing). The Board agreed that these descriptions should remain for the remainder of the year but be revisited in 2013.

The Director of HRD confirmed that the Board would receive a further update on PDR at the next meeting.

OPERATIONAL UPDATE

M110   **9**   **SECRETARY'S BOARD MEETING DATES 2012/13 AND 2013/14 (SB/12/85)**

The Board received and approved the proposed Secretary's Board meeting dates for 2012/13 and 2013/14, which was presented by the Chair of the Board.
The Board noted and agreed the decision to hold a short 'no papers' meeting every January in order to catch up on operational matters following the Christmas break.

M111   **10**   **REPORT FROM THE DIRECTORS OF ADMINISTRATION/REGISTRARS (SB/12/86)**

The Board received and noted a report from the Directors of Administration/School Registrars, presented by the Director of Administration (EPS).

The Board discussed the current problems surrounding SAS and noted that an update on the system management would be presented at the next meeting of the Board.

The Chair of the Board suggested that a review of the structure of the academic year should be considered.

M112   **11**   **REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES**

Governance & Legal Services
The Board received an oral update on the Governance & Legal Services (G&LS) Directorate, presented by the Director of G&LS.

The Board noted the change of name from Governance & Compliance to Governance & Legal Services and noted the current organisational structure of the Directorate.

The Chair of the Board highlighted that a further department, a Project Office, would be added to the G&LS Directorate. The Board noted that the University's Governance & Nominations Committee had considered a revised version of governance structures of the University and these structures would be presented to the Board at its next meeting.

The Chair of the Board requested that the Directors of Administration identify who is the lead on governance matters in the Schools. This information should be reported to the Clerk.

The Director of Governance & Legal Services highlighted the opportunity for Board members to attend a Workshop, run by Dundas & Wilson, on Social Media. Members should contact the Director of G&LS if they are interested in attending. The Chair of the

Board suggested that the invitation be extended to the President of the Students Union.

The Director of G&LS reported that the Heritage, Information Governance team had achieved great success recently in data protection, refuting a challenge to make public the research information of a Professor who was seeking a large grant.

Research & Enterprise Services (SB/12/87)
The Board received and noted a report from the Director of RES.

The Board noted that the Scottish Funding Council was developing outcome agreements with the University, and would penalise the University should the funding targets not be met.

Information Services (SB/12/88)
The Board received and noted a report from the Director of Information Services.

Registry Services (SB/12/89)
The Board received and noted a report from the Academic Registrar & Deputy Secretary.

External Affairs (SB/12/90)
The Board received and noted a report from the Director of External Affairs.

The Board noted that a lecture had been given at the University, by Baroness Greenfield. The Chair of the Board reported that the appointment of a new Chancellor Would be made by the end of the Summer 2012.

Human Resource Development (SB/12/92)
The Board received and noted a report from the Director of HRD.

The Board noted that the University's Employers Association was currently in negotiation with the Trade Unions regarding the National Pay Review.

The Director of HRD confirmed, following a request at the last meeting of the Board, that a section on Global Platform recruitment had been added to the regular HRD report and confirmed the University was progressing in this area.

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

The Director confirmed that the main work currently taking place in the Finance Directorate was on the 5-year financial plan and the implementation of Oracle R12.

The Director urged all members to register any issues they had with Oracle through the Oracle Helpdesk email oraclehelp@hw.ac.uk.

Campus Services (SB/12/93)
The Board received and noted a report from the Director of Campus Services.

M113   -   ANY OTHER BUSINESS

I.D CARDS
During the discussion on the Institutional Print Strategy, the Board discussed the implementation of I.D cards at the University, commenting on the need for the cards to be multifunctional. The Board noted that a paper on the I.D. cards proposal would be presented to the Board soon.

Heriot-Watt University

SECRETARY'S BOARD
Minutes of the meeting held on 3 July 2012

Present:

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

Mr Mark Adderley, Director of Human Resource Development

Ms Philippa Burrell, Director of Administration (SBE)

Ms Sue Collier, Director of Governance & Legal Services

Mr Malcolm Deans, Director of Estate and Campus Services

Miss Jennifer Dickson, Clerk

Ms Linsey Fender, Assistant to the Secretary

Ms Morag Heggie, Director of Administration (EBS)

Ms Theresa Merrick, Director of External Affairs

Mrs Gillian McFadzean, Director of Research & Enterprise Services

Mr Phil McNaull, Director of Finance

Ms Lorna Morrow, Director of Administration (MACS)

Mrs Kathy Patterson, Academic Registrar & Deputy Secretary

Mr Mike Roch, Director of Information Services

Apologies:

Ms Maggie Dunn, Director of Administration (SLS)

Ms Lesley Lindsay, Director of Administration (TEX)

Mr Derek Penman, Director of Administration (EPS)

Mr Campbell Powrie, Director of Administration (SML)

In attendance:

Mr Tony Newjem, Chief Procurement Officer (for items 1 and 2)

Mr Stuart Wilson, Recruitment Analyst (for items 7 and 8)

Mr Marcus Gilchrist, Student Systems Business Manager (for items 3,4 and 5)

Minute	Item No.

MATTERS TO BE PRESENTED BY NON-MEMBERS OF THE SECRETARY'S BOARD

M114   1   SUSTAINABLE PROCUREMENT POLICY (SB/12/94)

The Board received and noted the Sustainable Procurement Policy, presented by the Chief Procurement Officer.

The Chief Procurement Officer confirmed the purpose of the Policy was to introduce the University to the concept of sustainable procurement in its widest sense, prior to the Sustainable Procurement Bill which was to be published by the Scottish Government.

The Board noted and discussed that the University is currently at Level Three of the Scottish Government's Sustainable Procurement Task Force's Flexible Framework. The Chief Procurement Officer confirmed that it was hoped the University would be able to move to Level Two following the approval of this policy and the APUC Procurement Capability Assessment at the end of July.

The Board approved the policy, subject to the following additions:
- Devise an implementation plan for colleagues responsible for procurement; and
- Devise a standard template to subsume all bullet points in the 'Scope' in order for colleagues to better understand and implement.

The Chair of the Board requested that the Chief Procurement Officer return to the

Secretary's Board in the Autumn in order to deliver a broad presentation on current status of procurement within the University and the aims of the department. The Chair of the Board also requested that a discussion take place at the meeting regarding who the Procurement Champion should be in each Directorate and School.

M115   **2**   **MOBILE TELECOMMUNICATIONS POLICY (SB/12/95)**

The Board received and noted a draft Mobile Telecommunications Policy and Procedures, presented by the Chief Procurement Officer.

The Board discussed the draft policy and procedures, and decided it must be re-submitted to the Secretary's Board once the following amendments had been made:

- Include a policy statement detailing exactly which role-holders should be allocated mobile telecommunication devices;
- Make specific reference to tablet devices and exactly which role-holders should be permitted these devices;
- Remove the reference (on page 4) to the cost of loss or damage of the device being paid for by the staff member;
- Soften the language of the entire policy;
- Allow for use of data roaming to all mobile device users when abroad;
- Include guidance on security measures (e.g. encrypted data) within the procedures; and
- Do not list currently supported handsets in procedures.

The Chair of the Board requested that an audit on the current number of mobile devices the University provides should be completed soon and reported back to the Directors of Professional Services and Directors of Administration/School Registrars.

M116   **3**   **STUDENT SYSTEMS UNIT QUARTERLY REPORT (SB/12/96)**

The Board received and noted the Student Systems Unit Quarterly Report, presented by the Student Systems Business Manager.

The Student Systems Business Manager highlighted the report which provided an update on the recent achievements, performance indicators, progress, risks and actions outstanding on the current Student Systems Unit.

The Board discussed how ninety-three shadow systems had been reported, seventy-one of which required further actions from the SSU Team in analysing whether the shadow systems were unnecessary or complimentary.

The Board noted that a slightly smaller version of this report was also submitted to the SAS Management Group.

The Chair of the Board requested that this report be distributed amongst the staff in Schools (by the Directors of Administration/ School Registrars) in order to raise awareness of the work of the Student Systems Unit, and to identify any potential amendments required which haven't been captured.

BUSINESS CASES

M117   **4**   **PROGRAMME AND COURSE REPOSITORY AND APPROVALS SYSTEM (SB/12/97)**

The Board received and noted a business case for a Programme and Course Repository and Approvals System, presented by the Student Systems Business Manager.

The Board heard that, currently, the University does not have a central repository for approved programme and course descriptors. The Board noted and discussed that this

lack of a central source of definitive documentation had resulted in much additional work in identifying the true, authorised versions of programmes and courses. The Board also noted that the lack of this system had hindered other marketing and expansion initiatives.

The Student Systems Manager confirmed that the ideal option for purchasing a Programme and Court Repository and Approvals System was the IPP/Banner solution from Ellucian. The Board noted that the initial cost of this solution was reported to be around £110,000.

The Board approved the business case for onward submission to the Principal's Advisory Group. The Director of External Affairs requested that included in the final business case should be the scope to link the information on the system to the prospectuses on the web.

M118   5   ONLINE DIRECT APPLICATION SYSTEM (SB/12/98)

The Board received and noted a business case for a new Online Direct Application System, presented by the Student Systems Business Manager.

The Board noted that the purchase and installation of an improved online applications system for direct admissions would bring many benefits to the University, including, overcoming the flaws within the current system which, it was suspected, had previously resulted in many potential applicants failing to complete the application process.

The Board approved the business case for onward submission to the Principal's Advisory Group and requested that, with help from the Director of Human Resource Development, a proposal be added to the section on Cost/Benefit Analysis which mentions the possible reduction in staff overtime, when the system is implemented.

M119   6   PEOPLE MANAGEMENT SYSTEM (SB/12/99)

The Board received and noted a proposal for a People Management System, presented by the Director of Human Resource Development.

The Board agreed that the need for a People Management System was paramount and approved the proposal for investment in such a system. The Board noted that the new system would also be an Oracle Product (alongside the new Finance system).

The Board noted that the proposal was broken down into four phases in order of priority:
- Phase 1: Core HR, Absence and Self Service
- Phase 2: i-Recruitment and i-Learning
- Phase 3: Planning Management
- Phase 4: Payroll

The Board discussed the initial cost of implementation proposed in the report (£1.3million) and agreed that this was a low estimated figure in relation to the work that was required. The Chair of the Board requested that the Director of Human Resource Development and the Director of Finance investigate any potential additional costs that may be incurred before presenting, for information, the final estimated cost to the Board. The Director of Human Resource Development confirmed that this figure already included the recruitment of a dedicated Project Manager to oversee the entire implementation.

The Board approved the proposal for investment for onward presentation to the Principal's Advisory Group.

FORMAL MATTERS

M120   **i**   **APOLOGIES**

Apologies were received from Ms Lesley Lindsay, Mr Derek Penman and Mr Campbell Powrie.

M121   **ii**   **MINUTES OF THE MEETINGS OF 7 JUNE 2012**

The Board received and approved the minutes of the meeting on 7 June 2012, subject to the following amendment.

M112 Under the Human Resources Directorate Report minute, replace 'University' with 'University's Employer Association'.

M122   **iii**   **MATTERS ARISING REPORT**

The Board received and noted the Matters Arising Report from the 7 June 2012 meeting, and provided the following updates to the report.

M103 – Early indications were that the Holiday Arrangements proposal would not need to come back to the Secretary's Board for approval due to minimal changes being made through the Union consultation.

M113 – A paper updating the Board on the current status of the I.D. card proposal will be submitted to the meeting on 2 August 2012.

M096 - The Chair of the Board confirmed that the Board will receive an update at the next meeting on the Institutional Print Strategy from the Director of Media Services.

M123   **iv**   **POLICIES UNDER DEVELOPMENT REPORT**

The Board received and noted the Policies under Development report from the meeting of 7 June 2012.

The Board noted that, due to scheduling constraints, the Museum and Archive Collections Development (Acquisition and Disposal) Policy had been already approved by the Finance Committee and Court at their meetings in June 2012.

M124   **v**   **BUSINESS REPORTED BY THE CHAIR**

The Chair of the Board congratulated those members involved in the June Graduations for a very successful week of events.

The Chair of the Board reported that Professor Bob Craik had celebrated his last day at the Edinburgh Campus prior to leaving for Malaysia as Vice-Principal and CEO. The Board wished him well in his new role.

MANAGEMENT/PROJECT

M125   **7**   **REAL RECOMMENDATIONS (SB/12/100)**

The Board received and noted a presentation and paper on the Recommendations from the Student Life Cycle Working Group: Recruitment, Admissions and Enquiries.

The Chair of the Board highlighted all twenty-five recommendations from the Working Group, which were grouped under the following headings:
- Enquiries
- Recruitment Events
- Delivering Excellent Customer Services
- Live Data/ Recruitment Intelligence
- Academic intervention/ Decision Making
- Recruitment Planning
- Systems
- Process
- Fees

The Board discussed Recommendations 1 and 2, (All enquiries, either in person or via email or telephone, are dealt with promptly at a single point of entry in HWU – aka a Main Reception One-Stop-Shop), highlighting the need to devise a flexible staffing plan, enabling Schools to contribute to the One-Stop-Shop at the key points in the year but also continue the optimum level of staffing in Schools.

The Recommendations were approved by the Board, for onward presentation to the University Executive for approval.

| M126 | 8 | **REPORTS FROM THE BOARD/GROUPS OF THE SECRETARY'S BOARD** |

Report from the Student Life Cycle Working Group: Recruitment, Enquiries and Admissions – 25 May 2012 meeting (SB/12/101)

The Board received and noted a report from the SLC Working Group: Recruitment, Enquiries and Admissions, from the meeting on 25 May 2012, presented by the Recruitment Analyst.

The Recruitment Analyst confirmed that the final two meetings of the SLC REAL WG would take place in November 2012 and June 2013, which will follow up the REAL recommendations as laid out in paper SB/12/100.

The Academic Registrar & Deputy Secretary confirmed that a report would be submitted to the next meeting of the Board on the progress of the ALPs Working Group discussions.

Report from the Equality & Diversity Advisory Group – 27 February and 1 May 2012 meetings (SB/12/102)

The Board received and noted the report from the 27 February and 1 May 2012 meetings of the Equality & Diversity Advisory Group, presented by the Chair of the Board.

The Chair of the Board reported that the work with the Equality Challenge Unit, as discussed at the last meeting of the Board, would begin in August 2012.

| M127 | 9 | **UKBA AUDIT UPDATE (SB/12/103)** |

The Board received and noted an update paper on the UKBA Audit in June 2012, presented by the Academic Registrar & Deputy Secretary and the Director of Governance & Legal Services.

The Board noted that the audit carried out by UKBA in June was a light one, and the full audit will take place in October/November 2012. The Academic Registrar & Deputy Secretary confirmed that the audit in June identified a challenge the University experienced in relation to attendance records and UK addresses for Overseas students. The Board noted that the University is currently meeting the UKBA requirements and it is presumed that the University had passed the audit. The Academic Registrar & Deputy Secretary confirmed that UKBA would be contacted in order to confirm this outcome.

The Director of Governance & Legal Services highlighted the original plan of the University to conduct its own internal audit prior to the UKBA Audit in June. The Board noted that this internal audit would now form part of an Action Plan, to help the University prepare for the full audit in October/November 2012.

The Board noted that the full audit would also include Tier 2 Staff Visas.

M128   10   CREATING PRIDE AND BELONGING: EMPLOYEE ENGAGEMENT STRATEGY (SB/12/104)

The Board received and noted a paper on a proposed Employee Engagement Strategy, presented by the Director of Human Resource Development and the Director of External Affairs.

The Board noted that the strategy recommended four areas of focus with an action plan to develop and progress these four areas across the University. The four areas are as listed below:
-    Two-way communications and feedback
-    Reinforcing the Spirit of Heriot-Watt University
-    Opportunities for people to be the best they can
-    Building trust between leaders, team members and the trade unions

The Board discussed the communication plans for the strategy and agreed on the importance of monitoring the effect of the communication plan. The Chair of the Board requested that the Secretary's Board receive reports from the first three cascades (Cascade – being a new communication tool containing key University updates, designed to be incorporated into team meetings at a line management level, requesting feedback regarding contents to news@hw.ac.uk). The Director of External Affairs highlighted that it might also be useful to the Board to receive a report on the comments received from the 'Points for the Principal' box.

The Board approved the strategy and action plan, and the Director of Human Resource Development requested that the members provide representation for the Engagement Forum.

M129   11   ENHANCED SELECTION METHODS (SB/12/105)

The Board received and noted a paper on Enhanced Selection Methods (for Grade 9 and 10 posts), presented by the Director of Human Resource Development.

The Board noted the purpose of the paper, which was to build on principles already established in the Leadership Excellence Framework and recommend a standard and consistent approach for the use of enhanced selection methods for both internal and external recruitment, and internal promotions to all leadership roles at grades 9 and 10 (academic and professional services).

The Board approved the recommendations within the paper, namely that:
-    A minimum of two enhanced methods are used in recruitment and internal promotion for Grade 9 leadership positions, and a minimum of three for Grade 10 leadership positions; and
-    Senior internal promotions are assessed in a similar way to that of recruitment to senior roles.

M130   12   MANAGEMENT ACCOUNTS (SB/12/106)

The Board received and noted the Management Accounts for the period to 31 May 2012, presented by the Director of Finance.

M131   13   PDR UPDATE (SB/12/107)

The Board received and noted an update report in progress in relation to the PDR process for 2012, as at mid-June 2012, presented by the Director of Human Resource Development (HRD).

M132   14   UNIVERSITY GOVERNANCE STRUCTURE

The Board agreed to postpone the presentation of the new University Governance Structure to the August meeting of the Board, due to time constraints.

M133   15   STUDENT RECRUITMENT MONITORING (SB/12/108)

The Board received and noted an update on Student Recruitment as at mid-June 2012, presented by the Director of External Affairs.

The Board noted that all Schools were currently projected to meet their target of Undergraduate Scottish/EU, RUK and Overseas categories. Postgraduate Taught applications had increased by 11% year-on-year and there had been a 22% increase in Unconditional and Conditional acceptances. Postgraduate Research applications had increased by 18% on last year, with acceptances increasing overall by 91% on the same period last year.

The Board also noted that applications to the Dubai Campus were healthy for all schools, and the Malaysia Recruitment Manager had been appointed and would take up post mid-July.

M134   16   REPORTS FROM THE DIRECTORS OF ADMINISTRATION/ SCHOOL REGISTRARS (SB/12/109)

The Board received and noted a report from the Directors of Administration/School Registrars, presented by the Director of Administration (EBS).

The Board noted that this report, created by the Edinburgh Business School, was helpful in highlighting the similarities and differences between EBS and the other Schools in the University.

M135   17   REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Information Services (SB/12/110)
The Board received and noted a report from the Director of Information Services. The Director reported that, currently, all PCs in public teaching areas were being upgraded to Windows 7 software.

Governance & Legal Services (SB/12/111)
The Board received and noted a report from the Director of Governance & Legal Services.

Registry Services (SB/12/112)
The Board received and noted a report from the Academic Registrar & Deputy Secretary. The Board noted that throughout the graduations on the Edinburgh Campus, the University welcomed 1575 students and around 6,500 visitors.

External Affairs (SB/12/113)
The Board received and noted a report from the Director of External Affairs.

Finance (SB/12/114)
The Board received and noted a report from the Director of Finance.

Human Resource Development (SB/12/115)

The Board received and noted a report from the Director of Human Resource Development. The Director of HRD report that the University can expect an increase in Trade Union dispute activity, due to no agreement being reached at the 2012/13 National Pay Review negotiations.

Campus Services (SB/12/116)

The Board received and noted a report from the Director of Campus Services. The Director of Campus Services reported that student occupation of the new residences in time for the next semester is achievable.