

SECRETARY'S BOARD

Minutes of the meeting held on 3 September 2012

Present:

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

Mr Mark Adderley, Director of Human Resource Development

Ms Sue Collier, Director of Governance & Legal Services

Mr Malcolm Deans, 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)

Ms Theresa Merrick, Director of External Affairs (*left at 4.00pm*)

Mrs Gillian McFadzean, Director of Research & Enterprise Services (*left at 4.00pm*)

Ms Lorna Morrow, Director of Administration (MACS)

Mrs Kathy Patterson, Academic Registrar & Deputy Secretary (*left at 3.30pm*)

Mr Derek Penman, Director of Administration (EPS)

Mr Campbell Powrie, Director of Administration (SML) (*arrived at 3.30pm*)

Mr Mike Roch, Director of Information Services

Apologies:

Ms Philippa Burrell, Director of Administration (SBE)

Ms Linsey Fender, Assistant to the Secretary

In attendance:

Mr Les Allan, Head of Health & Safety Services (for item 1)

Mr Duncan Hurst, Director of Media Services (for item 2)

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

Ms Ann Jones, Head of Heritage and Information Governance (for item 5)

Mr Andy Downie, Group Financial Controller (for item 10)

Ms Karen Mackintosh, Group Management Accountant (for item 11)

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Item
No.

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

M136 1 ENGAGING HEALTH & SAFETY

The Board received and noted the second in a suite of presentations given by the Head of Health & Safety Services on Engaging Health & Safety (H&S).

The Head of Health & Safety Services reported that a revised Health & Safety Policy had been approved, by the University Executive, at its meeting on 23 August 2012. The Board noted that the approval of this H&S Policy meant any previous H&S related policies were no longer in use. The Board noted the approval of the Policy and the members noted their individual responsibilities to uphold the Policy. The Head of Health & Safety Services confirmed that he would circulate the new Policy to all Board members after the meeting.

The Board also noted that Safeguard, a bespoke software programme, which will report on and monitor progress of all incidents within the University was being installed. The installation of this software is expected to be completed by 30 November 2012. The Head of Health & Safety Services confirmed that, once installed, Heriot-Watt will be the first University in Scotland to use this cutting edge system, and the first University in the UK to use it internationally. The Head of Health & Safety Services also confirmed that once the software was fully implemented, the Health & Safety Committee would regularly review the University-wide Incident Reports which would be generated by the system.

The Head of Health & Safety Services highlighted that H&S Services was about to launch an e-learning programme which would contain four H&S training modules. The Board noted that this programme would ensure that all University employees can be trained in the responsibilities they have under H&S. The Board noted that this programme would have the ability to monitor the progress of staff and the roll-out of the programme would begin at the start of September.

The Board also noted that Health & Safety Services were also working with and rolling out the systems above in the Borders, Orkney, Dubai and Malaysia.

M137 2 INSTITUTIONAL PRINT STRATEGY (SB/12/118)

The Board received and noted an update on the Institutional Print Strategy, presented by the Director of Media Services.

The Director of Media Services reported that for Phase One, the balance of machines from Xerox had been delivered, with the exception of the machines intended for the Orkney Campus which would be delivered soon. It was also reported that a total of thirty-four Xerox champion training sessions had already been delivered with around thirty left to complete.

The Board discussed the extra cost of installing card readers onto each multi-functional device (MFD), referencing the forthcoming investment in University-wide identity cards, and agreed that, at the moment, the majority of MFDs should be enabled for pincode/password printing instead of installing card readers. The Board suggested that in the School of the Built Environment, the Institution of Petroleum Engineering and the George Heriot Wing, (who had recently, or were in the process of introducing proximity smart cards for keyless entry into the building) card readers should be installed on the MFDs as a trial prior to funding the installation University-wide. The Director of Media Services should then gather feedback on the use of these cards and report back to the Secretary's Board.

The Board noted that the second phase of the strategy would begin in October, involving an audit of all current printing equipment which would be carried out by a team from Xerox. The Director of Media Services confirmed, once the audit is completed, meetings would take place with the managers of Schools, Institutes and Professional Services to demonstrate where savings could be achieved. The Board discussed the potential unwillingness of some University colleagues to eliminate the use of desktop laser printers following the audit, and agreed that it was important to communicate the importance of reducing the print costs of the University to these colleagues. The Chair of the Board requested that all Directors of Administration aide the Director of Media Services in changing the culture of desktop printing within their Schools.

The Director of Human Resource Development raised the issue of printers in HRD not being fit for purpose. The Board noted that if Phase 1 was not implemented correctly and successfully then Phase 2 would have limited credibility and support.

M138 3 STUDENT RECRUITMENT MONITORING (SB/12/119)

The Board received and noted an update on Student Recruitment, presented by the Director of Recruitment & Admissions.

The Director of Recruitment & Admissions reported that the overall projection is that the University will meet and surpass recruitment and associated fee income targets for the 2012/13 cycle, but it should be noted that the situation was currently fluid, therefore numbers could only be confirmed in October.

The Board noted that the Scottish/EU, RUK and International Undergraduate intakes were all currently on target. The Board also noted that all Postgraduate Taught applications and acceptances had seen a rise, with the exception of a reduction in applications for Scottish/EU students. The Director of Recruitment & Admissions reported that the Dubai Campus has seen a large increase in applications and acceptances, with a 57% increase in Undergraduate applications and a 91% increase in Postgraduate applications.

REPORTS FROM THE GROUPS OF THE SECRETARY'S BOARD

M139 4 Recruitment & Admissions Marketing Group (SB/12/120)

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

Equality & Diversity Advisory Group (SB/12/121)

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

The Board discussed the work of the Equality Challenge Unit (ECU) taking place within the University. The Chair of the Board requested that a report on the work of the ECU be submitted to the Secretary's Board meeting in January 2013.

UKBA Tier 4 Working Group (SB/12/122)

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

UKBA Internal Audit Update (SB/22/123)

The Board received and noted a report on the UKBA Internal Audit, presented by the Director of Governance & Legal Services.

The Board noted the findings of the internal review of Tier 4 student files carried out in August 2012. The Director of Governance & Legal Services reported that the planned UKBA audit of the University would take place between 1 October and 31 December 2012 and that the reported action plan, included in the paper, had set out a range of actions to be completed before 1 October 2012.

The Director of Governance & Legal Services confirmed that the Board would be kept updated on the status of the action plan.

The Director of Human Resource Development confirmed that a reminder would be sent out to all Professional Services and Schools on Tier 2 processes.

Update on ALP/IDL Activities (SB/12/124)

The Board received and endorsed a report and recommendations on Approved Learning Partner and Independent Distance Learning (ALP and IDL) activities within the University, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the initial work undertaken was to discover the similarities and difference towards managing ALP and IDLs within the Schools. The Board agreed that the next stage should be to develop a Working Group to focus on a strategic review of ALP and IDL University-wide operations and to consider change management issues which would be brought about by the introduction of a central co-ordinating unit for ALP and IDL matters. This Group would meet once a month, for four months, and report directly to the Secretary's Board and International Strategy Board, with a link to the Learning & Teaching Board.

The Director of Human Resource Development suggested that his team would be available to help the Group with discussions on staff development in support of ALP L&T quality.

M140 5 INFORMATION SECURITY POLICIES (SB/12/125)

The Board received and noted the Information Security Policies (Information Security Policy Framework, IT and Communications Facilities User Policy, Information Security Incident Management Policy) presented by the Head of Heritage and Information Governance.

The Board noted that the policies, and supporting procedures, had been developed by the REALISM Project Board following suggestions from the Internal Auditors, and if approved, the REALISM Project Board will close and the Information Security Group will become operational.

The Board approved the Information Security Policies, subject to consultation with the recognised trade unions and the wider University community, and subject to the following amendments:

- Soften the language of the IT and Communications Facilities User Policy;
- Remove all examples of email addresses in point 3.17 of the IT and Communications Facilities User Policy;
- Include in point 3.20 of the IT and Communications Facilities User Policy a sentence to reflect that if damaging software was unintentionally downloaded then the disciplinary action may not have to be invoked.

The Board received and noted the Information Security Procedures (Mobile Telecommunication Procedures and Information Security Incident Management Procedures).

M141 6 DISABILITY POLICY (SB/12/126)

This paper was withdrawn from the meeting. The Board noted that it would be presented at a future meeting of the Board.

M142 7 STUDENT MATERNITY GUIDANCE (SB/12/127)

The Board received and noted a paper on Student Maternity Guidance, presented by the Director of Governance & Legal Services.

M143 8 REVIEW OF RETIREMENT PROCEDURES (FLEXIBLE WORKING POLICY & PROCEDURES) (SB/12/128)

The Board received and approved the Flexible Working Policy & Procedures, presented by the Director of Human Resource Development, and recommended the papers for onward presentation to the CJNCC for information.

The Board also approved the proposal to remove the Policy on Early Retirement, including the communication to staff regarding these changes.

The Board noted that the Flexible Working Policy & Procedures had been submitted to the Board, due to the removal of the default retirement age on 1 October 2011, the introduction by USS of Flexible Retirement from 1 October 2011, plus previous issues with staff retiring and being re-engaged on part-time contracts.

The Board also discussed the University's policy on rewarding long service. The Director of Human Resource Development confirmed that this would be looked at in the near future and would be brought back to the Secretary's Board in due course.

FORMAL MATTERS

M144 i APOLOGIES

Apologies were received from Ms Philippa Burrell and Ms Linsey Fender.

M145 ii MINUTES OF THE MEETINGS OF 3 JULY 2012

The Board received and approved the minutes of the meeting on 3 July 2012.

M146 iii MATTERS ARISING REPORT

The Board received and noted the Matters Arising Report from the 3 September 2012 meeting, and provided the following updates to the report:

M127 – The Chair of the Board confirmed that the Secretary's Board would continue to receive updates on the UKBA Tier 4 Audit.

M103 – The Director of Human Resource Development reported that currently, UNITE was balloting on the Holiday Proposal decision; therefore the changes would not be implemented for the start of the Academic year. The Board would receive an update on the outcome of this ballot on due course.

M075 – The Chair of the Board confirmed that a proposal on the Project Management Office would be submitted to the October meeting of the Board.

M066 - The Chair of the Board confirmed that work had begun on the development of a University network of Committee Clerks and a report would be submitted to the Secretary's Board in the near future.

M048 – The Director of Human Resource Development confirmed that a paper on the University's senior remuneration, promotion and rewards processes would be submitted to the Secretary's Board at the October meeting.

M147 iv POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 3 September 2012.

M148 v BUSINESS REPORTED BY THE CHAIR

Professional Services Business Cases

The Chair of the Board reported that all the recent business cases submitted to the Secretary's Board had been discussed by the Principal's Advisory Group (PAG) as part of a full schedule of capital projects. The Board noted that there will be a quarter one outturn at the end of October, when investment in these projects would be considered by PAG.

Points for the Principal

The Chair of the Board highlighted that if any University colleague wished to see a collection of the comments gathered by the Points for the Principal box, they should check on the web at <http://www.hw.ac.uk/internal/principal/>

Director of Finance

The Chair of the Board reported that it was hoped an announcement could be made soon regarding the appointment of a new Director of Finance. The Board noted that meanwhile, Andrew Downie, Group Financial Controller and Karen Mackintosh, Group Management Accountant would be meeting frequently with the Chair in order to manage the Finance department.

OPERATIONAL UPDATE

M149 9 REPORT FROM THE DIRECTORS OF ADMINISTRATION/ REGISTRARS (SB/12/129)

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

The Board noted that Schools were finding it difficult to attract technical staff into more junior roles for succession planning purposes. The Director of Administration (EPS) suggested that a provision be made for Modern Apprenticeships in multiple roles throughout the University. The Chair of the Board requested that this provision be included in the planning process for Schools and Professional Services.

The Board also discussed the possibility of establishing a graduate development programme. The Director of Human Resource Development requested that any suggestions regarding this programme be directed to HRD for discussions to then be held with the Vice-Principal.

The Director of Campus Services requested that Schools inform him if any difficulties are experienced with sections of Campus Services.

M150 10 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Campus Services (SB/12/130)

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

External Affairs (SB/12/131)

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

HR & Development (SB/12/132)

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

The Director of Human Resource Development reported that consultation on the National Pay Negotiation had concluded, and that it was expected industrial action would take place at the end of October following a ballot from the Unions.

The Director of Human Resource Development confirmed that a Staff Survey was scheduled to take place in 2013, and that intermittent pulse surveys would take place between the surveys to follow.

Governance & Legal Services (SB/12/133)

The Board received and noted a report from the Director of Governance & Legal Services.

Information Services (SB/12/134)

The Board received and noted a report from the Director of Information Services. The Board noted that the new Vision VLE is live and that no reported problems had been received so far.

Registry Services (SB/12/135)

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

Research & Enterprise (SB/12/136)

The Board received and noted a report from the Director of Research & Enterprise Services. The Board noted that RES had experienced a 20% increase in proposals in comparison to this time last year and it was hoped this would result in £130million of projects.

Finance

The Board received and noted an oral update on the Oracle R12 project, given by the Group Financial Controller.

The Group Management Accountant reported that Oracle was providing the basic functions (i.e. transacting orders, paying invoices, paying staff) and that work remained to be completed on establishing the more complex operations.

The Board noted that the Finance department was currently reviewing what was expected of each module and was in the process of completing a gap analysis.

The Board also noted that it was important for staff to adapt to the new system, and to report any feedback or problems to the Oracle Helpdesk.

M151 11 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2012 (FULL YEAR)

The Board received and noted an oral update on the Management Accounts for the period to 31 July 2012 (full year), presented by the Group Management Accountant.

The Board noted that the accounts had been closed on 30 August 2012 and £6.1million of surplus, £4.8million ahead of budget and £1.2million ahead of forecast had been reported; however, substantial reconciliation work remained to be undertaken to complete the accounts prior to review by the external auditors.

The Group Management Accountant reported that the finalised reports had not yet been distributed to Schools or Professional Services but the relevant Financial Controllers would circulate them as soon as they were available.

The Board noted that the individual budgets would be uploaded in the week commencing 10 September 2012.

M152 12 DEVELOPING THE PROFESSIONAL SERVICES STRATEGIC PLAN AND THE SECRETARY'S BOARD (SB/12/139)

The Board received and noted a proposal on Developing the Professional Services Strategic Plan, presented by the Director of Human Resource Development.

The Board noted that the consultation phase of the development of the University's strategic plan was now complete and the next steps were for each School and Professional Service to develop and implement strategic plans for their areas. The Director of Human Resource Development highlighted that the attached document outlined a proposal to develop the Professional Services strategic plan and contained three key recommendations.

Those Directors of Professional Service members of the Board who were still in attendance at the meeting (MA, SC, MD and MR) confirmed their approval of the proposal and recommendations. The Director of Human Resource Development confirmed that he would circulate the paper to those members who were not in attendance and gain approval outwith the meeting.

M153 13 ID CARDS UPDATE (SB/12/140)

The Board received and noted a paper on ID Cards, presented by the Director of Information Services.

The Director of Information Services highlighted the various types and technologies of identity cards used throughout the University currently. The Director of Information services confirmed that Information Services would investigate the possibilities/costs of implementing ID cards throughout the University and would report back to the Board.

The Chair of the Board highlighted that the business case for the Human Resources system, already approved by the Board, should be widened to include the possibility of ID card production.

M154 14 RUK FEES: ARRANGEMENTS FOR ADMINISTRATIVE PROCESSES (SB/12/141)

The Board received and noted a paper on RUK Fees: Arrangements for Administrative Processes.

The Board noted that any feedback on this paper should be directed to the Clerk.

SECRETARY'S BOARD

Minutes of the meeting held on 2 October 2012

Present:

Ms Ann Marie Dalton, Secretary of the University (Chair)
Ms Philippa Burrell, Director of Administration (SBE)
Ms Sue Collier, Director of Governance & Legal Services
Mr Malcolm Deans, Director of Estate and Campus Services
Ms Jennifer Dickson, Clerk
Ms Maggie Dunn, Director of Administration (SLS)
Ms Linsey Fender, Assistant to the Secretary
Ms Lesley Lindsay, Director of Administration (TEX)

Ms Theresa Merrick, Director of External Affairs
Mrs Gillian McFadzean, Director of Research & Enterprise Services
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 Mark Adderley, Director of Human Resource Development
Ms Morag Heggie, Director of Administration (EBS)

In attendance:

Ms Liz Dean-Stevens, Director of Development & Alumni (for item 1)
Mr Marcus Gilchrist, Student Systems Business Manager (for item 3)
Ms Karen Nicol, Head of Reward & Employee Relations (for items 5,6 and 7)
Mr Andy Downie, Group Financial Controller (for item 12)

Mr Tony Newjem, Chief Procurement Officer (for item 2)
Mr Mike Bates, Director of Recruitment & Admissions (for item 4)
Ms Karen Mackintosh, Group Management Accountant (for item 11)

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

M155 1 HWU FUNDRAISING CAMPAIGN

The Board received and noted a presentation on the HWU Fundraising Campaign for a new 'heart of campus', given by the Director of Development & Alumni.

The Board noted the background of the campaign, the progress to date and the next steps of the campaign.

The Director of Development & Alumni confirmed that the next steps of the campaign were as follows:

- Complete a fundraising Feasibility Study (60 interviews of current donors)
- Update the Communication Plan
- Involve key stakeholders
- Recruit volunteers
- Identify new funding sources

The Chair of the Board highlighted that this campaign was the chance to bring together the Schools and the Heritage of the University to the heart of the campus.

M156 2 PROCUREMENT AT HERIOT-WATT

The Board received and noted a presentation, given by the Chief Procurement Officer, on Procurement at Heriot-Watt.

The Board noted the varied contribution that the Procurement department provides to the University and the Board commended the support which Procurement provides to the Professional Services and Schools.

The Chief Procurement Officer highlighted the wish to establish a network of effective internal influencers who could assist Procurement in achieving good procurement practice within schools and sections. The Board noted that this would be done by engaging Procurement Champions within each Service/School. The Board noted that Procurement Champions would be change agents, working in conjunction with Procurement Services to promote, encourage, challenge and drive procurement improvement within Schools and Professional Service Sections.

The Chair of the Board confirmed that the profile of Procurement needed to be raised, and that a radical review of policies and practices, with a focus on value for money and non-pay spend, was required which would be aided by the establishment of Procurement Champions. The Chair of the Board requested that members contact the Chief Procurement Officer to nominate a local colleague as their own Procurement Champion.

M157 3 SSU QUARTERLY REPORT (SB/12/142)

The Board received and noted the quarterly report on the Student Systems Unit, presented by the Student Systems Business Manager.

The Systems Business Manager reported that enrolment had been relatively smooth with a steady but low rate of enrolment-related issues reported. The Board noted that the SSU draft two-year plan had been drawn up (circulated at the meeting) and it had incorporated requirements drawn from several sources. The Board noted that the two year plan included the reduction of shadow systems. The Board also noted that a review had been completed on the scope of the SSU, which identified what was core to the work of the section.

The Student Systems Business Manager confirmed that the UKBA Tracking Report had been released and was proving useful to the UKBA Tier 4 Team and those individuals responsible for UKBA in Schools.

The Student Systems Business Manager highlighted that SAS in Malaysia had yet to be tested. The Director of Information Services confirmed that there was an interim link to the Campus, which should be tested soon.

The Board discussed the 11G upgrade to the systems, the work of SLC/SAS, Oracle, ISS and the SAS Audit. The Chair of the Board highlighted that, when dealing with Audit recommendations, it was important to keep the Head of Risk & Audit Management up-to-date on the completions and provide evidence of these completions.

M158 4 STUDENT RECRUITMENT MONITORING (SB/12/143)

The Board received and noted a report from the Director of Recruitment & Admissions on student recruitment, focussing solely on enrolment figures.

The Board noted that for Undergraduate enrolment at the Scottish Campuses, Home/EU figures showed a likely overshoot of target by 1%, Rest of UK figures showed target had been exceeded by 10% and for Overseas, it was likely the target would be exceeded by 4%.

The Board also noted that Postgraduate figures, were likely to fall short of target by around 2% in the UK/EU category, and that the Overseas category was of key concern due to a reported shortfall to target of 13%. The Board discussed the reasons for this shortfall which were agreed to be namely:

- A higher number than normal of sponsored students not enrolling;
- Significant negative perceptions of visa processes; and
- The perception of the UK as being an unwelcoming country.

The Board noted that it was apparent, from HEI feedback throughout the country, that many Institutions were encountering similar issues. The Director of Recruitment & Admissions confirmed that a full report on final figures and analysis of the figures would be submitted to the Board at its November meeting.

The Director of Recruitment & Admissions highlighted that, in Dubai, undergraduate enrolment figures were likely to be 4% above target, and 12% above target for postgraduate.

The Chair of the Board report that the Recruitment, Enquiries & Admissions Working Group recommendations had been approved at the University Executive.

The Board discussed concerns in the recent surge of applications in some Schools and the ability of these Schools to be able to handle the increased applicant numbers. The Director of Recruitment & Admissions confirmed that the University had experienced a 78% increase in applications in the last four years.

The Board noted that, following this report, it was likely that there would be a moderate overall shortfall to recruitment target and related fee income in Scottish Campuses, but that any shortfall would be set well within planned contingency levels.

M159 5 SENIOR REMUNERATION, PROMOTION AND REWARD PROCESSES (SB/12/145)

The Board received and noted a report on the review of senior remuneration, promotion and reward processes, presented by the Head of Reward & Employee Relations.

The Board noted that a Short Life Working Group was established in April 2012 to review the main policies and processes for staff remuneration, reward, promotion and probation in order to ensure that fairness and transparency underpin each policy and supporting procedure. The Head of Reward & Employee Relations highlighted that Appendix one demonstrated the main improvements and proposals which were working to address the concerns raised in the staff survey about perceived unfairness and lack of transparency in the University remuneration and promotion processes.

The Head of Reward & Employee relations reported that no comments had yet been received from the Trade Unions on this proposal and that this proposal would go on to the University Executive for comment prior to coming back to the Board once all parties had been consulted.

The Board discussed the proposal briefly and relayed the following comment to the Head of Reward and Employee Relations:

- Point (c) on page four (£500 cap on locally awarded bonuses) may not be well received due to income tax reducing the overall value of the bonus;

The Chair of the Board encouraged all members to read the proposal, specifically sections four and five of Appendix one, and to forward all comments to the Head of Reward and Employee Relations.

M160 6 AUTO-ENROLMENT AT HERIOT-WATT (SB/12/146)

The Board received and noted a report on employee auto-enrolment into the pension scheme at Heriot-Watt, presented by the Head of Reward and Employee Relations.

The Board noted that, from 1 October 2012, the University had a legal obligation to enrol the majority of its workforce into a pension scheme and make employer contributions, due to laws contained in the Pensions Act 2008. (The Board noted that the University would have to ensure this was fully implemented by 1 July 2013). The Head of Reward and Employee Relations highlighted that the introduction of auto enrolment was one of the biggest reforms to affect UK pensions in decades, and auto enrolment would have financial and administrative implications which would affect all employers, regardless of size or the current pension provision they offer.

The Board noted that currently over six hundred members of staff at Heriot-Watt were eligible for auto-enrolment, and if every employee opted to stay in the scheme the University would contribute around £1.5million extra a year to the pension scheme. The Head of Reward & Employee Relations highlighted that it was extremely important for HRD and Finance to begin work on the provision for this legislation.

The Board approved the establishment of a Short Life Working Group which would develop a strategy and implementation plan for auto enrolment. The Board agreed that membership should include Corporate Communications, Governance & Legal Services and Finance. The Chair of the Board requested that once this Working Group was established, it submit the remit of the Group to the Board for approval, and following that, would report to the Board after each meeting.

POLICIES & PROCEDURES

M161 7 REVISED POLICY ON THE USE OF FIXED TERM CONTRACTS (SB/12/147)

The Board received and noted the revised policy on the use of Fixed Term Contracts, presented by the Head of Reward & Employee Relations.

The Head of Reward & Employee Relations reported that the University currently had three separate policies related to fixed-term contracts which had been due for review. The Board noted that whilst reviewing these policies, HRD had merged all three policies into one.

The Head of Reward and Employee Relations confirmed that the Trade Unions had yet to provide feedback on the Policy. The Chair requested that members of the Board feedback any comments to the Head, after which the Policy should be resubmitted to the Board for approval, once the Trade Unions had been fully consulted.

M162 i APOLOGIES

Apologies were received from Mr Mark Adderley and Ms Morag Heggie.

M163 ii MINUTES OF THE MEETING ON 3 SEPTEMBER 2012

The Board approved the minutes of the meeting on 3 September 2012, subject to the following additions/amendments requested by the Director of HRD by correspondence:

Addition to M137 - The Director of Human Resource Development raised the issue of printers in HRD not being fit for purpose. The Board noted that if Phase 1 was not implemented correctly and successfully then Phase 2 would have limited credibility and support.

Amendment of M139 Final Paragraph - The Director of Human Resource Development suggested that his team would be available to help the Group with discussions on staff development in support of ALP L&T quality.

M163 iii MATTERS ARISING REPORT

The Board received and noted the Matters Arising Report from the 3 September 2012 meeting.

M164 iv POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Construction report from the 3 September 2012 meeting.

M165 v BUSINESS REPORTED BY THE CHAIR

NSS Result and Sunday Times Scottish University of the Year

The Chair of the Board highlighted the recent successes of Heriot-Watt in the National Student Survey results and the Sunday Times Scottish University of the Year award for the second year running. The Chair confirmed that during the Principal's presentation at the Court on Monday 1 October 2012, great emphasis was placed on the work of the Professional Services in achieving these awards. The Board noted that the Principal would be in attendance at the next meeting of the Secretary's Board to discuss the NSS results.

Chief Operating Officer – Malaysia

The Chair of the Board reported the Ms Janice Yew, COO of HWUM visited the Campus in September and attended the University Executive. It was requested that the Board receive a presentation of the establishment of the Malaysia Campus which would be scheduled for the December meeting.

The Board noted that the Malaysia Oversight Board, the governing body of the Project which reports to Court, would meet for longer than the initial agreed life span for the Board

Director of Finance

The Chair of the Board confirmed that the Mr Andrew Menzies had been appointed as Director of Finance and would take up post in November 2012.

MANAGEMENT/PROJECT

M166 8 PROJECT OFFICE PROGRESS REPORT (SB/12/144)

The Board agreed to postpone the discussion of this item until the November meeting of the Board.

M167 9 REPORTS FROM THE GROUPS OF THE SECRETARY'S BOARD

Equality & Diversity Advisory Group (SB/12/159)

The Board received and noted a report from the Equality & Diversity Advisory Group at its meeting on 12 September 2012, presented by the Director of Governance & Legal Services.

The Board noted that Court had received a presentation on the current status of Equality & Diversity at Heriot-Watt and was aware of the work being undertaken to develop this area. The Board noted that the Athena Swan Awards may be linked to research funding in the

future.

ALP/IDL Working Group Update

The Board received and noted an oral update on the recent work of the ALP/IDL Working Group at its meeting on 26 September 2012, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the ALP/IDL Working Group had approved its Terms of Reference which would be submitted to the Board at its meeting in November for approval. The Academic Registrar and Deputy Secretary reported that at the next meeting of the Working Group, on 29 October 2012, the Group planned to look at the functional areas of working with ALPs and IDLs.

The Board noted that although the Edinburgh Business School had chosen not to attend the meetings as a member, they had agreed to share ALP/IDL best practice.

M168 10 PROPOSAL ON SPECIAL REQUIREMENTS FOR STUDENT EXAMINATIONS (SB/12/149)

The Board received and noted a proposal on special requirements for student examinations, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Scottish Campuses were noticing increased pressure on Professional Services to provide separate examination arrangements for students with disabilities. Within the paper, the Academic Registrar highlighted the main concerns of the Professional Services, established the current processes which were being used, and made recommendations for further action to ease the pressures.

The Board approved recommendations 7.1, 7.2, 7.4, 7.5, 7.6 and 7.7, and agreed that 7.3 required further discussion. The Board noted that recommendation 7.3 may have resource implications and that with further discussion between Academic Registry and Professional Services in Schools, an agreement may be reached to 'pool resources' and employ temporary staff during these exam times.

The Board noted that the outcome of these discussions would be reported to the Board at a later date.

M169 11 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2012 (END OF YEAR)

The Board received and noted that Management Accounts for the period to 31 July 2012, presented by the Group Management Accountant.

The Board noted that Schools had returned a below budget contribution of £35.1million, but exceeded the forecast. The Group Management Accountant reported that this result was due to staff not being appointed, lower than expected non pay costs and better than expected income generation, offset by lower than expected teaching and research income.

The Board noted that the first set of accounts for the new financial year should be available from the middle of November. The Group Management Accountant confirmed that these accounts would incorporate a quarter one forecast.

The Board also noted that the Professional Services budgets were still in line with what was discussed in April, but that the budget letters would not be issued from the Secretary of the University until later in the year.

The Group Management Accountant reported that the Financial Controllers in Schools and Services should now be forecasting budgets with the expectation that they would be broken down into greater detail.

OPERATIONAL UPDATE

M170 12 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Finance (SB/12/152)

The Board received and noted a report from the Finance Directorate, presented by the Group Financial Controller.

The Board noted that the Finance Directorate was working hard on the Oracle R12 Project and completion of the Financial Accounts.

The Group Financial Controller provided a full update on Oracle R12 and highlighted that the Finance team was currently working on student facing elements of the system, moving over the PCard and expense functions from OR11 to OR12 and establishing the roll-out of the i-store.

The Board noted that the Finance Director had been appointed at the Malaysia Campus therefore it was important for the Finance Team to begin setting up the Finance functions to support Putrajaya. The Chair of the Board reported that Oracle Helpdesk calls were becoming less frequent; however the University continued to retain the Oracle consultants to finalise the project. The Board noted that the Annual Report from the Internal Auditors was very likely to mention the implementation of Oracle R12.

The Chair of the Board confirmed that the Financial Statements and Statutory Accounts did not have to be submitted to the Scottish Funding Council until the end of December 2012; therefore work was continuing in order to finalise the Accounts. The Board noted that many of the School Financial Controllers were assisting in the consolidation of the Accounts.

The Chair of the Board confirmed the recruitment of the Director of Finance and thanked the Group Financial Controller and Group Management Accountant for all their hard work and support in the interim running of the Finance Directorate.

Campus Services (SB/12/150)

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

The Board noted that the New Residences on the Edinburgh Campus had been completed and occupied, and the Chair of the Board congratulated the Director and his team on the massive efforts involved in the delivery of the project.

External Affairs (SB/12/151)

The Board received and noted a report from the External Affairs Directorate, presented by the Director of External Affairs.

The Board noted that Corporate Communications had successfully arranged and held a variety of international and political events. The Board also noted the success of the University achieved through the NSS Results and the Sunday Times University of the Year Award.

HR & Development (SB/12/153)

The Board received and noted a report from the Human Resource & Development Directorate. No member was in attendance to present this item.

Information Services (SB/12/154)

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

The Director of Information Services reported that meetings were being arranged with the Director of HRD, Campus Services, Media Services and the Academic Registrar & Deputy Secretary to progress the plans on the acquisition of ID cards.

The Board noted that the recently recruited Information Services Heads of Section had taken up their posts and that members should arrange time in their diaries to meet with these new colleagues.

Registry Services (SB/12/155)

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

The Board noted that Careers Services had held a very successful student employability event within the School of Management & Languages.

The Academic Registrar & Deputy Secretary reported that the President of the Student Union had been in contact with Lothian Buses to request additional buses at peak times. The Board noted the Lothian Buses had agreed to meet this request.

The Board also noted that attendance monitoring points had been agreed with input from School staff and that student attendance tracking began on 2 October 2012.

Research & Enterprise Services (SB/12/156)

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

The Board noted that RES had received many research grants and awards, but due to Oracle R12 the section was currently unable to analyse spend information and identify potential mismatches between HESA and Oracle data.

The Board noted that Jane Polglase had joined the University's REF team and would be focussing especially on the Impact and Environment (qualitative) elements of the submission.

Governance & Legal Services (SB/12/157)

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

The Director of G&LS highlighted that the Data Protection Office recently imposed massive fines on two public bodies for failing to ensure the secure destruction of confidential paper and electronic records. The Board noted that members should make their teams aware of these implications should documents not be destroyed correctly.

The Board also noted that preparations for the UKBA Audit were going well and were progressing according to the Action Plan. The Board noted that additional training was being offered to staff, at the same time as enrolment training.

M171 13 REPORT FROM THE DIRECTORS OF ADMINISTRATION/ REGISTRARS (SB/12/158)

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

The Board noted that some problems were being experienced with the new MFDs, and that 'follow-me' printing (currently not available) would be well received within the Schools for ease of use. The Director of Administration (SML) reported that they were approaching Xerox in order to arrange small bite-sized training sessions for School staff. The Director of External Affairs suggested that the Director of Media Services attend the next meeting of the Board to discuss the current challenges with the MFDs.

The Board noted that all issues within VISION had been addressed, and that SML had virtually completed its review of UKBA student records.

The Academic Registrar & Deputy Secretary reported that concerns had arisen around the

timetabling of specific lecture theatres (attendance at lectures being too high and students sitting on steps as no chairs available). The Academic Registrar & Deputy Secretary confirmed that contact had been made with the University Timetabler to address these concerns.

The Chair of the Board confirmed that work would begin soon on space planning and space utilisation throughout the University.

The Board noted that reports from Professional Services and Schools should be used to inform members of work within the sections. Any issues or problems experienced should be reported to the relevant responsible officer before being included in Board papers.

SECRETARY'S BOARD

Minutes of the meeting held on 5 November 2012

Present:

Ms Ann Marie Dalton, Secretary of the University (Chair)	Ms Morag Heggie, Director of Administration (EBS)
Mr Mark Adderley, Director of Human Resource Development	Mrs Gillian McFadzean, Director of Research & Enterprise Services
Ms Philippa Burrell, Director of Administration (SBE)	Ms Lorna Morrow, Director of Administration (MACS)
Ms Sue Collier, Director of Governance & Legal Services	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
Mr Malcolm Deans, Director of Estate and Campus Services	Mr Derek Penman, Director of Administration (EPS)
Ms Maggie Dunn, Director of Administration (SLS)	Mr Campbell Powrie, Director of Administration (SML)
Ms Linsey Fender, Assistant to the Secretary	Mr Mike Roch, Director of Information Services

Apologies:

Ms Lesley Lindsay, Director of Administration (TEX)	Ms Theresa Merrick, Director of External Affairs
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In attendance:

Mr Les Allan, Head of Health & Safety Services (for item 1)	Mr Duncan Hurst, Director of Media Services (for item 3)
Professor Steve Chapman, Principal & Vice-Chancellor	Mr Steve Salvini, Project Support Office (for item 2)
Ms Jennifer Dickson, Clerk	Mr Ian Sutherland, Admissions & Wider Access Manager (for items 4 & 5)
Mr Andy Downie, Group Financial Controller (for items 9 & 10)	

Minute	Item
No.	No.

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

M165 1 ENGAGING HEALTH & SAFETY

The Board received and noted the third in a suite of presentations given by the Head of Health & Safety Services on Engaging Health & Safety (H&S) at Heriot-Watt University.

The Head of H&S Services highlighted the recent initiatives developed by H&S Services, namely the:

- Health & Safety Policy
- E-learning Programme
- Safeguard System
- Strategic H&S Risk Register

The Board noted that all line managers had a responsibility to ensure they were aware of all aspects of the H&S Policy, specifically page seven and eight which detailed the accountability of the Heads or Directors of Schools, Institutes and Directorates, and Directors of Administration, Heads of Department and Heads of Service. The Board noted that a one-to-one meeting with the Head of H&S Services to discuss these responsibilities could be arranged for any member who required one.

The Board noted that the H&S e-learning programme was launched at the beginning of October, and comprised four different modules which staff should complete (Occupational Health &

Safety Assessment, AssessRite, FireRite and FeelRite). The Board noted that of the 1712 staff on Campus, 32.7% had completed the H&S e-learning programme to date. The Head of H&S Services confirmed that email reminders would be sent out to those staff who had not yet completed the programme, but that line managers should also encourage staff members to complete it. The Board noted that those staff members who did not have access to computers were being provided with specific classroom sessions in order to complete the programme.

The Board discussed the necessity of completing the e-learning programme and noted that all staff members must take part in order to complete their own H&S responsibilities. It was highlighted that, currently, the number of Professional Services staff who had completed the e-learning programme was significantly higher than those academic colleagues (24% of PS Staff to 8% of academic) therefore the Directors of Administration were requested to feed this data back to the Heads of School.

The Board noted that PhD students were not currently included in the e-learning programme as they were not members of staff. The Board noted that this issue would be resolved out with the meeting.

M166 2 PROJECT SUPPORT OFFICE PROGRESS REPORT

The Board received and noted a presentation on the establishment of the Project Support Office (PSO), presented by the Mr Steve Salvini of the Project Support Office.

Mr Steve Salvini detailed the current status of the establishment of the project Support Office, and the principles of the Project Support Office.

The Board noted that the main aim of the PSO was to build on the University's current process of project support, keep all support as simple as possible (avoid bureaucracy and 'box ticking' exercises), assist in projects rather than 'do' projects, help align projects to the University Values, and promote organisational learning and collaboration.

The Board also noted that the Mr Steve Salvini had been visiting departments within the University in order to assess what was required from a PSO. The requirements which were highlighted from these visits were:

- A common language
- Communication
- Organisational review planning
- Business process mapping and Business process re-engineering
- Change management

The Board discussed the establishment of the PSO and recommended that the PSO should be where Project teams go to understand/identify the process/milestones of a project and to get support when a problem arises. The PSO should accumulate the know-how and experience of the University and always be on-hand to provide advice and/or direction. The Board agreed that a project management methodology was important, but that the methodology should be simple, flexible and practical, and the PSO should not enforce bureaucratic processes. The Board discussed the importance of ensuring that colleagues with the best knowledge, are identified as project team members and agreed that the PSO could help identify these colleagues.

The Board suggested that the PSO find exemplars of other PSOs throughout the sector and draw on their knowledge and expertise during the establishment.

M167 3 INSTITUTIONAL PRINT STRATEGY UPDATE

The Board received and noted an oral update on the implementation of the Institutional Print Strategy, given by the Director of Media Services.

The Board noted that the closure of the accounts with Canon and Oce (the University's former providers of printers and photocopiers) was almost complete.

The Director of Media Services highlighted the user feedback from the implementation of the MFDs (Multi-functional devices), detailing the positive and negative issues experienced.

The Board noted that the current issues facing the majority of MFDs were surrounding the 'wake-up' time of the device, print jobs disappearing and the MFD experiencing an 'error' part way through printing a document. The Board noted that the problems experienced with the machines were partly due to a problem with the University's network and it was confirmed that these issues must be addressed by Media Services with the help of Information Services, but that there were resource implications. The Director of Media Services confirmed that Information Services would provide Media Services with an IS Management desktop to enable Media Services to access the helpdesk network.

The Board discussed the usage of the MFDs within Schools and Professional Services and noted that it was felt in some Schools that should Follow-me printing be installed it could alleviate a lot of the pressure on the machines. The Board noted that SBE had installed follow-me printing and a report on this, as previously discussed at the Secretary's Board, would be submitted to the Board in the new year.

The Chair of the Board requested that a report be presented to the Secretary's Board in the new year detailing the issues experienced in each professional service and School, and providing a robust strategy for overcoming these issues. The Director of Media Services agreed that all issues should be resolved prior to the beginning of semester two.

Addendum: The Secretary of the University has since requested that the above report on MFDs be submitted to the Secretary of the University before Friday 23 November 2012.

M168

4 STUDENT RECRUITMENT UPDATE (SB/12/160)

The Board received and noted an update on Student Recruitment presented by the Admissions and Wider Access Manager.

The Board noted that for Undergraduate recruitment, the Scottish/EU target had been slightly exceeded, that RUK recruitment had exceeded target by 11% and International Non-EU recruitment had exceeded target by 7%.

The Board also noted that for Postgraduate taught recruitment, Home/EU is 4% below target and International Non-EU is 12% below target. The Admissions & Wider Access Manager highlighted that the main issue of concern is the international non-EU postgraduate taught figures which have remained unchanged since 2011 but had missed target by 12%.

The Board noted that Recruitment & Admissions were holding discussions with Schools regarding the conditional offers accepted by students as it was thought that many of these acceptances were recorded as unconditional and affected the acceptance figures.

The Admissions & Wider Access Manager highlighted the call for bids which the SFC (Scottish Funding Council) had issued for additional funded places to institutions, totalling at 2050 places for undergraduates and 1000 places for postgraduates. The Board noted that the additional funding was focused on areas of 'economic impact', widening participation and Further Education articulation at undergraduate level and priority economic areas at postgraduate taught level. The Board noted that the Planning Office was preparing the bid and were meeting with Schools and Recruitment & Admissions to discuss the bid. The Board also noted that the SFC call for bids had come at the right time as these additional places were consistent with the University's recently published Strategic Plan.

REPORTS FROM THE GROUPS OF THE SECRETARY'S BOARD

M169 5 Recruitment & Admissions Marketing Group (SB/12/161)

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

The Board noted that discussions had been had at the RAM meeting surrounding advance instalment processing and the issuing of confirmation of acceptances for studies (CAS). It was confirmed that the Fees Working Group had agreed to instigate a review of the advance instalment process and that discussions had been held regarding the later start of the Academic Year in order to assist in the timeframe of distributing CAS but that it was decided there would be no change to the Academic Year. The Chair of the Board requested that more information on the advanced instalment process review be reported to the Board at its next meeting.

The Board also noted that RAM discussed possible improvements to the level of communication between the University and Approved Learning Partners (ALPs) and that it was agreed the recently established SCOAIR (ALP/IDL) Working Group would pursue this along with the other items on their agenda.

UKBA Tier 4 Working Group (SB/12/162)

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

The Board noted that the Director of Governance & Legal Services and the UKBA Compliance Officer would be visiting Schools at the end of the month in order to ensure all evidence for UKBA was present and correct.

The Board also noted that further training to those staff responsible to recording UKBA information would take place in January due to changes in the reporting system coming into effect.

SCOAIR (ALP/IDL) Working Group (SB/12/163)

The Board received and noted a report from the SCOAIR (ALP/IDL) Working Group, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Working Group had held two meetings so far which had established the boundaries of the Group and highlighted a number of issues to deal with.

The Academic Registrar & Deputy Secretary confirmed that a strategic review would take place to look at how the University deals with students and partners, and that it was hoped a full report would be submitted to the Secretary's Board in the new year. The Board noted that it had been agreed that IDLs and ALPs must be managed separately.

It was highlighted that the members of the Working Group had been contributing well to the discussions and were welcoming the opportunity to address these issues.

SCOAIR (ALP/IDL) Working Group Terms of Reference (SB/12/164)

The Board received and noted that SCOAIR Working Group Terms of Reference, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Working Group was reporting to the Secretary's Board and the International Strategy Board, and that the Senior Deputy Principal and Director of International Development were also receiving a copy of the minutes, in relation to the Malaysia Project.

The Board approved the Terms of Reference.

M170

6 POLICY & PROCEDURES FRAMEWORK (SB/12/165)

The Board received and noted a proposal on the process and standards for policy development and approval, presented by the Head of the Secretariat.

The Board noted that this proposal had previously been submitted to the Board for approval in January, and following the meeting a number of change requests had been received. It was important, therefore, for the revised proposal to be re-submitted to the Board for approval.

The Head of the Secretariat highlighted that the two key changes in the document since January, were the inclusion of a fast-track policy approval option for straightforward policy which is driven by outside legislation, and clarification that the guidance is not intended to cover academic policies (which would be separately defined and be subject to different routes of approval).

The Board noted that the guidance for policy approval highlighted which policies must be submitted to the University Executive and the Court for approval. The guidelines also highlighted that procedures which support a policy are submitted to the appropriate approving body for information and comment only, unless the procedure was stand-alone with no 'parent' policy, in which case the procedure should be submitted for approval. The Board noted that the process for policy approval was designed to ensure effective communication and implementation and that the process met information governance requirements. The Board also noted that a code of practice had been added to the guidance and that the guidance proposed a review period of five years for all current policies.

The Head of the Secretariat confirmed that this process for policy approval was considered to be a 'live document' and that the intention was for the Head of Heritage & Information Governance and the Secretariat to meeting with key policy developers annually to gather feedback on the process and to discuss further policy developments.

The Board discussed the current master list of all policies within the University. The Board noted that the oldest and highest priority policies were being reviewed first (for example the Health & Safety Policy) and that discussions would be held with current policy owners in order to determine the order in which the current policies were to be reviewed.

The Director of Human Resource Development confirmed that HRD were currently working on all HR policies, and were rolling many of these policies into one, with procedures to support each aspect of the policy.

The Board approved the process and standards for policy development and approval, with the request that the 'Policy & Procedures Development Request' template be changed to accommodate policy & procedure revision requests to help ensure wider awareness and promote joined up thinking.

M171

7 DISABILITY POLICY (SB/12/166)

The Board received, noted and approved the Disability Policy, presented by the Director of Governance & Legal Services.

The Board noted that following the recent review of the Equality & Diversity Policy, it was agreed that this Disability Policy should be created, and that it had been developed through consultation with HRD and E&D.

The Board noted that this policy only related to students in the UK due to specific legislation, and that section 4 in the policy stated 'We aim to ensure that our response to supporting disabled staff and students is consistent across our UK campuses and as far as is reasonably practical, our international campuses'.

FORMAL MATTERS

M172 - PRINCIPAL'S COMMENTS

The Board noted the Principal's thank you and congratulations to all involved in the provision of services to students which resulted in the excellent National Student Survey (NSS) results.

The Principal highlighted that the NSS results were not solely based on academic feedback, but on career prospects, IT provision, the Library, registry services and accommodation to name but a few. The Principal conveyed his gratitude to all Professional Services colleagues and gave his continued support to all Board members.

M173 i APOLOGIES

Apologies were received from Ms Theresa Merrick and Ms Lesley Lindsay.

M174 ii MINUTES OF THE MEETINGS OF 2 OCTOBER 2012

The Board received and approved the minutes of the meeting on 2 October 2012.

M175 iii MATTERS ARISING REPORT

The Board received and noted the Matters Arising Report from the 2 October 2012 meeting, and provided the following updates to the report:

M156 Procurement at HWU

The Chair of the Board confirmed that the role of Procurement Champion would be developed further in order to focus on a role which is more strategic.

M168 Proposal on special requirements for student examinations

The Board noted that discussions would be held between the Academic Registrar & Deputy Secretary and Secretary of the University in order to discuss the possibility of Registry Services providing the centrally funded temporary staff for examinations. It was confirmed that discussions were being held with the Academic Registry Office Manager in order to find space to hold the necessary materials. It was hoped that this provision could be organised for Semester two examinations but it was recognised that Registry Services required the extra space and facilities to provide this service.

M148 Professional Services Business Cases

The Chair of the Board confirmed that the Principal's Advisory Group would not make a decision on the suite of business cases presented to the Group until the month end outturn but that PAG was already aware of these cases.

M176 iv POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 2 October 2012.

M177 v BUSINESS REPORTED BY THE CHAIR

HWU Strategic Plan 2013-18

The Chair of the Board highlighted that the University's Strategic Plan for 2013-2018 had been finalised and published, and distributed copies of the Plan to the members during the meeting.

Principal's Briefing on Strategic Plan

The Chair of the Board encouraged all members, and colleagues throughout the University, to

attend one of the Principal's briefings being held at each campus of the University over the next month.

Christmas Carol Concert

The Chair of the Board highlighted the Christmas Carol Concert which would be taking place on Thursday 13 December 2012. The Board was reminded that it was a free event, but was ticketed, so those who wished to go should register their attendance with Corporate Communications.

MANAGEMENT/PROJECT

M178 8 SUPPORT FOR THE COMMONWEALTH GAMES 2014 (SB/12/167)

The Board received and noted a paper on the provision of support for staff and student volunteers at the Commonwealth Games 2014, presented by the Director of HRD.

The Board noted that the 2014 Commonwealth Games required volunteers to offer a minimum of eight days (and a maximum likely to be of eleven), and also commit to three/four days of training and development.

The Board approved that the University should match half of the minimum commitment (of eight days), subject to the agreement of line managers. The Board agreed that this proposal should also be submitted to the UE for approval.

The Board discussed the importance of publicising this provision alongside the other volunteering benefits which the University offers its staff (for example, additional annual leave days for Territorial Army volunteers, etc). The Board also agreed that it was important to strengthen the role of the line manager, (citing the issues that the University would face if all colleagues were guaranteed, and then granted by the Volunteering body, leave for voluntary work at the same time), within the proposal and subsequent communication, in granting the leave for volunteering at the Games.

The Board also discussed the additional support the University could offer volunteers or athletes competing in the Games. These discussions included:

- Support for staff throughout the volunteer application process;
- Discounted accommodation on campus for student volunteers for the duration of the volunteering;
- Provision of University minibuses for transporting volunteers and athletes to the Games;
- Support for students who may wish to volunteer as interpreters throughout the Games.

The Board discussed the importance of providing the above services in a co-herent, 'joined up' package.

The Board noted that it would be helpful for the Head of Sport & Exercise to consult with the Director of Careers Services in relation to the Higher Education Achievement Record (HEAR).¹

M179 9 MANAGEMENT ACCOUNTS

The Board received and noted an oral update on the Management Accounts for the period ending 31 October 2012, presented by the Group Financial Controller.

The Board noted that the Management Accounts would be presented to the University Executive on 14 November 2012.

¹ The HEAR is a new way of recording student achievement in higher education (HE) and is intended to provide more detailed information about a student's learning and achievement than the traditional degree classification system. It will be issued to students on graduation and will include and extend the existing record of academic achievement; the academic transcript, and the European Diploma Supplement.

OPERATIONAL UPDATE

M180 10 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Finance (SB/12/168)

The Board received and noted a report on the Finance Directorate, presented by the Group Financial Controller.

The Board noted that the Annual Accounts had been submitted to the University Executive and that the transition to Oracle R12 had highlighted a procedural backlog which would be addressed once the Annual Accounts had been completed.

The Group Financial Controller reported that i-store had been rolled out to the Institute of Petroleum Engineering (IPE), and that it would be rolled out to other Schools once it had been fully tested within IPE.

The Board noted that the Head of Finance (Malaysia) had visited the Edinburgh campus and meetings were taking place to discuss the setup of the Finance system at the Malaysia campus.

External Affairs (SB/12/169)

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

Campus Services (SB/12/170)

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

The Board noted that discussions were ongoing with the Natural Environment Research Council (NERC) and the British Geological Survey (BGS) with regard to BGS either locating to a standalone facility on the Research Park or developing a combined facility with the University, to house the proposed Centre for Earth and Ocean Technology. The Board noted that an update on these discussions would be reported as soon as possible.

Research & Enterprise (SB/12/171)

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

The Board noted that the Research Grants Office hosted a visit from RCUK and that initial feedback indicated no issues but that the overall description of the research environment by RCUK within HWU will be addressed in the development of the Research and Knowledge Exchange Strategy by the Research & Knowledge Exchange Board.

Registry Services (SB/12/172)

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

The Board noted that the colleagues from Academic Registry within the University of Glasgow had visited the Edinburgh campus in order to gain advice and information from Academic Registry on organisation of graduations overseas.

The Board also noted that there had been many developments regarding Malaysia and that members should refer to page three in the report for more details.

The Academic Registrar & Deputy Secretary highlighted that a Survey Management Group had been established in order to oversee the management and co-ordination of student surveys, and that the membership would comprise of the Academic Registrar & Deputy Secretary, the Deputy Principal (Learning & Teaching), the Director of Planning and *Em Bailey*.

The Board noted that the Careers Service had held some very successful Careers Fairs and that the Health Centre had developed a Service Level Agreement which would be circulated following the meeting. The Board also noted that colleagues from the Health Service at University of St Andrews had visited the Health Centre in order to seek advice on current healthcare provisions in respect of HWU students.

The Board noted that the Student Union had highlighted the problem with overcrowding in Lecture theatres.

HR & Development (SB/12/173)

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

The Board noted that the University had been re-awarded the UKBA Tier 2 license subject to a final visit by UKBA.

The Board also noted that due to increasing student numbers, space to conduct staff development days was becoming more scarce therefore more development days were being held off-site increasing the time and cost of personal development.

The Director of HRD highlighted that HR had been working with the REF (Research Excellence Framework) team in order to ensure that eligibility is clear and contract documentation is in place to support REF2014.

Governance & Legal Services (SB/12/174)

The Board received and noted a report from the Director of Governance & Legal Services.

The Board noted that Equality & Diversity were holding a Census Week in the week commencing 26 November 2012. The Director of Governance & Legal Services confirmed that the purpose of this census was to capture key data on staff and students which would be held in the strictness of confidence in accordance with Data Protection legislation. The Chair of the Board requested that External Affairs be involved in the publication of the census.

Information Services (SB/12/175)

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

The Board noted the positive scores from the NSS relating to the Library and IT resources. The Director of IS confirmed that meetings were taking place with Schools where the NSS scores are deemed unsatisfactory and confirmed that IS have undertaken to make various adjustments to the services to address students' concerns.

The Board also noted that options were being considered for easing pressure on study space in the Edinburgh Library, and noted the Effective Learning Services which was provided by Academic & Learner Services.

M181 11 REPORT FROM THE DIRECTORS OF ADMINISTRATION/ REGISTRARS (SB/12/1176)

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

The Board noted the contribution made by Professional Services within the Schools to the NSS results.

SECRETARY'S BOARD

Minutes of the meeting held on 4 December 2012

Present:

Ms Ann Marie Dalton, Secretary of the University (Chair)	Ms Lesley Lindsay, Director of Administration (TEX)
Mr Mark Adderley, Director of Human Resource Development	Mrs Gillian McFadzean, Director of Research & Enterprise Services
Ms Caroline Brown, Director of Administration (IPE)	Mr Andrew Menzies, Director of Finance
Ms Philippa Burrell, Director of Administration (SBE)	Ms Theresa Merrick, Director of External Affairs
Ms Sue Collier, Director of Governance & Legal Services	Ms Lorna Morrow, Director of Administration (MACS)
Mr Malcolm Deans, Director of Estate and Campus Services	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 Morag Heggie, Director of Administration (EBS)	Mr Mike Roch, Director of Information Services

In attendance:

Mr Mike Bates, Director of Recruitment & Admissions (for item 3)	Ms Linsey Dickson, Research & Funding Liaison Officer (for item 5)
Mr Marcus Gilchrist, Student Systems Business Manager (for item 4)	

Welcome:

The Chair welcomed Ms Caroline Brown, Director of Administration in IPE, and Mr Andrew Menzies, Director of Finance, to their first meeting of the Board as members.

Minute	Item		ACTION	When
	No.		Who/ With	
FORMAL MATTERS				
M181	i	APOLOGIES		
		No apologies were received by the clerk.		
M182	ii	MINUTES OF THE MEETINGS OF 5 NOVEMBER 2012		
		The Board received and approved the minutes of the meeting on 5 November 2012.		
M183	iii	MATTERS ARISING REPORT		
		The Board received and noted the Matters Arising Report from the 5 November 2012 meeting, and provided the following updates to the report:	Clerk	Jan '13
		M178 - Support for the Commonwealth Games		
		The Board noted that the University Executive had approved the proposal that the University should match half of the minimum Commonwealth volunteering commitment (of eight days), subject to the agreement of line managers. The Board also noted that CJNCC were concerned about the lack uniformity in line		

managers granting this additional leave to members of staff.

M159 – Senior Remuneration, promotion and reward processes

The Board noted that the senior remuneration, promotion and reward processes had been presented to the University Executive who requested more information on the document before approval. The Board noted that the process would go back to the University Executive in January for approval following the provision of more information.

M149 – Apprentice/Graduate development

The Director of Human Resource Development confirmed that subscribing to the apprenticeship or graduate placement scheme would be included in the planning round documentation so that Schools & Services could highlight any opportunities to participate in the scheme.

M146 – Clerks Network

The Board noted that the Secretariat had requested information from all Schools and Services in relation to colleagues with clerking responsibilities. The Chair of the Board confirmed that work was being done on creating a set of standard clerking documents and guidelines for University-wide use which would be disseminated in the new year to all relevant colleagues through planned training sessions. The Board noted that more information on this network would be reported at the meeting in February 2013.

M184 iv POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 5 November 2012.

M185 v BUSINESS REPORTED BY THE CHAIR

January meeting

The Chair of the Board reminded members of the planned 'no papers' meeting of the Board in January 2013. The Board discussed the agenda of the meeting and the Chair of the Board requested that members contact the Clerk if they had any other discussion items for the agenda.

All Jan '13

Learning & Teaching Briefing papers

The Chair of the Board circulated examples of the briefing papers created by Academic Registry and suggested that these templates could be used University-wide to provide guidelines on specific processes (for example, the promotion process). The Chair of the Board requested that word versions of these documents be circulated to the members for potential use in their areas.

Clerk Dec '12

Health & Safety e-learning programme

The Chair of the Board highlighted the current completion rate of the e-learning programme (as at 29 November 2012) for each Service and School, and requested that members encourage all colleagues to complete the programme as soon as possible. The Board requested that managers gain access to the breakdown of colleagues who had and had not completed the programme, and it was agreed that this request would be made to the Head of Health & Safety Services following the meeting.

LA Dec '12

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

The Chair of the Board confirmed that the Head of Health & Safety Services was creating a new centrally held substances risk register to identify where the University held dangerous chemicals, substances, pathogens, toxins and gases. The Board noted that all Schools, Institutes and Directorates would be

asked to identify what they hold, where they hold it and in what quantities. The Board noted that further information on this should be requested from the Head of Health & Safety Services.

OPERATIONAL UPDATE

M186 1 REPORT FROM THE DIRECTORS OF ADMINISTRATION (SB/12/177)

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

The Board noted that the Finance team had requested that Schools reconcile all Oracle transactions by Friday 7 November; however, this would not be possible for Schools to complete due to other commitments. The Director of Finance took note of this issue.

The Chair of the Board added that a review of the number of purchase cards held in the University would be carried out by Procurement and the plan was to reduce this to a more reasonable number.

The Board discussed the rise in the number of student applications year on year and noted the added pressure this was having on School administrative staff.

The Board also discussed the current level of support which Schools received from Eikon staff in Dubai. The Chair of the Board confirmed that should any member experience an issue with Eikon they should make the Chair and the Director of Governance & Legal Services aware.

The Director of Administration (IPE) thanked the Academic Registrar & Deputy Secretary on the support that IPE had received recently in relation to student administration issues. Registry Services were also commended on the support they had offered to Schools for the exam diet in Semester One.

M187 2 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORATES

Governance & Legal Services (SB/12/178)

The Board received and noted a report from the Director of Governance & Legal Services.

The Director of G&LS reported that the University had been successfully audited by the Copyright Licensing Agency (CLA), and had been notified that there would be changes to the CLA license in the new academic year. The Board noted that if these changes were introduced they could have financial implications in respect of materials used in the Dubai and Malaysia campuses, and academic implications for the materials that could be provided to students at the University's Approved Learning Partners. The Board noted that the Deputy Principal (Learning & Teaching) was aware of this situation.

The Board noted that a Social Media Workshop was taking place on Tuesday 18 December 2012 and places were still available if any member wished to attend.

The Director of G&LS reported that around six-hundred University staff had taken part in the University-wide census in November which was an excellent uptake and would result in a good basis for completing the equality outcomes. The Board noted that more colleagues had declared a disability than HRD was currently aware of therefore there was work required to address the requirements of these colleagues.

The Board also noted that the first meeting of the Athena Swan Self-Assessment Team had taken place and the Equality Challenge Unit was continuing to work with the University.

Information Services (SB/12/179)

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

The Board noted that there had been a record number of students using the libraries on both the Edinburgh and Dubai campuses. The Board also noted that all SharePoint Administrators had now been trained and the Directorate level sites were to be published by the end of the calendar year.

The Director of Information Services highlighted that the IT team were in the process of accelerating the programme for deployment of Microsoft Exchange 2010 for a roll-out to staff in the next two to three months.

The Board noted that the temporary campus in Malaysia is now up and running with full IT, Internet and telephone services. It was reported that discussions are now taking place regarding the infrastructure for the main campus with all key stakeholders.

The Board discussed student and staff satisfaction with VISION. An issue with the groupings within VISION was highlighted at the meeting; the Director of Information Services confirmed that this issue was being reported to the VLE Management Group.

Registry Services (SB/12/180)

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

The Board noted that the five overseas graduations had been successfully held throughout November and December and the Chair of the Board congratulated the team for their efforts.

The Board also noted that the HESA returns for students had been submitted and the Academic Registrar & Deputy Secretary highlighted the work carried out by the Management Information Officer in singlehandedly submitting these figures.

The Academic Registrar & Deputy Secretary reported that the Destination of Leavers information request had been sent and the Student Union was currently developing a combined refreshers programme for students joining studies in Semester two.

Campus Services (SB/12/181)

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

The Director of Campus Services confirmed that meetings were being conducted with Schools and Services regarding future space needs and an external contractor would be appointed to look at the space options for the University. The Board noted that the current demand was to find space for postgraduates in SML.

The Board discussed the Waste Management Framework competition currently being held through APUC and discussed the importance of including electrical waste in this tendering process.

HR & Development (SB/12/182)

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

The Director of HRD reported that the University was hoping to pay the 2012 national pay reward in the December salary and the Internal Audit of the PDR process had been confirmed and would take place in June 2013.

External Affairs (SB/12/183)

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

The Director of External Affairs reported that a lot of support work had been undertaken for the Dubai and Malaysia campuses for example the delivering of prospectuses and reviewing fee levels.

The Board noted that the PURE webpages were currently being reviewed by the Deputy Principal (Research & Knowledge Transfer) with a view to publishing the webpages in January 2013.

The Board also noted that the University had hosted three Secretaries of State in November and the Converge Team had planned an event to launch the Economic Impact Study which had been covered by the BBC.

The Board received an update on the MFD Print Solution from the Director of Media Services, which was presented by the Director of External Affairs. The Board noted the update which reviewed all the current issues faced by Schools and Services and outlined the actions and timeframes for solving these issues. The Board also noted a list of the current MFD contacts within Schools and Services and requested the Directors of Administration and Professional Services be added to this contact list. The Chair of the Board confirmed that it was important that the University becomes more efficient in reporting and solving these issues and requested that members engage further with Media Services and Information Services to overcome this stage of the Institutional Print Strategy. The Chair of the Board requested that this report be updated and re-submitted to the meeting in February 2013.

DH Dec '12

DH Feb '13

Finance (SB/12/184)

The Board received and noted a report on the Finance Directorate, presented by the Director of Finance.

The Board noted that the Annual Accounts and Financial Statements had been finalised and would be presented to Court at its meeting on 17 December 2012.

Research & Enterprise (SB/12/185)

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

The Board noted that the schedule for the Knowledge Transfer Grant return to the Scottish Funding Council, where RES was supporting in data collection, had been slowed by issues with Oracle, but the Board noted that the deadline should be met once input was received by Finance.

The Director of RES reported that REF preparations were gathering momentum but more impetus was required from Schools in order to meet the deadline of reporting which Units of Assessments the University was submitting.

The Board noted that RES and colleagues in Schools had handled the largest numbers of proposals ever in one month and that most of these proposals were from newly recruited staff.

M188 3 STUDENT RECRUITMENT UPDATE (SB/12/186)

The Board received and noted an update on student recruitment, presented by the Director of Recruitment & Admissions.

The Director of R&A reported that over two thousand applications had been received by the University, as at 4 December 2012, which was a 10% increase to Scottish and an 8% increase to RUK figures. The Board discussed the impact that the Scottish University of the Year award and NSS results had had on this increase in applications.

The Director of R&A gave details on the analysis of the contributory factors to the students who failed to enrol in courses this semester. The Board noted that financial issues, notably lack of scholarship provision (from government and industry sponsors), were the largest factors behind non-enrolment. However the report also noted the need for quicker turn-around times in administering PGT applications.

The Board noted that the progress against the recommendations of the SLC REAL Working Group would be reported to the Board early in 2013. MB Feb '13

The Director of R&A reported that work was underway to apply a more varied approach to recruiting one hundred and thirty-five extra funded places allocated to the University by the Scottish Funding Council. The Chair of the Board requested that the Board receive a paper detailing the approach and process of recruiting, supporting and retaining these students. MB Feb '13

The Director of Campus Services highlighted again the importance of better space management in light of such an increase of student applications and the Chair of the Board requested that Directors of Administration feed this back to the Heads of Schools to consider in the planning rounds before the end of 2012.

The Board noted that a paper had been submitted to the Fees Working Group (FWG) following the problems in processing and identifying receipt of advance instalments. The FWG requested that further investigation be conducted by the Finance Office and Recruitment & Admissions. The Board noted that this investigation was on-going and a report would be submitted to the next meeting of the FWG.

M189 4 UPDATE ON SAS

The Board noted an oral update on the Student Administration Systems, given by the Student Systems Business Manager and the Academic Registrar & Deputy Secretary.

The Student Systems Business Manager reported that due to the service provider changing the product road map for Banner 9, it was unlikely the University would see the benefits that were previously forecasted from the upgrade of the system. The Board noted that a Workshop would be held to review the impact of these changes and a dialogue between Elucian (the service provider) and the University was beginning to assess the communication issues regarding the change.

The Chair of the Board requested that once the SAS team had reviewed the MG Feb '13

two-year action plan following the announcement of these changes it should be resubmitted to the Board.

The Board discussed the possibility of Schools being able to provide online exam results to students. The Student Systems Manager confirmed that this option should be available from the middle of December but Schools should have a contingency plan should posting of online results prove impossible at that time.

M190 5 RESEARCH FUNDING LIFECYCLE (SB/12/187)

The Board received and noted a paper on the Research Funding Lifecycle, presented by the Research & Funding Liaison Officer.

The purpose of the paper was to show the research funding lifecycle, with some additional information providing details as to the roles of those involved and background data on the current process. The Board noted the following steps to the research funding lifecycle:

1. Research idea
2. Funding opportunities
3. Proposal development
4. Proposal submission
5. Proposal review
6. Commencement of project
7. Project delivery
8. Outputs/outcomes
9. Contribution to the landscape

The Board noted the usefulness of this presentation and suggested that this presentation would be very helpful for the governors of the University to receive.

M191 6 UKBA PREPARATION FOR AUDIT (SB/12/188)

The Board received and noted an update on the preparation for the audit by UKBA (UK Borders Agency), presented by the Director of Governance & Legal Services.

The Director of G&LS confirmed that following more visits to Schools in November, there had been a massive improvement in the records kept. The Board noted that the next priority was to review how Schools collected this information as soon as the student is enrolled. The Director of G&LS highlighted that the Directorate was keen to look at how the UKBA Compliance Office could assist with this during the enrolment process.

The Board noted that further changes to Tier 4 were expected in January and February 2013 and that when more detail was available on these changes they would be communicated to colleagues and students.

The Board discussed the issue facing Schools when a student defers studies, and then returns to the University to continue studying for the award with insufficient time left on their visas. The Director of G&LS confirmed that it was hoped Progression Boards could be used to remind students of the need to apply to extend their visas.

POLICIES/PROCEDURES

M192 7 DISPLAY SCREEN EQUIPMENT PROCEDURE (SB/12/189)

The Board received and noted the updated Display Screen Equipment (DSE) Procedures, presented by the Director of Governance & Legal Services.

The Board noted that the procedure had been simplified following consultation with the members of the Health & Safety Committee.

The Board discussed the procedure in relation to any member of staff who worked from home and the importance of this member of staff completing the e-learning module on DSE for their work station at home and in the office.

The Board suggested that the provision of free eye tests and £50 towards any spectacle frames (should they be required through use of DSE) should be included in the wider benefits package documentation available to staff.

MA

Jan '13

M193 8 PAY AND REWARD AT HWU INCLUDING LONG SERVICE AWARD POLICY (SB/12/190)

The Board received and noted a paper on pay and reward at Heriot-Watt University, including the Long Service Policy, which was presented by the Director of Human Resource Development.

The Board noted the contents of the paper which outlined the various mechanisms currently in place, both financial and non-financial, to reward staff members and to embed pride and belonging and encourage continued high performance from staff.

The Board approved the establishment of a Focus Group (through the Employee Engagement Forum) which would help define the priorities for additional staff benefits (for example, a cycle to work scheme, retail discounts etc).

The Board also approved the revisions to the Long Service Award Policy, following confirmed consultation and endorsement from the Heads of Schools (through the Directors of Administration) and noted that in the first instance the total cost of this revision would be approximately £6,000 (This would ensure that we recognise the long service of those staff who have already triggered the prescribed length of Service) and then £2,000 annually thereafter. These revisions were:

- Employees with 20 years' service with the University will be invited to a celebratory lunch with the Principal/Secretary of the University;
- Employees with 25 years' service with the University will be invited with their partners to a celebratory dinner with the Principal/Secretary of the University.

The Board discussed other benefits available to staff such as the Flexible Working Policy and the opportunity of the waiving of student fees for colleagues. The Director of HRD confirmed that a standard approach to fees waiving for colleagues would be looked at in the near future.

MA

Mar '13

REPORT FROM THE BOARDS/GROUPS OF THE SECRETARY'S BOARD

M194 9 REPORT FROM THE AUTO-ENROLMENT WORKING GROUP: MEETING HELD ON 15 NOVEMBER 2012 INCLUDING TERMS OF REFERENCE AND IMPLEMENTATION PLAN (SB/12/191)

The Board received and noted the first report from the Auto-enrolment Working Group, presented by the Director of Human Resource Development. The Board approved the Auto-enrolment Working Group Terms of Reference.

MANAGEMENT/PROJECT

M195 10 PDR RATINGS – 2013 (SB/12/192)

The Board received and noted the proposed changes to the PDR Ratings for 2013, presented by the Director of Human Resource Development.

The Board noted that these changes had been submitted to the Board for information only and that these changes would not be implemented at the moment but would be captured in the review of the PDR procedure in 2013 for changes in 2014.

MA Dec '13

M196 11 EXTERNAL AFFAIRS STRATEGY (SB/12/193)

The Board received and noted the External Affairs Strategy Extract and External Affairs Committee Terms of Reference which were presented by the Director of External Affairs.

The Board noted that the Strategy Extract stated the services which External Affairs provided and the approach to exploiting most effectively the interplay between those services and the academic endeavour of the University. The Board also noted that the extract included the support which was offered to each individual School/Institution. The Director of External Affairs highlighted that the document did not fit with the agreed format of the Professional Services Strategic plan which was agreed at the Board meeting in September 2012 but would ultimately form this template in line with the timetable for production of the Professional Services Strategic Plan in March 2013.

The Director of External Affairs confirmed that the strategy had been produced as a result of consultation and discussion with Schools and Services and that the operational plans for Schools/institutes were live documents and would be amended slightly in light of planning round targets.

The Board discussed the Strategy and commented that it was more external than internal focused. The Director of External Affairs and Director of HRD agreed to further discuss internal communications out with the meeting and report back on any suggestions.

MA/TM Mar '13

The Board noted that the operational plans for ALPs, IDLs and the Malaysia campus were under development and that collaborative partners would also be included in the strategy at a later date.

TM Dec '12

The Board endorsed the Strategy Extract and noted that the addition of collaborative partners within the strategy and the discussion of internal communications would also take place. The Chair of the Board requested that Directors of Administration feedback any comments from the Schools on the operational plans to the Director of External Affairs before the end of the year. The Board noted that the Strategy would also be presented to the International Strategy Board.

DoAs Dec '12

TM Dec '12

The Board discussed the Terms of Reference of the External Affairs Committee and agreed that further discussions should be had in relation to the name and reporting line of the Committee.

ANY OTHER BUSINESS

M197 12 SECRETARY'S BOARD MEETING DATES 2013 AND 2014 (SB/12/195)

The Board received and noted the Secretary's Board meeting dates for 2013 and 2014.

Post meeting note: It was requested that these meeting dates be circulated to members as meeting requests through Outlook. This will be completed in the New Year.

Clerk Jan '13

DATE OF NEXT MEETING: THURSDAY 17 JANUARY 2013 (No papers meeting)

SECRETARY'S BOARD

Minutes: 17 January 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mrs Gillian McFadzean, Director of Research & Enterprise Services
	Ms Caroline Brown, Director of Administration (IPE)	Mr Andrew Menzies, Director of Finance
	Ms Sue Collier, Director of Governance & Legal Services	Ms Theresa Merrick, Director of External Affairs
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Lorna Morrow, Director of Administration (MACS)
	Ms Linsey Fender, Assistant to the Secretary	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
	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
In Attendance:	Mr Les Allan, Head of Health & Safety Services (for item 3.1)	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
Apologies:	Ms Philippa Burrell, Director of Administration (SBE)	Mr Malcolm Deans, Director of Estate and Campus Services
	Mr Derek Penman, Director of Administration (EPS)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)

MINUTE REF

M13/01

APOLOGIES

Apologies were received from Ms Philippa Burrell, Mr Malcolm Deans, Mr Derek Penman and Ms Sheelagh Wallace.

M13/02

MINUTES OF THE MEETINGS OF 4 DECEMBER 2012

The Board received and approved the minutes of the meeting on 4 December 2012.

M13/03

MATTERS ARISING REPORT

The Board received and noted the Matters Arising Report from the 4 December 2012 meeting, and provided the following updates to the report:

M187 – Report from External Affairs

The Board noted that it would receive an update on the MFD Project at its meeting in February 2013 from the Director of External Affairs.

M197 – Secretary's Board meeting dates 2012/13 and 2013/14

The Board noted that these meeting dates would be sent to the members as Outlook meeting invites before the end of the month.

M178 – Support for the Commonwealth Games 2014

The Board noted that the Commonwealth Games Organisers were now accepting volunteer applications for the Games in Glasgow in 2014. It was reported that ten thousand applications were received by the organisers on the first day.

M13/04 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 4 December 2012.

M13/05 BUSINESS REPORTED BY THE CHAIR

Malaysia

The Board discussed the current meetings taking place between the Directors of Professional Services, Directors of Administration, Professor Bob Craik, Vice-Principal (Malaysia) and Janice Yew, Chief Operation Officer of HWUM. The Chair confirmed that members of the Board were expected to provide Professor Craik and Ms Yew with a definitive list of what would be required by their Service to support the Malaysia Campus. The Board noted that included in this list should be practical infrastructure requests which had not been included in the business plan on first draft.

The Board also discussed the issues that HWUM would face due to the time difference between Edinburgh based Services and the Malaysia Campus.

The Chair of the Board requested that the individual Malaysia Professional Service Level Agreements be presented to the Board as soon as possible, at which time the Board could discuss what was required.

M13/06 ANY SPECIAL BUSINESS REPORTED BY THE MEMBERS

Equality & Diversity

The Board noted that Equality & Diversity, Governance & Legal Services, expected to publish the University's Equality Outcomes in April 2013. The Director of Governance & Legal Services highlighted that Equality & Diversity were currently working on draft outcomes following the University-wide census which took place in November. The Board noted that E&D planned to publish the draft outcomes prior to April and would ask the University community to comment on the draft.

Students in Malaysia

The Board noted that the first sixteen students had commenced their studies in Malaysia and discussed the different approach in completing applications and the recruiting of students which was required there.

Student fees instalments and payment plans

The Board briefly discussed the proposed changes to the payment plans for students and the consultation process that these proposals should follow. The Board noted that the Academic Registrar & Deputy Secretary, the Student Union and the Student Service Centre should be consulted on any proposals relating to the above.

M13/07 SECRETARY'S BOARD TERMS OF REFERENCE (SB/13/01)

The Board received and noted the current Secretary's Board Terms of Reference and agreed that no changes to the Terms of Reference were required at this time.

The Board discussed in detail the budgetary planning rounds and how they would be aligned to the individual Professional Service's Strategy.

The Chair of the Board informed the members that it was her intention to create a ninth budget centre within Professional Services which would hold all central University costs, for example, corporate costs, depreciation, subscriptions etc. in order for the Professional Services to be aware of what areas of the budget they have control over and what areas they did not. The following suggestions were made:

- it would be helpful for the Board to discuss the areas of the budget that Services do have control over, and discuss the relative spend and the alignment to the Strategic Plan at the Board;
- it would be useful for the Board to view the budget rounds for the Schools and understand what the Schools require from the Services;
- it was important that the University investigate whether particular subscription fees were necessary.

The Chair of the Board informed the members that it was also her intention to create a tenth budget centre within Professional Services which would hold a percentage of the budget for the Secretary of the University to enable the funding of unplanned costs or projects as they emerge throughout the year.

The Board discussed the importance of gaining greater visibility of the planning round in the future, and look forward to the Vice-Principal attending a future meeting in order to deliver a presentation outlining the planning rounds for 2013/14.

M13/08

ENGAGING HEALTH & SAFETY

The Board received the fourth in a suite of presentations from the Head of Health & Safety Services (H&SS) on Engaging Health & Safety.

The Head of H&SS reported that of all colleagues within the University who had access to computers, sixty-four per-cent had completed the e-learning modules. The Board noted that the largest proportion of the uncompleted programmes were academic colleagues. Directors of Administration were requested to encourage those academic colleagues who had not yet completed the programme. The Board also noted that all Estates staff without access to computers had completed the e-learning programme, and that H&SS would now arrange for all staff in Hospitality Services without access to a computer to complete the programme.

The Head of H&SS demonstrated the newly installed Safeguard System designed to assist the University in effectively managing and reporting its Health and Safety risk and compliance. The Board noted that the new system would:

- Facilitate and improve efficiency
- Share best practices across the University
- Capture accurate and meaningful data
- Ensure consistency of approach
- Take action to reduce risk
- Improve accountability
- Improve corporate image, both internally and externally
- Support OSHA compliance

The Board noted that the users of this system would be H&SS and the Security and Safety Officers in each Service and School. The Head of H&SS confirmed that it would be used across all campuses. The Board also noted that training would be provided to all users.

The Head of H&SS confirmed that the system would replace the forty-four paper forms that were currently used to record incidents, and that seven years of historical data (currently held in paper binders) would be uploaded to the system gradually. The Head of H&SS highlighted that with this data, in addition to the data input going forward, the system would be able to provide:

- Reliable and accurate data capture
- Real time reporting
- Task management
- Audit trail
- Root cause analysis
- Culture change

The Board discussed the importance of engaging the University community and more specifically, the users, with this system in order to increase the meaningful data that the system could provide. The Board noted that the Trade Unions should also be involved in the promotion of this new system.

M13/09 SECRETARY'S BOARD BULLETIN/COMMUNICATION

The Board discussed the Secretary's Board bulletin and agreed that the current purpose of the bulletin was to reach colleagues who would not read the full minutes of each meeting on the web. The Board noted that the bulletin was designed to provide colleagues with positive news items being generated by Professional Services and Schools, and to demonstrate the developing interaction between Schools and Services through the Board.

The Board discussed the possibility of re-launching the bulletin for 2013 and re-iterating the purpose of the bulletin University-wide.

The Board also discussed the current word limit in the bulletin for each Service/School (of 150 words) and discussed whether it was possible for this limit to be more flexible, for example using less or more words if appropriate.

The Chair of the Board informed the members of recent meetings which had taken place between her and many colleagues within Campus Services and commented that these had been very informative and helpful. The Chair of the Board indicated that these colleagues consider one of the main challenges they face to be lack of communication.

The Board noted that a full presentation would be given at a future meeting of the Board on the internal communication strategy, which would then be followed by a discussion involving the Board members with subsequent action required by the Organisation Development Team to support the internal communications plan.

M13/10 PROFESSIONAL SERVICES STRATEGIC PLAN

The Board briefly discussed the current development of the individual Professional Services Strategic Plans including the upcoming Strategy Planning meeting which would be run by the external facilitator, Laurence Clarke.

DATE OF NEXT MEETING: TUESDAY 5 FEBRUARY 2013

SECRETARY'S BOARD

Minutes: 5 February 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)		
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mrs Gillian McFadzean, Director of Research & Enterprise Services	
	Ms Caroline Brown, Director of Administration (IPE)	Mr Andrew Menzies, Director of Finance	
	Ms Philippa Burrell, Director of Administration (SBE)	Ms Theresa Merrick, Director of External Affairs	
	Ms Sue Collier, Director of Governance & Legal Services	Ms Lorna Morrow, Director of Administration (MACS)	
	Mr Malcolm Deans, Director of Estate and Campus Services	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 Morag Heggie, Director of Administration (EBS)	Mr Mike Roch, Director of Information Services	
	In Attendance:	Mr Mike Bates, Director of Recruitment & Admissions (for item 2.5)	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
		Mr Marcus Gilchrist, Student Systems Business Manager (for item 2.4)	
Apologies:	Ms Lesley Lindsay, Director of Administration (TEX)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)	

MINUTE

REF

M13/11 MINUTES OF THE MEETING OF 17 JANUARY 2013

The Board received and approved the minutes of the meeting on 17 January 2013.

The Chair of the Board provided the following updates to the minutes:

M13/05 Malaysia

The Chair of the Board reported that the individual Professional Services Service Level Agreements (SLAs) with Malaysia were being finalised and would be signed off in the near future. The Board noted that the Assistant to the Secretary would then produce and hold the suite of Malaysia Campus Professional Services SLAs.

M13/07 Presentation from the Vice-Principal on the Planning Rounds

The Chair of the Board confirmed that the Vice-Principal would attend the meeting in May or June to present information about the finalised planning rounds.

M13/08 Health & Safety

The Chair of the Board reported that an email reminder had been sent to all Heads of Schools/Institutes regarding the low completion rates of the e-learning programme by academics.

M13/09 Presentation on communication

The Board noted that they would receive a presentation on the current internal communications strategy from the Director of External Affairs at the meeting in March.

M13/12 MATTERS ARISING REPORT FROM THE MEETING ON 17 JANUARY 2013

The Board received and noted the Matters Arising Report from the 17 January 2013 meeting.

The Board noted that action M196, second paragraph should have read 'The Board discussed the Strategy and commented that it was more **external** than **internal** focussed.' The Clerk confirmed this would be changed in the action log and minutes.

M13/13 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 17 January 2013.

M13/14 BUSINESS REPORTED BY THE CHAIR

April 2013 meeting

The Board discussed the potential problems with the timing of the 2 April 2013 meeting (due to holiday arrangements) and agreed that the meeting should be cancelled, with all business scheduled for the April meeting, transferred to the May meeting.

Clerks Network

The Chair of the Board reported that the Secretariat and Senate Services had continued the work on developing a toolkit for clerks and that this documentation would be published in the near future. The Chair of the Board requested that if there had been any changes in the information provided by Heads of Sections regarding clerks within their area, they should be communicated to the Secretariat in order to ensure that all members of staff who had clerking duties were included.

Thank You Events

The Chair of the Board highlighted the Thank You Events, organised by the Principal, to thank staff for the excellent success that the University had experienced recently, and reminded members that registration for these events was through pr@hw.ac.uk.

New member on Court and retirement of Gill McDonald

The Chair of the Board reported that following the confirmation of Ms Gill McDonald's retirement from the University in late February 2013 a vote recount had been conducted in order to appoint her successor to the membership of the Court and Mr Steve Salvini, Governance and Legal Services, had thereby been elected to serve the unexpired portion of Gill McDonald's term on the Court until 31 July 2014. The Board wished Gill well in her retirement.

M13/15 REPORT FROM THE DIRECTORS OF ADMINISTRATION (SB/13/01)

The Board received and noted a report from the Directors of Administration in Schools, presented by Mr Derek Penman, the Director of Administration/School Registrar (EPS).

The Board noted that Schools were experiencing a large increase in workload due to an increase in student applications of 11% on the previous year.

The Board also noted that Schools had noticed continued pressure on the availability of physical space to house new/existing colleagues. The Chair of the Board confirmed that within the next six months, the University should be in the position to assess the capacity of the current buildings used and begin space planning.

The Board discussed the pressure placed on the physical infrastructure when newly recruited researchers began working at the University with a support team which had not been declared during the creation of the initial research agreement. It was suggested that included in the

Research Agreement should be a section on 'Additional support' in which researchers would provide information on current support they would be bring to the University or any support which would be required once the post is taken up.

With regards to Oracle, the Board also discussed the length of the string code which colleagues have to input for different payroll activities and student stipends. The Director of Finance highlighted that although the string code is quite long, there are areas of the code which need not be completed, unless the School wished to break down reports further. It was suggested that colleagues contact the Oracle Team in order to find out these 'non-critical' areas of the code.

The Chair of the Board highlighted the 'Representation of University Committees' section on page four of the report from the Directors of Administration and suggested that this, having been included in all reports beforehand, was no longer information that was necessary to the report.

The Board discussed the governance structure for the Court, Executive and Schools which was originally presented to the meeting of the Board on 3 July 2012, and agreed that it would be useful for the Board to review the implementation and relevant ownership of this structure at its next meeting.

Whilst discussing the governance structure, the Chair of the Board also updated the members on the recent visit to the University by members of the Committee of Scottish Chairs who had been appointed in order to assist in the process of the planned wide-ranging Scottish HEI governance consultation. The Chair confirmed that the visitors had been impressed with the standard of the University's governance, and were especially impressed by the students which they met on the visit.

M13/16 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORS

Research & Enterprise Services (SB/13/02)

The Board received and noted a monthly report on Research & Enterprise Services (RES), presented by the Director of RES.

The Board noted that, as at 5 February 2013, the current total of awards was £15.7million, which was well on target six months into the Awards year. The Board noted that newly recruited academic colleagues were still the main contributors of proposals, and it had been decided that more RES support would be offered in the first instance to these colleagues and others who were active in securing research funding and less support be provided to those colleagues who did not contribute as often and at such a high level. The Director of RES confirmed that this decision had been communicated at the Research & Knowledge Exchange Board and that Heads of Schools were aware.

The Director of RES reported that the Converge team would be down one member of staff from the end of March which would reduce the amount of contract support which could be offered.

Campus Services (SB/13/03)

The Board received and noted a monthly report on Campus Services, presented by the Director of Campus Services.

The Board noted that the demolition of Residences One would begin shortly, and that if any member would like to receive the presentation regarding the timetable for the demolition they should contact the Director of Campus Services.

Finance (SB/13/04)

The Board received and noted a monthly report on Finance, presented by the Director of Finance.

The Director of Finance reported that the Statutory Accounts for the period ending 31 July 2012 had been approved by the Court and submitted to the SFC.

The Board was reminded of the email, sent by the Secretary of the University, prior to the

Christmas break which detailed the developments of the Oracle R12 project and that members should refer to this email if they have any queries regarding the Oracle project timeline. The Board briefly discussed the Oracle programme and agreed that colleagues were now becoming used to the system, although there were still some issues to be resolved.

External Affairs (SB/13/05)

The Board received and noted a monthly report on External Affairs, presented by the Director of External Affairs.

The Board noted that the External Affairs team had been involved in significant work with Malaysia and that the 2013 Telethon had been launched, with the aim of fundraising more than £185,000 from the University's Alumni.

The Director of External Affairs reported that the Director of Music now reported to the Director of External Affairs.

Registry Services (SB/13/06)

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

The Board noted that the re-enrolment event for Tier 4 students, run by the Student Service Centre, was successful but noted that it was important for the Schools to be involved in some elements of the re-enrolment process.

The Academic Registrar highlighted that a new colleague had been hired at West London College, who would be visiting the Edinburgh Campus in the next few weeks in order to meet with other colleagues.

The Academic Registrar also highlighted that Careers Service had undertaken the first Professional Service's Internal Review from a panel comprising internal and external representatives, the formal outcome of which is awaited.

The Board noted that the Chaplaincy had successfully held the University's Anniversary Service and welcome events for new semester two students. The Board also noted that the Students Union and Sports Union elections were currently underway and that the Students Union was planning to report on the student representation in the Malaysia and Dubai Campuses.

Information Services (SB/13/07)

The Board received and noted a monthly report on Information Services, presented by the Director of Information Services (IS).

The Director of Information Services reported that Information Services was working with the Student Union, the Deputy Principal (L&T) and representatives of Schools and other services on the development of its strategy for the next five years.

The Director of Information Services also reported that IS was working with the Student Union in regards to student conduct in the Library, and hoped to establish a culture of co-ownership within the Library.

Human Resource Development (SB/13/08)

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

The Director of HRD reminded the Board that the 2013 PDR cycle should have begun in January, with PDR meetings being scheduled as soon as possible. The Board noted that the first PDR completion update would be presented to the Board at its March meeting. The Director of HRD confirmed that HRD would have no problem with hosting a 'development hub' within the HRD webpages that listed the development opportunities that the University offers throughout the Services.

The Board also discussed the benefits that the University offers its colleagues and suggested that the benefits calculator is re-launched for colleagues who are not already aware of the benefits offered.

Governance & Legal Services (SB/13/09)

The Board received and noted a monthly report on Governance & Legal Services, presented by the Director of Governance & Legal Services (G&LS).

The Director of G&LS highlighted that colleagues may wish to refer new staff to the recently updated Court Handbook, which was a very helpful document which provides information on the background of the University and the HEI sector as a whole.

Reserved Section (Ref Section 30, FOI(S)A)

The Board noted that the Director of G&LS and the UKBA Compliance Officer would still be conducting an internal audit of the University's UKBA activities in March, and would be arranging UKBA Tier 4 training sessions, alongside Academic Enhancement and the appropriate RKEB sub-group, for student supervisors.

M13/17 INSTITUTIONAL PRINT STRATEGY UPDATE (SB/13/10)

The Board received and noted an update on the Institutional Print Strategy, presented by the Director of External Affairs.

The Director of External Affairs informed the Board that the paper, detailing the current issues/problems and planned resolutions, would be re-submitted at the next meeting of the Board with an amended status against each issue.

The Board requested that the cost saving of the implementation of the MFDs against the desk-top printers be communicated to the members, and requested that it should include the cost of colleague 'waiting times' incurred whilst using the new MFDs. The Chair of the Board confirmed that this would be completed as soon as the cost could be compared to the 2012 figures.

The Chair of the Board requested that Schools report on the implementation of the MFD project in academic areas, namely the removal of desktop printers.

M13/18 SSU QUARTERLY REPORT (SB/13/11)

The Board received and noted the quarterly report from the Student Systems Unit, provided by the Student Systems Business Manager.

The Board noted the recent successes of the Student Systems Unit detailed as below:

- Critical wider-access enhancement had been implemented using the Scottish Index for Multiple Deprivation;
- Students could now update their own personal details online;
- Schools would now be able to release provisional results online through Student Self Service;
- The SSU had developed a new SharePoint site.

The Chair of the Board highlighted that business process re-engineering was currently being looked at within SSU, and would alter how the SSU works and requested that a report on this be brought to the Board in the near future.

The Board discussed the work of the SSU on the whole and agreed that the SSU engaged constructively with Schools and resolved problems as quickly as possible. The Board also agreed that the SAS Users Group and SAS Management Group were effective in listening and dealing with issues as and when they arose. The Student Systems Business Manager highlighted that the

much of the work of the SSU was still ruled by ad-hoc compliance requests from the UKBA or statutory returns, but that the Unit had in place a well-controlled governance structure for handling these requests.

The Board also discussed the current issues faced by the SSU as detailed in the report and requested that within the next report, the Student Systems Business Manager include the SSU Risk Register.

The Student Systems Business Manager requested advice on the segregation of student data, by School and Campus. The Board agreed that this discussion should take place out with the Board. Post Meeting Note: The discussion on the segregation of student data would take place at the SAS Management Group and a report on the outcome of these discussions would be submitted to the Board once decided.

M13/19 STUDENT RECRUITMENT UPDATE (SB/13/12)

The Board received and noted an update on student recruitment, as at 25 January 2013, presented by the Director of Recruitment & Admissions.

The Board noted that Heriot-Watt undergraduate applications, as a whole, had increased by 11% compared with the same point in 2012, and compared with a 3% increase overall for other UK Universities. This relates to a 3% increase in Scottish applications, 13% increase in EU applications, 33% increase in RUK applications and a 25% increase in Overseas applications. The Director of Recruitment & Admissions highlighted that partnership arrangements were also likely to contribute to significantly increased demand for places in September 2013.

The Board also discussed the expected pressure on the capacity of student accommodation from September 2013 and it was agreed that student expectations regarding availability of accommodation on campus was to be managed carefully.

The Board also discussed the correlation between the increase in MACS undergraduate applications and the MACS NSS results. The Director of Administration (MACS) reported that the School was personalising the recruitment process in the hope of attracting more students.

The Director of Recruitment & Admissions drew the Board's attention to the scheduled applicant visit days, and reported that a 'new entrants' survey had been produced, the results of which would be presented to the Board at a future meeting.

Finally, the Board discussed the SFC Outcome Agreement and the Director of Recruitment & Admissions reported that a new Contextual Admissions Policy which would facilitate increased recruitment from wider-access backgrounds was recently approved by the Student Learning Experience Committee.

M13/20 REPORT FROM THE SCOAIR WORKING GROUP: MEETINGS HELD ON 29 OCTOBER, 4 DECEMBER 2012 AND 8 JANUARY 2013 (SB/13/13)

The Board received and noted a report from the Student Lifecycle Strategic Co-ordination of Operations for ALP/IDL Relationships Working Group from the meetings held on 29 October, 4 December 2012 and 8 January 2013, presented by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary reported that the work of the Group was coming to an end, and that a report would be submitted to the Secretary's Board and the International Strategy Board, detailing the full outcomes and recommendations of the Group.

The Academic Registrar & Deputy Secretary confirmed that a number of areas were identified

where additional resources were required in managing the ALP/IDLs and that a co-ordinating Group would be set up initially to implement the SCOAIR recommendations and then to manage the implemented recommendations on a day to day basis.

M13/21 REPORT FROM THE ENROLMENT WORKING GROUP: MEETING HELD ON 20 NOVEMBER 2012 (SB/13/14)

The Board received and noted a report from the Enrolment Working Group from the first meeting of the Group held on 20 November 2012, presented by the Secretary of the University.

The Chair of the Board reported that the Student Systems Business Manager had been tasked with looking into the possibility of making the required improvements of the online enrolment system. The Board noted that the two key challenges the Group had identified were pincodes for student login and the online calculations of student fees during enrolment.

The Chair of the Board confirmed that the current fees matrix needed to be rewritten, should reflect a single point of truth and should be implemented across the entire University.

M13/22 REPORT FROM THE AUTO-ENROLMENT WORKING GROUP: MEETING HELD ON 20 DECEMBER 2012 (SB/13/15)

The Board received and noted a report from the Auto-enrolment Working Group at its meeting on 20 December 2012, presented by the Director of HRD.

The Director of HRD reported that the potential cost of the implementation of auto-enrolment stands at £75,000. He also confirmed that the University had received confirmation that the HWU is a scheduled body of the Lothian Government Pension Scheme (LGPS) which meant all staff in grades 1-5 must be auto-enrolled into LGPS.

Reserved Section (Ref Section 30, FOI(S)A)

M13/23 REPORT FROM THE UKBA TIER 4 WORKING GROUP: MEETING HELD ON 15 JANUARY 2013 (SB/13/16)

The Board received and noted a report from the UKBA Tier 4 Working Group, from the meeting held on 15 January 2013, presented by the Director of Governance & Legal Services.

M13/24 REPORT FROM THE EQUALITY & DIVERSITY ADVISORY GROUP: MEETING HELD ON 9 JANUARY 2013 (SB/13/17)

The Board received and noted a report from the Equality & Diversity Advisory Group, from the meeting held on 9 January 2013, presented by the Director of Governance & Legal Services.

The Board noted that that Athena Swan Self-Assessment Team (SAT) was now formed and had met twice, as of 25 January 2013. The Board noted that the Athena Swan SAT planned to release a University-wide questionnaire shortly in order to gauge colleague's perceptions of Athena Swan.

The Director of G&LS reported that the first draft of Equality Outcomes had been approved by the Equality & Diversity Advisory Group and were now to be circulated for University-wide consultation, prior to final approval by the Board and the University Executive and eventual publication on the University's website.

M13/25 RISK MANAGEMENT STRATEGY GROUP TERMS OF REFERENCE AND STRATEGIC RISK REGISTER (SB/12/18)

The Board received and noted the Risk Management Strategy Group (RMSG) Terms of Reference and the Strategic Risk Register, presented by the Secretary of the University.

The Chair of the Board confirmed that the University had made a lot of progress on risk management following a great level of communication and input from all those responsible for the risks included in the risk register. The Chair of the Board highlighted that seventeen risk registers were discussed at RMSG alongside the business critical areas, for example, Health & Safety and Malaysia. The Board noted that RMSG met quarterly and reported to the Scottish Funding Council, through the Audit & Risk Committee, annually.

The Board noted that there was still to be a risk discussion on REF, and Board members were reminded that the University-wide risk review would take place in March/April and members should have been contacted already for meetings by the Risk Office.

The Chair of the Board confirmed that the Strategic Risk Register should be submitted annually to the Board for information. The Chair of the Board also confirmed that the minutes of RMSG should be circulated to members of the Secretary's Board, marked private and confidential, for information.

M13/26 LONG SERVICE POLICY (SB/13/19)

The Board received and noted the Long Service Policy, presented by the Director of Human Resource Development.

The Board discussed the importance of relating the Long Service Policy to retirement, and that it should include the current University retirement procedures within the Policy. The Board agreed that the Institution should be guided in how to reward retirees so that every colleague receives the same treatment at retirement.

The Chair of the Board stressed the need for the University to provide a course on 'preparing for retirement' which would be offered to all colleagues.

The Director of HRD confirmed that the current University retirement procedures would be combined with the new Long Service Policy, and be re-submitted to the Board for approval.

M13/27 SENIOR REMUNERATION, PROMOTION AND REWARD PROCESSES

The Board received and noted an oral update on the senior remuneration, promotion and reward processes, given by the Director of Human Resource Development.

The Board noted that the University Executive had requested some minor changes to the policy before approving the policy (as detailed below):

- include consultation of the Deans
- include the delegation of more responsibility to the Schools

and that the final version of the policy would be submitted for approval at the February meeting of the Executive.

M13/28 REVIEW OF INTERNATIONAL RECRUITMENT AGENTS (SB/13/20)

The Board received and noted a report of the review of international recruitment agents, presented by the Director of Governance & Legal Services, and approved the set-up of a project to address the audit recommendation and wider compliance responsibilities.

The Board noted that international recruitment agents were widely regarded as one of the highest risks for the HEI sector under the Bribery and Corruption Act 2010. The Board also noted the recent internal Audit of Student Recruitment which identified one high risk: 'No periodic or on-going review of overseas recruitment agents'. The Board approved the set-up of a project as above, and recommended that, in addition to the Project Group membership as laid out in the paper, the Group should also include more colleagues from Recruitment & Admissions, and include representatives from SML and IPE. The Board also suggested that a colleague from EBS be asked to join in order to provide best practice advice.

The Director of Governance & Legal Services advised that the complete cycle of review should be completed within three years.

The Chair of the Board requested that this Project Group report to the Secretary's Board following each meeting.

M13/29 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 DECEMBER 2013 (SB/13/21)

The Board received and noted the Management Accounts for the period ending 31 December 2013, presented by the Director of Finance.

M13/30 ANY OTHER BUSINESS

Confidentiality of papers

The Board noted that all papers submitted to the Board were private and confidential, and should not be circulated to non-members unless permission was granted by the owner.

Development of the intranet – SharePoint

The Chair of the Board reported that the development of SharePoint sites had been delegated to Directorate level and discussions should take place within Directorates to take forward the publication of these sites. The Board noted that a presentation on SharePoint would be given, by the Director of External Affairs, Director of Information Services and Director of Governance & Legal Services, at the next meeting of the Board.

DATE OF NEXT MEETING: TUESDAY 5 MARCH 2013

SECRETARY'S BOARD

Minutes: 5 March 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Andrew Menzies, Director of Finance
	Ms Caroline Brown, Director of Administration (IPE)	Ms Theresa Merrick, Director of External Affairs
	Ms Philippa Burrell, Director of Administration (SBE)	Ms Lorna Morrow, Director of Administration (MACS)
	Ms Sue Collier, Director of Governance & Legal Services	Ms Lesley Lindsay, Director of Administration (TEX)
	Mr Malcolm Deans, Director of Estate and Campus Services	Mr Derek Penman, Director of Administration (EPS)
	Ms Maggie Dunn, Director of Administration (SLS)	Mr Campbell Powrie, Director of Administration (SML)
	Ms Linsey Fender, Assistant to the Secretary	Mr Mike Roch, Director of Information Services
In Attendance:	Mrs Gillian McFadzean, Director of Research & Enterprise Services	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai) (by conference telephone)
	Mr Mike Bates, Director of Recruitment & Admissions (for item 2.6)	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
Apologies:	Ms Morag Heggie, Director of Administration (EBS)	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary

Welcome:

The Chair welcomed Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai) and member of the Secretary's Board to her first meeting of the Board.

MINUTE REF

M13/31

MINUTES OF THE MEETING OF 5 FEBRUARY 2013

The Board received and approved the minutes of the meeting on 5 February 2013 subject to the following amendments:

M13/15 Paragraph 7 – should read '3 July 2012' not 3 July 2013.

M13/22 Paragraph 2 – should read '£750,000' not £75,000.

M13/32

MATTERS ARISING REPORT FROM THE MEETING ON 5 FEBRUARY 2013

The Board received and noted the Matters Arising Report from the 5 February 2013 meeting.

M087 – Review of On-call requirements for Buildings Closed Days

The Chair of the Board highlighted the report that was expected at the October 2013 meeting of the Board on the review of Buildings Closed Days and On-Call Requirements and confirmed that the term 'Buildings Closed' would not be used in future as the Edinburgh Campus was never considered completely closed.

M063 – Equality & Diversity Policy

The Board noted that the draft Equality Outcomes would be circulated University-wide for consultation in March, prior to being submitted to the University Executive for approval at its meeting at the end of March.

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M13/33 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 5 February 2013.

The Board noted that it was intended for this document and the Policy Framework, once finalised, to be made available on SharePoint.

M13/34 BUSINESS REPORTED BY THE CHAIR

People Finder

The Chair of the Board highlighted the need to ensure that People Finder was kept as up-to-date as possible. The Director of Information Services requested that Board members arrange for a listing of their Directorate/School's staff to be extracted/printed from People Finder and for any corrections to be returned to the Director for updating.

The Board noted that without a dedicated HR system it would be impossible to retain a definitive contact list on People Finder.

Secretary's Board Bulletin

The Chair of the Board reported that the Bulletin was now available in a flip-book format as well as the original PDF format in order to allow readers using different kinds of media to view the bulletin in an easy-to-read format.

Commemorative Event – Irene Newton

The Chair of the Board highlighted the event which would take place on Wednesday 6 March 2013 in order to commemorate and celebrate the life of Irene Newton.

M13/35 REPORT FROM THE DIRECTORS OF ADMINISTRATION (SB/13/22)

The Board received and noted a report from the Directors of Administration in Schools, presented by Ms Lorna Morrow, Acting Director of Administration (MACS).

With regard to the Multi-Functional Devices (MFDs), Schools felt that following the provision of additional mono machines and the re-introduction of some shared printers, Schools were now able to operate at pre-MFD capacity levels once again. It was felt that until 'follow-me' printing was implemented it would be difficult to reduce reliance on shared or desk-top printers.

The Board noted that Schools were now receiving project reports from the Oracle team but these did not have transactional details included. The Director of Finance reported that the Oracle Team were working hard to deliver all the aspects of the system that were required before the contract ended at the end of March.

The Director of SML highlighted the Multilingual Debate which would take place on Wednesday 13 March 2013. The Board noted that this major annual event showcased the interpreting skills of students at HWU and was attended by government and local authority representatives as well as secondary and university students.

The Board noted that the Director of Administration & Registrar (Dubai) would provide a report at the next meeting on key activities within the Dubai Campus.

M13/36 REPORTS FROM THE PROFESSIONAL SERVICES DIRECTORS

Governance & Legal Services (SB/13/23)

The Board received and noted a monthly report on Governance & Legal Services, presented by the Director of Governance & Legal Services (G&LS).

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The Board noted that Health & Safety Services had reported the E-learning Workrite programme completion rate as 72% and noted that the Secretary of the University would be requesting a list of all colleagues who had not yet completed the training.

The Board also noted that the Safeguard health and safety management system had been launched and currently had a record of 750+ security incident reports which would enable the University to report on trends in health & safety incidents enhancing the Health & Safety compliance level of the University.

With regards to UKBA, the Board noted that the University had retained the Highly Trusted Sponsor Status. The Board also noted that progress had been made with regards to providing advice to Research Supervisors on recording information on Tier 4 students required by the UKBA.

The Chair of the Board confirmed that, in the next few months, the Board would receive a report on the Project Support Office. The Chair requested that the members consider what added value the University would gain from using the same project management methodology throughout the University and to report back to the Chair and the Director of Governance & Legal Services.

Information Services (SB/13/24)

The Board received and noted a monthly report on Information Services, presented by the Director of Information Services (IS).

The Board noted that the process of moving staff to a new email system was progressing well and would be finished by the Summer. The Board discussed the issues that had arisen from moving to the new email system for example, difficulty accessing shared diaries.

The Director of Information Services updated the Board on the Library Code of Conduct developed with the Student Union which emphasised collective ownership and responsibility for keeping the library study spaces in good order. The Board discussed the possibility of developing a University-wide Student Charter.

Research & Enterprise Services (SB/13/25)

The Board received and noted a monthly report on Research & Enterprise Services (RES), presented by the Director of RES.

The Board noted that, as at 5 March 2013, the total awarded research grants and contracts were at £20million. The Director of RES confirmed that this increase in volume of awards compared to last year, although very welcome, was placing a large strain on colleagues who deal with these awards.

Human Resource Development (SB/13/26)

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

The Board noted that the University was about to enter into the 2013 cycle of nationwide negotiations on pay and would be assessing the outcome of discussions at these negotiations due to differences between English and Scottish HEIs.

Finance (SB/13/27)

The Board received and noted a monthly report on Finance, presented by the Director of Finance.

The Board noted that Finance continued to make improvements in the integrity and content of the monthly management accounts and noted that the later publication of the Q3 accounts were in order to ensure they could support decisions such as the release of contingency.

The Chair of the Board highlighted that the contract with the external consultants working on Oracle would be concluded at the end of March 2013 and to expect a detailed email

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communication from the Secretary on the progress made with Oracle R12.

External Affairs (SB/13/28)

The Board received and noted a monthly report on External Affairs, presented by the Director of External Affairs.

The Board noted the latest developments in marketing, development and alumni and the musician in residence.

The Director of External Affairs provided an update on the arrangements for the Installation of the Chancellor. The Board noted that this would take place on 10 June 2013.

Registry Services (SB/13/29)

The Board received and noted a monthly report on Registry Services.

Campus Services (SB/13/30)

The Board received and noted a monthly report on Campus Services, presented by the Director of Campus Services.

The Board noted that there had been a marked decrease in income generated from internal catering orders and on-going feedback was that the non-user friendly nature of Oracle R12 had been a major factor in colleagues now using procurement cards with offsite suppliers. It was suggested that colleagues who are responsible for ordering catering should be given extra training regarding ordering on Oracle as the system was not difficult to use and colleagues should not have to order external catering. The Director of Campus Services requested that members let him know if they know of any other reasons why colleagues were not ordering catering from Hospitality Services.

M13/37

SHAREPOINT UPDATE

The Board received and noted an oral update on SharePoint, given by the Director of Information Services.

The Board received a live demonstration on the current Staff Intranet and discussed the importance of furthering the content of sites and ensuring they were populated appropriately and "audience ready" as soon as possible.

The Chair of the Board confirmed that it was intended to produce a high level governance section of the Staff Intranet which would include the a-z of policies and Health & Safety information amongst other things.

The Board noted that the Project Support Office would be assisting with the Staff Intranet Project and would be in touch with all Directors of Administrations and Professional Services in order to facilitate the best way forward in publishing the individual Service/School/Section sites.

The Board agreed that all Schools and Services/Sections should have a presence on the Staff Intranet and that any existing SharePoint sites not included in the new Staff Intranet should be transferred.

M13/38

INTERNAL COMMUNICATIONS

The Board received and noted a presentation on University Internal Communications, given by the Director of External Affairs.

The Board noted the objectives of internal communication (as below) and the current progress being made:

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- ensure a regular flow of news and information which were accessible and targeted
- improve the cascade of news and information through management levels
- increase understanding of the University's strategy
- promote collective pride in achievement and success among staff

The Board discussed the progress on two-way communication through the University's Open Meetings and Cascade. The Board noted that External Affairs had conducted a University-wide survey on two-way communication which had resulted in a limited number of responses but highlighted that the Open Meetings were considered 'Very Good' with suggestions for improvement ranging from more focus on key performance indicators to different Executive members presenting at these meetings. The Board discussed Cascade and agreed that one of the main challenges for Cascade was to collate information/news which local managers could present as relevant to their colleagues. However, the Board recognised that the Cascade was still in its infancy and would continue to be developed through staff feedback. Members queried whether 'Cascade' was an appropriate name for a communication that was to be considered two-way and suggested that this be reviewed in the future.

The Board discussed the challenge that Corporate Communications faced in sourcing news stories throughout the University and the Board agreed that it would be useful for each School/Service/International Campus to appoint an Internal Communications Champion who would be able to gather any relevant news items and pass these on to Corporate Communications. It was agreed that an Internal Communications Champion would be appointed in each area following guidance provided to Board members on what the role of the Champion would be and examples of news items that would be appropriate. The Board agreed that an Internal Communications Champion group should be created consisting of a champion from each School, Service and International Campus and relevant colleagues within the Corporate Communications Section.

The Director of External Affairs provided the Board with the HELIX indicators of good practice in HEI communication. The Board noted that these indicators were the foundation of any communication that External Affairs provided. The Board also noted that research had indicated that a connection with the institution's strategy and the quality of the relationship which colleagues had with line managers were key to enabling high staff engagement. The Chair of the Board suggested that using the HELIX indicators and mapping the current various communications that the University provided against these indicators would be useful to include in a workshop for middle managers on internal communication. The Board noted that this workshop could also provide a forum for investigating what informal communication networks were used in the University and how managers could utilise these.

The Board also heard from the Head of Organisational Development on the recent progress of staff engagement including:

- 'creating pride and belonging' approved by UE in 2012
- Employee engagement Forum established to oversee the strategy and recommend actions to enhance engagement
- Pride and Ambition events held twice yearly at Hermiston House hosted by Principal
- 18 month employee surveys agreed - next one April 2013
- Developing five-year Plans – a number of PS teams participating in OD Workshops to help them develop their five-year plans
- Leadership Development programmes to enhance leadership capability, communications and engagement

The Board noted that Organisational Development would be distributing a request for feedback on what skills and tools the University should provide to line managers in order to enable them to effectively support the Cascade and to gather appropriate news items.

The Chair of the Board suggested that External Affairs could liaise with similar organisations that had renowned track records in providing excellent internal communications and learn of some initiatives which may benefit Heriot-Watt. The Board noted External Affairs may need to contract an external facilitator to review University internal communication and provide advice

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on best practice for internal communications in higher education institutions.

M13/39 INSTITUTIONAL PRINT STRATEGY UPDATE (SB/13/31)

The Board received and noted an update on the current issues, problems and resolutions of the MFD project, presented by the Director of External Affairs.

The Director of External Affairs confirmed that the intended improved delivery of printing/copying facilities following the implementation of the MFDs was high on the Media Services agenda. The Chair of the Board suggested that the Project Support Office offer support to Media Services on this project and requested that a project plan be submitted to the Board, detailing the rest of the implementation milestones at the next meeting.

M13/40 STUDENT RECRUITMENT UPDATE (SB/13/32)

The Board received and noted an update on student recruitment as at 12 February 2013, presented by the Director of Recruitment & Admissions.

The Board noted that there had been a 13% increase in undergraduate applications, most notably this consisted of a 39% increase in RUK applications and a 27% increase in International/Overseas applications.

With regard to postgraduate applications, the Board noted that applications were up by 34%, which consisted of an increase of 53% in Home/EU applications and 32% in International/Overseas.

The Director of Recruitment & Admissions drew the Board's attention to the outcome of the New Entrants Survey which was completed by 8% of the 1761 students who were based at the Scottish Campuses and commenced undergraduate programmes at HWU in 2012. The Board noted that key points from the report included:

- Families remain the biggest influence on decisions regarding higher education.
- Key factors which influenced the decision to apply to HWU were individual campus visits, open days and meetings with academics.
- Key factors affecting the decision to attend HWU were the location, atmosphere, reputation of the University, reputation of the School and graduate employability.

The Chair of the Board suggested that it would be useful for the Board to see the outcome of the survey sent to those applicants who chose not to attend HWU and understand these factors.

The Director of Recruitment & Admissions highlighted appendix 4 of the report which included information on Recruitment & Admissions events for students. The Director requested that members contact him regarding any comments/additions to this list before it was sent to Heads of Schools.

The Board discussed the issues that the University had faced recently when contacting applicants regarding RUK events and concluded that, for the moment, these applicants must be contacted by letter until the problems with emailing some external email accounts were resolved.

M13/41 PDR UPDATE (SB/13/33)

The Board received and noted an update on the progress of 2013 PDR meetings as at mid-February 2013, presented by the Director of HRD.

The Board noted that there had been a significant improvement in the overall completion rate with 36% of meetings held compared to 19% of meetings held at around the same time last

PRIVATE & CONFIDENTIAL

year.

M13/42 EFFICIENT GOVERNMENT RETURN (SB/13/34)

The Board received and noted the draft Efficient Government Return for 2011/12, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services confirmed that Appendix 1 contained the efficiency savings which Procurement were currently aware of, and requested that members provide, either more detail on the appropriate saving listed in the return, or identify additional resource or money saving activity which could be included in the return. Members noted that they had until 12 March 2013 to provide this information.

The Chair of the Board suggested that the Return for next year be discussed at the Board much earlier than currently, and requested that the Return be added to the Board agenda for October, November and December of each year.

M13/43 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 JANUARY 2013

The Board noted an oral update on the Management Accounts, provided by the Director of Finance.

M13/44 REPORT FROM THE ENROLMENT WORKING GROUP: MEETING HELD ON 9 JANUARY 2013 (SB/13/35)

The Board received and noted a report from the Enrolment Working Group from the meeting held on 9 January 2013, presented by the Chair of the Board.

M13/45 REPORT FROM THE AUTO-ENROLMENT WORKING GROUP: MEETING HELD ON 31 JANUARY 2013 (SB/13/36)

The Board received and noted a report from the Auto-enrolment Working Group from the meeting held on 31 January 2013, presented by the Director of HRD.

Reserved Section (Ref Section 30, FOI(S)A)

M13/46 GOVERNANCE STRUCTURE

The Chair of the Board requested that this item be discussed at the next meeting of the Board on Tuesday 7 May 2013.

M13/47 ANY OTHER BUSINESS

No other business was received by the Board.

DATE OF NEXT MEETING: TUESDAY 7 MAY 2013

SECRETARY'S BOARD

Minutes: 7 May 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Ms Theresa Merrick, Director of External Affairs
	Ms Caroline Brown, Director of Administration (IPE)	Ms Lorna Morrow, Director of Administration (MACS)
	Ms Philippa Burrell, Director of Administration (SBE)	Ms Lesley Lindsay, Director of Administration (TEX)
	Ms Sue Collier, Director of Governance & Legal Services	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
	Mr Malcolm Deans, Director of Estate and Campus Services	Mr Derek Penman, Director of Administration (EPS)
	Ms Maggie Dunn, Director of Administration (SLS)	Mr Campbell Powrie, Director of Administration (SML)
	Ms Linsey Fender, Assistant to the Secretary	Mr Mike Roch, Director of Information Services
	Ms Morag Heggie, Director of Administration (EBS)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai) (by conference telephone)
	Mr Andrew Menzies, Director of Finance	
	In Attendance:	Mr Mike Ross, President of the Student Union (for item 3.1)
Apologies:	Mrs Gillian McFadzean, Director of Research & Enterprise Services	

MINUTE REF
M13/48

MINUTES OF THE MEETING OF 5 MARCH 2013

The Board received and approved the minutes of the meeting on 5 March 2013.

M13/49

MATTERS ARISING REPORT FROM THE MEETING ON 5 MARCH 2013

The Board received and noted the Matters Arising Report from the 5 March 2013 meeting and also noted the following updates:

M13/34 People Finder

The Board noted that the IT Helpdesk had received the requested changes/amendments to the People Finder. The Director of Information Services confirmed he would check the status of these updates with the Helpdesk.

M13/38 Internal Communications

The Director of External Affairs confirmed that each Service and School had nominated an Internal Communications Champion and that the first meeting of this University-wide group would be held in mid-May 2013.

M13/42 Efficient Government Return (EGR)

The Chair of the Board confirmed that the EGR 2011/12 was submitted to the Scottish Funding Council by the allotted deadline. The Board noted that more input would be required from members for the 2012/13 return as the government was placing greater emphasis on providing examples of Value for Money.

M087 Buildings Closed Days

During the discussion had regarding M13/51 Disaster Business Continuity Days (below) it was noted that some of the current Business Closed Days' contact details were out of date and would require regular updating.

M063 Equality & Diversity

The Director of Governance & Legal Services confirmed that the University had met a number of deadlines in relation to the on-line posting and publication of various University equality & diversity related publications. The Board noted that the University had submitted its application for the Athena SWAN Bronze Award and could expect to hear the result in October 2013.

The Chair of the Board reported that the creation of a new post had been approved in order to assist in the implementation of Athena SWANN in the Schools and it was hoped this post would be filled soon.

M13/50 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 5 March 2013.

The Director of Human Resource Development confirmed that the University should be notified, by the end of May 2013, if the CJNCC has given its endorsement to the Remuneration, Reward, Promotion and Probation Processes.

The Board also discussed a variety of policies included in the Development Report and noted that an update on the creation of these policies would be provided at the next meeting.

M13/51 BUSINESS REPORTED BY THE CHAIR

Malaysia Service Level Agreements

The Chair of the Board asked for an update on Directorate Service Level Agreements for the Malaysia Campus. The Board noted that the Directors of Professional Services would be meeting in mid-May to discuss the agreements for the next financial year. The Board noted that it was understood these agreements would not require the same level of detail as was required in January 2013.

The Chair of the Board requested that if, included in the current agreements, the creation of a new post had been approved then this post should be filled as soon as possible.

Business Continuity Simulation Event

The Board noted that the Director of Governance & Legal Services, the Head of Risk & Audit Management and the Secretary of the University had arranged a Business Continuity Simulation Event for all members of the Emergency Management Team which was facilitated by the University's Internal Auditors in April 2013.

The Board noted that the Internal Auditors would be providing a report on this event.

The Board noted that this was arranged in order to test the resilience of the University in dealing with a major disaster alongside maintaining the business critical functions of the University.

The Chair of the Board confirmed that another large scale simulation event would be held in the next eighteen months which would include participation from the emergency services.

Learning & Teaching Strategy (SB/13/38)

The Chair of the Board drew attention to the current Learning & Teaching Strategy Consultation paper and requested that Board members provide the Deputy Principal (Learning & Teaching) with any comments they may have.

M13/51 STUDENT RECRUITMENT UPDATE (SB/13/39)

The Board received and noted the regular Student Recruitment Update as at mid-April 2013.

M13/52 FINAL REPORT OF THE SCOAIR WORKING GROUP (SB/13/40)

The Board received and noted the Final Report of the Short-Life Working Group on Strategic Co-ordination of Operations for ALP and IDL Relationships, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the main objective of the Working Group was to consider strategic development of a more effective and efficient University-wide structure for co-ordination of ALP and IDL activities. The Board was invited to approve the recommendation that a small central co-ordinating unit be established, on the condition that the resources for the unit could be identified without adversely impacting on other areas of the University's operations, and approve that all further recommendations of the Working Group be taken forward by this central unit.

The Board noted that this report had also been submitted to the International Strategy Board which had endorsed the recommendations and recommended that these be presented to the University Executive, alongside a business case, for approval.

The Board agreed that these recommendations should be submitted to the UE for approval, alongside a business case detailing the resource implications of the central co-ordinating unit.

The Board also discussed the importance of business development with the ALPs and establishing service level agreements. The Chair of the Board suggested that the International Strategy Board was the group to discuss the business development aspects of the ALPs.

M13/53 PROFESSIONAL SERVICES DIRECTORATE STRATEGIC PLAN (SB/13/41)

The Board received and noted the draft Professional Services Strategy to support the delivery of the Heriot-Watt University Strategy 2013 – 18, presented by the Chair of the Board.

The Chair of the Board confirmed that this draft had been formed following consultations and discussions within and across all Professional Services Directorates, and with other colleagues and stakeholders. The Chair of the Board requested that the School Directors of Administration discuss this document with their School Management Teams to ensure that they enable the Schools to meet their Strategic Plans.

The Board heard the key strategic challenges facing the each Professional Service from the respective Directors and requested that feedback be provided by the Schools to the Directors in the next six weeks in order to allow the Strategy to be finalised and submitted to the July University Executive meeting for approval.

The Board also discussed the importance of ensuring that the Professional Services plans are written in a way that all colleagues can understand and ensure that each individual plan can be related back to the University Strategic Plan. The Director of External Affairs suggested that a diagram of how each plan (e.g. Governance & Legal Services, Learning & Teaching, Research) relates to the University Strategic Plan may help people recognise in what way each plan supports the other.

M13/54 REPORT FROM THE PROFESSIONAL SERVICES

School Directors of Administration (SB/13/42)

The Board received and noted the monthly update from the Directors of Administration in Schools, presented by the Director of Administration (EBS).

The Board noted that staff in Schools had recognised that some email offer letters sent automatically from OBI were not being received by applicants. The Directors of Administration raised concerns that this issue would negatively impact on the recruitment figures.

The Director of Information Services provided feedback as to why emails may not be getting through to applicants and asked members to keep the Helpdesk informed of any future email failures, however, the Board noted it was not possible to overcome these issues as each external email provider (e.g. Hotmail) worked to different policies and constantly updated these policies which was beyond the University's control.

It was suggested that the University include a statement on the website that informed potential students of the possibility that emails from the University may be filed into their 'junk' email folder and to check this regularly. It was also suggested that potential students should be asked to save an hw.ac.uk address in their email address books in order for their provider to recognise this as a legitimate email address.

In the meantime, the Director of Information Services suggested that Schools send out critical communications in plain text (not HTML), which may bypass the external providers 'spam' filter.

Finally, the Board discussed the possibility of using alternative means of communication, for example, sending an SMS, online posting of results or hard copy mail.

Dubai (SB/13/43)

The Board received and noted the first monthly update from the Dubai Campus, presented by the Director of Administration (Dubai).

The Board noted that the Dubai Campus had recently requested that a June graduation ceremony be held at the Campus (as opposed to the single November ceremony). The Board noted the reasons for this and the Academic Registrar & Deputy Secretary agreed to investigate the possibility.

The Chair of the Board reported that the University had been working with Eikon on establishing a schedule document which listed all the charges made to students. The Board noted it had been agreed that no further changes to these charges could be made by Eikon without Dubai Executive Committee approval.

Professional Service Directorates

The Board received and noted the monthly reports from each Professional Services Directorate.

M13/55 STUDENT UNION ANNUAL REPORT TO COURT (SB/13/52)

The Board received and noted the annual report to Court from the Student Union 2012/13, presented by the President of the Student Union and endorsed the report for onward submission to the Court subject to the following:

- distribute the report to the Deputy Principal (Learning & Teaching) and Academic Registrar & Deputy Secretary, prior to submission to the Court, for comment;
- Pg. 17: include in the finance section the amount of time that the University had been aware of the Union's financial position.

M13/56 REVISED ALP CONTRACT TEMPLATE AND GUIDANCE (SB/13/53)

The Board received and noted a paper on proposed revisions to the approved learning partner (ALP) contract template and guidance, presented by the Academic Registrar & Deputy Secretary and Director of Governance & Legal Services.

The Board noted that the Deputy Principal (L&T), in conjunction with Academic Registry, had undertaken a review of the ALP agreement template and guidance notes in order to bring the documents up-to-date and to reflect the move towards larger multi-programme multi-School partnership arrangements. The Board also noted that the revisions to the agreement template had been revised with input from Governance & Legal Services and the SCOAIR Working Group.

The Board discussed the importance of having discussions with potential ALPs on copyright/licensing issues and suggested this should be added to the due diligence checklist being maintained by Governance & Legal Services.

The Board endorsed the revised template and recommended the template to the University Executive for information.

M13/57 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 MARCH 2013 (SB/13/54)

The Board received and noted the Management Accounts for the period ending 31 March 2013, presented by the Director of Finance.

M13/58 UKBA TIER 4 WORKING GROUP TERMS OF REFERENCE (SB/13/55)

The Board received, noted and approved the UKBA Tier 4 Working Group Terms of Reference, presented by the Director of Governance & Legal Services.

The Board noted that there had been minimal changes to the Terms of Reference, all of which had been in changes to the membership.

M13/59 REPORTS FROM THE GROUPS OF THE SECRETARY'S BOARD

UKBA Tier 4 Working Group: meeting held on 17 April 2013

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

The Director of Governance & Legal Services drew attention to the Doctorate Extension Scheme made available by the UKBA.

Enrolment Working Group: meetings held on 13 February and 26 March 2013 (SB/13/57)

The Board received and noted a report from the Enrolment Working Group, presented by the Secretary of the University.

External Affairs Committee: meeting held on 4 March 2013 (SB/13/58)

The Board received and noted a report from the External Affairs Committee, presented by the Director of External Affairs.

The Director reported that the first meeting had proved very positive and confirmed that the membership included colleagues from each School.

SLC REAL Working Group: meetings held on 25 February and 21 March 2013 (SB/13/59)

The Board received and noted a report from the SLC REAL Working Group, presented by the Director of External Affairs.

**Auto-enrolment Working Group: meetings held on 13 March and 13 April 2013
(SB/13/60)**

The Board received and noted a report from the Auto-enrolment Working Group, presented by the Director of Human Resource Development.

The Board noted that the Group had agreed a NEST scheme should be established to accommodate eligible job holders who cannot join LGPS or USS.

M13/60

STAFF PAY & REWARD: INCLUDING THE LONG SERVICE POLICY AND STAFF SCHOLARSHIPS AND REMISSION OF FEES POLICY (SB/13/61)

The Board received and approved a paper on Staff Pay and Reward, presented by the Director of Human Resource Development.

The Board approved the Long Service Policy, Fees Remission Policy, and Fees Remission Procedure but requested that further work be done on guidance for the approval of the remission of fees for line managers. The Board also approved the initial investigation into the introduction of a formal HWU discount scheme.

The Board discussed the issues of staff/spouses/children studying at the University and the relevant member of staff having access to their spouses/child's or own student files. The Board noted that SAS had already been investigating this aspect of the system.

The Director of Human Resource Development asked for clarification on whether the awards for long service should be backdated to those who have already passed the award mark. The Chair of the Board requested more information on the implications of this before making the decision.

The Board also showed support for the establishment of a cycle to work scheme.

M13/61

POLICY ON USE OF FIXED TERM CONTRACTS (SB/13/62)

The Board received, noted and approved the Policy on Fixed-Term Contracts, presented by the Director of Human Resource Development.

The Board noted that the University used to have three separate policies which related to fixed-term contracts. Those policies were due for review and at the same time HRD merged the three policies into one.

The Board noted that the policy had been sent to the Unions for consultation in August 2012 and feedback was received at the end of 2012.

M13/47

ANY OTHER BUSINESS

No other business was received by the Board.

DATE OF NEXT MEETING: TUESDAY 4 JUNE 2013

SECRETARY'S BOARD

Minutes: 4 June 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Ms Theresa Merrick, Director of External Affairs
	Ms Caroline Brown, Director of Administration (IPE)	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
	Ms Sue Collier, Director of Governance & Legal Services	Mr Derek Penman, Director of Administration (EPS)
	Mr Malcolm Deans, Director of Estate and Campus Services	Mr Campbell Powrie, Director of Administration (SML)
	Ms Maggie Dunn, Director of Administration (SLS)	Mr Mike Roch, Director of Information Services
	Ms Linsey Fender, Assistant to the Secretary	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)
	Mrs Gillian McFadzean, Director of Research & Enterprise Services	
In Attendance:	Mr Mike Bates, Director of Recruitment Admissions (for item 2.2)	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
	Mr Marcus Gilchrist, Student Systems Business Manager (for item 2.1)	Professor Julian Jones, Vice-Principal (for item 3.1)
Apologies:	Ms Philippa Burrell, Director of Administration (SBE)	Ms Morag Heggie, Director of Administration (EBS)
	Mr Andrew Menzies, Director of Finance	Ms Lorna Morrow, Director of Administration (MACS)
	Ms Lesley Lindsay, Director of Administration (TEX)	

**MINUTE
REF
M13/63**

MINUTES OF THE MEETING OF 7 MAY 2013

The Board received and approved the minutes of the meeting on 7 May 2013.

M13/64

MATTERS ARISING REPORT FROM THE MEETING ON 7 MAY 2013

The Board received and noted the Matters Arising Report from the 7 May 2013 meeting and also noted the following updates:

M13/52 SCOAIR Recommendations

The Academic Registrar & Deputy Secretary provided an update on the approval of the recommendations by the University Executive. The Board noted that the Deputy Principal (External Relations) would take forward the recommendations and that the physical location of the co-ordinating unit would be discussed with all Heads of Schools. The Board also noted that the Edinburgh Business School would be involved in the discussions of the recommendations with the Deputy Principal (External Affairs).

M13/53 Professional Services Strategic Plans

The Board noted that all comments from the Schools on the Professional Service's Strategic Plans must be submitted prior to 14 June 2013 if to be considered.

M13/65 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 7 May 2013.

M13/66 BUSINESS REPORTED BY THE CHAIR

Legalisation of Skype in Dubai

The Chair of the Board reported that the use of Skype video calling in Dubai was now legal; therefore colleagues may wish to use the facility for cross-Campus meetings.

Computer Viruses

The Chair of the Board warned members of a recent spate of computer viruses which can cause severe issues with laptops and PCs. Members noted that they should remind all staff to be vigilant when opening email attachments from unknown sources and using external websites.

Guardian League Tables

The Chair of the Board reported the recent Guardian League table results and confirmed that Heriot-Watt was now ranked 18th out of 119 institutions in the UK, up from 20th last year which places the University second in Scotland to St Andrews. The Board noted that Heriot-Watt was also ranked high in a range of individual subjects, including in the top five in the UK for Chemistry (2nd), Civil Engineering (3rd), Building and Town and Country Planning (4th), and Chemical Engineering (5th).

This meant the University was also ranked 1st in Scotland for each of the above subjects and 2nd for Art & Design, Economics and Mechanical Engineering.

Departure of Director of Research & Enterprise Services

The Chair of the Board announced the planned departure of the Director of Research & Enterprise Services from the University, following REF, in November 2013. The Chair thanked the Director for all her hard work and support and wished her all the best for the future.

The Board noted that while the Director focussed on the REF submission, the responsibilities of Research & Enterprise Services (RES) would be assumed by the Director of Finance, with the exception of Legal Services which would be moved over to the Governance & Legal Services Directorate. The Board also noted that the RES workload would be subject to a longer term analysis involving RES colleagues and the Schools.

University-wide Student Charter

The Board noted that the Academic Registrar & Deputy Secretary was investigating all current Student Codes of Conduct etc. which the Library, Student Union and different disciplines hold, before drafting a University-wide Student Learning Agreement (as opposed to a University Student Charter).

University Intranet

The Board received and noted a tabled paper which provided a 'red, amber, green' snapshot of the current status of Intranet sites in the Schools and Services. The Chair of the Board requested all Intranet sites which were listed as 'red' to get in contact with the Information Services team if assistance was required.

The Director of Governance & Legal Services reported that an Intranet Users Group was being set up by the Project Support Office in order to share best practice and knowledge with the Intranet Site Administrators.

M13/67 SSU QUARTERLY REPORT (SB/13/63)

This item was taken as the second item of business at the meeting.

The Board received and noted the quarterly update on the Student Systems Unit which also

included a paper on collecting protected characteristics at enrolment, presented by the Student Systems Business Manager.

The Board noted the recent successes of the SSU Unit including CLUE, Weblogic upgrade and online results. The Student Systems Business Manager also provided an update on the Ellucian European Users Group and training/requirements at the Malaysia Campus.

The Board noted progress which had taken place in other areas, current issues faced by the Unit and the Unit's Risk Register.

The Board discussed the proposed collection of student data on protected characteristics during online enrolment and the work being undertaken to ensure the process followed equality & diversity and data protection legislation. The Board noted that this process would be live for the 2013/14 enrolment of students.

The Board also discussed the current status of the Programme Approvals Management System (PAMS) and the timescale for implementation. The Board noted that the system should be live by April 2014 which the Deputy Principal (Learning & Teaching) was aware of.

The Board received assurance that work was being carried out on high priority issues, the removal of shadow systems and access of student files by those colleagues related to students or studying at the University. The Chair of the Board requested that the timescale for testing the more secure prototype to be included in the next SSU Report to the Board.

M13/68 STUDENT RECRUITMENT UPDATE (SB/13/64)

This item was taken as the third item of business at the meeting.

The Board received and noted an update on Student Recruitment, as at mid-May, presented by the Director of Recruitment & Admissions.

The Board noted that across all Undergraduate categories, applications have increased by 11%, unconditional offers have increased by 17% and conditional offers by 13%. The early projection for Overseas, RUK and Scottish/EU student recruitment is that recruitment should be on or above target. However, it was reported that Directors of Administration should note the key risk of over-recruitment of EU students, and in order to ensure achieving the SIMD 20/40 target, Directors of Administration should note the importance of allowing maximum flexibility to SIMD 20/40 applicants during the UCAS Confirmation period.

The Board noted that overall, applications at Postgraduate taught level have increased by 8%. However, Directors of Administration in EPS, SML and TEX should note the emerging trend of being significantly behind the level of offer-making at the corresponding stage in the cycle and pursue appropriate remedial action.

The Board discussed the issues of non-delivery of e-mail correspondence which continues to be a factor in PGT admissions. The Director of Information Services reaffirmed the advice provided at the last meeting of the Board and requested that every e-mail failure instance be reported to him directly. The Board also discussed the importance to each School of establishing an alternative means of communication in the meantime and to regularly follow up on email offers to ensure that they have been received.

The Director of Recruitment & Admissions provided an oral update on the recruitment of Further Education access students and confirmed a paper update would be provided to the next meeting of the Board.

M13/69 PROJECT SUPPORT OFFICE

The Board received and noted an oral update on the Project Support Office (PSO) which was

provided by the Director of Governance & Legal Services.

The Board noted that Steve Salvini and Gordon Duncan were now located full time in the Project Support Office. It was noted that the PSO was working alongside the Head of Audit & Risk Management and the University's Internal Auditors in order to run Project Support Workshops for the launch of the service in October.

The Director of Governance & Legal Services requested that Board members make every effort to ensure that they and their teams attend the Project Management Workshops.

M13/70

REPORTS FROM THE PROFESSIONAL SERVICES

Governance & Legal Services (SB/13/65)

The Board received and noted a monthly report on Governance & Legal Services, presented by the Director of Governance & Legal Services (GLS).

The Board noted that GLS had organised a NARIC Training session, to increase the awareness of fraudulent documents, for 11 June 2013. The Director of Governance & Legal Services confirmed that there had been a great response to this training from Schools/Institutes and therefore another session would be set up in the near future.

The Board also noted that Heritage & Information Governance were able to provide advice and support on managing records in all formats which may assist Schools and Services in creating more space within their areas.

Campus Services (SB/13/66)

The Board received and noted a monthly report on Campus Services, presented by the Director of Campus Services.

The Director of Campus Services highlighted to the Board recent developments around the Residences 2016 project, the Chancellor's Installation and the British Geological Survey bid.

Human Resource Development (SB/13/67)

The Board received and noted a monthly report on Human Resource Development, presented by the Director of HR.

The Board noted that the University Executive had approved the implementation of an HR system, which would be completed in a number of phases with the first phase as planning and data consolidation. The Director of HR requested that if any Board member or nominee would like to be part of a user group once the system was up and running they should contact the Director.

The Board also noted that although the completion rate of the PDR process was higher than the same point last year, 18% of colleagues have yet to set their objectives at the time when their mid-year review should be taking place.

Research & Enterprise Services (SB/13/68)

The Board received and noted a monthly report on Research & Enterprise Services.

Dubai Campus (Oral)

The Board received and noted a verbal update on recent developments at the Dubai Campus, given by the Director of Administration (Dubai).

The Board noted that the Dubai Campus had experienced a successful visit from two University Governors, and negotiated a new student fee structure with Eikon.

The Board also discussed difficulties that the Dubai Campus was facing with the local student visa allocation office within the Ministry of Dubai.

Edinburgh Campus Schools (SB/13/70)

The Board received and noted a monthly report from the Edinburgh Campus Schools, presented by the Director of Administration (IPE).

The Board noted development within the Institute of Petroleum & Engineering surrounding Finance, Centre for Earth & Marine Technology and the Shell Centre for Exploration Geoscience.

The Board also discussed the unsatisfactory service provided by the University's new travel provider. The Chair of the Board agreed to discuss these issues with the provider and report back to the Board.

The Director of Governance & Legal Services noted the reported loss of research contracts due to the removal of a legal post within RES and requested more information as no loss of contracts had been recorded by Legal Services.

Information Services (SB/13/71)

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

The Board noted that IS were proposing a wide range of new and enhanced services for the 2013/14 Academic Year which would be discussed by the Senate's Information Services Committee.

Registry Services (SB/13/72)

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

The Board noted that a new Academic Appeals Policy & Procedure which had been approved by the Senate Business Committee. This Policy would ensure University-wide consistency of the format of appeal submissions and the processes for dealing with them.

The Board also discussed the provisions that the University must adhere to for disabled students living and studying on the Edinburgh Campus.

Finance (SB/13/73)

The Board received and noted a monthly report from Finance.

External Affairs (SB/13/74)

The Board received and noted a monthly report from External Affairs, presented by the Director of External Affairs.

The Board noted the large number of events currently in progress or recently completed and noted that the Director of External Affairs would circulate a quarterly report on media evaluation which compared what HWU news had been covered in the press.

M13/71

PLANNING ROUNDS 2012/13

This item was taken as the first item of business at the meeting.

The Board received a presentation on the Five-Year Plan: 2013-18 which was presented by the Vice-Principal.

The Vice-Principal reminded the Board of the five year strategic targets, as elucidated in the Strategic Plan, which would be developed in more detail. The Board noted that the Strategic Targets would be developed into KPIs which would require input from Board members in the autumn.

The Board noted the following key assumptions underpinning the Plan and representing

changes over the 2012 Plan:

- increased income streams from the Scottish Funding Council;
- In the latter, post REF years, Research Excellence Grant (REG) income assumed at pre-REF levels. Further work would be required to develop estimates for post-REF REG income;
- Flat-cash contribution from Research Councils
- reductions in overseas PGT and other income
- increasing investment in academic staff, PhD students and capital /infrastructure. The Board noted the envelope within the Plan for capital; investments, noting where provision for particular projects (both confirmed and unconfirmed/subject to future planning) had been made;
- increased NI and pension contribution costs;
- the impact of the revised Malaysia Campus plan (based on "stressed" Ernst & Young worst case figures);
- increasing contingency provision through all years of the Plan to cover tuition fee income, research income (net of direct costs) and the Malaysia Campus; and
- a minimum 3% surplus rising to 7% by the final year of the Plan.

It was noted that projects within the existing arrangements, i.e. covered by available capital and consistent with current banking covenants included HWUM (Ernst & Young "stressed case"), the Centre for Earth & Marine Technology project (assuming a low estimate of available SFC funding) and the immediate costs associated with the Aptuit building acquisition. Other projects would be considered when more detailed financial information is available by the time of the June 2013 meeting of the Finance Committee.

The Board discussed the investments detailed in the Five- year Plan such as Residences 2016 and IT systems. The Board was also prompted to consider the positive/negative impact Scottish Independence may have on the Higher Education Sector.

The Board noted that the Five-year Plan: 2013-18 would be submitted to the Finance Committee and finally, the Court in June 2013 for approval.

M13/72 EXTERNAL AFFAIRS COMMITTEE TERMS OF REFERENCE (SB/13/75)

The Board received and approved the External Affairs Committee Terms of Reference, presented by the Director of External Affairs.

The Terms of Reference, which set out the main purpose of the Committee to manage External Affairs at an institutional level and to monitor operational External Affairs activities across the University, had been previously approved by the External Affairs Committee.

M13/73 SCOTTISH BORDERS CAMPUS MANAGEMENT COMMITTEE TERMS OF REFERENCE (SB/13/76)

The Board received and approved the Scottish Borders Campus Committee Terms of Reference, presented by the Director of Governance & Legal Services.

The Terms of Reference, which set out the main purpose of the Committee as the primary governance group of the Campus, had been previously approved by the Scottish Borders Campus Management Committee.

M13/74 GOVERNANCE STRUCTURE

This presentation was postponed until the July meeting of the Board.

M13/75 RECENTLY APPROVED PROCEDURES (SB/13/77)

The Board received and noted the recently approved procedures relating to the Health & Safety Policy (as below), presented by the Director of Governance & Legal Services.

- Fire Safety
- Hazard Reporting
- Incident Management
- Risk Assessment

The Chair of the Board requested that members should ensure their teams are familiar with these procedures and are aware of any responsibilities they may have with compliance.

M13/76 ANY OTHER BUSINESS

No other business was received by the Board

DATE OF NEXT MEETING: 1 JULY 2013

SECRETARY'S BOARD

Minutes: 1 July 2013

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Andrew Menzies, Director of Finance
	Ms Caroline Brown, Director of Administration (IPE)	Ms Theresa Merrick, Director of External Affairs
	Ms Sue Collier, Director of Governance & Legal Services	Ms Lorna Morrow, Director of Administration (MACS)
	Mr Malcolm Deans, Director of Campus Services	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 Mike Roch, Director of Information Services
	Ms Lesley Lindsay, Director of Administration (TEX)	
In Attendance:	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)	Professor John Sawkins, Deputy Principal (Learning & Teaching)
	Mr Duncan Hurst, Director of Media Services	
Apologies:	Ms Philippa Burrell, Director of Administration (SBE)	Mr Campbell Powrie, Director of Administration (SML)
	Ms Morag Heggie, Director of Administration (EBS)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)

MINUTE REF M13/77

MINUTES OF THE MEETING OF 4 JUNE 2013

The Board received and approved the minutes of the meeting held on 4 June 2013 subject to the following amendment:

M13/70, Paragraph 16 – should read 'The Director of Governance & Legal Services noted the reported loss of research contracts due to the removal of a legal post within RES...' and include an action on the Director of Administration (IPE) to provide details of the loss of the specific contract.

M13/78

MATTERS ARISING REPORT FROM THE MEETING ON 4 JUNE 2013

The Board received and noted the Matters Arising Report from the 4 June 2013 meeting.

M13/79

POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 4 June 2013.

M13/80

BUSINESS REPORTED BY THE CHAIR

Professional Services Strategic Plan

The Chair of the Board reported that the Professional Services Strategic Plan would be submitted to the August meeting of the University Executive for approval. The Board noted that this was to ensure all comments from Board members were included in the draft.

Secretary's Board attendance levels

The Chair of the Board requested that members ensure they have all future Board meetings in their diary and make every effort to attend the meetings.

Business trips to Dubai

The Chair of the Board requested that should any colleague within the University need to visit the Dubai Campus they should complete a Visit Request form which can be obtained from Sonya Fernandes, PA to the Vice-Principal (Dubai).

M13/81

GOVERNANCE STRUCTURE

The Board received a presentation on the University's governance structure, given by the Chair of the Board.

The Chair of the Board reported that the Court had given approval for a review of the Charter & Statutes. The Board noted that the review would begin in July 2013 with the aim of approval of the revised Charter & Statutes by the Privy Council in the New Year.

The Chair of the Board provided a summary of the current Court, Senate and University Executive governance structures and detailed how the objective of the revised governance structure was to ensure the formal decision making process was clear and transparent.

The Board noted that it was important for the School/Institute governance structures to be based on the same model (with marginal differences being allowed) in order to ensure the Enhancement-led Institutional Review (ELIR) team was satisfied the appropriate structure changes were in place with the correct reporting links. The Chair of the Board requested that following the meeting, the School/Institute structure slide be circulate to the Directors of Administration at which point the Schools/Institutes should confirm their current structure with the Board Clerk.

The Board also noted that reports from CJNCC and HWU/West London College Executive should be provided to the University Executive (as they were not currently).

The Chair of the Board suggested that the Board should arrange to discuss Research matters at a future meeting.

M13/82

REPORTS FROM THE PROFESSIONAL SERVICES

Edinburgh Campus Schools/Institutes (SB/13/78)

The Board received and noted a report from the Edinburgh Campus Schools/Institutes, presented by the Director of Administration (SLS).

The Board noted that the NAJIC training provided by Governance & Legal Services was extremely helpful and noted that another training session which would include more colleagues from Schools and Professional Services would be arranged.

The Board also discussed space issues and noted that the Director of Hospitality Services had released a room previously used by Hospitality for EPS. The Board noted that other Schools had brought pressing issues to the attention of the Director of Campus Services and that these were being addressed. The Chair of the Board highlighted the recent round of Space Utilisation visits and asked all members to ensure that the surveyors were treated with respect when carrying out their tasks. The Board noted that the surveyors would be returning during term time in order to survey space utilisation at a different time of year.

Members discussed the requisition process for Finance System orders (mainly for hospitality) and were advised that additional training could be provided if necessary. A request was made regarding the availability of new Corporate Credit Cards which would be dealt with by the Director of Governance & Legal Services.

Information Services (SB/13/79)

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

The Director of Information Services highlighted the following:

- Library books could now be borrowed online.
- the student email service would be transferred to Microsoft as a host over the summer.
- systems will be unavailable on 13 July due to essential maintenance.
- work was being undertaken to clarify the usage of the Information Services budget.

Registry Services (SB/13/80)

The Board received and noted the monthly update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary highlighted the following:

- early enrolment to the Dubai Campus started at the beginning of July.
- West London College was currently going through a review by the Quality Assurance Agency for HE.
- The PGT Survey received a 36% response rate, the Academic Registrar & Deputy Secretary gave thanks to all those colleagues who assisted in promoting the survey to students.
- The Health Service was reintroducing student re-immunisation for measles following the recent outbreak in Wales.

A request was made for a comprehensive up-to-date list of programmes offered at the Malaysia Campus which the Academic Registrar & Deputy Secretary agreed to provide out with the meeting.

Finance (SB/13/81)

The Board received and noted a tabled monthly update from Finance, presented by the Director of Finance.

The Director of Finance confirmed that the Court had approved the University's Five-year financial plan at its meeting on 24 June 2013.

The Board noted that the Management Accounts were being gradually improved, the implementation of the finance system (Oracle) was seeing some progress and an Internal Audit report on the implementation of the system would be submitted to the University Executive in August.

The Director of Finance requested that any 'super-users' of the finance system contact the Oracle team in order to join a forum to discuss usage of the system.

External Affairs (SB/13/82)

The Board received and noted a tabled monthly update from External Affairs, presented by the Director of External Affairs.

The Director of External Affairs commented on the wide range of events which had taken place over the last month and confirmed that good press coverage had been received by all.

The Board noted that:

- Development & Alumni were currently cleaning electronic records held within Raisers Edge and were building affinity with Alumni overseas.
- International Office was organising an event in Ghana with applicants and alumni, in order to maximise completions from this rapidly growing international market.
- HWU recruitment staff worldwide were gathering in Dubai for a workshop to discuss the recruitment strategy for the Edinburgh, Dubai and Malaysia campuses and to plan the recruitment cycle for the next year.

Research & Enterprise Services (SB/13/83)

The Board received and noted the monthly update from Research & Enterprise Services presented by the Director of Finance & Interim Director of Research & Enterprise Services.

The Director of Finance confirmed that RES was well on the way to meeting its £40million Annual Award/Income target in the University's Strategic Plan.

Human Resource Development (SB/13/84)

The Board received and noted the monthly update from Human Resource Development presented by the Director of Human Resources.

The Director of Human Resources highlighted the following:

- the 2012/13 National Pay Review dispute resolution meetings were being held at the start of July.
- A Project Manager had been appointed for the installation of the HR IT System.
- the PDR completion statistics for 2013 were the same as at this point in 2012. The Director of HR suggested that HRD cease collecting information at this point in the year.
- the proposed changes to conferencing had taken place and had affected fourteen colleagues.

The Board noted that the HRD team had won the Times Higher Education award for 'Outstanding HR Team' 2013. The Chair of the Board congratulated the team on their achievements and suggested that other Services review the potential opportunities to nominate their areas for various awards.

Campus Services (SB/13/85)

The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

The Director provided updates on the British Geological Survey project and the bid for the National Performance Centre for Sport.

Governance & Legal Services (SB/13/86)

The Board received and noted the monthly update from Governance & Legal Services, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services provided the following updates:

- Equality & Diversity – discussion was ongoing on the need for a group to consider all material cases where the reasonable adjustment is requested.
- UKBA – the outcome of the West London College Audit was positive with all suggestions taken on board.
- Procurement - service issues with the University's travel provider should now be resolved, however if colleagues experienced any new difficulties they should contact the Director of Governance & Legal Services or the Chief Procurement Officer.

M13/83

STUDENT RECRUITMENT UPDATE (SB/13/87)

The Board received and noted an update on student recruitment as at 17 June 2013,

presented by the Director of External Affairs.

The Board noted that it was imperative that Schools worked to ensure the University did not over recruit in the Scottish/EU Undergraduate category. The Director of External Affairs highlighted that the University could be given a financial fine by the Scottish Funding Council should the University over recruit in this category.

The Board also noted that the indicative figure for recruiting to the SIMD20/40 Undergraduate places was falling slightly short therefore there was a need to maximise flexibility at confirmation time for this group.

The Board also noted that:

- The Undergraduate Rest of UK figure was on target, with clearing being applied in specific areas
- Postgraduate Taught applications had increased alongside offers and acceptances but there was still concern remaining for SML and EPS in achieving target
- The recruitment campaign to deliver the extra 70 PGT SFC funded places was continuing.

M13/84 INSTITUTIONAL PRINT STRATEGY UPDATE (SB/13/98)

The Board received and noted an update on the Institutional Print Strategy, presented by the Director of Media Services.

The Board noted that since the University had implemented the Multi-functional devices at the Edinburgh Campus, the University had saved £79,000 on MFD print costs, toners, inkjets, maintenance kits and paper.

The Director of Media Services also reported the findings of the Institutional Print Audit which showed the Edinburgh Campus currently had 713 desktop printers, 137 MFDs, 126 scanners and 41 faxes which totals 1,017.

The Director of Media Services confirmed that the implementation of the Pcounter print management solution should be completed by the start of academic year 2013/14. Board members noted that Information Services would be in touch with all Directorates/Schools/institutes in order to ensure that the Pcounter solution (Follow Me Printing) would be implemented at a time convenient to each area. The Board also noted that MFDs would soon be installed in IS-controlled student computing labs with 'Follow-me' printing provided for all students at the Edinburgh campus.

During the discussion surrounding the cards required for 'Follow-me' printing, the Director of Media Services confirmed that these cards would also be used for checking out books at the library and entering University buildings. However, they would be eventually be replaced by an all-encompassing ID card for University staff which would be produced by the new HR IT System once implemented and include all functions required (e.g library use, door/car park access, sports centre membership etc).

The Directors of Administration in attendance agreed the implementation of 'Follow me' printing would be well received in the areas which did not already use this system.

The Board discussed the importance of communicating this change in printing capability to the entire Edinburgh Campus in order to ensure everyone was well-informed during the implementation.

M13/85 REPORTS FROM THE GROUPS OF THE SECRETARY'S BOARD

Final Report from the Enrolment Working Group: meeting held on 4 June 2013

(SB/13/88)

The Board received and noted the final report from the Student Life Cycle Enrolment Working Group, presented by the Chair of the Board.

The Board noted that all recommendations coming out of the Group were driven by improvements required in order to streamline the enrolment process.

The Chair of the Board thanked all colleagues within Schools/Institutes for their input throughout the lifespan of the Group.

Report from the Auto-enrolment Working Group: meetings held on 9, 30 May and 6 June 2013 (SB/13/89)

The Board received and noted reports from the Auto-enrolment Working Group, presented by the Director of Human Resources.

The Director of HR confirmed that a University NEST Scheme would be set up by the end of July 2013.

The Director of Finance confirmed that the Service Level Agreement had not yet been signed off with Equiniti which was a priority for the Finance team in June/July 2013.

M13/86

LEARNING & TEACHING STRATEGY: STRATEGIC PROCESS FOR THE PROFESSIONAL SERVICES (SB/13/97)

This item was taken as the first item of business at the meeting.

The Board received and noted a paper on the proposed process for engaging relevant Professional Services in the implementation of the new Learning & Teaching Strategy, presented by the Deputy Principal (Learning & Teaching).

The Board approved the process and suggested that the following services be included:

- Equality & Diversity
- UKBA Compliance
- Marketing
- Development & Alumni
- Student Systems Unit

The Board discussed the importance of the Professional Services Strategy linking up with the Learning & Teaching Strategy and noted that the process included annual meetings with each Service to discuss the requirements needed in order to deliver the Strategy. It was also agreed that it would be helpful for the Deputy Principal (L&T) to share the L&T template for the operational plan which will support the Strategy for the Professional Services Directorates to use alongside their own Strategic plans.

The Board also discussed the drafting of the School Strategic Plans and noted that these would be approved by the Learning & Teaching Board.

The Director of Governance & Legal Services suggested that it would be helpful for a member of the Equality & Diversity Advisory Group to be in attendance at the Learning & Teaching Board and the Student Learning Experience Committee. It was noted that this would help embed the Equality & Diversity agenda in the execution of the Learning & Teaching Strategy.

The Chair of the Board agreed that the approved process was very helpful and could also be used by the Professional Services to support the delivery of the Research & Knowledge Exchange and International Strategies.

M13/87 FINANCIAL REPORT FOR THE PERIOD ENDING 30 APRIL 2013 (SB/13/90)

The Board received and noted the Financial Report for the period ending 30 April 2013, presented by the Director of Finance.

The Director of Finance highlighted the new look and layout of the Report and confirmed that the Report, in future, would be tailored to different groups of readers.

The Board noted the forecast surplus for the year of £4.1m, £1m up on budget and at 2.4% is on course to grow in line with the KPI; this and the total income of £171m were both ahead of the projected KPI trend.

M13/88 EMPLOYMENT OF STUDENTS: UKBA (SB/13/91)

The Board received and noted a paper on employment of Tier 4 students at the University, presented by the Director of Governance Services.

The Board discussed the process for appointing casual workers and the requirements placed on the University, Managers and the Payroll department in this respect. The Board noted that students must not engage in any employment that would breach their visa restriction. In addition, the University as a sponsor must ensure that it does not employ anyone in breach of visa restrictions, Any student found breaching their visa restrictions (whether employed externally or by the University or in combination) will have their sponsorship withdrawn.

The Director of Governance Services highlighted the need for the University, as a Tier 4 sponsor, not to exceed the working restrictions imposed on the University as an employer. The Board noted that a breach of working restrictions could lead to the imposition of a Civil Penalty and the University would not be able to renew its Highly Trusted Sponsor Status for a period of three years and would face the revocation of its Tier 4 Sponsor Licence.

The Board discussed the Guidance and Briefing document for staff and agreed that this should be circulated as soon as possible. The Board also discussed the current requirement for a more co-ordinated approach to registering casual student workers and logging hours worked in a single timesheet which should be led by the HR team with immediate effect.

The Chair of the Board confirmed that she would raise this at the next meeting of the University Executive.

M13/89 STRATEGIC DEVELOPMENT OF INFORMATION SYSTEMS AT HWU (SB/13/92)

The Board received and noted a paper on the strategic development of information systems at the University, presented by the Director of Information Services.

The Board approved the need for a Strategic Information Systems Group, which would comprise Professional Service Directors and School Directors of Administration (or their senior delegates). The members of this Group would receive copies of the reports of the all relevant Management Groups (SAS Management Group, VLE Management Group, Web Strategy Group, Information Security Group, Information Services Committee), and consider the holistic development of the University's information system estate and prioritise developments in the light of strategic priorities.

The Board also agreed that the Strategic Information Services Group should be formed and should report to the Secretary's Board.

M13/90 INTERIM STAFF SURVEY (SB/13/93)

The Board received, noted and discussed the main findings report from the interim staff survey run in April/May 2013, presented by the Director of HR.

The Board noted that the response rate of the survey was relatively low (50%) due to the number of University surveys being circulated at the same time, however, from those responses it was clear that the majority were happy working at the University but not confident in the PDR and the promotion process.

The Director of HR confirmed that the results would be submitted to the University Executive, the Trade Unions and then published on the web for staff to view.

M13/91 COLLECTIONS MANAGEMENT POLICY (SB/13/94)

The Board received and approved the Collections Management Policy, presented by the Director of Governance & Legal Services.

The Board noted that the Policy would now be submitted to the University Executive and Finance Committee for approval.

M13/92 HEALTH & SAFETY POLICY: FIRST AID PROCEDURE (SB/13/95)

The Board received and noted the First Aid Procedure, presented by the Director of Governance & Legal Services.

The Board noted that this Policy would ensure that the University had the adequate number of qualified First Aiders who would be better placed to administer First Aid regularly.

M13/93 COMPLAINTS POLICY AND PROCEDURE

The Board received and noted an oral update from the Academic Registrar & Deputy Secretary on the legal requirement for a Policy and Procedure to handle complaints (both student and general).

The Board noted that the University must have this Policy and Procedure in place by 30 August 2013 and that it must reflect the model provided by the Scottish Public Services Ombudsman (SPSO), whilst also taking into account the recently updated UK-wide QAA Code of Practice on Appeals and Complaints.

The Academic Registrar & Deputy Secretary confirmed that a first draft had been circulated to a small drafting group which would meet in July prior to producing a second draft which would be circulated to a wider audience (including Directors of Administration and Directors of Professional Services). The Board noted that the main changes for the University in adopting this model were:

- A reduction from four stages to two stages in the consideration of a complaint;
- A reduction in the time permitted for dealing with a complaint internally;
- That every member of staff approached must be aware that they have a responsibility to deal with any complaint raised with them;
- That every complaint must be recorded and reported annually to the SPSO.

The Board noted that a final draft would be circulated to the Board members prior to the next meeting with a view to approval in August by the Board and the University Executive.

M13/94 SECRETARY'S BOARD MEETING DATES 2013/14 AND 2014/15 (SB/13/96)

The Board received and noted the meeting dates for 2013/14 and 2014/15, presented by the Chair of the Board.

M13/95

ANY OTHER BUSINESS

Access to shadow systems for Malaysia Campus

The Director of Information Services informed the Board of the request from the Malaysia Campus for a single process for all administrative work required to be undertaken. The Board was reminded that currently Schools/Institutes have many different processes in place therefore it was difficult for the Malaysia Campus to identify which process it should use. The Director of Information Services requested that Schools establish which process is the most suitable for the Malaysia Campus.

DATE OF NEXT MEETING: 6 AUGUST 2013

SECRETARY'S BOARD

Minutes: 6 August 2013

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

Present also: Mr Mark Adderley, Director of Human Resource Development
 Ms Caroline Brown, Director of Administration (IPE)
 Ms Philippa Burrell, Director of Administration (SBE)
 Ms Sue Collier, Director of Governance & Legal Services
 Mr Malcolm Deans, Director of Campus Services
 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)
 Mr Andrew Menzies, Director of Finance
 Ms Lorna Morrow, Director of Administration (MACS)
 Mrs Kathy Patterson, Academic Registrar & Deputy Secretary (until 10.30am)
 Mr Derek Penman, Director of Administration (EPS)
 Mr Campbell Powrie, Director of Administration (SML)
 Mr Mike Roch, Director of Information Services

In Attendance: Mr Mike Bates, Director of Recruitment & Admissions (for item 4.2)
 Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)

Ms Ruth Moir, Assistant Principal (International) (for item 4.3)

Apologies: Ms Theresa Merrick, Director of External Affairs
 Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)

MINUTE REF		ACTION BY	ACTION DATE
M13/96	MINUTES OF THE MEETING OF 1 JULY 2013		
	The Board received and approved the minutes of the meeting held on 1 July 2013 subject to the following amendment:		
	M13/88 Employment of Students: UKBA Clarification was required on the noted restrictions on Tier 4 student's visas. The Board noted that this would be clarified by the Director of Governance & Legal Services out with the meeting.	Clerk	Sep '13
M13/97	MATTERS ARISING REPORT FROM THE MEETING ON 1 JULY 2013		
	The Board received and noted the Matters Arising Report from the 1 July 2013 meeting and discussed the following:		
	M13/81 Governance Structure The Chair of the Board requested that the remaining Schools provide their current governance structures to the Clerk as soon as possible.	DoAs	Aug '13
	M13/95 Access to Shadow Systems for Malaysia Campus The Directors of Administration in Schools agreed to clarify with the Chief Operating Office in Malaysia the advice and support required surrounding the shadow/complimentary systems for student and applicant records.		

The Board welcomed the proposal that the Chief Operating Officer in Malaysia be added to the membership of the Board. The need to have early morning meetings in order to accommodate the Malaysia Campus was discussed.

The Board noted that the Student Systems Business Manager would report on the current definitive list of shadow/complimentary systems provided by the Schools and the work being undertaken to help remove/simplify these processes at the next meeting of the Board. The Board also noted that the QAA may include a focus on the University's shadow/complimentary systems during the next review.

MG Sept '13

The Director of Information Services confirmed that the first meeting of the Strategic Information Systems Group would take place in September at which it would begin to look at the holistic development of the University's information system estate and prioritise developments in the light of strategic priorities. The Board noted that this would then be reported to the following meeting of the Board.

MR Oct '13

M13/70 Edinburgh Campus Schools

The Board noted that, due to the removal of a legal post within RES, no loss of research contracts had occurred.

M13/60 Staff Pay and Reward

The Board noted that the Chair would have to discuss the cost of backdating the awards to those who had already met the 15, 20 years' service with the Principal as this was not in the University' budget currently.

M13/98 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 1 July 2013.

M13/99 BUSINESS REPORTED BY THE CHAIR

Head of Health & Safety Services

The Chair confirmed that Mr Les Allan had accepted the permanent post of Head of Health & Safety Services (H&SS). The Board noted that the Head of H&SS would be attending the next meeting of the Board in order to update the members on the current Health & Safety compliance 'Thermometer'

LA Sept '13

Professional Services Strategic Plan

The Chair of the Board confirmed that her intention was to submit the Professional Services Strategic Plan to the September meeting of the University Executive for approval.

iPad usage by members of Staff

The Chair of the Board reported that the Director of Information Services would submit a paper on the policy for issuing iPads to members of staff in order to clarify when an iPad may be procured.

MR Sept '13

Fees Remission Guidance

The Chair of the Board circulated draft Fees Remission Guidance provided by the Director of HRD for comment. The Board discussed the guidance and agreed further consultation was required with the Heads of Schools in relation to the discount provided. The Chair of the Board

DoAs Sept '13

requested that Directors of Administration ask their respective Heads of Schools to consider a blanket 50% discount (subject to other factors indicated in the guidance) for the individuals who had applied for fees remission. The Director of HRD could then simplify the guidance for remission of fees further.

M13/100 REPORT FROM THE AUTO-ENROLMENT WORKING GROUP (SB/13/99)

The Board received and noted the final report of the Auto-enrolment Working Group, presented by the Director of Human Resources.

The Board noted that the implementation of auto-enrolment had concluded, however more analysis was required on the cost to the Professional Services once all opt-out requests had been received.

The Director of Human Resources and the Director of Finance confirmed that correspondence had been sent to those colleagues who were being 'opted-in'. The Board noted that these letters had indicated that the University was not routinely providing cash advances for those colleagues auto-enrolled but would consider any hardship case presented.

The Board discussed the previous request for a guidance document which could be presented to colleagues when appointed to roles which would be affected by auto-enrolment. The Director of Human Resources agreed to provide this document as soon as possible.

MA

Sept '13

M13/101 COMPLAINTS POLICY & PROCEDURE (SB/13/100)

The Board received and noted the proposed revised Complaints Policy and Procedure, presented by the Academic Registrar & Deputy Secretary.

The Board noted that there was a legal requirement placed upon Scottish HEIs to have this Complaints Policy and Procedures in place, which reflected the Model provided by the Scottish Public Services Ombudsman, by 30 August 2013.

The Board approved the Complaints Policy & Procedure and recommended the documents to the University Executive for final approval subject to the following amendments:

KAP

Aug '13

Policy

- The Board discussed the section covering 'Anonymous complaints' on page 7 of the policy and the issues this may cause if the complaint was regarding a member of staff. It was suggested that information be included on the support which would be provided to colleagues should this situation arise;
- It was suggested that the section on the role of the Local Complaints Officer (page 9 of policy) should include reference to their reporting line to the Head of School/Professional Service;

Procedure

- The Procedures did not refer to where the Complaints Form should be submitted. It was agreed that this would be added to the procedure (although it was already in the Student Guidance document);
- The Procedures should refer to an Annual Report on Complaints which would be submitted to the Secretary's Board and University

Executive for information.

The Board noted that this Policy would apply to any complaints that reached the University (including in ALPs or IDLs).

M13/102 REPORTS FROM THE PROFESSIONAL SERVICES

Information Services (SB/13/102)

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

The Board noted that the Library self-service terminals for use on the Edinburgh and Scottish Borders Campuses would be installed at the beginning of August 2013.

The Board also noted that the migration of staff and PhD students to Exchange 2010 had been effectively completed whilst the student migration to new email services was underway.

Registry Services (SB/13/103)

The Board received and noted the monthly update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

Finance (SB/13/104)

The Board received and noted the monthly update from Finance, presented by the Director of Finance.

The Board noted that there had been a significant improvement on the presentation of the Management Accounts which were now being produced to deadline in time for the financial year-end.

The Board also noted that Workshops were being run, alongside Procurement, for colleagues who required additional training on requisitioning on Oracle.

The Board discussed the need to update the University's Travel Expenses Policy and noted that this would be reviewed by Finance and Procurement. The Chair of the Board requested that advice on the use of budget airlines be included in the redrafted Policy.

Research & Enterprise Services (SB/13/105)

The Board received and noted the monthly update from Research & Enterprise Services presented by the Director of Finance & Interim Director of Research & Enterprise Services.

The Director of Finance updated the Board on the current awards and proposals figures as at end of June and confirmed that the University was well on target for reaching its £40million Strategic Plan target for Annual Awards and Income in 2018.

The Board also noted that the University had led on the presentation of two SFC Innovation Centre applications, Oil & Gas and Textile & Design, the outcome of which would be known by the end of August 2013.

AMM Sept '13

Edinburgh/Borders Campus Schools/Institutes (SB/13/106)

The Board received and noted a report from the Edinburgh/Borders Campus Schools/Institutes, presented by the Director of Administration (SBE).

JWS/
KAP

Sept '13

The Board discussed the earlier review of the academic year and requested if any decision had been taken. The Board also discussed the concerns surrounding the provision of exam papers to students sitting the exams in different time zones. It was confirmed that the Deputy Principal (Learning & Teaching) and the Academic Registrar & Deputy Secretary would be asked for an update on these issues respectively.

External Affairs (SB/13/107)

The Board received and noted the monthly update from External Affairs, provided by the Director of External Affairs.

HR & Development (SB/13/108)

The Board received and noted the monthly update from Human Resource Development presented by the Director of Human Resources.

The Director of Human Resources confirmed that the Trade Unions had gone out to ballot on the National Pay Review. The Board noted that it was important to promote the full package offered to staff at the University in advance of the close of the ballot.

The Board noted that Phase 1 of the HR IT System project had been approved and any reports on the project would be submitted to the Board for information. The Director of Human Resources thanked the Director of Finance and Director of Information Services for their support in building the business plan for the project.

The Board also noted that the Internal Auditors had carried out a review of the PDR process which would be submitted to the Board for information.

Campus Services (SB/13/109)

The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

The Board noted the recent updates on the Centre for Earth & Marine Technology, new Residences and National Performance Centre for Sport (NPCS) projects and noted that the outcome of the NPCS bid should be known by the end of August 2013.

Governance & Legal Services (SB/13/110)

The Board received and noted the monthly update from Governance & Legal Services, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services reported that the University would host a visit from the Home Office on 27 August 2013. The Board noted that this visit was to introduce the team which would replace the UKBA in monitoring HEIs and to become acquainted with the HE system.

M13/103 STUDENT RECRUITMENT UPDATE (SB/13/111)

This was taken as the second item for discussion at the meeting

The Board received and noted an update on Student Recruitment as at mid-July 2013, presented by the Director of Recruitment & Admissions.

Undergraduate

The Board noted that there was a high likelihood of over-recruitment of Scottish students (100-200) which was exacerbated by certain over-recruitment of other-EU non-RUK students.

The Director of Recruitment & Admissions reported that although the University was currently under target for recruitment of SIMD40 students it was expected the target should be reached by the deadline.

The Board noted that RUK recruitment was indicated as on target and Overseas recruitment was modelled as below target which meant Schools should maximise recruitment from Study Group.

Postgraduate Taught

The Board noted that applications were up by 5% on the previous year but there had been a noted slowdown in the rate of acceptances on the previous year. The Director of Recruitment & Admissions reported that the University's decision to change its integrated offers process would have an impact on PGT admissions figures at this point in the cycle. The Board noted that this meant that the current projection for PGT figures overall was for moderate growth.

SFC Additional Funded Places

The Board noted that eligible applicant numbers had been moving slowly but steadily forward, which should continue over the summer with ongoing marketing activities targeting those in the new graduate cohort of Scottish universities who were still seeking work/further study.

Dubai

The Board noted that Undergraduate and Postgraduate applications in Dubai had seen a 13% and 12% increase on the previous year respectively.

Malaysia

The Director of Recruitment & Admissions reported that current enquiries gave an indication of significant interest and that recent tracking showed expressed interest being turned into applications. However, the pace was not as quick as expected and therefore further work was required.

Decliner Survey

The Board received and noted the executive summary of the undergraduate student decliner survey conducted in 2011. The Director of Recruitment & Admissions confirmed that a 2013 survey would be conducted in the autumn which would be run by the University's Market Research Officer with the results submitted to the Board in November.

TM

Nov '13

The Board requested that the following be included in the report from the 2013 survey:

- Information on what courses decliners went on to study at neighbouring Universities (i.e. Napier, Edinburgh, Strathclyde); and
- Information on the factors contributing to a decline which could be

addressed by the University.

Wider Access Bursaries

The Director of Recruitment & Admissions reported that at a recent meeting it was suggested that the budget for wider access bursaries should be increased in order to offer more awards. The Chair queried where these additional funds would come from.

The Chair of the Board reported that a paper on the award of bursaries would be submitted to the University Executive in order to agree a single way of awarding bursaries.

TM

Nov '13

M13/104 MALAYSIA CAMPUS UPDATE

This was taken as the first item for discussion at the meeting

The Board received and noted a presentation on the current developments at the Malaysia Campus, provided by the Assistant Principal (International Development).

The Assistant Principal detailed the overall aim of the Malaysia Campus, the project scope, management and focus and the current risks as agreed by the Malaysia Project Board.

The Board welcomed the update on the Campus and congratulated the Malaysia Team on winning a Spirit of Heriot-Watt Award in 2013.

The Chair of the Board highlighted that the project management for the Malaysia Campus should be used as an exemplar of project management throughout the University and that it would be used as an example throughout the Project Management Workshops which were running in the autumn.

M13/105 EQUALITY & DIVERSITY UPDATE (SB/13/112)

The Board received and noted an update on Equality and Diversity at the University, presented by the Director of Governance & Legal Services.

The Board noted the next steps, following the outcome of the Equality & Challenge Unit led 'Mainstreaming equality through governance & management structures' Project. The Board also noted the diagram which outlined how the University's strategies were aligned with Boards and Committees for oversight and how this reflected the equality and diversity 'cycle'.

M13/106 REVIEW OF INTERNATIONAL RECRUITMENT AGENTS UPDATE (SB/13/113)

The Board received and noted an update on the on-going review of International Recruitment Agents, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services highlighted the process for the review and confirmed it was being facilitated by the Project Support Office which had established a dedicated SharePoint site for the Project Group members.

The Director of Governance & Legal Services confirmed that any advice provided by Schools who had recently considered Value for Money in relation to agents would be welcome.

Reserved Section. Ref section 30, 33 FOI(S)A).

M13/107 PROJECTS MASTER LIST

The Board received a presentation on the Project Support Office Master List, provided by the Chair of the Board and the Director of Governance & Legal Services.

The Board noted that the Project Support Officers had visited various Universities in order to gain best practice on managing/overseeing projects within an HEI.

The Chair of the Board presented the current Project Master List and asked members to let the Project Support Office (PSO) know if there were any projects not currently included in the Master List.

The Board noted the dates for the Project Management Workshops (16, 17, 18 October 2013). Members were encouraged to put forward all colleagues for which these Workshops would be relevant.

M13/108 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 30 JUNE 2013 (SB/13/114)

The Board received and noted the Management Accounts for the period ending 30 June 2013, presented by the Director of Finance.

The Director of Finance confirmed he would welcome any suggestions on the sections of the Management Accounts which were presented to the Secretary's Board (i.e. did the Board still wish to receive the full accounts or would they rather receive the summary pages only).

The Board noted that the University surplus as at June 2013 was £4.1million against a budget of £3million. It was noted that the University should meet its target of 7% surplus by the end of the financial year.

M13/109 FREEDOM OF SPEECH CODE OF PRACTICE (SB/13/115)

The Board received and noted the draft Freedom of Speech Code of Practice for comment, presented by the Director of Governance & Legal Services.

The Board noted that this Code of Practice was being submitted, alongside the proposal to develop a Framework for Promoting Good Relations on Campus, due to the review of the Student Union Code of Practice which would be submitted to the Board for approval at the September meeting.

SC Sept '13

The Director of Governance & Legal Services requested members consider the Freedom of Speech Code of Practice and provide any feedback as soon as possible. The Board noted that the Code of Practice was important in order to safeguard colleagues, students and any visiting speakers from any conflict which may arise.

The Board noted that a small Working Group would be established in order to draft and implement the University's Framework for Promoting Good Relations on Campus which would be submitted to a later meeting of the Board for approval.

SC

Dec '13

M13/110 ANY OTHER BUSINESS

Professional Services Budget

The Chair of the Board reported that Tribal Benchmarking would return to the University to carry out a follow-on study from the Professional Services review completed in 2010. The Board noted that the Terms of Reference for the review would be circulated to the Board and the University Executive for information.

DATE OF NEXT MEETING: 3 September 2013