

## SECRETARY'S BOARD

Minutes: 3 September 2013

---

In the Chair:	Ms Ann Marie Dalton, Secretary of the University (Chair)	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mrs Kathy Patterson, Academic Registrar & Deputy Secretary (until 10.30am)
	Ms Caroline Brown, Director of Administration (IPE)	Mr Derek Penman, Director of Administration (EPS)
	Ms Philippa Burrell, Director of Administration (SBE)	Mr Campbell Powrie, Director of Administration (SML)
	Ms Sue Collier, Director of Governance & Legal Services	Mr Mike Roch, Director of Information Services
	Ms Linsey Fender, Assistant to the Secretary	Ms Vivienne White, Director of Administration (MACS)
	Ms Morag Heggie, Director of Administration (EBS)	Ms Janice Yew, Chief Operating Officer (Malaysia) (by Skype)
	Ms Theresa Merrick, Director of External Affairs	
In Attendance:	Mr Les Allan, Head of Health & Safety Services (for items 2.2 and 4.1)	Mr Gordon Duncan, Project Support Manager (for item 3.2)
	Mr Mike Bates, Director of Recruitment & Admissions (for item 3.3)	Mr Marcus Gilchrist, Student Systems Business Manager (for items 2.3 and 3.1)
	Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)	Mr Steve Salvini, Project Support Manager (for item 3.2)
Apologies:	Mr Malcolm Deans, Director of Campus Services	Mr Andrew Menzies, Director of Finance
	Ms Maggie Dunn, Director of Administration (SLS)	Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)
	Ms Lesley Lindsay, Director of Administration (TEX)	

---

### Welcome:

The Chair welcomed new members Ms Janice Yew, Chief Operating Officer (Malaysia) and Ms Vivienne White, Director of Administration (MACS) to their first meeting of the Board.

### MINUTE REF

#### **M13/111 MINUTES OF THE MEETING OF 6 AUGUST 2013**

The Board received and approved the minutes of the meeting held on 6 August 2013.

#### **M13/112 MATTERS ARISING REPORT FROM THE MEETING ON 6 AUGUST 2013**

The Board received and noted the Matters Arising Report from the 6 August 2013 meeting and discussed the following:

##### **M13/96 Minutes of the meeting of 1 July 2013**

The Board received an update on the establishment of a single time sheet which would be rolled out across the University in order to capture the hours worked by Tier 4 UKBA students.

##### **M13/99 Fees Remission Guidance**

The Board noted that no other feedback had been received by Schools regarding the offer of a blanket 50% discount on tuition fees. The Secretary of the University requested that a proposal

be brought forward regarding the above to the Board for approval.

**M13/100 Report from the Auto-enrolment Working Group**

The Board noted that a guidance document, which could be presented to colleagues when appointed to roles which would be affected by auto-enrolment, would be made available by October 2013.

**M13/101 Complaints Policy & Procedures**

The Board noted that the Complaints Policy & Procedure had been approved by the University Executive and Student Guidelines were being issued to Schools/Institutes at the moment.

The Board noted that there had been a concern that only Local Complaints Officers could gain access to the complaints log, however any colleague can now access the log to enter any complaints received with the Local Complaints Officer as the 'keeper' of the log.

**M195 PDR Ratings – 2013**

The Chair of the Board reported that, during the recent Internal Audit Review into Performance Management, it was suggested that the mid-year PDR review be discontinued. The Board noted that this suggestion would be considered during the University's internal review of PDR and reported at the December 2013 meeting.

**M087 Review of on-call requirements for buildings closed days**

The Board noted that this review was underway and would be concluded by October 2013.

**M13/113 POLICIES UNDER DEVELOPMENT REPORT**

The Board received and noted the Policies under Development report from the meeting of 6 August 2013.

**M13/114 BUSINESS REPORTED BY THE CHAIR**

There was no business to report by the Chair.

**M13/115 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 JULY 2013 (SB/13/116)**

The Board received and noted the Management Accounts for the period ending 31 July 2013.

**M13/116 ENGAGING WITH HEALTH & SAFETY – PART 4**

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

The Board received and noted a presentation on Health & Safety (H&S) operations at the University, given by the Head of Health & Safety Services.

The Board noted the current status of H&S at the University as at October 2013 and were provided with an update on the Safeguard system, the e-learning programme and the University Health & Safety Policy. Members were reminded of their own obligations, detailed within the Policy, to uphold the Health & Safety requirements of the University.

The Board noted that the University's Internal Auditors were carrying out a review of Health & Safety at the University, the report of which would be submitted to the Board, for information, in due course.

The Chair of the Board thanked the Head of Health & Safety Services and requested that he give this presentation at a future meeting of the University Executive.

**M13/117 PROPOSAL FOR SAS INVESTMENT FUND 2013/14 (SB/13/117)**

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

The Board noted and received a paper on proposals for the SAS Investment Fund 2013/14, presented by the Student Systems Business Manager.

The Student Systems Business Manager informed the Board that the Student Systems Unit (SSU) had received an additional £30k, on top of the Unit's standard budget, to invest and make a real difference, in the system. The Board noted that this investment was intended to utilise Ellucian, the suppliers of Banner Student, and to maximise the impact on users.

The Board discussed the proposals, which were compiled by the Student Systems Unit, discussed with stakeholders and Ellucian and then ranked in order of assumed importance (first column) and size of Ellucian input (sixth column). The Chair of the Board requested that Schools, Dubai and Malaysia review these proposals and provide feedback to the Student Systems Manager on what they believe the order of importance should be. It was agreed that the paper would be resubmitted to the October meeting of the Board, following input from the Schools and International Campuses, and would include a HWU-defined ranking of importance, a proposed timeline for each proposal and the amount of consultancy required from Ellucian and input from the SSU.

When briefly considering the proposals, the Board also discussed the importance of establishing improvements to Exam Board support in the short-term.

The Chair of the Board requested that the Director of Governance & Legal Services and the Student Systems Business Manager meet with her to discuss how the potential breaches of data protection, through the University's student records system, be addressed.

**M13/118 SSU QUARTERLY REPORT: INCLUDING UPDATE ON SHADOW/COMPLIMENTARY SYSTEMS (SB/13/118)**

**This item was taken as the fourth item of business at the meeting.**

The Board received and noted a quarterly update from the Student Systems Unit (SSU), including an update on shadow/complimentary systems, presented by the Student Systems Business Manager.

The Board noted the recent successes of the SSU and other progress made. The Student Systems Business Manager highlighted that all functionality which had been proposed by the Enrolment Working Group was now included in the enrolment for 2013/14. It was also noted that the University was now able to collect a range of information on the Equality Act protected characteristics.

The Board noted that online enrolment was now active and in use in Malaysia following strong support from the Student Systems Business Manager and Director of Information Services. It was noted that a team member from Academic Registry would be visiting the Malaysia Campus in September to assist the Campus in the development of their student systems.

The Board reviewed the update on the number of shadow/complimentary systems and noted that following the implementation of the Recruitment & Admissions Customer Relationship Management system, the system could be extended to make obsolete up to forty-four shadow systems.

**M13/119 PROJECT SUPPORT OFFICE UPDATE**

**This item was taken as the sixth item of business at the meeting.**

The Board received and noted a presentation on the Project Support Office, given by Mr Steve Salvini and Mr Gordon Duncan, Project Support Managers.

The Board received a reminder of the origins of the Project Support Office and noted that it was proposed that the Risk Management Strategy Group become the Risk and Project Management Strategy Group (RPMSG) in order to link both methodologies. The Board noted that the Terms of Reference for the RPMSG was currently being drafted.

Mr Salvini provided an update to the Board on the recent work undertaken by the Project Support Office, for example developing a communication plan, visiting project management areas in other HEIs to gain advice and supporting current projects within the University. The Board noted that a survey on Project Management would be released on 9 September 2013 and members were urged to complete the survey as well as promote availability of the survey to relevant colleagues. The feedback from this survey would help develop the basis for the Project Management Workshops taking place in October 2013.

The Board discussed the requirement, within the University, to provide a simple definition of a 'Project' and noted that this would be referred to during the Workshops.

Mr Duncan informed the Board of the aims of the Project Support Office over the next quarter, namely, to support and develop the workshop outputs, develop the project master list, develop the RPMSG Terms of reference and develop Project Management processes and procedures which are easy to use and will aid all Project Managers within the University.

#### **M13/120 STUDENT RECRUITMENT UPDATE**

**This item was taken as the fifth item of business at the meeting.**

The Board received and noted an update on student recruitment figures, as at 22 August 2013, presented by the Director of Recruitment & Admissions (R&A). The Board also received a tabled paper providing an update on undergraduate acceptances as at 3 September 2013.

The Board noted that the University had met or exceeded its target for all undergraduate categories at the Scottish Campuses. It was reported however, that the University was likely to incur a fine for the over-recruitment in the capped Scottish and RUK categories.

For postgraduate SFC funded places, the Board noted that the University had allocated all seventy additional funded places. However, general unconditional firm acceptances in the Scottish/RUK/EU postgraduate taught category was down by 3% on the previous year with International (OS) unconditional firm acceptances at a 13% increase on the previous year but still below recruitment targets.

The Board noted that following the increase in tuition fees, the Dubai Campus had still experienced positive recruitment, with an increase in applications of 9% at undergraduate and 13% at postgraduate level.

The Director of Recruitment & Admissions confirmed that the Malaysia Campus was projecting an intake of eighty students against a target of one-hundred and thirty but that there was an opportunity to expand the number of programmes admitting in January therefore mitigating the likely shortfall at the start of 2013/14.

The Board noted a detailed version of the decliner survey distributed in 2011 and noted the confirmation that another decliner survey would be launched in autumn/winter 2013/14.

#### **M13/121 REPORTS FROM THE PROFESSIONAL SERVICES**

##### **Governance & Legal Services (SB/13/120)**

The Board received and noted an update from Governance & Legal Services, provided by the

Director of Governance & Legal Services.

The Director provided an oral update on the recent visit to the University by the Home Office team responsible for auditing the records of Tier 4 visa students and Tier 2 visa colleagues. The Director gave special thanks to all those involved in the visit, and specifically the Director of Administration (SML) and the Quality & Assurance Compliance Officer (West London College). The Board noted that the visit was a 'fact-finding' mission by the team and resulted in positive discussions surrounding difficulties in the rules of Partners on a small scale and the admin burden following the abolition of integrated offers.

The Board noted that the turnaround required in getting ATAS certificates should be monitored as there may be some repercussions in Schools/Institutes. It was noted that this would be further reported on through the Tier 4 Working Group.

#### **Edinburgh & Scottish Borders Campus School/Institutes (SB/13/121)**

The Board received and noted an update from the Edinburgh & Borders Campus Schools/Institutes, submitted by the Director of Administration (TEX).

#### **Malaysia Campus**

The Board received and noted an oral update on the Malaysia Campus, given by the Chief Operating Officer (Malaysia).

The Chief Operating Officer (Malaysia) reported the following:

- Existing space within the current accommodation were being fitted out for use alongside the Library which had now received all books;
- Student Induction would be taking place in mid-September and would be supported by colleagues from Registry at the Edinburgh Campus;
- Academic colleagues had arrived but many were still being recruited and may arrive following student recruitment, however Professional Services colleagues had all been recruited within budget;
- The Director of HRD would be visiting the Malaysia Campus soon in order to assist with leadership development;
- IT systems were working well but there was limited function within Oracle.

#### **Information Services (SB/13/122)**

The Board received and noted an update from Information Services, provided by the Director of Information Services.

The Board noted that, from 16 September 2013, staff cards would be available from the main desk at the Library. It was noted that at the beginning the cards would allow staff to borrow books from the library, and eventually, would enable staff to enter specific locked buildings, use the Centre for Sport & Exercise and print documents from printers around the University.

#### **Registry Services (SB/13/123)**

The Board received and noted an update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary reported that online enrolment had been well received with 4,500 continuing students and 750 new students enrolled. The Board noted that students staying on Campus would arrive at the weekend and a welcome event for International Students would be provided on Monday 9 September 2013.

The Board also noted that:

- Student induction and transition programmes were being developed for SIMD40 students;
- The University had received a larger number of disability declarations;
- The University was taking part in the Student Barometer Survey in 2013/14;
- The Student Service Centre had received confirmation from the Royal Bank of Scotland that they would accept letters from the University from students applying for a bank account.

**Finance (SB/13/124)**

The Board received and noted an update from Finance, submitted by the Director of Finance.

The Chair of the Board drew member's attention to some staffing changes within the Finance Directorate for information.

**Research & Enterprise Services (SB/13/125)**

The Board received and noted an update from Research & Enterprise Services, submitted by the Director of Finance & Interim Director of Research & Enterprise Services.

**External Affairs (SB/13/126)**

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

The Director of External Affairs reported that:

- The University's homepage on the web had been redesigned and now included a top level banner which enabled easy access to the Malaysia and Dubai Campuses;
- A review of the HWUM Marketing Strategy was underway and would be presented to the Project Board in October, also a 0.6 Marketing Officer had been recruited for Malaysia;
- Phase Two of the Dubai Campus would be opened with a ceremony at the end of September.

**Human Resources (SB/13/127)**

The Board received and noted a report from Human Resources, presented by the Director of Human Resources.

The Board noted that:

- The outcomes of the National Pay Review consultations should be known shortly;
- The first meeting of the iHR System Project Board would take place on 3 September 2013;

The Board also discussed where the responsibility was currently held for maintaining and developing the VLE (Virtual Learning Environment). The Chair of the Board requested that discussions took place between the Director of IS and HRD surrounding this issue.

**Campus Services (SB/13/128)**

The Board received and noted an update from Campus Services, submitted by the Director of Campus Services.

**M13/122 UNIVERSITY HEALTH & SAFETY COMMITTEE TERMS OF REFERENCE (SB/13/129)**

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

The Board received and approved the University Health & Safety Committee Terms of Reference, presented by the Head of Health & Safety Services.

The Board noted that the only amendment to the Terms of Reference had been the inclusion of the underlined phrase below:

*'The remit of the Committee covers all aspects of health and safety arising out of or in conjunction with the University's work related activities at all of its campuses.'*

**M13/123 STUDENT UNION CODE OF PRACTICE (SB/13/130)**

The Board received and approved the Student Union Code of Practice, presented by the Director of Governance & Legal Services, and recommended it for onward approval to the University Executive.

The Board noted that the purpose of this document was to provide assurance and mapping to the Court that the Student Union was adhering to all relevant regulations.

**M13/124 UNIVERSITY STAFF COMPUTING EQUIPMENT (SB/13/131)**

The Board received and noted a paper on University Staff Computing Equipment, presented by the Director of Information Services.

The Board noted that there was currently no central guidance to managers on selecting appropriate computing equipment for colleagues, therefore this document was drafted in order to enable managers to make the correct informed decision on what equipment should be procured.

The Board discussed the lack of a central register of computing equipment and agreed that this provided a risk in relation to the insurance of these pieces of equipment. The Chair of the Board requested that the Directors of Finance, Information Services and Governance & Legal Services draft a new financial regulation, which would include assets acquired by research funds, that will dictate how this equipment is procured and insured.

The Board also noted the possibility of creating a pool of portable computing equipment for colleagues who may occasionally have to work away from their desks.

**M13/125 INFORMATION SECURITY POLICIES**

The Board received and approved the below policies and noted the below procedure, presented by the Director of Governance & Legal Services:

- IT and Communications Facilities Acceptable Use Policy
- Information Security Policy Framework
- Information Security Incident Management Policy
- Information Security Incident Management Procedures

**M13/126 REPORT FROM THE TIER 4 WORKING GROUP: MEETING HELD ON 25 JULY 2013 (SB/13/133)**

The Board received and noted a report from the Tier 4 Working Group meeting held on 25 July 2013, presented by the Director of Governance & Legal Services.

**DATE OF NEXT MEETING: 1 October 2013**