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.
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.

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.

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 aide 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 isprocured 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
MINUTE
REF
M13/127    MINUTES OF THE MEETING OF 3 SEPTEMBER 2013

The Board received and approved the minutes of the meeting held on 3 September 2013.

M13/128    MATTERS ARISING REPORT FROM THE MEETING ON 3 SEPTEMBER 2013

The Board received and noted the Matters Arising Report from the 3 September 2013 meeting.

M13/129    POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 3 September 2013.

The Chair of the Board confirmed that following the presentation of the IT Communications and Facilities User Policy to the University Executive, the Executive had requested that a single page guidance document be drawn up, summarising the usage policy which should be distributed throughout the University for information. The Board noted that Heritage and Information Governance would be providing this document to the Secretary's Board for endorsement.
M13/130 BUSINESS REPORTED BY THE CHAIR

No business was reported by the Chair.

M13/131 REPORTS FROM THE PROFESSIONAL SERVICES

Malaysia (SB/13/134)
The Board received and noted an update from the Malaysia Campus, presented by the Chief Operating Officer (Malaysia).

The Board noted updates on Malaysia financials, information services, student recruitment, staff recruitment, marketing, and staff/student inductions.

Dubai (SB/13/135)
No update was received from the Dubai Campus. The Chair of the Board requested that even in the absence of Board members, an update on their area should be provided.

Information Services (SB/13/136)
The Board received and noted an update from Information Services, submitted by the Director of Information Services.

The Board discussed the availability of staff cards at the Edinburgh Campus and noted that all colleagues were invited to procure a staff card, available from the Library, at any time. It was noted that the availability of staff cards should also be provided at the Borders, Orkney, Dubai and Malaysia Campuses.

Registry Services (SB/13/137)
The Board received and noted an update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

The Board noted that Jean Campbell, Management Information Officer, had successfully submitted the SFC ‘Final Figures’ for 2012-13 by the end of September 2013.

The Academic Registrar & Deputy Secretary highlighted the information on the QAA Transnational Education Review of provision in the UAE. The Board noted that the QAA Team would visit the Dubai Campus in Feb 2014.

Reserved Section. Ref section 30, 33 FOI(S)A).

Finance (SB/13/138)
The Board received and noted an update on the Finance Directorate, presented by the Director of Finance.

The Board noted that the finance system and process workshops were progressing. The Board also noted that Finance had implemented a new piece of receipt matching functionality in Oracle Financials to aid in matching tuition and accommodation advanced instalment payments. The Board agreed that this would reduce the amount of time colleagues would have to spend on matching these instalments manually and also provide a much better service for students.

The Board discussed the earlier decision of the Fees Working Group (FWG) relating to payment of fees by instalments. The Academic Registrar agreed to investigate the progress of this decision.

Post meeting note: The proposal taken to the FWG in February 2012 to change from 6 to 3 instalments was never implemented; it was indicated that this was due to system and timing restrictions. However, payment terms are being reviewed by the Financial Accountant and the Vice-Principal, and it was hoped to submit a proposal relating to changes to the FWG within the next two months. This would identify all issues and any obstacles to implementing the change. The Student Union would also be involved in consideration of the changes, as would the Student Support & Accommodation office.
**Research & Enterprise Services (SB/13/139)**
The Board received and noted an update on Research & Enterprise Services, presented by the Director of Finance & Interim Director of Research & Enterprise Services.

The Board noted the positive increase in research contracts and that the awards and proposals for future years were up. The Board also noted that RES had briefed individuals across the University on the tenders received for an RMAS (Research Management Administration System which was being funded in collaboration with the University of Edinburgh) and had asked these individuals to score the tender according to the University's procurement template. The Board noted that these scores were currently being collated.

**External Affairs (SB/13/140)**
The Board received and noted an update on External Affairs, presented by the Director of External Affairs.

The Board noted that the formal launch of the Shell Chair of Exploration Geoscience had successfully taken place.

**HR & Development (SB/13/141)**
The Board received and noted an update on Human Resources & Development, presented by the Director of HRD.

The Board noted the following information contained within the report:

- An update on National Pay Negotiations (all School and Services should be preparing for potential action, and checking their continuity and contingency plans);
- Automatic-enrolment opt-out rates were continually being monitored;
- The September holiday change was completed with the University remaining 'open' and operating as usual;
- The Leadership & Development programme was a continuing success. More academic and professional services staff were invited to take part.
- The annual review of pride & belonging had been completed;
- Tenders for an implementation partner for the iHR system were being received by HRD;

**Campus Services (SB/13/142)**
The Board received and noted an update on Campus Services, presented by the Director of Campus Services.

The Director provided an oral update on the space optimisation project. Members noted that the second phase of data collection would start at the Edinburgh Campus on Monday 14 October 2013. Members were asked to reassure colleagues of the purpose of the data collection, i.e. to ensure that space on the Edinburgh Campus is adequately used in order to aid the delivery of the Strategic Plan.

The Director of Campus Services highlighted the award of the National Performance Centre for Sport to Edinburgh, with the location at the University's Riccarton Campus.

**Governance & Legal Services (SB/13/143)**
The Board received and noted an update from Governance & Legal Services, presented by the Director of Governance & Legal Services.

**Equality & Diversity**
The Board noted that the University had been awarded an Athena SWAN Bronze Award and was currently in the process of recruiting an Athena SWAN Officer to aid in the delivery of the Action Plan.

**Home Office**
Members were asked to note the importance of ensuring late enrolment of any international
students does not take place before establishing whether they have already been de-sponsored by
the University. Schools were asked to check with the Home Office Compliance Officer on the
student's sponsor status before completing the late enrolment of any International Students.

Project Office
Members were asked to ensure that at least one colleague from their School/Professional Service
were in attendance at the Project Workshops to be held on 16, 17 and 18 October 2013.

Edinburgh/Borders Campus Schools & Institutes (SB/13/144)
The Board received and noted an update on the Edinburgh/Borders Campus Schools & Institutes,
presented by the Director of Administration (SML).

The Director of Administration (SML) reported on the academic alignment project within the
School, which had involved the review, restructuring and approval of a significant proportion of the
School's undergraduate provision. The Board noted that SML must now review its internal support
structures and examine how best to manage the operational and logistical challenges that
alignment would present. The Board noted that this process would involve discussion with
colleagues in Professional Services, primarily Registry Services.

M13/132 STUDENT RECRUITMENT UPDATE (SB/13/145)

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

The Board received and noted an update on Student Recruitment, as at 23 September 2013,
presented by the Director of Recruitment & Admissions.

The Board noted the following on undergraduate (UG) recruitment:
- There was an overshoot of ~195 on the capped recruitment target in the Scottish/EU
category;
- The additional SFC funded places SIMD 40 recruitment was above target;
- Recruitment was above target for both RUK and UG International (OS) categories, this
was offset, however, by lower than expected progression levels in both categories.

The Director of Recruitment & Admissions reported that Schools were currently investigating the
reasons behind the lower than expected progression levels in the UG RUK and International
categories. The Chair of the Board reported that the University Executive was requested a report
on this in the near future.

The Board noted the following on postgraduate (PGT) recruitment:
- Recruitment of Scottish/UK/EU PGT numbers was projected to be on target;
- Recruitment of additional SFC funded places was projected to be within target;
- International (OS) PGT recruitment was likely to be considerably below target.

The Board discussed the work being done to combat the shortfall in International PGT recruitment
and noted that a focus group was being established to assess all aspects. The Director of External
Affairs confirmed that discussions had commenced with Schools to improve the marketing plans
ahead of the next planning rounds. The Board noted that a presentation on this would be given to
the University Executive in the new year.

The Board discussed the use of scholarships in reaching recruitment targets and noted that the
Chair of the Board would lead a review of all University scholarships in the new year.

The Board also discussed recruitment at the Dubai Campus and the issues surrounding the
possibility of Dubai students requesting a transfer to the UK Campus. The Board noted that the
Senior Management Team at the Dubai Campus was considering these issues.
M13/133 SHAREPOINT UPDATE (SB/13/146)

The Board received and noted a snapshot, as of 13 September 2013, of the status of SharePoint sites throughout the University, presented by the Chair of the Board.

The Director of Administration (SBE) confirmed that SBE had not yet migrated to the 2010 version of SharePoint due to the complexity of the task (as SBE currently held all documents and worked within SharePoint). It was noted that the Information Services Manager (SBE) would be able to provide the Project Support Office with an update on the status of the migration.

The Director of Administration (EBS) confirmed that discussions were underway with the Information Services Manager (EBS) to assess the options available (as EBS currently utilised another intranet system for ALPs).

The Board noted that in the near future a 0.5FTE would be allocated to the SharePoint project in order to oversee the implementation of the intranet. This colleague would also be charged with reviewing the issue of University documents being available to all users of the current intranet, the new SharePoint site and, in collaboration with the Web Team, the external website.

M13/134 FEES REMISSION GUIDANCE (SB/13/147)

The Board received and noted the revised Fees Remission Guidance, presented by the Director of HRD.

The Chair of the Board requested that this guidance be distributed to all Heads of Schools for their information, and requested that the guidance be discussed with the Vice-Principals of Dubai and Malaysia to assess whether it was appropriate to be applied to those Campuses.

M13/135 PROPOSAL FOR SAS INVESTMENT FUND 2013/14 (SB/13/148)

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

The Board received and noted an updated set of proposals for enhancements to SAS which would be delivered by Ellucian, presented by the Student Systems Business Manager.

The Board noted and agreed the list of proposals and order of priority, noting that the UG Direct Entry system request would be completed ‘in-house’ as this project could not be run by Ellucian. The Board noted that the UG Direct Entry system would be up and running by the end of the calendar year and that the Chair of the Board requested regular updates on the completion status of these proposals.

The Board also discussed the required updates to the admissions system and the concern that these updates may not be compatible with the new Banner system which was currently in the pipeline.

M13/136 REPORT FROM THE GROUPS OF THE SECRETARY’S BOARD

Report from the Strategic Information Systems Group: meeting held on 13 September 2013 (SB/13/149)

The Board received and noted the first report from the Strategic Information Systems Group, submitted by the Director of Information Services.

The Board noted that the Group would consider the holistic development of the University’s information systems and prioritise developments in the light of strategic priorities.

The Board approved the Group's Terms of Reference, subject to reference being made, within the next meeting.
remit, of the support strategy for the administration of the information systems

M13/137 Report from the External Affairs Committee: meeting held on 17 September 2013 (SB/13/150)

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

The Board noted the discussions of the Committee, specifically noting the discussions surrounding the PG Marketing Campaign and International Student Recruitment.

M13/138 ANY OTHER BUSINESS

Chair of the Board – recent discussions with the Trade Unions

The Chair of the Board updated members on recent discussions had with the Trade Unions which surrounded Recognition Agreements and the usage of email within the University. The Chair of the Board asked members to remind colleagues of the advantages of face-to-face communication, rather than emailing, which was in line with the University's values. The Board noted the importance of developing email usage guidance for students as well as staff.

Appointment of Apprenticeships

The Chair of the Board confirmed that a recent business case for the post of a Modern Apprentice within the Secretariat had been approved by the Vacancy Management Group, and recommended the scheme to all Schools/Professional Services who could make a relevant business case for these posts which, if approved, would provide a great opportunity for young people.

DATE OF NEXT MEETING: Tuesday 5 November 2013
MINUTE REF M13/139

MINUTES OF THE MEETING OF 1 OCTOBER 2013

The Board received and approved the minutes of the meeting held on 1 October 2013.

M13/140

MATTERS ARISING REPORT FROM THE MEETING ON 1 OCTOBER 2013

The Board received the Matters Arising Report from the 1 October 2013 meeting and noted the following updates:

M13/131 The University had held meetings with RBS who had confirmed that they were bringing together a proposal to provide better services to customers on campus.

M13/131 Discussions were due to take place with the Vice-Principal on the implementation of the three instalment proposal for payment of student fees.

M13/141

POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development report from the meeting of 1 October 2013.

The Board noted that the Travel Expenses Policy was currently under revision alongside the University's Financial Regulations.
The Board received and noted the current Projects Master List as at 5 November 2013 and noted that this would be a standing item on the agenda.

The Chair of the Board confirmed that this document contained the information that the Project Support Office was aware of in relation to any projects ongoing at the University. It was noted that this document would regularly be submitted to the Risk & Project Management Strategy Group.

A Strategic Project List would be produced from the full project list and that would regularly be considered by the Risk & Project Management Group and the Audit & Risk Committee.

Any suggestions of how to improve the report or updates to the report were invited from members.

The Board noted that attendance at the Project Workshops in October had been high. Helpful feedback was received, including a request for a definition of a Project and Programme.

Charity fundraising
The Chair of the Board highlighted recent discussions which had taken place with the Student Union (SU) and others surrounding University-wide charity fundraising.

The Board discussed various possibilities for University-wide fundraising, including annual nominations of a 'University Charity of the Year' which could also be supported by the SU. It was noted that there were currently a variety of different charities supported by colleagues throughout the University and the Board agreed that it was important not to prescribe the support of other charities to these individuals but that the University could offer a 'suggested' charity for any colleagues who may wish to take part in fundraising activities.

It was suggested that the SU should be given the opportunity to 'tour' the Schools and Services to promote the SU Charity of the Year to other colleagues who may be interested in fundraising. The Board agreed that the SU should be invited to the next meeting in order to showcase the Union's plans for Charity fundraising.

The Board noted that from April 2014, all employees of the University would be able to donate to any given charity through their salary courtesy of the Charities Aid Foundation Give As You Earn Scheme. The Chair of the Board requested that colleagues receive more information on the establishment of this scheme nearer the time.

The Chair of the Board confirmed that it was more important than ever for the University to have joined up views on giving back to the community, due to the recommendations from the Scottish Code of Good Higher Education Governance.

The Board noted that the Management Accounts for the period ending 30 September 2013 had not yet been finalised and would not be submitted to this meeting.

The Board received and noted a paper on CONTEST (the UK Government's Counter-Terrorism Strategy) and its relation to the University, presented by the Director of Governance & Legal Services.
The Board noted that the University had recently been contacted by Police Scotland and was informed that the University was now regarded as a medium risk site (the University was informed that this was not attributable to any specific intelligence). The Chair of the Board requested that further information regarding this re-classification be requested from Police Scotland, in order to determine whether all HEIs were now deemed medium-risk.

The Director of Governance & Legal Services reported that, following this increase in risk status, the Director was nominated as the University’s representative on the Edinburgh CONTEST Group and would be establishing a University CONTEST Group which would meet prior to and following any meeting of the Edinburgh CONTEST Group. The University CONTEST Group would meet to advise the University’s representative of matters the University wished to raise at the Edinburgh meeting and then to disseminate the information gained from the Edinburgh meeting.

The Board approved the establishment of the Group and suggested that the proposed membership be augmented with a number of academics and the University Chaplain (who were well placed to identify any changes in student behaviour), the Academic Registrar & Deputy Secretary and a member of the Press Office.

The Academic Registrar suggested that it would be helpful for the University to review the different contacts used at Police Scotland and other related external bodies in order to ensure a more holistic view of relations with these bodies throughout the Edinburgh Campus.

The Board noted that the applicability of the CONTEST Strategy should also be reviewed in the context of Dubai and Malaysia.

M13/146 TIER 4 GUIDANCE (SB/13/153)

The Board received and noted draft guidance in relation to Tier 4 taught students not in full time study, presented by the Director of Governance & Legal Services.

The Board noted that Tier 4 students could never be recruited as a part-time student, however, should Tier 4 students find that they were unable to progress to the next stage of their studies without repeating part of their studies or re-sitting their exams, then additional consideration must be given prior to sponsorship which was detailed within the guidance document.

The Board welcomed this guidance and noted that should they find guidance documents on any other Tier 4 related subjects helpful then they should make the Director aware.

The Board noted that another round of mock audits would be taking place during the month of November and whilst pre-warning of a mock-audit would not be given, Schools could provide the Director and Home Office Compliance Officer with dates (e.g. graduations/exams) which would be very difficult to manage should a mock audit be called.

Reserved business (FOI(S)A)30.

M13/147 REVIEW OF ETHICAL BUSINESS: BRIBERY PREVENTION POLICY (SB/13/154)

The Board received and approved the Review of Ethical Business: Bribery Prevention Policy, presented by the Director of Governance & Legal Services. It was noted that the Policy would also be submitted to the University Executive and the Audit & Risk Committee for final approval.

The Board noted that the Policy content remained unchanged, with amendments to Job Title and Committee names being the only changes. The Director of Governance & Legal Services highlighted that a further document in support of the Policy would be drafted detailing ‘how’ to
avoid bribery within business. This would be drafted specifically in relation to International Recruitment Agents.

It was noted that this Policy also applied to the Dubai and Malaysia Campuses, and the Director of Governance & Legal Services would provide guidance on how this should be disseminated to colleagues there.

The Board discussed the current process in gathering Conflict of Interest forms from the Senior Officers of the University and it was suggested that the Seven Principles of Public Life should be included in this Conflict of Interest documentation.

M13/148  INFORMATION SECURITY DO'S AND DON'TS (SB/13/155)

The Board received and approved a proposed brief summary to staff on the recently approved Information Services Policies, presented by the Director of Governance & Legal Services.

The Board noted that this guidance had been requested by the University Executive and would be considered by them prior to dissemination to colleagues.

M13/149  UNIVERSITY WEB – USER FEEDBACK

The Board received a short presentation highlighting feedback from student user-testing on the University's new webpages, presented by the Director of External Affairs.

The Board noted that the findings were generally positive and that any improvements highlighted by the feedback would be discussed by the Web Strategy Group and brought back to the Board for comment.

The Board discussed the importance of promoting research on the University's website.

The Board also discussed the use of the University's website as a recruitment tool and in relation to FOI requests. It was noted that Heritage & Information Governance was currently leading a project on the legal requirements for the publication scheme.

M13/150  UPDATE ON THE COMPLAINTS POLICY & PROCEDURES (SB/13/169)

The Board received and noted an update on the implementation of the new University Complaints Policy & Procedure, presented by the Academic Registrar & Deputy Secretary.

The Board noted that, following the first meeting of the Local Complaints Officers, the main issues were surrounding individual complaints being logged on the system twice, and a case where a complaint was entered straight in at stage two which could have been dealt with at stage one.

The Chair congratulated all involved in implementing the Complaints Policy and welcomed further reports on this.

M13/151  REPORTS FROM THE PROFESSIONAL SERVICES

Campus Services (SB/13/157)

The Board received and noted an update on Campus Services, presented by the Director of Campus Services.

The Director confirmed that the Space Utilisation survey had been completed, with the final report expected in December/January. It was noted that the report would confirm the shortfall in learning, teaching and research space which the University is experiencing and would
provide options which would address space usage within the University.

The Director highlighted that Estates were developing a strategy in relation to usage of the University's main gate during the major construction works of the NPCS and CEMT projects and would also be carrying out a review of car parking throughout the University.

The Board noted that the West Gait Entrance would shortly become an entrance only. The Board noted the importance of communicating this effectively to all colleagues.

**Edinburgh/Borders Campus Schools & Institutes (SB/13/158)**
The Board received and noted an update on the Edinburgh/Borders Campus Schools & Institutes, presented by the Director of Administration (EPS).

The Board discussed funding for projects in Schools, and it was suggested that Directors of Admin should meet with the Director of Campus Services, Information Services and Human Resources at least annually to discuss any potential projects which will have an impact on these Services.

The Board noted that all School projects should be incorporated in the business of the Campus Services Management Board, via the Estates Projects Office. The Chair of the Board confirmed that the Terms of Reference for the Campus Services Management Board should be circulated to members for information and awareness on what is discussed/decided at these meetings. The Board noted that any member was welcome to observe a meeting of Campus Services Management Board.

**Information Services (SB/13/1159)**
The Board received and noted an update from Information Services, presented by the Director of Information Services.

The Board noted that the 24/7 opening of the Library would begin shortly, with the out of hours opening managed by a newly appointed security company.

The Director of Information Services highlighted the work being undertaken in relation to disposing of paper journals which had not been used for a substantial period of time in order to accommodate the Library requirements of the Centre for Earth & Marine Technology. The Board noted that once operational, this project would require Information Services to subscribe to a variety of new electronic journals, the cost of which would need to be flagged to the Vice-Principal during the planning rounds.

**Governance & Legal Services (SB/13/160)**
The Board received and noted an update from Governance & Legal Services, presented by the Director of Governance & Legal Services.

The Board noted the establishment of the 'Report a Hazard' icon on all colleagues’ computer desktops and noted that there had been an increase of 20% in the hazards reported before becoming an incident. The Board was interested to hear how many reports a 20% increase represented.

The Director of Governance & Legal Services highlighted the Procurement Reform Bill, which would impact the University in several ways, specifically lowering the threshold to £50k (goods and services) and £2m (works). The Director reported that the timeline for implementation was not yet known, but the Board would be kept informed and training would be available to colleagues on the changes. It was noted that any changes to the thresholds would be reflected in revised Financial Regulations.

The Director of HR confirmed that HRD would be hosting another training event in January, at which the Procurement team could attend to promote this training.

**Malaysia (SB/13/161)**
The Board received and noted an update from the Malaysia Campus, submitted by the Chief
Operating Officer (Malaysia).

**Dubai (SB/13/162)**
The Board received and noted an update from the Dubai Campus, presented by the Director of Administration & Registrar (Dubai).

The Director of Administration & Registrar (Dubai) highlighted information within the report on the opening of Phase II of the Campus which colleagues were receiving positive feedback about.

Also highlighted was a visit from the QAA scheduled for February 2014 which would involve a group of colleagues from the Edinburgh Campus visiting the Dubai Campus during this time in order to provide additional support.

The Board noted that the Dubai Campus had established a Student Experience and Development Office located in Phase I which offered a variety of services to students which had not been available before.

The Board discussed the impact of Dubai Campus students failing to pay in full or submitting post-dated cheques prior to enrolment therefore leading to late enrolment as enrolment cannot be completed until all monies are received. It was noted that the Dubai Campus would be looking into changing their procedures to fall in line with UK campuses. The Board also discussed the current issue of students paying for exams in Dubai and the need for this process to be more in line with the UK.

Finally, it was noted that a draft questionnaire, similar to the NSS survey, was being developed to issue to all Dubai students. Further discussions were required with various staff, specifically the Student Survey Management Group, prior to dissemination.

**Registry Services (SB/13/163)**
The Board received and noted an update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

The Board noted that the main focus was currently on servicing ten graduations ceremonies, two in Dubai, with around 1,000 guests attending each ceremony.

**Finance (SB/13/164)**
The Board received and noted an update on the Finance Directorate, submitted by the Director of Finance.

**Research & Enterprise Services (SB/13/165)**
The Board received and noted an update on Research & Enterprise Services, submitted by the Director of Finance & Interim Director of Research & Enterprise Services.

**External Affairs (SB/13/166)**
The Board received and noted an update on External Affairs, presented by the Director of External Affairs.

The Director of External Affairs highlighted the following from the report:

- Corporate Communications was working with SportScotland on issues related to the promotion of the National Performance Centre for Sport;
- Development & Alumni had successfully completed the Overseas Affinity Project and had successfully sold out the tickets for the London Watt Club Dinner;
- Feedback on the SBC Open Days would be submitted to the Board shortly;
- Work on the Customer Relationship Management Project was going well with the appointment of a Project Manager and the planned go-live date in March 2014; and
- A University-wide questionnaire on internal communications would be launched in November which would hopefully help form the approach to internal communications in the future.
HR & Development (SB/13/167)
The Board received and noted an update on Human Resources & Development, presented by the Director of HR.

The Director of HR highlighted the following from the report:

- the iHR Project Board was currently reviewing tenders for the preferred Implementation Partner;
- PGR Induction day was held on 16 October 2013 and was the largest PGR induction that the University had held with 100 doctoral students in attendance;
- The recent strike had caused minimal disruption to services, with two catering outlets closed and some lectures rescheduled;
- There was a significant number of absences in the Security department therefore an external company was brought in to provide essential cover;
- Health & Safety concerns over the picketing would be raised at the next CJNCC.

M13/152   STUDENT RECRUITMENT UPDATE (SB/13/168)

This item was taken as the first item of business.

The Board received and noted an update on Student Recruitment as at end October 2013, presented by the Director of Recruitment & Admissions.

The Board noted that the paper confirmed the recruitment trends discussed at the October 2013 meeting and reported on the final September intake numbers entry for AY 2013/14.

M13/153   ANY OTHER BUSINESS

No other business was received by the clerk.

DATE OF NEXT MEETING: Tuesday 3 December 2013
The Board received and approved the minutes of the meeting held on 5 November 2013.

The Board received the Matters Arising Report from the 5 November 2013 meeting.

The Board noted that the Procedures for Police Attendance on Campus required review and should be submitted to the Board, following this review, for approval.

The Board received and noted the Policies under Development report as at 3 December 2013.
M13/157 PROJECTS MASTER LIST

The Board received and noted the current Projects Master List as at 3 December 2013.

The Chair of the Board requested that any updates to the Master List should be sent to the Project Support Office directly.

The Board noted that a smaller list of 20-30 major projects would be routinely considered at the Risk and Project Management Strategy Group.

M13/158 BUSINESS REPORTED BY THE CHAIR

Briefing Paper – Identical Academic Standards: Diversity of Learning Experiences
The Chair of the Board distributed the latest Learning & Teaching Briefing paper to the membership on behalf of the Learning & Teaching Board.

Secretary of the University’s Discretionary Fund
The Chair of the Board informed members of the allocated spend from the 2013/14 Discretionary Fund. The Chair reminded members that there was still time to submit any suggestions as to how the remainder of the fund could be spent which would be considered alongside other proposals already under consideration.

M13/159 LEARNING & TEACHING STRATEGY

This item was taken as the first item of business.

The Board received and noted a presentation from the Deputy Principal (Learning & Teaching), supported by the Head of Academic Quality, on the implementation of the Learning & Teaching Strategy.

The Deputy Principal thanked all colleagues who had attended the strategy consultation workshops and highlighted the next steps in the implementation of the finalised Strategy.

The Board noted the key elements of the Strategy and the principle of Heriot-Watt University provision as ‘Identical academic standards; diversity of learning experiences’.

The Deputy Principal highlighted the importance of each Service/School Strategic plan aligning with the Learning & Teaching Strategy and described how it was envisaged this would take place (meetings between DP and Directors of Learning & Teaching in Schools and Directors of Professional Services, key working groups to be established, Learning & Teaching Board to be kept informed of individual Strategic plans). It was noted that the implementation of the Learning & Teaching Strategy would take five years in total.

The Board discussed the difference between Heriot-Watt and other Scottish universities which operate international campuses. It was noted that HWU was considered as distinct and the Board recognised that this individuality should be capitalised on when marketing to prospective students/academics.

The Chair of the Board highlighted how this Strategy would help enable the Estates Master Plan and aid discussions surrounding the University’s international activity (which would take place through the International Strategy Board). The Chair indicated that it would be helpful for all Strategic Plans/Projects to adopt the timetabling process which the Learning & Teaching Board was utilising for the Strategy implementation.

The Chair of the Board thanked the Deputy Principal and Head of Academic Quality for presenting to the Board and provided an invitation to attend a future meeting of the Board in order to update members of the implementation of the Strategy.
HR & Development (SB/13/170)
The Board received and noted an update on Human Resources & Development, presented by the Director of HR.

The Director of HR provided a brief update on the industrial action planned for 3 December 2013 and the implementation of the iHR system.

The Board noted the proposed changes to the PDR process (in the report and as below) and endorsed the proposals for onward submission to the University Executive for final approval:

- Further PDR Focus Groups to be run;
- Mechanisms for colleagues to feed into the process to be set up (e.g. ideas box, intranet discussion site etc.);
- Forward Job Plan meetings for Senior Management to be held earlier in the year;
- Develop skills and confidence in Reviewers;
- Emphasise the need for two-way communication throughout the annual performance and development cycle;
- Support counter signatories to ensure they are clear on what is required from them;
- Review and refresh guidance so that it is succinct and easy to use; and
- Change the wording of the ‘Satisfactory’ rating to better reflect that a Reviewee is ‘doing the job well’.

The Board noted that there would be less focus placed on interim PDR meetings from this point onwards and more focus placed on encouraging informal conversations to take place between colleagues and line managers throughout the year. Therefore there would be only one official PDR point each year.

The Director of HR provided background information on the current process for carrying any holidays over to the following academic year. The Board noted that currently colleagues were allowed to carry forward a maximum of 7 days but must use these before the end of December. The Director of HR informed the Board that during consultations with the Trade Unions it was suggested that it would be easier and more helpful to colleagues to be able to use these carried forward holidays before the start of Semester two (mid-way through January instead of the December deadline). The Board endorsed this proposal for onward presentation to the University Executive for final approval.

Information Services (SB/13/171)
The Board received and noted an update from Information Services, presented by the Director of Information Services.

The Board noted that the University was currently tendering for contracts to provide the Malaysia Campus’ telephone system.

Dubai (SB/13/172)
No paper was received from the Dubai Campus.

The Chair of the Board requested that where there is no member in attendance at the meeting, a regular update report should still be submitted for information.

Registry Services (SB/13/173)
The Board received and noted an update from Registry Services, provided by the Academic Registrar & Deputy Secretary.

The Board noted that the Student Support & Accommodation Office had been working with Information Services and Corporate Communications to shut down unofficial social networking sites which had been posting messages with inappropriate content under the HWU logo.
Research & Enterprise Services (SB/13/174)
The Board received and noted an update on Research & Enterprise Services, presented by the Group Financial Controller.

The Board noted the successful submission of REF, and congratulated Gillian McFadzean, previous Director of Research & Enterprise Services on receiving the Interface Outstanding Contribution to Knowledge Exchange Award.

Finance (SB/13/175)
The Board received and noted a tabled update on the Finance Directorate, presented by the Group Financial Controller.

The Board noted that work was currently taking place to finalise the Annual Accounts. It was noted that the Draft Annual Accounts had been presented to the Audit & Risk Committee and the Finance Committee in advance of the Accounts finally being approved by the Court at its meeting on 16 December 2013.

The Board also noted that there would be a number of staffing changes within the Finance Directorate which members should keep track of. The Chair of the Board requested that Finance and the Assistant to the Secretary produce a comprehensive list of which Accountants were assigned to each School/Service for distribution to the Board. The Chair of the Board reported that the Vacancy Management Group would like to reinstate the post of International Accountant which would take place in the near future.

Edinburgh/Borders Campus Schools & Institutes (SB/13/176)
The Board received and noted an update on the Edinburgh/Borders Campus Schools & Institutes, presented by the Director of Administration (MACS).

The Board noted that Schools were pleased to confirm the successful submission of REF following a lot of hard work from colleagues throughout the University. The Director of Administration (MACS) thanked Registry for supporting the November graduations.

The Board also noted that discussions were taking place during the planning rounds regarding recruitment and admissions and finance relating to shared teaching.

The Board discussed issues surrounding OBI, which currently cannot cope with scheduled job email functionality leading to a more onerous and time-consuming method of individually sending out offer and acceptance letters. The Board noted that Recruitment & Admissions were working alongside Information Services to resolve the problem.

External Affairs (SB/13/177)
The Board received and noted an update on External Affairs, presented by the Director of External Affairs.

The Director of External Affairs highlighted several updates from the report as below:

- The internal Communications Survey had been completed and the responses would be investigated and reported on soon;
- Development & Alumni were working with the US Friends of HWU to start a fundraising campaign and was planning overseas graduation trip meetings with twenty-five key alumni to discuss engagement;
- The CRM system project was currently in implementation phase with a proposed go-live date in March 2014;
- The SBC Open Days experienced a 17% increase in attendance compared to 2012 with extremely positive feedback from visitors; and
- The Christmas Carol Concert would take place on 19 December 2013.
Campus Services (SB/13/178)
The Board received and noted an update from Campus Services, presented by the Director of Campus Services.

The Board noted that the Draft Space Utilisation Report would be submitted to the Secretary’s Board in the near future. It was noted that following the release of the report, the next stage would be to meet with all areas of the Edinburgh Campus and begin an options appraisal. The Director of Campus Services requested that should any School have an immediate need for space in 2014/15 they should raise this at the planning round meetings with the Vice-Principal. The Chair of the Board requested that a document be submitted to the Secretary’s Board for information on how the Space Utilisation Findings would be communicated with the University community.

Malaysia (SB/13/179)
The Board received and noted an update from the Malaysia Campus, submitted by the Chief Operating Officer (Malaysia).

The Board noted that, as at 3 December 2013, the Malaysia Campus population stood at thirty-five staff, seventy-plus students with a further thirty students expected to enrol in January 2014. The Board also noted that all marketing staff had been working hard at Higher Education Exhibitions in Asia, the exam diet was being successfully run on campus and preparations were underway for the Foundation Programme being offered.

Governance & Legal Services (SB/13/180)
The Board received and noted an update from Governance & Legal Services, presented by the Director of Governance & Legal Services (GLS).

The Director of GLS thanked Schools for taking part in the latest round of successful internal Home Office Audits.

M13/161 INTRANET UPDATE(SB/13/181)
The Board received and noted an report on the establishment of the University Intranet provided by the Intranet Development Co-ordinator.

The Board noted that further updates on this would be provided in the New Year with the Intranet Development Co-ordinator in attendance.

M13/162 STUDENT UNION: CHARITY WORKS

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

The Board received and noted a presentation from the President of the Student Union on the Student Union (SU) plans for a ‘Charity Week’ in 2014.

The Board commended the SU plans for the Charity Week, initially scheduled to take place in week three of Semester two, and noted that the proceeds would be split 50/50 between the Student Union and Sports Union nominated charities.

The President of the SU highlighted that the SU and the Sports Union were very keen for University colleagues to get involved in the Charity Week and organise fundraising events within Schools and Professional Services.

Members confirmed their willingness to promote the Charity Week to colleagues and stressed that it was vital for the SU to begin advertising as soon as possible in order to raise awareness and ensure University colleagues have the time set aside in their diaries to organise and take part in the events.
The Board advised the President that it was essential for the Health & Safety Office to be kept informed of any events that were planned on Campus.

The Chair of the Board recommended that, should the Charity Week become an annual event, it would be preferable for the receiving charities to be nominated annually.

M13/163 EMAIL GUIDANCE (SB/13/182)

The Board received and noted draft email usage guidance, provided by the Director of Governance & Legal Services and the Director of Human Resources.

The Board was reminded of discussions at the October meeting of the Board at which the Chair of the Board updated members on recent discussion had with the Trade Unions which surrounded the usage of email within the University. At this meeting, the Chair of the Board asked members to remind colleagues of the advantages of face-to-face communication, rather than emailing, which enabled the University’s Values to be upheld.

The Board discussed the draft guidance and suggested the following additions:

- A section on security/confidentiality should be added, including information on subject field, encrypted emails, password protected documents, and cyber-crime.
- Mention should be made of upholding the University’s Values when sending emails.

The Director of Governance & Legal Services confirmed that a second draft of the guidance would be submitted to the February meeting of the Board which would include the above.

It was also confirmed that the Academic Registrar & Deputy Secretary would be consulted on developing the draft guidance for students which should also include a section on the use of social media.

M13/164 ESTATE MANAGEMENT INFORMATION SYSTEM – PROPOSED PROCUREMENT (SB/13/183)

The Board received and noted a paper on the Estates Management Information System, presented by the Director of Campus Services.

The Board noted the request to proceed to advance with the re-tendering of the proposed Estates Information Management IT System during 2013/14 with installation and data development of the procured Estates Information Management System (EIMS) to follow in 2014/15.

The Board agreed to recommend the request to the Principal’s Advisory Group and the University Executive for approval.

It was recommended that the proposal should include a reference to the requirement to integrate with the class timetabling systems used across the University, specifically in relation to sharing of room details and capacity in the EIMS Space Management Register.

M13/165 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 30 SEPTEMBER 2013 (SB/13/184)

The Board received and noted the Management Accounts for the period ending 30 September 2013, presented by the Group Financial Controller.

The Board noted the financial highlights from the Accounts, including the deficit of £0.4m which was worse than budget by £1.2m for the year to date.
The Chair of the Board requested that members receive the full set of Management Accounts in hard copy for future meetings.

**M13/166  EFFICIENT GOVERNMENT (SB/13/185)**

The Board received and noted a paper providing information on the Efficient Government Return for 2012/13, presented by the Director of Governance & Legal Services.

The Board noted that the Efficient Government (EG) programme aimed at improving the efficiency and effectiveness of publicly funded bodies by targeting cashable efficiency savings of 2% per annum, base-lined on the preceding year.

The Director of Governance & Legal Services confirmed that the Procurement Office could provide evidence to the Scottish Funding Council (SFC) of 3% cashable savings. The aim of presenting this to the Board was to request that members inform the Chief Procurement Officer of any other examples of the University’s efficiencies in order to provide a more positive report to the SFC for the 2012/13 return.

The Chair of the Board suggested that the Chief Procurement Officer visit each School and Service in order to gain information on other examples of cashable savings. The Chair highlighted the importance of providing examples of Value For Money from all areas of the University.

**M13/167  EQUALITY & DIVERSITY POLICY (SB/13/186)**

The Board received and noted the revised Equality & Diversity Policy, presented by the Director of Governance & Legal Services (GLS).

The Director of GLS confirmed that very few changes had been made to the Policy following the version approved in 2011.

The Board approved the Policy, subject to the inclusion of information on the new University Complaints Policy & Procedure.

**M13/168  PROJECT MANAGEMENT DEVELOPMENT POLICY REQUEST AND DRAFT POLICY (SB/13/187)**

The Board received and noted the Project Management Development Policy Request and Draft Policy, presented by the Director of Governance & Legal Services.

The Board noted that the Draft Policy contained the definitions requested at the Project Management Workshops in October.

The Director of Governance & Legal Services asked members to provide any comments on the Draft Policy to the Project Support Office, prior to further consultation and presentation to the Secretary’s Board for final approval in February 2014.

**M13/169  INFORMATION GOVERNANCE POLICIES (SB/13/188)**

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

The Board received and noted the Student Records Management Policy and Procedures, the Draft Information Governance and Records Management Policy and the Draft Data Protection Policy, presented by the Head of Heritage and Information Governance (HIG).

The Head of HIG informed the Board that the policies and procedures presented had been
developed or revised as part of the wider information governance and security programme to meet operational, legal and audit requirements. The Head of HIG assured the Board that as part of this programme, staff online training would be provided to the appropriate colleagues on Data Protection, Freedom of Information and Records Management processes.

**Student Records Management Policy and Procedure**
The Board noted that this policy reflected the hybrid record management environment and the aspiration of the University to an electronic archiving system. The Board discussed the responsibilities of colleagues for student records management in the Scottish Campuses and the International Campuses, and the discussions taking place between Recruitment & Admissions and the International Recruitment Agents on the limited access that these Agents should have to student’s personal details.

The Board also discussed the future need for an electronic archive system and noted that a robust business case for a University-wide appropriate system should be drafted for approval as the next system implementation project.

The Board requested that the reference to Higher Education Achievement Record on page 11 at point 9 be referred to as ‘If implemented’.

The Board approved the Policy and noted that consultation on implementation would take place between HIGs and the Learning and Teaching Administrators Forum.

**Draft Information Governance and Records Management Policy**
The Board confirmed that it was content for this Policy to go out to other Groups for comment and endorsement prior to being resubmitted to the Board for final approval.

**Draft Data Protection Policy**
The Board confirmed that it was content for this Policy to go out to other Groups for comment and endorsement prior to being resubmitted to the Board for final approval.

Whilst considering the above Policy the Board discussed the requirement for further training to be provided to University clerks in order to ensure all minutes adhere to data protection laws. The Board also requested that training be provided to all appropriate colleagues on Data Protection within the University. The Board noted that the Clerks Handbook and Toolkit would provide clerks with the information/skills required to manage data protection effectively.

The Board noted that two further policies were currently under development by HIGs, the Digital Preservation Policy and the Social Media Policy which would be submitted to the Board in the near future for consultation.

**M13/170 QUARTERLY COMPLAINTS POLICY REPORT (SB/13/189)**
The Board received and noted the Quarterly Complaints Report for the University Executive and the Court, presented by the Academic Registrar & Deputy Secretary.

The Board approved the report for onward submission to the University Executive subject to the following amendments:

- Add another column which reflects generally what the complaint is about, e.g. VLE, Student Residences, SLS etc.
- Provide more focused information on the details of the complaint;
- Include a red/amber/green status for all open, underway and closed complaints (in order for readers to easily identify that the majority of complaints had been dealt with).

The Academic Registrar & Deputy Secretary requested that any additional comments on the Report be submitted to her office prior to 5 December 2013 in order for them to be incorporated into the Report to the University Executive.
The Chair of the Board requested that alongside the next Quarterly Complaints Report, information be submitted on re-occurring complaint themes and the actions taken to combat these.

M13/171 REVIEW OF ORDINANCE 3: STUDENT UNION AND REGULATION 21: STUDENT UNION (SB/13/190)

The Board received and noted a paper on the Review of Ordinance 3: Student Union and Regulation 21: Student Union, presented by the Academic Registrar & Deputy Secretary.

The Board noted that it had been suggested that Ordinance 3 be revised, ensuring that it regulates the provisions of the Student Union Constitution, and that Regulation 21 be rescinded.

The Board discussed the Student Union Constitution and agreed that the proposal could not be approved until the Constitution made reference to the following:

- The official complaints procedure of the Student Union;
- NUS membership procedures; and
- Charities Commission procedures.

The Chair of the Board requested that this paper be resubmitted to the Board in the new year for approval.

M13/172 REPORTS FROM THE GROUPS OF THE SECRETARY’ BOARD

Report from the Tier 4 Working Group: meeting held on 2 October 2013
The Board received and noted a report from the Tier 4 Working Group, presented by the Director of Governance & Legal Services.

Report from the Equality & Diversity Advisory Group: meeting held on 12 September 2013
The Board received and noted a report from the Equality & Diversity Advisory Group, presented by the Director of Governance & Legal Services.

Report from the External Affairs Committee: meeting held on 15 November 2013
The Board received and noted a report from the External Affairs Committee, presented by the Director of External Affairs.

M13/73 ANY OTHER BUSINESS

Payday Loan Advertising
Members confirmed that advertising for payday loan companies was not allowed anywhere on the Scottish Campuses and that any adverts posted should be and were removed immediately.

DATE OF NEXT MEETING: Tuesday 14 January 2014 (No papers meeting)
The Chair of the Board noted with sadness the death of Lesley Lindsay, Director of Administration (TEX) and updated members of the Board, who were not at her funeral, of the proceedings. The Board noted that donations received at the crematorium for the charity ‘Headway’ reached £1,100 for which Lesley’s family passed on their gratitude.

M14/01 MINUTES OF THE MEETING OF 3 DECEMBER 2013

The Board received and approved the minutes of the meeting held on 3 December 2013 subject to the following amendment:

M13/160 Malaysia Campus Update
It was noted that it had not been ‘the first’ exam diet at the Malaysia Campus therefore the reference to ‘first’ should be removed.

M14/02 MATTERS ARISING REPORT FROM THE MEETING ON 3 DECEMBER 2013

The Board received the Matters Arising Report from the 3 December 2013 meeting and noted the following:

- Procedures for Police on Campus would be submitted to the March meeting of the Board for consideration;
- The University Executive had approved all recommendations relating to PDR, however, suggestions regarding potential changes to the ratings system were subject to discussion with CJNCC;
- A document detailing role changes within the Finance Office would be circulated shortly;
- The Space Optimisation survey results would be released in March 2014;
- Guidance on Student Email Use was being developed and would be submitted to the Board in March 2014;
- there may be budget for establishment of the Estate Information Management System. This system proposal would be discussed at an upcoming University Executive;
- an update on the Efficient Government Return would be submitted to the February meeting of the Board;
- the first meeting of the Risk & Project Management Strategy Group had taken place at which the Strategic Project Risk Register had been considered. This would also be considered by the Board, the UE, the Audit & Risk Committee and the Court;
- Contract Signing Guidance was required for colleagues, in advance of the review of the financial regulations; and
- Reserved Section FOI(S)A 30.

M14/03 BUSINESS REPORTED BY THE CHAIR

Home Office Update
The Director of Governance & Legal Services was invited to give an update on recent Home Office communications.

Highly Trusted Sponsor status
The Board noted that the University had successfully retained Highly Trusted Sponsor (HTS) Status with 100 points (out of 100). The Director highlighted that the results from the assessment of the application against the measurable criteria were:

- Visa refusal rate – 3.22%
- Enrolment rate – 100%
- Course completion – 99.53%

Reinstating integrated offers
The Board noted that Home Office guidance suggested that the practice of making integrated offers could recommence, therefore the University would now implement this process, led by Recruitment & Admissions working heavily with Schools.

It was noted that a Working Group had been set up to assist with the implementation, and that the Director of Academic English intended to streamline the process of integrated offers.

M14/04 ORAL UPDATES FROM MEMBERS

No updates were received from the membership under this heading.

M14/05 SECRETARY’S BOARD BULLETIN

The Chair of the Board led a discussion on the relevance of the Secretary’s Board Bulletin.

The Board heard that the results from the Internal Communications Survey found that 37% of the respondents regularly used the Bulletin, with 13% not aware of it. The results also showed that 50% of the respondents thought the bulletin was an important internal communications tool, with 49% considering it as unimportant.

The Board agreed that publication of the Bulletin should continue, and that members should
ensure colleagues are aware of its existence. Members highlighted that it was a useful tool for them to update colleagues on business within their Directorate which may not always be communicated on newsletters/all staff emails.

The Board discussed the current timing of the contribution deadline and agreed that members should submit their contribution to the Bulletin at the same time as they would submit any papers to the clerk. It was noted that this would ensure that the information within the Bulletin was timely and relevant to readers.

M14/06  INTRANET UPDATE (SB/13/181)

The Board received and noted an update on the establishment of the Staff Intranet, presented by the Intranet Development Co-ordinator.

The Board noted that the majority of Schools and Services currently had a presence on the intranet, and if not would be publishing intranet pages soon. It was noted that MACS may not have an intranet presence at the moment which the Intranet Development Co-ordinator agreed to investigate.

The Intranet Development Co-ordinator highlighted that the next phase of the development would be to transfer the appropriate items from the ‘old look’ University website to either the intranet, the ‘new look’ website, VLE or a combination of all. It was noted that there were a large number of areas on the web to look at, but that it was hoped this phase would be completed by May.

The Board noted the importance of ensuring all colleagues understood the responsibility of maintaining the relevant intranet pages, and therefore a Policy would be developed which gave clear guidance on usage and maintenance.

The Board discussed current usage of the site and noted that PhD students can gain access.

The Intranet Development Co-ordinator confirmed that a communications plan surrounding the intranet was being developed with the team in Corporate Communications.

M14/07  PROFESSIONAL SERVICES STRATEGIC PLAN

The Chair of the Board provided an oral update on the development/approval of the Professional Services Strategic Plan.

It was noted that as the Research Strategy was not yet finalised it wasn’t possible for the Professional Services supporting Strategy to be published.

Members were advised that, in the meantime, they were welcome to review their appropriate Directorate specific sections of the Strategy.

M14/08  PROFESSIONAL DEVELOPMENT

The Board noted that a University-wide Development Day event had been organised for 21 January 2014. This was organised to coincide with the start of the 2014 PDR process. Members were encouraged to recommend their colleagues attend the event, feedback from which would be submitted to the Board for review.

M14/09  SECRETARY’S BOARD TERMS OF REFERENCE (SB/14/01)

The Board received and reviewed its Terms of Reference, presented by the Chair of the
Board.

The Board discussed the Terms of Reference and agreed that the only change to be made currently was to the section on FOI/Data Protection which should read as follows:

“The Board’s records (agenda, papers, and minutes) are included in the University’s Freedom of Information Publication Scheme. Information will be readily accessible on request to members of the public under the terms of the Freedom of Information (Scotland) Act FOI(S)A with the exception of information which is deemed to be covered by a specific exemption under the Act.”

M14/10 UNIVERSITY GOVERNANCE STRUCTURE

The Board received a presentation on the current University Governance Structure, given by the Chair of the Board.

The Chair of the Board highlighted current governance issues, namely:

- A greater focus being place on accountability and requirement for transparency by external bodies
- Compliance with the Scottish Code of Good Higher Education Governance
- Recruitment and establishment of the next Chair of Court
- University Constitutional Review
- International governance

The Chair of the Board drew members’ attention to the slide on School governance structures and the varied number/remits of committees which fell under each School. The Chair highlighted the importance of streamlining these committees, so that each School was governed in a similar way.

M14/11 ANY OTHER BUSINESS

People Finder

The Board was reminded that once functionality was available, People Finder would be updated through the iHR system. The Board noted that it was essential, due to the sensitive nature of some documents on the intranet, that the log-in details of former colleagues do not allow access to any University system.

Job Title consistency

The Director of HR highlighted the number of job titles which are utilised around the University and therefore the lack of clarity on promotion opportunities. (The Board noted that there were 400 different job titles for 1600 staff).

The Board noted that a review would be conducted on job titles and proposals for the future of job title use throughout the University would be brought to the Board for discussion.

The Board discussed the importance of ensuring that job titles are recognisable and easy to understand for external stakeholders (specifically students).

It was also noted that there should be a consistency across salary grades for the same role descriptions.

Clerks Forum/Network

The Chair reminded the Board of the importance of training committee clerks on how to service a committee and specifically on how to minute meetings. The Chair confirmed that it was the responsibility of the Chair of the meeting to ensure that appropriate minutes were made available.

The Board noted that the handbook for the Clerks Network was still under development, and
would be made widely available to all colleagues with clerking responsibilities. Members were asked to inform the Secretariat, when the time came, of the names of these colleagues within their areas. It was noted that it would be helpful for Chairs to also attend the Clerks Network briefings surrounding the taking of minutes, so that they are also made aware of FOI/Data Protection requirements.

The Board discussed potential difficulty in some Schools surrounding the allocation of colleagues to specific committees, and the workload this could create. It was noted that it would be preferable for one colleague to be assigned to specific core committees.

The Board noted the requirement to publish all Court and University Executive Committee minutes on the web. The Chair of the Board highlighted that currently some areas of the University publish minutes from up to ten years ago which is unnecessary and should be removed. The Board noted that only two years of minutes should be held on the web.

Scottish Independence Referendum
The Board noted that it may be helpful for an external consultant to give a presentation to various University groups on the possible outcome of the Independence Referendum.

Student Life Cycle
The Board noted that the next area within the Student Life Cycle to be reviewed would be exams. The Board noted that the timing of this would be confirmed shortly.

Emeritus Professor Geoff Palmer
The Board noted that Emeritus Professor Geoff Palmer was knighted in the New Year’s Honours list for services to human rights, science and charity. The Board congratulated Professor Palmer on this achievement.
MINUTE REF
M14/12 MINUTES OF THE MEETING OF 14 JANUARY 2014
The Board received and approved the minutes of the meeting held on 14 January 2014.

M14/13 MATTERS ARISING REPORT FROM THE MEETING ON 14 JANUARY 2014
The Board received the Matters Arising Report from the 14 January 2014 meeting and noted that many of the actions were scheduled to complete in March. The Chair of the Board requested that the clerk manage the weight of business for the March agenda of the Board.

M14/14 POLICIES UNDER DEVELOPMENT REPORT
The Board received and noted the Policies under Development Report up to 14 January 2014.

M14/15 PROJECTS MASTER LIST
The Board received and noted the Strategic Project Master List, presented by the Chair of the Board and the Project Support Manager.
The Board noted that this list had been presented to the University Executive and the Audit & Risk Committee which had made some suggestions for further improvement but were otherwise pleased with the layout and content. The Chair of the Board indicated that this list would be presented to the Court to inform them of the full breadth of challenges that the University was facing but also that the University was managing these challenges well.

The Board noted that a similar list to the one presented would be submitted to the Secretary’s Board and the University Executive at each meeting.

The Chair informed the Board that a Project would be included onto the Strategic Project List when a Business Case was set and then approved by the University Executive (i.e. resources were allocated to the project).

The Director of External Affairs commented that the Customer Relationship Management System currently being developed in Recruitment & Admissions should be listed on the Strategic Project List and agreed to discuss this with the Project Support Manager.

The Board suggested that it may be helpful to include extra information on the List, which detailed whether there were any further phases to a Project which had not yet been approved/started.

**M14/16 BUSINESS REPORTED BY THE CHAIR**

**Professional Services Job Titles Review**
The Chair of the Board reported that the review of Professional Services Job Titles would be discussed at the CJNCC taking place in February. The Board noted that the purpose of the Review was to provide uniformity and provide clarity of promotion routes, and noted that the Review would be conscious of not disadvantaging any colleague’s promotion prospects due to a change in their title. The Chair of the Board highlighted that academic titles had recently been reviewed and approved for the same reason.

The Board noted that draft proposals would come to the Board in Spring 2014, followed by a finalised set of proposals in Autumn 2014, prior to final approval by the University Executive.

**Dundas & Wilson Legal Awareness Training Programme**
The Chair presented members with a Legal Awareness Training Programme, devised by the University's lawyers, Dundas & Wilson, the Director of Governance & Legal Services and the Director of Human Resources. It was noted that the training programme was for information at this stage until the proposed programmes and dates were confirmed.

The Chair of the Board requested that the Director of Governance & Legal Services work with the Director of External Affairs to put together a specific piece of communication about the programme and to encourage all colleagues to attend the appropriate training sessions. The Board discussed the importance of ensuring that the target audiences were pitched correctly, but also not to discourage any other colleagues that may gain value from attending a specific training session. Members were asked to provide any comments on the current target audience to the Director of Governance & Legal Services and the Director of Human Resources.

The Board noted that additional Data Security/Breach training would be provided for all members of the Board, potentially over a working lunch following a forthcoming meeting of the Board.

**M14/17 OPERATIONAL UPDATE**

**GOVERNANCE & LEGAL SERVICES (SB/14/02)**
The Board received and noted the monthly update from Governance & Legal Services,
presented by the Director of Governance & Legal Services.

Online Information Governance Training
The Board’s attention was drawn to page five of the report, which provided information on new online training in Information Governance which was available for free. Members were asked to encourage all colleagues to take advantage of this training which would enable the participant to understand how to manage information the University created and how the work was received, protect personal data and other confidential information and comply with Freedom of Information law.

Mock Home Office Audits
Members were asked to note that the Director of Governance & Legal Services and the Home Office Compliance Officer would be visiting Schools in March to carry out mock Home Office Audits. The Director of Governance & Legal Services asked Schools to inform the Compliance Officer if there were any dates in March which would prove difficult for colleagues.

CAMPUS SERVICES (SB/14/03)
The Board received and noted the monthly update from Campus Services.

Space Optimisation Survey
In the absence of the Director of Campus Services, the Chair of the Board updated the members on the recent developments in Space Optimisation at the Edinburgh Campus. The Board noted that a presentation on the outcome of the Space Optimisation survey had been presented to the University Executive with a more condensed version of the presentation planned for the Secretary’s Board in the future.

The Chair confirmed that the outcomes would be taken on a ‘roadshow’ in due course around all Schools and Services in order to communicate the recommendations/proposed changes.

The Board noted that it was important for the University to implement a central timetabling service, which would link to the Student Records System.

Estates Projects
In relation to the Projects section of the Campus Services report, an update was requested on PR165 which would be communicated to the Director of Campus Services.

INFORMATION SERVICES (SB/14/04)
The Board received and noted the monthly update from Information Services, presented by the Director of Information Services.

The Director of Information Services apologised for the crash of the computer central file system in January 2014, and highlighted the efforts of the Information Services team in combatting and fixing the issues. The Board noted that every Edinburgh Campus colleague’s desktop should be transferred on to the new file servers within 30 days.

REGISTRY SERVICES (SB/14/05)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Student Service Centre (SSC)
The Academic Registrar & Deputy Secretary drew members attention to the information on ID checks carried out at the SSC for Tier 4 visa students. The Board noted that, subject to the final report being submitted, it appeared that the number of students coming from Schools was not as high as anticipated.

Student Support & Accommodation (SSA)
The Board noted that the Student Induction and Transition Office had launched a ‘Thinking of
leaving?’ service in order to enhance support and advice to students with the overall aim of improving retention rates. It was confirmed that the take-up and outcomes would be monitored.

**Academic Registry**
The Academic Registrar highlighted that the first graduation ceremony for students studying at West London College (WLC) would take place in London on 21 March 2014. The Board noted that WLC had requested a further ceremony later in the year which would depend on the outcome of the ceremony taking place in March.

**Student Survey Management Group**
It was noted that the University had participated for the first time in the Student Barometer Survey. Members noted that this survey covered academic and professional services areas and included all UG and PGT students excluding those in their final year.

**Academic Registrar**
The Board noted that the Academic Registrar & Deputy Secretary would be retiring in July, following the June graduations.

**RESEARCH & ENTERPRISE SERVICES (SB/14/06)**
The Board received and noted the monthly update from Research & Enterprise Services (RES), presented by the Director of Finance & Interim Director of RES.

**Proposals**
The Director of Finance reported that the number of YTD proposals were down on 2012/13, the reasons for which were currently being investigated.

**Research Management and Administration System (RMAS)**
Following the tender process for the RMAS, formal recommendation to the Project Boards of both HWU and UoE at the end of January had been approved, and the System was now being implemented.

**REF 2014**
The Director of Finance confirmed that the University was currently going through an audit of REF staff data. The Board noted that it was anticipated that the REF results would be published in December 2014.

**FINANCE (SB/14/07)**
The Board received and noted the monthly update from Finance, presented by the Director of Finance.

**HWUM Business Plan**
The Board noted that the HWUM Business Plan had been revised and presented to the Malaysia Oversight Board and Finance Committee. The plan indicated that the financial outlook for Malaysia remained in line with that previously approved by the Court.

**5-Year Plan**
The Board noted that the preliminary round of planning meetings had been completed. Plans were being firmed up for the next financial year and the four subsequent years, and would be presented to Court in June for approval.

**Oracle Training Communications**
The Chair of the Board requested that the Director of Finance work with the Director of External Affairs to put together an appropriate communication in relation to the training provided for Oracle.

**HR & DEVELOPMENT (SB/14/08)**
The Board received and noted the monthly update from Human Resource Development,
presented by the Director of Human Resources.

**Industrial Action**
The Board noted that in 2014, the University had been through one day long, and two two-hour long strikes on the Edinburgh Campus. Feedback had confirmed that the strikes had low impact on University operations.

The Director of HR confirmed that the University had made the decision to remove two-hours of pay for those colleagues who took strike action on these days, but the Board noted that the University had a legal right to take a full days’ pay from those colleagues which it had not invoked.

**PDR**
The Director of HR reminded members that PDR meetings should be scheduled and taking place, and co-ordinators should be receiving completion data to feed back to the HR team.

**EDINBURGH/BORDERS SCHOOLS/ INSTITUTES (SB/14/09)**
The Board received and noted the monthly update from Edinburgh/Borders Campus Schools/Institutes, prepared and presented by the Director of Administration (IPE).

**IPE Review**
The Board noted that the recommendations from the review of IPE, led by the Deputy Principal (External Relations), were being considered by the Institute. It was noted that these recommendations would enable the Institute to operate more effectively and sustainably.

**Oil & Gas Innovation Centre (OGIC)**
The Director of Administration (IPE) reported that the Institute continued to be involved in the development of a bid to establish an Oil & Gas Innovation Centre in conjunction with Aberdeen, Robert Gordon, Strathclyde and Dundee Universities.

**International Centre for Island Technology**
The Board noted that the Vice-Principal would be visiting Orkney shortly to work with ICIT and Aquatera on plans for both the Centre itself and the broader Orkney Campus.

**EXTERNAL AFFAIRS (SB/14/10)**
The Board received and noted the monthly update from External Affairs, presented by the Director of External Affairs.

**Principal’s Open Meetings**
The Board noted that the schedule of the Principal’s Open meetings had commenced and feedback on the meetings had been positive. The Director of External Affairs confirmed that there had been no monitoring of the ratio of academic and professional services staff in attendance, but generally more professional services colleagues attended than academic colleagues.

**Development & Alumni**
The Director of External Affairs confirmed that the Fundraising Campaign had been presented and approved at the University Executive, and would now be presented to Court in the near future for final approval.

**Director of External Affairs**
The Board noted that the Director of External Affairs would be leaving Heriot-Watt in May 2014, in order to take up the role of Director at the University of Aberdeen.

**MALAYSIA (SB/14/11)**
The Board received and noted the monthly update from the Malaysia Campus, provided by
the Chief Operating Officer (Malaysia).

DUBAI (SB/14/12)
The Board received and noted the monthly update from the Dubai Campus, provided by the Director of Administration & Registrar (Dubai).

Graduations
In the absence of the Director of Administration (Dubai), the Academic Registrar drew member’s attention to the possibility of a Summer Graduation Ceremony to be held for Dubai Campus students, from June 2015. The Academic Registrar ensured members that Registry Services would co-ordinate this graduation, should it be agreed, and would be meeting with Schools shortly to discuss the possible arrangements.

The Chair of the Board confirmed that, following discussions surrounding the venue for the currently scheduled Dubai graduations, it was decided to remain with the existing arrangements. The Board noted that potential use of the Dubai Campus auditorium for graduation ceremonies would be kept under review.

M14/18 EFFICIENT GOVERNMENT RETURN (SB/14/13)
The Board received and noted a paper summarising the discussions held between the Chief Procurement Officer and Board members at which a comprehensive range of examples of efficient government resources were identified for the forthcoming Efficient Government Return to the Funding Council.

The Board commended the Chief Procurement Officer on his efforts, and subject to a few amendments to the submission information (which would be communicated to the Chief Procurement Officer out with the meeting) advised that this should be submitted to the University Executive, once the correct template had been received from the government, for approval.

M14/19 IHR PROJECT UPDATE (SB/14/14)
The Board received and noted an update on the iHR Project, presented by the Director of HR.

The Board noted the progress to date of the project and noted that engagement in establishment of the system had been good, with key people making the effort to attend workshops. The Director of HR expressed his thanks for these efforts and hoped that this would continue through testing and training.

M14/20 STUDENT RECRUITMENT UPDATE (SB/14/15)
The Board received and noted an update on Student Recruitment as at 20 January 2014, presented by the Admissions and Wider Access Manager.

Undergraduate (UG) Applications
The Admissions and Wider Access Manager highlighted that UG applications were up 2% on the same time as last year. Broken down, the Board noted that this saw an increase of 5% in Scottish applications, 7% in RUK applications, and 9% in Overseas applications. The Admissions and Wider Access Manager reported that there had been a 14% decrease in EU applications which was not currently considered an issue.

The Admissions and Wider Access Manager provided a breakdown of applications by School.

Undergraduate Targets
The Board noted the University’s targets in relation to Undergraduate recruitment, and was reminded that:

- There was an overall reduction of Scottish Student target intake which sought to correct the over-recruitment in 2013;
- Within the target for Scottish students there was:
  - An increased SIMD 40 target of 310;
  - A target to recruit 103 students on a full articulating basis from Scottish Colleges; and
  - A target of 60 associate students.
- RUK target was set at a 10% increase
- EU intake target had been reduced
- A slight decrease in Overseas applications had been projected.

The Board noted that guidance had been distributed to Schools on the importance of ascertaining fee status of applications before providing offers to potential students.

The Board discussed concerns over the future of application numbers, following the removal of restrictions in English and Northern Irish Institutions but noted that Recruitment & Admissions were confident that there would be a core of students who would still recognise the benefit of studying in Scotland.

M14/21 CODE OF PRACTICE FOR THE MANAGEMENT FOR THE MULTI-LOCATION, MULTI-MODE PROGRAMMES (SB/14/16)

The Board received and noted the Code of Practice for management for the Multi-location, Multi-mode programmes, provided by the Deputy Principal (Learning & Teaching) and presented by the Chair of the Board.

The Chair of the Board highlighted that the Code of Practice would be highly beneficial for the forthcoming QAA Enhancement-led Institutional Review and all colleagues should refer to it in their preparations.

The Board discussed some questions regarding the Code of Practice and agreed to refer these to the Deputy Principal and Head of Academic Quality.

M14/22 LEARNING & TEACHING AND QUALITY ASSURANCE BRIEFING PAPERS (SB/14/17)

The Board received and noted the Learning & Teaching Quality Assurance Briefing papers, provided by the Deputy Principal (Learning & Teaching).

M14/23 INTERNAL COMMUNICATIONS SURVEY: RESULTS

The Board received and noted a presentation on the results of the International Communications Survey, presented by the Director of External Affairs.

The Director of External Affairs highlighted that the purpose of the survey was to:

- Evaluate performance of internal communications methods to date;
- Identify gaps/opportunities to improve; and
- Identify levels of information and interest in various University topics.

Communication Methods used

The Board noted that electronic sources were the most commonly used communication methods by those who took part in the survey. Of these, the all-staff emails and e-newsletter were the highest (88 and 74% respectively). The Director of External Affairs commented on how it would be preferable for communication from line managers to be listed higher up on
these results in the future (only 49% of colleagues considered this as a regular method of communication).

Importance of Communication Methods
The Board noted that all-staff emails and line managers were considered the most important methods of communication (91 and 84% respectively)

University Topics
The Board noted that survey respondents were most interested in Schools/Service specific plans/achievements and the University Strategic Plan (90 and 89% respectively) and felt most informed about the University Strategic Plan and Operational information (80 and 73% respectively).

Two-way communication
The Board discussed the results regarding two-way communication at the University and agreed that training should be provided to relevant colleagues in how to improve/increase this kind of communication.

Next steps
The Chair of the Board requested that the Director of External Affairs present these results to the next meeting of the University Executive, and provide more detail in relation to Professional Services and School colleague responses.

The Board discussed the difficulty in engaging University colleagues in informal communications but agreed that engaging informally to discuss work related issues should still be encouraged.

The Chair of the Board requested that this survey be carried out bi-annually, and the result differences tracked.

M14/24 MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 DECEMBER 2013 (SB/14/18)

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

The Director of Finance highlighted the surplus figure for the year-to-date which was currently better than budget, and confirmed that this was due to the paced approach of releasing contingency.

The Director of Finance also highlighted the strong reduction in outstanding student debt during December 2013. The Board noted that the period-on-period reduction was £2.7m better than the previous year which reflected the higher collection staff levels and re-focus away from Oracle implementation.

M14/25 PUBLIC INTEREST DISCLOSURE: WHISTLEBLOWING (SB/14/19)

The Board received and noted the revised Public Interest Disclosure Policy: Whistleblowing, presented by the Director of Governance & Legal Services.

The Board noted that the policy was initially approved by the Court on 17 December 2012, however recent changes to the law had required a review of and amendments to the policy. It was noted that this review had also provided an opportunity to review the policy against the Scottish Code of Good Higher Education Governance.

The Director of Governance & Legal Services highlighted that the policy had been mapped against the Code on a comply or explain basis. The Board noted that the policy was compliant with the exception of 3b (Annex A1 Guidance on Whistleblowing). It was noted that the University currently explained non-compliance of this but further discussion of this point may
be required.

The Board approved the policy and noted that prior to onward presentation to the University Executive, more information should be included in the Policy on the definition of the Head of Internal Audit at the University.

M14/26  PROJECT MANAGEMENT POLICY (SB/14/20)

The Board received and noted the draft Project Management Policy, presented by the Director of Governance & Legal Services.

The Board approved the policy subject to the addition of the agreed explanation of when a Policy becomes a Strategic Policy (i.e. when it has been approved by the University Executive).

M14/27  POLICY DEVELOPMENT REQUEST: TRAFFIC MANAGEMENT ON CAMPUS (SB/14/21)

The Board received and noted a Policy Development Request for a Policy on Traffic Management at the Edinburgh Campus, presented by the Security & Operations Manager.

The Board noted that this Policy was necessary due to issues surrounding illegal parking, lack of permits for a large number of regular users, and in order to update the current traffic management procedure (Regulation 26). The Security & Operations Manager highlighted that Estates would like to establish a central database of issued permits which would contain details of the persons allocated a permit and their cars.

The Board discussed the Policy Request and suggested that a Focus Group be set up to determine the fairest and most logical way forward in management of traffic on the Edinburgh Campus in the context of developing an Estates Master Plan. It was suggested that the Group should consist of representatives from Estates, Health & Safety and the Student Union.

Members agreed that the University should avoid establishing a financial deterrent for those persons who park illegally, but should try other deterrents (e.g. barriers/signage). The Chair of the Board suggested that this Policy could also deal with security issues on campus surrounding public access.

M14/28  POLICY DEVELOPMENT REQUEST: INTRANET USE (SB/14/22)

The Board received and noted a policy development request for a policy on Intranet Use, presented by the Secretary of the University.

The Board approved the request.

M14/29  STRATEGIC INFORMATION SERVICES COMMITTEE TERMS OF REFERENCE (SB/14/23)

The Board received and noted the Strategic Information Services Committee Terms of Reference, presented by the Director of Information Services.

The Board approved the Terms of Reference for immediate use by the Committee.

The Chair of the Board highlighted the development of a Unification Strategy for all of the University’s information systems and confirmed that this would be taken forward as a project.
M14/30 REPORT FROM TIER 4 WORKING GROUP: MEETING HELD ON 23 JANUARY 2014 (SB/14/24)

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

M14/31 ANY OTHER BUSINESS

Secretary's Board Bulletin
The Chair of the Board thanked members for their assistance in the development of the Bulletin and their flexibility on the submission deadlines.

DATE OF NEXT MEETING: Tuesday 4 March 2014
The Board received and approved the minutes of the meeting held on 11 February 2014.

The Board received the Matters Arising Report from the 11 February 2014 meeting.

The Board received and noted the Policies under Development Report up to 11 February 2014.

The Board received and noted the Strategic Project Master List as at 25 February 2014.
The Chair of the Board asked members to keep the Project Support Office up to date with any project information so that the list was kept up to date.

M14/36 BUSINESS REPORTED BY THE CHAIR

Visit from Director of Administration and Registrar (Dubai)
The Chair of the Board confirmed that the Director of Administration & Registrar (Dubai) would be visiting the Edinburgh Campus between 17 and 21 March 2014. It was noted that Board members should contact the Director should they wish to arrange a meeting during this time.

M14/37 STUDENT RECRUITMENT UPDATE (SB/14/25)
The Board received and noted an update on Student Recruitment as at 25 February 2014, presented by the Director of Recruitment & Admissions.

The Board noted that this report differed slightly from previous reports provided to the Board, and would now be the standard report for the Secretary’s Board, International Strategy Board and the University Executive. The Board noted that data for Dubai, Malaysia, West London College, ALP and IDL would be added once it became available later in the coming months. The Director of Recruitment & Admissions confirmed that the new version of the report also provided a country by country breakdown of applications.

Undergraduate
The Board noted that following the report to the February meeting of the Board the applications position was relatively unchanged (which showed a 2% year-on-year increase).

The Board noted that applications were currently on track in line with targets set for Wider Access, College, RUK, EU and Overseas categories.

The Director of Recruitment & Admissions highlighted the information within the report regarding University Executive approval of the establishment of a HWU Foundation Programme, to replace the Study Group ISC. The Board noted that the programme will be run for entry in September 2014.

Postgraduate
The Board noted that applications for Postgraduate Taught recruitment were at exactly the same level as February 2013. It was noted that this included an increase in applications for EPS (29%) but a drop for SML (-13%).

Applications for and from Malaysia
The Board discussed the number of applications for the UK campuses from Malaysia and noted that this number was not expected to fall due to the establishment of HWUM. The Chief Operating Officer confirmed that all advertising in Malaysia was generating interest in studying not only at HWUM but also in the UK. It was noted that it was important for the campus transfer process to be finalised soon in order to provide interested students with the information.

M14/38 UPDATE ON THE CRM PROJECT (TABLED PAPER)
The Board received and noted a tabled update on the Customer Relationship Management (CRM) Project, presented by the Director of Recruitment & Admissions.

The Board noted that the project was progressing well with the current projection to go live in mid-April. It was noted that this would include all pre-application communications as well as all other reporting and data strands within the project. The Director of Recruitment & Admissions confirmed that all issues arising (as detailed within the update) were being addressed.

The Board noted that training for the system was currently being scheduled in advance of the go-live date and that the Project Team would shortly be circulating several options of training.
The Board received and noted the monthly update from Human Resource Development, presented by the Director of HR.

**Industrial action**
The Director of HR updated the Board on a potential marking boycott from 28 April 2014 by EIS and UCU members. The Board noted that discussions had already taken place with the Deputy Principal (Learning & Teaching) and the Academic Registrar & Deputy Secretary to discuss contingency plans should this boycott take place.

The Board discussed the potential implications and length of the boycott and noted that UCEA would be negotiating with the Trade Unions on behalf of the sector. The Board noted that should a trade union member fail to meet the deadline for issuing marks then legally the University could deduct a days’ pay until the marks were issued due to the colleague not working to contract.

Members discussed communications planned regarding the boycott to students and noted that this would be issued centrally nearer the time if required.

The Board also noted that professional services members of these trade unions may also take action short of a strike (ASOS) but that this may have less of an impact.

**Development Fair**
The Director of HR also highlighted the feedback on the Development Fair held in January 2014 contained within the report from HRD.

**PDR 2014: PROGRESS UPDATE (SB/14/27)**
The Board received and noted the progress with PDR meetings in 2014, as at mid-February, presented by the Director of HR.

The Director of HR reported that the overall completion rate was lower than at this time last year (28% in 2014 compared to 36% in 2013). The Board noted that a further update would be provided to the next meeting.

**INFORMATION SERVICES (SB/14/28)**
The Board received and noted the monthly update from Information Services, presented by the Director of Information Services.

**‘Phishing’ attacks**
The Director of IS reported that a recent ‘phishing’ attack, through which deceptive email messages enabled hackers to infect users’ PCs with viruses, led to the permanent encryption
of important documents. The Board noted that the problem was isolated and recent versions of the documents restored but that it was a serious threat which could have resulted in much worse consequences. The Director highlighted that the threat of ‘phishing’ attacks was constantly with the University and asked colleagues to be extremely sceptical about unexpected or unsolicited emails that ask the reader to click on links or seek information such as usernames, passwords, pins or account numbers.

The Board noted the importance of communicating this guidance to all colleagues and suggested that it would be helpful for a regular update on which external organisation these ‘phishing’ attacks posed as (e.g. Inland Revenue, Bank of Scotland etc.).

All-staff emails
The Chair of the Board indicated that it had been brought to her attention that some colleagues may be deleting or ‘opting-out’ of all-staff emails. The Chair requested that members encourage all colleagues to pay attention to these emails as they often provide essential information.

DUBAI CAMPUS (SB/14/29)
The Board received and noted the monthly update from the Dubai Campus, provided by the Director of Administration & Registrar (Dubai).

Debt management
The Board discussed the review of debt management taking place at the Dubai Campus and noted that the draft procedures should be reviewed in order to ensure they are in line with the Office of Fair Trading guidance recently issued.

The Chair of the Board requested that the Director of Governance & Legal Services develop University-wide guidance on the management of student debt.

REGISTRY SERVICES (SB/14/30)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Exams in different locations
The Board noted that colleagues in Academic Registry and the International Centre for Examinations (ICE) had reviewed and updated the Invigilator’s Handbooks to ensure consistency across all campuses and at examination centres across the world. The Academic Registrar also highlighted that colleagues were working to develop an agreement with the British Council on the cost of managing exams in different locations.

Exchange
The Board noted that the inaugural meeting of the Exchange Forum had taken place. The Forum was an opportunity to discuss all matters related to the HWU Exchange Programme and was well attended by academic and professional services colleagues from Schools and other departments across the University.

Student Barometer Survey
The Academic Registrar & Deputy Secretary reported that a presentation had been made in February on the outcomes of the Student Barometer Survey which reviewed the student experience (both academic and professional services). The Board noted that the data sets would be circulated shortly.

Strategic Plans
The Board noted that meetings were being arranged with Directors of Learning & Teaching to discuss how Registry Services could input to School Learning & Teaching Plans/Strategy. The Academic Registrar & Deputy Secretary suggested that it would be helpful for Schools to circulate the relevant Plans/Strategies to the Board when they were available.
RESEARCH & ENTERPRISE SERVICES (SB/14/31)
The Board received and noted the monthly update from Research & Enterprise Services, presented by the Director of Finance & Interim Director of Research & Enterprise Services.

Royal Society of Edinburgh Enterprise Fellowship award
The Board noted that Silvana Palacios-Guberti had been awarded a prestigious Royal Society of Edinburgh Enterprise Fellowship, the first fellowship of its kind for the School of Textiles and Design.

FINANCE (SB/14/32)
The Board received and noted the monthly update from Finance, presented by the Director of Finance.

Month-end financial routines
The Director of Finance confirmed that month-end routines were now well embedded, and a formal timetable had recently been issued for the remainder of the financial year. The Board noted that the Group Management Accountant was working with Financial Controllers to develop and document a consistent approach to common financial posting routines.

Finance System and Process Workshops
The Board noted that further workshops were being planned by the Group Financial Controller on topics such as Purchase Cards and VAT. Members were asked to recommend any colleagues who would benefit from these courses to attend.

EDINBURGH/BORDERS SCHOOLS/INSTITUTES (SB/14/33)
The Board received and noted the monthly update from the Edinburgh/Borders Campus Schools and Institutes, compiled and presented by the Director of Administration (EBS).

Business as usual
The Board noted that business as usual in Schools and Institutes was ongoing which involved holding PDRs, assessing applications, developing the 5-year plans and assessing research proposals.

BA Business Management teaching at SBC
The Director of Administration (SML) confirmed that SML would continue to teach the BA in Business Management and the BA in Business Management with Industrial Placement to the two cohorts who entered in 2012/13 and 2013/14 at the Scottish Borders Campus and still wished to study at this Campus. This was due to some complaints regarding the transfer of teaching to the Edinburgh Campus only.

EXTERNAL AFFAIRS (SB/14/34)
The Board received and noted the monthly update from External Affairs, presented by the Director of External Affairs.

HWU Website
The Director of External Affairs reported that the Times Higher Education publication had published the quarterly Sitemorse ranking which showed that HWU’s website was deemed the best University website in Scotland (ranking is based on more than 238 million checks assessing everything from websites’ functionality and response time to their coding quality) and thanked colleagues in Information Services and Schools for improving the service.

Fundraising Campaign
The Board noted that the Director of Development & Alumni had given a presentation to the University Court in March 2014 on the Fundraising Campaign.
Internal Communications Survey
The Director of External Affairs reported that the Internal Communications Survey results had been presented to the University Executive and would now be discussed at the Internal Communication Champion’s Forum. It was hoped that the Champions would promote the results around their School/Service.

CAMPUS SERVICES (SB/14/35)
The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

Space Optimisation
The Board noted that the Space Optimisation Project was proceeding to Stage 2 following a successful presentation to the University Executive. It was noted that Stage 2 would mean the development of three options for the University to consider. The Chair of the Board confirmed that following the options appraisal, the University would be adopting Hefce space principles for all new spaces going forward.

The Director of Campus Services confirmed that the results of Stage 1 would be presented to the Secretary’s Board and the Learning & Teaching Board at their next meetings and members should consider how the results would be communicated to their section/School. It was also noted that a full Stakeholder Engagement Strategy had been developed to ensure that the findings of the project were communicated to stakeholders and full feedback was integrated into the options appraisal.

The Director of Campus Services highlighted the need to consider future usage of the Postgraduate Centre as currently it was not used to its full potential. It was noted that a Working Group would be set up to discuss this.

The Board noted that the Space Optimisation Project Stage 1 results should be shared with the CJNCC to communicate the benefits.

Aptuit Building
The Director of Campus Services confirmed that three of the Aptuit buildings would be demolished and the building left would be taken over by the University (at no cost). Appraisals were being carried out on how this space could be used by the University.

MALAYSIA (SB/14/36)
The Board received and noted the monthly update from the Malaysia Campus, presented by the Chief Operating Officer (Malaysia).

Open Days
The Board noted that a series of newspaper/radio promotions assisted in generating a successful open day for the University’s Foundation Programme. Following the Open Day the University had received fifty-one applications for a target of forty-five students to date.

Edinburgh Campus Visits
The Chief Operating Officer thanked all those involved in meeting with the HWUM colleagues who visited the Edinburgh Campus in early 2014.

Contingency Planning
The Board noted that options for contingency planning were being discussed in the event that the Main Campus buildings were not delivered at the deadline specified. It was noted however that Putrajaya Holdings had provided assurance that the initial deadlines could still be met.

GOVERNANCE & LEGAL SERVICES (SB/14/37)
The Board received and noted the monthly update from Governance & Legal Services, presented by the Director of Governance & Legal Services (GLS).
TOEIC/TOEFL
The Director of GLS reported that following the BBC’s Panorama report on fraudulent testing of TOEIC in the UK, the University had communicated to all applicants that it could not accept TOEIC or TOEFL exam results which had been sat in the UK until the investigation by the Home Office had been completed. The Board noted that further guidance from the Home Office was awaited on this issue.

Freedom of Information (FOI) Requests
The Director of GLS confirmed that the University had seen an increasing number of FOI requests, with a breakdown of subject areas available should colleagues wish to view it. The Board noted that there had been a notable increase in FOI requests regarding West London College.

Definition of an Associate Campus
The Board noted that the definition of an Associate Campus was being finalised and would be submitted to the University Executive for approval in the near future.

International Women’s Week
The Board noted that there were a number of International Women’s Week events taking place on the Edinburgh Campus and members should encourage colleagues to take part in these events/training.

The Chair of the Board stated that in 2015 the University would mark International Women’s Week with a much larger event including invitations to external parties.

MANAGEMENT ACCOUNTS FOR THE PERIOD ENDING 31 JANUARY 2014 (SB/14/38)

The Board received and noted the Group Financial Summary Dashboard which was tabled by the Director of Finance.

The Board noted that this Dashboard was still in development and would be routinely submitted to the Finance Committee and the Court. The Director of Finance confirmed that the Dashboard would always provide information on Group income and expenditure, segmentation of net surplus (year-to-date), contribution by School, Liquidity, Borrowing, Major Capital expenditure and would also provide information on a topical subject at that time.

The Director of Finance highlighted the following from the Dashboard:

- The bottom line surplus deficit for year-end was £9million, in line with what was expected;
- Core Professional Services was running on a deficit of £0.7m to date, which was mainly due to continued consultancy on Oracle Finance.

The Director of Finance welcomed any comments on the format/information in the Dashboard and confirmed that the next version would include more commentary. It was noted that the commentary being submitted by some Schools was not considered sufficient enough for the University’s Internal Auditors therefore a template on what was required would be circulated to assist Schools in this process.

The Board noted that in future only the Dashboard would be submitted to the Board meetings, with the full Management Accounts available on the intranet and through meetings with the relevant Financial Controllers.

INFORMATION GOVERNANCE POLICIES AND PROCEDURES (SB/14/40)

This item was taken as the first item of business.
The Board received and noted the following Information Governance Policies and Procedures, presented by the Head of Heritage & Information Governance. The Board noted that these Policies had previously been submitted to the Board in December 2013 and following consultation with various colleagues were submitted again for approval.

**Information Governance & Records Management Policy**
The Board noted that this policy had been revised to take account of changes in the technological, governance and legal environment, in particular the requirements of the Scottish Government Code of Practice on Records Management, issued under Section 61 of the Freedom of Information (FOI) (Scotland) Act 2002. The Board approved this policy.

**Data Protection Policy**
The Board noted that this policy had been revised to take account of significant developments in the University's legal internationalisation and risk environment. The Board approved the policy for onward presentation to the University Executive.

**Procedures for responding to requests or personal data**
The Board noted the Procedures for responding to requests or personal data.

The Academic Registrar & Deputy Secretary suggested that the current procedures on how to respond to a reference request for students would also require updating in line with this procedure. The Head of Heritage & Information Governance agreed to take this forward outwith the meeting.

**Procedures for obtaining informed consent for recordings and images of people**
The Board noted that procedures for obtaining consent for recordings and images of people and noted that the Student Union was in the process of campaigning for the right of all students to be able to record lectures should they wish. It was noted that this would be discussed at the Learning & Teaching Board at which it would be important to address whether this would contravene any data protection or copyright legislation.

The Board noted that the University was not data controller for personal recordings but that the procedures stated that when on campus every person is bound by the University's regulations on data protection.

**Implementation of policies and procedures at the International Campuses**
The Board discussed the application of these policies and procedures at the Dubai and Malaysia Campuses and noted that they should be adopted as much as possible.

It was also noted that Terms of Reference for Committees in Dubai and Malaysia would include a section on FOI which described the importance of correctly reserving any sections of minutes which would be covered under the FOI (Scotland) Act.

**PROCEDURES FOR POLICE LIAISON AT THE EDINBURGH CAMPUS (SB/14/41)**

This item was taken as the second item of business.

The Board received and noted Procedures for Police liaison at the Edinburgh Campus, presented by the Head of Heritage & Information Governance.

The Head of Heritage & Information Governance confirmed that these procedures were an update and consolidation of existing guidance following consultation with community police liaison officers. The Board noted that the procedures set out the most common scenarios for police on campus and noted that once these procedures were fully operational on the Edinburgh Campus they would be transferred to other UK campuses. These procedures would also be considered for the Dubai and Malaysia campuses.

The Board noted that the University would provide a prompt, helpful and appropriate response when asked for assistance by police who come onto the Edinburgh Campus to attend or
investigate an incident, whilst ensuring that all requests for information about individuals are supported by formal and appropriate request documentation from the police and subject to the approval processes set out in the procedures presented.

The Director of HR suggested that contacts within Human Resources be added to Appendix C ‘HWU Responsible Officers’ in relation to potential requests for next of kin information.

The Board endorsed the procedures and requested that they be distributed University-wide for information. The Academic Registrar & Deputy Secretary confirmed that training on this procedure would be compiled and delivered for security supervisors and other first line colleagues.

M14/43 CCTV PROCEDURES (SB/14/43)

This item was taken as the third item of business.

The Board received and noted CCTV procedures, presented by the Head of Heritage & Information Governance.

The Head of Heritage & Information Governance reported that the University was the data controller with legal responsibility for ensuring that the use of all CCTV systems operated by Schools and Professional Services complied with the Data Protection Act, 1998. The Board noted that the Security Operations Manager and the Head of Heritage & Information Governance would liaise with managers of these systems in order to incorporate the management of all University CCTV systems into the central security control room. These procedures would also be put in place on all other UK campuses.

The Board noted that the Dubai and Malaysia Campus procedures would need to be scoped out in relation to the Data Protection legislation in those areas and, with regards to Dubai, the contract that the University had with Eikon, the service providers. The Chair of the Board requested that an item regarding CCTV procedures be added to the next Dubai Executive Committee agenda.

The Board approved circulation of the procedures to the CJNCC, subject to a discussion surrounding the need for body-worn cameras by Edinburgh Campus security colleagues and noted that it would be re-submitted to the Board for final approval following this investigation.

The Chair of the Board requested that a procedure be drafted on the monitoring of CCTV recording quality.

The Chair of the Board requested that members ensure that out-of-hours working policies be reviewed and made fully operational in their areas. The Chair of the Board detailed a recent example of the need for details on whether colleagues were in buildings during out-of-hours, when there was a suspected gas leak in a building on campus.

M14/44 EMAIL GUIDANCE (SB/14/44)

The Board received and noted the revised draft Email Guidance, presented by the Director of Governance & Legal Services.

The Director of GLS confirmed that the additions requested at the December 2013 meeting of the Board had been incorporated and it was submitted again to the Board for endorsement.

The Board endorsed the Guidance for distribution to all campuses subject to the following amendments:

- Move the University Values description in full to the end of the document and instead just include reference to it in the introduction;
- Include a section on maintaining an appropriate, professional attitude when using email (i.e. don’t become personal when addressing work issues).

**M14/45 QUARTERLY COMPLAINTS REPORT (SB/14/45)**

The Board received and noted the Quarterly Complaints Report for 1 December 2013 to 28 February 2014, presented by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary confirmed that future complaints within the report would be recorded under categories, as suggested by the Scottish Public Services Ombudsman (SPSO), with a number of category headings currently under consideration by Local Complaints Officers.

The Board approved the report for onward submission to the University Executive and the Court.

The Board discussed situations in the past whereby a student’s parents/guardians have been involved in meetings to discuss a complaint. The Academic Registrar & Deputy Secretary confirmed that in accordance with SPSO, any complainant has the right to attend meetings to discuss the complaint with a representative (in this case a parent). In relation to complaints made by a parent, the Board noted that the student must first provide agreement that the parent can pursue the complaint on their behalf.

**M14/46 REPORT FROM THE EQUALITY & DIVERSITY ADVISORY GROUP: MEETING HELD ON 19 DECEMBER 2013 (SB/14/46)**

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

**M14/47 ANY OTHER BUSINESS**

**Central Timetabling**

The Chair of the Board confirmed that central timetabling post-Space Optimisation actions must be taken forward in a careful and incremental manner. The Board noted that it was important to discuss in the meantime any ‘quick win’ situations in terms of space issues.

It was suggested that the development of central timetabling include documents detailing what facilities each room had available (e.g. AV, Computer, phone lines, tables for catering etc.).

**DATE OF NEXT MEETING: Tuesday 31 March 2014**
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 Morag Heggie, Director of Administration (EBS)

In Attendance: Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
Ms Julie Dickson, Head of Organisational Development (for item 4.1)
Mr Andrew Downie, Group Financial Controller (attending in place of the Director of Finance)
Dr Maggie King, Head of Academic Quality (for items 2.1 and 2.2)

Observer: Ms Sarah Thomas, Apprentice to the Secretariat

Apologies: Ms Linsey Fender, Assistant to the Secretary (for item 4.1)
Mr Andrew Menzies, Director of Finance & Interim Director of Research & Enterprise Services
Ms Rhona Mackay, Human Resources Partner (for item 4.1)
Professor John Sawkins, Deputy Principal (Learning & Teaching) (for items 2.1 and 2.2)
Mr Ian Sutherland, Admissions and Wider Access Manager (for item 2.3)
Ms Vivienne White, Director of Administration (MACS)
Ms Janice Yew, Chief Operating Officer (Malaysia)

MINUTE REF M14/48

MINUTES OF THE MEETING OF 4 MARCH 2014

The Board received and approved the minutes of the meeting held on 4 March 2014.

M14/49

MATTERS ARISING REPORT FROM THE MEETING ON 4 MARCH 2014

The Board received the Matters Arising Report from the 4 March 2014 meeting.

M14/44 Email Guidance

The Board noted that the Email Guidance submitted to the Board at its meeting on 4 March 2014 was being redrafted and would be brought back to a future meeting of the Board for information. In the meantime, members were asked to discuss email etiquette with staff at a local level, as there had been recent email communication reported which did not conform to University values.
M14/50  POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development Report up to 4 March 2014.

M14/51  PROJECTS REGISTER (SB/14/69)

The Board received and noted the Strategic Project Register as at 19 March 2014.

The Chair of the Board confirmed that the Register had been updated to reflect the current progress towards successful delivery of the projects and detailed the material changes from the report presented to the Board at its last meeting. The Board noted that the University Executive had welcomed the Register and the Chair thanked all contributors to the Register for their assistance.

M14/52  BUSINESS REPORTED BY THE CHAIR

Chair of Court appointment

The Chair of the Board reminded members that a new Chair of Court would be appointed, following Lord Penrose’s retirement at the end of July 2014.

M14/53  PREPARING FOR QAA ELIR (SB/14/47)

The Board received and noted a presentation from the Head of Academic Quality, regarding preparations for the Quality Assurance Agency (QAA) Scotland Enhancement Led Institutional Review (ELIR).

The Head of Academic Quality confirmed that the QAA visit, which was due to take place in January 2015, was to review the University (on behalf of the Scottish Funding Council) in terms of learning and teaching and the student experience. The presentation highlighted that the focus of the review would be as follows:

- The University’s strategic approach to enhancement and how it is implemented at all levels;
- The University’s approach to self-evaluation, particularly how it evaluates:
  - its strengths;
  - potential risks to quality and standards;
  - improvements to the student learning experience; and
- How the University:
  - uses external reference points
  - engages with the Enhancement Themes
  - identifies and manages risk associated with change
  - engages with students in their learning (partnership approach)
  - approaches internationalisation.

The Board noted that the Review Team would consider the above through six core areas of review (institutional strategic framework, student learning experience, learning and teaching enhancement, academic standards, self-evaluation and management of information, collaborative activity) and would provide commentaries, judgements and reports following the review which would relate to the ‘effectiveness of the University’s arrangements for managing academic standards and enhancing the quality of the student learning experience’.

The Board noted that there were two parts to the review, Part 1 which would take place in January 2015, and Part 2, which would involve meetings with the Professional Services in March 2015. The Head of Academic Quality confirmed that the Board would receive a copy of the draft documents being prepared by the University for the review (namely the Reflective Analysis, Case Study and Advance Information Set and supporting evidence) which was to be provided to the QAA by November 2014 before which members would be invited to advise
and contribute to the information provided.

The Head of Academic Quality confirmed that the outcome of the overarching judgement of the QAA would impact on the University’s reputation in the UK and globally, its continued operation in Dubai (KHDA) and Malaysia (MOHE/MQA), and interventions by QAA UK and by SFC. For that reason it was vitally important to ensure that the QAA were confident in the University’s learning and teaching and student experience activities.

The Chair of the Board thanked the Deputy Principal (Learning & Teaching) and the Head of Academic Quality for providing this presentation and offered the Board’s help for any future assistance required.

**M14/54 PROFESSIONAL SERVICES: SUPPORTING THE LEARNING & TEACHING STRATEGY (SB/14/48)**

The Board received and noted a presentation from the Deputy Principal (Learning & Teaching) (L&T) on supporting the implementation of the Learning & Teaching Strategy.

The Deputy Principal (L&T) recapped on the consultation and eventual approval and publication of the Strategy, and highlighted the need for the Professional Services and School strategies to align with the L&T strategy in order to underpin the implementation. The Board noted that the Strategy highlighted high level areas for L&T development, and that the Strategy did not ‘dictate’ how this should be achieved but highlighted when it should be achieved by.

The Board noted that key Working Groups had been established to help deliver the Strategy (Learning Environment Committee, Learning Spaces Management Group, Curriculum Working Group) which would report into the Learning & Teaching Board.

The presentation highlighted the way in which Schools were assisting in the implementation of the Strategy through establishing Strategy and Enhancement Plan Templates which were approved by the Learning & Teaching Board on 5 March 2014. These demonstrated how School Strategies support the L&T Strategy. The Deputy Principal (L&T) confirmed that it would be very helpful for the Professional Services (PS) Directors to meet with the relevant L&T colleagues to discuss the PS Strategy and how this can be linked up to the L&T Strategy. It was suggested that the Professional Services could also utilise the Enhancement Plan Templates which would be submitted to the Secretary’s Board for approval in the summer and submitted to the Learning & Teaching Board for information following final approval.

Members thanked the Deputy Principal for providing the presentation which successfully simplified what was required from the Professional Services in support of the Strategy. The Board discussed the importance of managing expectations regarding the delivery of the Strategy ‘wish list’ which accompanied the strategy and was assured that the requests by Schools would be prioritised in relation to importance. The Chair of the Board suggested that the ‘wish list’ from Schools be converted into an Action Plan with a priority and timescale rating which, the Head of Academic Quality noted, would be an iterative process up until the end of the Strategy timescale in 2018.

The Chair of the Board suggested that the Learning & Teaching Board, in support of the Professional Services Strategy, could increase visibility of the Equality & Diversity agenda through their own meetings and asked Secretary’s Board members to consider how else the Learning & Teaching Board could further support the Professional Services Strategy.

**M14/55 STUDENT RECRUITMENT UPDATE (SB/14/49)**

The Board received and noted an update on student recruitment as at mid-March 2014, presented by the Admissions & Wider Access Manager.
The Admissions & Wider Access Manager reported that the summary provided showed a generally positive position across all categories at this stage in the cycle with no major areas of concern in the institution-wide recruitment performance.

Scottish Campuses – Undergraduate
The current rate of University applications remained unchanged on last year, with specific mention made of the 12% year-on-year increase experienced by EPS and the 14% drop in applications to TEX.

The Board noted that the number of application decisions made in Schools is variable. Schools with a high number of decisions left to make have been contacted, and for most there were legitimate reasons for this number, many of which were EU applications as noted in the EU Fee applicant columns.

RUK
The Admissions & Wider Access Manager highlighted that RUK application levels remained strong with a year-on-year increase of 5%, one key concern was the processing of applications in EPS who were now pursuing remedial measures.

Overseas
Overseas applications had dipped to -1% from +9% as reported in early March 2014, with SML asked to note a particularly high number of decisions pending.

SIMD 20/40
The Board noted that the University had received a strong number of applications from SIMD20/40 students, with a year-on-year increase of 12%. However, application processing in this category was slower than preferred and Schools were asked to note, particularly SLS and SML, that SIMD20/40 decision making should be prioritised.

Scottish Campuses – Postgraduate Taught
The Admissions & Wider Access Manager confirmed that with around 62% of anticipated applications received by this point, the overall number of PGT applications was virtually unchanged at -1%.

The Board noted that slow decision making rates in EPS were being addressed by the Director of Administration (EPS).

International Applications
The Admissions & Wider Access Manager highlighted the ongoing importance of the Chinese market to the University and the anticipated increase of applications from the Middle East and India.

Dubai Campus
It was highlighted that there were positive year-on-year increases of 11% for the Degree Entry Programme and 12% for Undergraduate programmes. At this stage in the cycle it was noted that PGT application numbers had dipped slightly by 2%.

The Chair of the Board commented that it was helpful to see that the increase in fees had not adversely affected applications in Dubai.

Malaysia Campus
The Admissions & Wider Access Manager confirmed that the Malaysia Campus was on target for intake on the Foundation in Science (with 24 accepted offers against a target of 25). The Board also noted that the Foundation in Business Programme had recently been approved and the Malaysian recruitment team were working to follow-up all expressions of interest in this area to maximise the April intake on this programme.

Update on CRM implementation
The Board noted that the CRM system remains on track to be delivered by the end of April and within budget.
Other
The Chair of the Board requested that future reports do not make reference to male or female numbers unless specifically reporting on an equality and diversity issue.

The Board wished the Admissions & Wider Access Manager well in his new role with the University of Edinburgh and thanked him for all of his support and assistance throughout his time at Heriot-Watt University.

HOME OFFICE TIER 4 UPDATE (SB/14/50)
The Board received and noted an update following the recent ARC UK Visas and Immigration Practitioners Working Group meeting in March 2014, presented by the Director of Governance & Legal Services (GLS).

Academic Technology Approval Scheme (ATAS)
The Director of GLS reported on the discussions at the meeting surrounding ATAS and highlighted the action within the report which asked members to ensure that in all cases of visa extensions of Tier 4 students, the student reapplies for ATAS (even if the study was the same).

Universities UK Briefing – Joint CAS
The Director of GLS highlighted from the report that HEI’s could provide students with a CAS which covered both their pre-sessional and main course of study if the pre-sessional course was less than three months long and if the student started the pre-sessional course with an English language ability equivalent to level B1. The Board noted that if the student arrived at the start of a pre-sessional course with an English language level of B2 then they needed to be provided with two separate CAS. The Director of Governance & Legal Services confirmed that the HEAT team from the Home Office had confirmed that this would not be a failure point for audit and that further discussions were taking place on this point. The Board noted that an update would be provided.

Universities UK Briefing – Immigration Bill
The Director of GLS reported that the immigration bill was currently with the House of Lords and UUK were actively influencing the bill through forums and discussion groups, however, the main concerns were appeals, landlords, NHS surcharges and Fees. The Board noted that the new bill may require all student accommodation landlords to carry out Tier 4 checks prior to providing a contract to the student.

The Board discussed the implications of this bill in relation to student accommodation and noted that this may be a further deterrent on international student applications. The Chair of the Board requested that the Director of GLS and the Director of Campus Services liaise with student accommodation landlords used by HWU students and advise/share knowledge on Tier 4 checks carried out by the University.

Higher Education Assurance Team (HEAT) Audits
The Director of GLS reported on a presentation by Derek Knight, Operational Manager of HEAT. It was noted that the HEAT business plan had identified 26 HEI’s which would be audited between April and September 2014.

The Director of GLS asked members to ensure that the Compliance Officer had contact details for colleagues in all Schools and relevant Professional Services. It was noted that due to the number of audits being carried out by the HEAT, it was unlikely that the date of audit would be changed in the event of a contact being on annual leave, therefore it was imperative to ensure that the Compliance Officer had information of who would be covering in each area should this be the case.

Specific mention was also made to the request from the Home Office that if an HEI had used its own method of assessment for English language then the HEAT would expect to be able to
see that evidence. Members were asked to ensure that whenever the ‘HEI Assessment’ statement was used it was clear on the student file what evidence had been used to make the assessment.

Presentation by Joe Middleton, Doughy Street Chambers – Permission to be in the UK
The Director updated the Board on a presentation given by a Barrister on Tier 4 sponsor guidance. It was noted that sponsor guidance requires HEIs to ‘contribute to supporting immigration control. In particular, you must take reasonable steps to ensure that every student at your institution has permission to be in the UK.’ The Director of GLS highlighted that this meant that Tier 4 sponsors now had a new obligation to ensure that every student (not just sponsored students) had ‘valid permission to be in the UK’. It was noted that the Director of GLS and the Compliance Officer would establish a process whereby all non-Tier 4 international students were checked on, at least, on an annual basis which could take place through enrolment or re-enrolment events.

Partner Relationships
The Director of GLS confirmed that following the meeting, the University contacted the HEAT and were reassured to be informed that they had ‘no concerns whatsoever’ about the partnership arrangement the University had with West London College (WLC).

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

The Director of GLS requested that the Home Office update report be disseminated to all relevant colleagues.

M14/57 REPORTS FROM THE PROFESSIONAL SERVICES

DUBAI (SB/14/51)
The Board received and noted the monthly report from the Dubai Campus, presented by the Director of Administration & Registrar (Dubai).

Student information presentations
The Director reported that a number of presentations had been held to inform students on the procedures to be followed with regards to graduation. The Board noted that this had proved very successful and these presentations would be rolled out to include topics such as Exams etc.

Debt-management
The Board noted that review of the debt management process was on-going and further requests for compulsory withdrawals had been submitted to and approved by the Vice-Principal (Dubai).

Five-year planning
The Director confirmed that the five-year planning process at the Dubai Campus was well underway and draft plans had been sent to the Heads of Schools and the relevant Financial Controllers for review and comment.

Recruitment and Student Experience
The Board noted that various open days and communication campaigns were assisting in the overall higher number of applications received this year.

The Board also noted that a Careers Day would be held on campus at the end of March, an update on which would be provided at the next meeting of the Board.

GOVERNANCE & LEGAL SERVICES (SB/14/52)
The Board received and noted the monthly update from Governance & Legal Services (GLS), presented by the Director of GLS.
Mock Home Office Audits
The Director thanked all colleagues within Schools/Institutes for their assistance with the Mock Audit process. The Board noted that the next round of Mock Audits would take place in November 2014.

HR & DEVELOPMENT (SB/14/53)
The Board received and noted the monthly update from Human Resource & Development, presented by the Director of HR.

National Pay Review
The Director of HR confirmed that other than Action Short of a Strike (ASOS) for UCU and EIS (to cover a marking boycott from 28 April 2014) there had been no confirmation of any further co-ordinated strike action from the trade unions. The Board noted that contingency planning was taking place, in relation to the marking boycott, including the Deputy Principal (Learning & Teaching) and the Academic Registrar & Deputy Secretary. It was noted that the University was confident it would still be able to award students with certificates/degrees should the marking boycott take place. Members were informed that the University had committed to asking colleagues whether they plan to take part in the ASOS, however they had no obligation to inform the University until after the boycott date.

PDR
The Board noted that participation rates were significantly higher than the same time last year at 55% (19% in 2013) and completion rates at 37% (18% 2013).

INFORMATION SERVICES (SB/14/54)
The Board received and noted the monthly update from Information Services (IS), presented by the Director of IS.

Replacement fileserver infrastructure
The Director of IS reported that the replacement fileserver infrastructure was now installed and was operational from the University’s two datacentres. The Board noted that this should reduce the possibility of power outages for users.

Power Hours programme
The Director of IS confirmed that introductory courses for staff on using Vision had been added to the Power Hour programme and podcasts of these sessions, remotely delivered to HWUM, were now available.

Journal Subscriptions
The Chair of the Board reported that the Senate had approved a proposal, put forward by the Chair of the Library Committee, which suggested that in future, Global Platform appointments could include the funds for the necessary journal subscriptions.

REGISTRY SERVICES (SB/14/55)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Student Survey Management Group (SSMG)
The Academic Registrar & Deputy Secretary reported that a process for planning, running and managing HWU student surveys had been considered by the SSMG and the Learning & Teaching Board (LTB). The Board noted that a key gap in the current process had been identified, namely ‘closing the feedback loop’. This would be addressed by the SSMG with recommendations made to the LTB. The Board noted that this documented process would provide a key piece of information for ELIR.

Student Union
The Academic Registrar & Deputy Secretary highlighted the results of the Student Elections
where it was noted that the turnout was down for both the Sports Union and the Student Union. The Board noted the Student Union sabbaticals for 2014/15 as follows:

- President – Jessie Nelmes
- Vice-President – Miranda Matoshi
- SBC President – Peter Gilchrist

Health Centre
The Board noted that the Health Centre had agreed to accommodate two trainee student counsellors at the request of Student Support & Accommodation. The Academic Registrar confirmed that the Director of Campus Services was aware of the space issues in relation to these appointments.

Careers Events
The Board enquired as to whether more support from different areas within the University could be offered to augment the Careers Events run by the Careers Service. Members were asked to contact the Head of Careers Service regarding this.

CAMPUS SERVICES (SB/14/56)
The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

Capital Projects
Residences 2016 – The Director of Campus Services confirmed that final cost and specification had been agreed with the developer and the project was on programme.

CEMT (The Lyell Centre) – The Board noted that the outcomes of the draft Stage C report indicated a significant increase in cost mainly for British Geological Survey (BGS). A strategy was in place to achieve the necessary BGS cost reduction and the impact on the University is negative maintaining the University's approved budget.

Scottish National Blood Transfusion (SNBT) – The Board noted that SNBT had agreed their preferred developer and would now begin moving ahead with construction. It was reported that the access road to the site on the Research Park would be built in the next few months.

Space Optimisation
The Board noted that following the presentation of the Space Optimisation Phase 1 results later in the agenda, the Senate would also be informed of the findings through a presentation by the Director of Campus Services.

Business As Usual Projects
An enquiry was made as to how building maintenance requests were allocated contingency release and allowed on to the Business As Usual Projects list. The Director of Campus Services and the Chair of the Board confirmed that building maintenance issues are identified by the Estates Team with final approval given by the Principal’s Advisory Group regarding the release of contingency. The Chair of the Board requested that the long-term maintenance list be submitted to the Secretary’s Board for information so that members were aware of those maintenance issues which were on the ‘shopping list’ but yet to have funds allocated to them.

RESEARCH & ENTERPRISE SERVICES (SB/14/57)
The Board received and noted the monthly update from Research & Enterprise Services (RES), presented by the Group Financial Controller.

Review of RES
The Board noted that following the review of RES undertaken by the Head of School (SBE), the recommendations from the review had been approved by the University Executive, one of which was to recruit a new Director of RES. The Board noted that the process for this would be underway shortly.
FINANCE (SB/14/58)
The Board received and noted the monthly update from Finance, presented by the Group Financial Controller.

Annual Accounts
The Group Financial Controller highlighted that planning had begun for the Annual Accounts, year ending 31 July 2014. The Board noted that the timetable for this was included in the paper.

Month-end financial procedures
The Board was reminded that Finance was seeking to fortify and speed up month-end financial procedures, following a recent internal audit observation about the poor quality of some of the commentary and financial analysis done by Schools on a monthly basis.

The Group Financial Controller informed the Board that a further Internal Audit recommendation had related to supplier invoices having to be put ‘on hold’ pending action to allow them to be paid – most notably including receipting.

Financial Regulations
The Chair of the Board highlighted that another Internal Audit recommendation was to replace the University’s current financial regulations with more robust, detailed regulations which clarify the processes the University follows. The Board noted that this work was underway involving colleagues in Governance & Legal Services and Finance.

EDINBURGH/BORDERS CAMPUS SCHOOLS/INSTITUTES (SB/14/59)
The Board received and noted the monthly update from the Edinburgh/Borders Campus Schools/Institutes, presented by the Director of Administration (SBE).

Undergraduate Open Days
The Director of Administration (SBE) reported that the Undergraduate Applicant Visit Days were going well and thanked all colleagues who had assisted in these so far.

SBE & IPE Merger
The Board noted that the University Executive had approved the proposal that Court discontinue the Institute of Petroleum Engineering (IPE) and the School of the Built Environment (SBE) and create a new school with the name of either the School of Energy, Geoscience and the Built Environment or the School of Earth Science, Energy and the Built Environment. It was noted that this proposal would be considered at the Senate before being presented to the Court for final approval.

EXTERNAL AFFAIRS (SB/14/60)
The Board received and noted the monthly update from External Affairs, presented by the Director of External Affairs.

Internal Communications Survey
The Director of External Affairs reported that the Internal Communications Survey would be disseminated to the relevant managers in each Service/School level and that all areas were expected to produce an action plan in response to the survey results at local level.

MALAYSIA (SB/14/61)
The Board received and noted the monthly update from the Malaysia Campus, provided by the Chief Operating Officer (Malaysia).

Student Recruitment and Campus Building
The Chair of the Board reported that Student Recruitment numbers were looking healthy in
relation to the courses on offer at the Campus and for this reason the Student Recruitment risk was listed as ‘green’ on the risk register.

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

**M14/58 STUDENT UNION CONSTITUTION (SB/14/62)**

The Board received and noted the revised HWU Student Union Constitution, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Constitution had been slightly updated in a number of areas in response to changes requested by the University and/or HWUSU Trustee Board. These changes related to:

- Section 1.7: insertion of reference to OSCR
- Section 11: updated Complaints Policy reference
- Section 15: creation of a new section regarding affiliation to external organisations
- Throughout: removal of Policy Council as a governance vehicle
- Schedule 2: amendment to affiliation procedure at AGM

The Board approved the Constitution for onward presentation to the University Executive, following which it would be submitted to the Court for final approval, subject to the following:

- Director of GLS to confirm the appropriateness of Sections 55.1 and 56.1 in relation to indemnity arrangements; and
- The references to the ‘Secretaries Group’ should be amended to ‘Secretary’s Board’.

It was noted that it would be helpful for the Constitution to be submitted to the University Executive alongside the bye-laws (specifically in relation to International Students) for information.

For the longer term, the Chair of Board raised some concerns about references to ‘HWU Edinburgh’ throughout the Constitution and it was recommended that this should be considered again in terms of the wider student population at HWU following the review of the Charter & Statutes.

**M14/59 REVIEW OF ORDINANCE 3: STUDENT UNION; AND REGULATION 21 (SB/14/63)**

The Board received and noted the revised Ordinance 3 and the proposal to rescind Regulation 21, presented by the Academic Registrar & Deputy Secretary.

The Board approved the recommendation that the revised Ordinance 3 be implemented and Regulation 21 be rescinded, and recommended to the Senate and the Court that these recommendations be approved. It was noted that the recommendations should be reported via the Ordinances & Regulations Committee.

The Chair of the Board requested that when this be presented to Court, it is highlighted that the Ordinance would be reviewed again following the completion of the Charter & Statutes review.

**M14/60 EQUALITY & DIVERSITY ADVISORY GROUP TERM OF REFERENCE (SB/14/64)**

The Board received and approved the Equality & Diversity Advisory Group Terms of Reference, presented by the Director of Governance & Legal Services.
The Board received and noted a paper detailing the proposed emerging naming convention regarding Professional Services job titles, presented by the Head of Organisational Development and Rhona Mackay, Human Resources Partner. At the meeting, the Head of Organisational Development circulated an updated Annex 2 (emerging proposed naming conventions draft) for members to consider.

The Board noted that the paper, submitted by the iHR Project Board, followed the agreement (at the Project Board) to review and standardise, where possible, current job titles within Professional Services, as part of the iHR project.

The Board discussed the tabled Annex 2, specifically the titles of Administrator, Technician and Personal Assistant. The Chair of the Board suggested that the title of Technician remain the same for the time being and is then revisited when there is time for negotiation with these colleagues surrounding the addition of prefixes (e.g. Assistant, Senior) to the title. The Board suggested that the title of Personal Assistant should be replaced with Executive Assistant in order to better encompass the roles of those individuals who do not solely manage a colleagues diary etc.

It was suggested that it would be helpful for definitions to be applied to these proposed naming conventions in order to better explain when they should be used and the Board requested that this be submitted to the next meeting alongside details of how many colleagues would be considered under each title.

The Board noted the role of members in this process, and the importance of consultation with colleagues regarding the potential change in title. The Chair of the Board confirmed that proposed new job titles should not be to the detriment of colleagues’ CVs, as far as that is possible.

The Head of Organisational Development confirmed that following this discussion, the iHR team would begin to build the main titles in the system, and would begin drafting a paper for consultation at the next CJNCC.

The Board received and noted the Group Financial Dashboard from August 2013 to February 2014, presented by the Group Financial Controller.

The Group Financial Controller highlighted that:

- The overall year-to-date favourable variance is forecast to strengthen further (the Group position was £5.8m surplus against a budget of £3.2m);
- The University had a strong balance sheet (The University currently had £20m undrawn borrowing from Barclays). This was an improvement on the position at the previous year-end and this sum would be drawn upon as spending on capital projects gathered momentum;
- There had been significant improvement in debt collection this year which reflected the embedding of the Oracle system and associated processes.

The Chair of the Board thanked the Finance Team for the excellent Group Financial Dashboard presented.

The Board received and noted an update to the Project Management Methodology, presented by the Director of Governance & Legal Services.
The Director of Governance & Legal Services asked members to circulate this update to any colleagues who could have an interest in the University’s Project Management Methodology and requested that any feedback be provided to the Project Support Office.

M14/64  ANY OTHER BUSINESS

No other business was reported at the meeting.

DATE OF NEXT MEETING: Tuesday 6 May 2014

M14/65  SPACE OPTIMISATION: RESULTS

Following the end of the meeting, Board members (and other invitees) received a presentation on the results of Phase 1 of the Space Optimisation project, provided by Antonia Cairns from Realm ISD Limited.
In the Chair: Ms Ann Marie Dalton, Secretary of the University

Present also: Mr Mark Adderley, Director of Human Resource Development
Ms Caroline Brown, Director of Administration (IPE)
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)

Mr Andrew Menzies, Director of Finance & Interim Director of Research & Enterprise Services
Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
Mr Derek Penman, Director of Administration (EPS)
Mr Campbell Powrie, Director of Administration (SML)

In Attendance: Mr Mike Bates, Director of Recruitment & Admissions (for item 2.1)
Mr Ross Campbell, Sports Programme Manager (for item 5.1)
Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
Ms Julie Dickson, Head of Organisational Development (for item 4.1)

Ms Rhona Mackay, Human Resources Partner (for item 4.1)
Ms Lynsey O’Brien, Intranet Development Coordinator (for item 4.1)
Ms Sharan Virdee, Equality & Diversity Advisor (for item 3.2)

Observer: Ms Sharon Baines, Project Accountant
Ms Catriona McAllister, Head of Centre for Sport & Exercise (for item 5.1)

Ms Sarah Thomas, Apprentice to the Secretariat

Apologies: Ms Philippa Burrell, Director of Administration (SBE)
Ms Theresa Merrick, Director of External Affairs

Ms Janice Yew, Chief Operating Officer (Malaysia)

MINUTE REF M14/66

MINUTES OF THE MEETING OF 31 MARCH 2014

The Board received and approved the minutes of the meeting held on 31 March 2014.

M14/67

MATTERS ARISING REPORT FROM THE MEETING ON 31 MARCH 2014

The Board received the Matters Arising Report from the 31 March 2014 meeting.

M14/68

POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development Report up to 31 March 2014.

M14/69

PROJECTS REGISTER (SB/14/93)

The Board received and noted the Strategic Project Register as at 25 April 2014 and were
BUSINESS REPORTED BY THE CHAIR

Accepting Hospitality Invitations
The Chair of the Board highlighted the University's policy on colleagues accepting hospitality invitations from companies or suppliers who were currently linked, or looking to become linked to the University. It was noted that the Director of Governance & Legal Services would circulate guidance surrounding this.

Ordering Catering
The Chair of the Board encouraged members to ensure that the University's Hospitality team were used when ordering all catering for University business as it had become apparent that certain areas within the University were utilising external companies. It was suggested to the Board that should they have any 'special' catering circumstances they should contact the General Manager Hospitality Services to discuss what could be offered outwith the regular catering menu.

Staff Election to the Court
The Chair of the Board highlighted the Court Member Staff Election which was currently ongoing and encouraged members and their teams to vote in the election which was being run by Electoral Reform Services. The Board noted that there were fifteen candidates in the election.

STUDENT RECRUITMENT UPDATE (SB/14/70)

The Board received and noted an update on Student Recruitment, as at 25 April 2014, presented by the Director of Recruitment & Admissions.

The Board noted that admissions statistics had continued the generally positive trend across all categories at this stage in the cycle with no major areas of concern in the institution-wide recruitment performance.

Undergraduate
The Director reported that the current rate of UCAS applications remained unchanged on last year which maintained the record number of applications received to HWU in 2013 and highlighted that the report provided details on the spread of the number of applications in Schools. The Board noted that RUK applications levels remained strong with a year-on-year increase of 5%.

The Board also noted that UG Applicant visit days had concluded with seven well attended events throughout the spring.

Undergraduate – SIMD 20/40
The Director reported that the University had received a strong number of applications from SIMD 20/40 students with a year-on-year increase of 12%. The Board noted that some additional work may be required through the Clearing period to top-up SIMD 20/40 numbers to the University’s recruitment target.

Postgraduate Taught
The Director reported that the overall number of PGT applications had increased year-on-year by 2% and highlighted the strong performance in both EPS and MACS and the decrease in applications for SML. The Board noted that EPS decision making rates were not as healthy as other Schools and discussed the possible remedies to this situation.

Dubai Campus
The Director reported that all applications for the Dubai Campus were up from last year,
despite the increase in student fees.

**Malaysia Campus**
The Director reported that recruitment to the April Foundation Programme had concluded with a good intake (of 66 students against target of 45). The Board noted that the next milestone for Malaysia was to recruit to the July Foundation Programme intake and September intake.

**Differentiating Campuses in Student Recruitment Report**
The Board discussed whether it would be helpful to break down the report to ‘Campuses’ instead of ‘Countries’. For example, have a different table for Edinburgh, Borders, Orkney, West London College, Dubai and Malaysia.

**Update on CRM System**
The Board noted that the CRM System went live as planned on 30 April 2014 at which time communications were sent out to all UK campuses concurrently. It was reported that there had been no significant initial areas of concerns but that the Recruitment Analyst would be contacting Directors of Administration to get more detailed feedback on usage within the Schools.

The Board noted the development work required for the System and the governance of the CRM System, namely the Secretary’s Board as the body with strategic oversight, the CRM Management Group with strategic development and oversight of operational development and then various other Groups to support the development/operation of the System.

The Board was asked to note that continuing work streams would also be necessary and require School representatives to take on some of the work alongside colleagues in the Professional Services. It was recognised that this development work would need to be phased alongside other peaks in the farming calendar.

**Admissions and Wider Access Manager**
The Board noted that Claire Johnston had been appointed as the Admissions and Wider Access Manager. Claire’s current post (Home Office Compliance Officer) would be filled as soon as possible.

**Student Life Cycle**
The Chair of the Board confirmed that one of the first tasks of the incoming University Registrar would be to take over the development of the Student Life Cycle and assess the processes within Schools and the appropriate Services to ensure that systems and the staffing profiles were correct for delivery of the Cycle.

**Reports from the Professional Services**

**HRD (SB/14/71)**
The Board received and noted the monthly update from Human Resources & Development, presented by the Director of Human Resources.

**National Pay Review**
The Board noted that the potential UCU and EIS exam ‘marking boycott’ had not gone ahead. UCU had confirmed with UCEA their acceptance of the 2% pay deal for 2014. The Director of HR highlighted that EIS were yet to confirm their decision but it was expected that they would also be in acceptance.

**Performance Development Review**
The Director of HR highlighted that progress in the PDR process was much further along than at this point last year.

**HRD structure post-iHR**
The Director of HR confirmed that following iHR implementation, HRD would review the structure of the Directorate to ensure that HRD was best structured to deliver the University
Strategy. The Board noted that it was hoped that this review would be complete by September/October 2014.

Phase 2 of iHR
The Chair of the Board confirmed that the University Executive would consider the proposal for Phase 2 of the iHR project at its meeting in June 2014. The Chair of the Board communicated the importance of the Director of Information Services and the Director of Finance also being present for this presentation.

INFORMATION SERVICES (SB/14/72)
The Board received and noted the monthly update from Information Services, presented by the Director of Information Services.

‘Heartbleed’
The Director of Information Services confirmed that the globally reported ‘Heartbleed’ vulnerability had not been relevant for HWU information systems. However staff and students should take precautions with other systems they may use at home.

Staff and Student Home Directories
The Board noted that the H: and S: drives had been moved to the new fileservers therefore the previous problem with the servers becoming overloaded should not occur again.

Library Self Service
The Director of IS highlighted that the usage of the Book Self Service equipment continued to grow, with 50% of issues now taking place through the system.

DUBAI (SB/14/73)
The Board received and noted an oral update from the Director of Administration and Registrar (Dubai).

Student representation and events
The Board noted that the new Student President at the Dubai Campus was Olivia Gonçalvès. Olivia would be visiting the Edinburgh Campus at the end of May to meet with relevant colleagues about Union issues and attend training sessions.

The Director of Administration confirmed that the Dubai Campus Oscars would be attended by the Principal and would take place on 11 May 2014.

The Board noted that the recent Careers Day at the Dubai Campus saw attendance of over 500, which was an increase of 27% on last year. The Careers Event also saw an increase of 32% by companies who wished to be part of the Careers Day. Positive feedback had been received.

Debt Management
The Director of Administration confirmed that the Campus’ Debt Management Procedure had been fully reviewed and would be considered by the Dubai Campus Executive Committee at its next meeting.

Recruitment & Admissions
The Board noted that colleagues from the Dubai Campus had attended the latest GTech which took place over 3 days and resulted in over 1,140 University enquiries.

Examinations
The Director of Administration reported that a fire alarm had sounded during exams taking place on the Dubai Campus. The Board noted that the invigilators followed the processes within the Invigilators Handbook and that the Dubai Campus would be in touch with Academic Registry to discuss the outcome. The Chair of the Board requested a report from the Dubai Campus which detailed why the fire alarm had sounded.
Mers Corona Virus
The Director of Administration confirmed that the Dubai Campus had been raising awareness with students and staff of the preventative measures they should be taking in order to avoid contracting the Mers Corona Virus. The Board noted that the Dubai Health Authority had not issued any requirements for this but that the Campus felt it was important to take this forward. The Board noted that the Head of Risk & Audit Management had been involved in discussions surrounding the outbreak and that the Head of Health & Safety Services would also become involved.

REGISTRY SERVICES (SB/14/74)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Support for Malaysia Campus
The Academic Registrar highlighted that the Student Systems Unit and Academic Registry had been working with the Malaysia Campus in order to support the first enrolment of the Foundation Programme in May 2014.

Programme Approval Management System (PAMS)
The Board noted that delays were being experienced in the implementation of PAMS, and that Ellucian would be assisting the University to ensure the timely delivery of the system.

RESEARCH & ENTERPRISE SERVICES (SB/14/75)
The Board received and noted the monthly update from Research & Enterprise Service, presented by the Director of Finance & Interim Director of RES.

RMAS
The Board noted that the RMAS Project Teams had been working on finalising arrangements with the supplier.

REF
The Interim Director of RES highlighted that RES had responded to 54 of 62 audit requests from the UK REF Team, with the support of HRD.

Awards
The Board noted that by the end of March 2014, the University had been given awards amounting to a total of £23.8million which was down on previous years and down in terms of the level of growth anticipated.

Oil & Gas Innovation Centre
The Interim Director of RES confirmed that the developments in the establishment of the OGIC were at an advanced stage, with OGIC posts advertised and premises being acquired in Aberdeen. The Board noted that RES would hold the budget for this venture.

FINANCE (SB/14/76)
The Board received and noted the monthly update from Finance, presented by the Director of Finance.

Planning Round
The Director of Finance reported that the end of the Spring Planning meetings had been reached and following consolidation of the individual plans, Finance was working to ensure that the plan was comprehensive and overall, was consistent with the University’s Strategic Plan.

National Performance Centre for Sport
The Director of Finance confirmed that the Court, at its meeting in April 2014, had approved
the Business Case for the construction and operation of the National Performance Centre for Sport.

EDINBURGH/BORDERS CAMPUS SCHOOLS/INSTITUTES (SB/14/77)
The Board received and noted the monthly update from the Edinburgh/Borders Campus Schools/Institutes, presented by the Director of Administration (SLS).

James Watt Scholarships
The Board noted that SLS had awarded three James Watt Scholarships, following interviews held at the end of April 2014.

iHR Project
The Director of Administration (SLS) highlighted that Schools had had continued involvement in the implementation of the new iHR system and were assigning roles to School colleagues who would use the software once implemented.

Athena SWAN
The Board noted that SLS, amongst other Schools, was considering making a submission for either a Bronze or Silver Athena SWAN award at departmental level, rather than institutional.

Academic Director of the EAP Section
The Director of Administration (SML) reported that Olwyn Alexander had been appointed as Academic Director of the EAP Section in the School of Management and Languages.

EXTERNAL AFFAIRS (SB/14/78)
The Board received and noted the monthly update from External Affairs, presented by the Chair of the Board.

CAMPUS SERVICES (SB/14/79)
The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

Aptuit Building A
The Director of Campus Services confirmed that ownership of Aptuit Building A had been transferred to the University as of end of March 2014. The Board noted that the use of the property had yet to be determined; in the meantime however the building would undergo minor refurbishment to ensure that the University’s insurers were content to provide cover.

Residences 2
The Board noted that both HMO Officers and the Fire Officer had agreed that Residences 2 could be used until August 2016 therefore upgrades to kitchens and lounge areas were planned prior to the start of the Foundation English Programme.

Catering Outlets – Timings
The Director of Campus Services drew the Board’s attention to a change of opening times to some catering outlets on Campus from September 2014 detailed within the report.

Queens Baton Relay
The Board noted that Heriot-Watt University would host the first Scottish leg of the Queen’s Baton Relay on Saturday 14 June 2014. Members and their teams were encouraged to attend the event which would include various activities and market stalls.

Capital Projects
The Director of Campus Services assured members that the Project Team would be ensuring that there was minimum disruption to the regular business of the University when major building works were taking place on the Edinburgh Campus.
MALAYSIA (SB/14/80)
The Board received and noted the monthly update from Malaysia, which was provided by the Chief Operating Officer (Malaysia).

The Board discussed various items within the report and agreed to contact the Chief Operating Officer to discuss these further.

GOVERNANCE & LEGAL SERVICES (SB/14/81)
The Board received and noted the monthly update from Governance & Legal Services, presented by the Director of Governance & Legal Services.

Proof of English language
The Board noted that colleagues from now on should request that students provide a different Secure English Language Test (SELT) to TOEFL or TOEIC in order to ensure CAS's are granted.

Home Office Visit - Visa refusal threshold
The Director of Governance & Legal Services confirmed that the Home Office would be visiting the University in order to talk about the theoretical drop in visa refusal threshold rates to 10%.

M14/73

PROFESSIONAL SERVICES JOB TITLES: DEFINITIONS (SB/14/82)
The Board received and noted the near final list of proposed Professional Services Job Titles, presented by the Head of Organisational Development.

The Head thanked all members for their contribution to the finalisation of the list and highlighted that following an informal meeting with the Trade Unions no major issues had been identified with the potential changes. The Board noted that the Trade Unions welcomed a review of the ‘Technician’ job title, but that this would not be taken forward until after the iHR system had gone live in 2014/15.

The Board noted that where there was a ‘generic’ job title on the list it was intended that this would be followed by the colleagues’ department or section to help differentiation.

The Board discussed the list and noted that there were still a few inconsistencies in some titles which should be communicated to the Head outwith the meeting and updated prior to finalisation.

Next steps
The Board noted that the next steps would be to formally consult with the Trade Unions on the finalised list. The HR team would then begin to send out letters to all colleagues affected, but not before the relevant managers had met with colleagues to notify them of the change. Members were asked to do this as soon as the finalised list was available.

The Board highlighted that in previous lists, many colleagues’ titles had been missed. The Head asked that members inform the iHR team of any missing job titles and advised that final checks would take place to ensure that every colleague was included.

M14/74

PROFESSIONAL SERVICES OBJECTIVES AND EQUALITY OUTCOMES (SB/14/83)
The Board received and noted a paper on Professional Services Objectives and Equality Outcomes, presented by the Equality & Diversity Advisor.

The Board noted that the paper was a first draft of an exercise which mapped the Equality Outcomes and their associated action steps to the Professional Services objectives. It was
noted that this mapping exercise was part of the Equality Challenge Unit project looking at mainstreaming equality & diversity in governance and management structures.

The Chair of the Board requested that members liaise with the Equality & Diversity Advisor regarding any comments which they may have regarding the draft document in order to better enable the monitoring, implementation and reporting of the Equality Outcomes. The Board noted that it was essential to provide a framework for the reporting timescales.

The Director of Governance & Legal Services highlighted that a specific area of concern was the lack of equality impact assessments on University policies. The Director suggested that she submit a paper to the next meeting of the Board which could explain how to rectify this issue.

**M14/75  CYCLE TO WORK AND GIVE AS YOU EARN SCHEME (SB/14/84)**

The Board received and noted a paper detailing the introduction of a Cycle to Work and Give As You Earn scheme for University colleagues, presented by the Director of HR.

**Cycle to Work Scheme**
The Director of HR provided the background to the Cycle to Work Scheme and detailed the advantages and disadvantages of having an in-house vs Halfords run scheme. After some discussion and the confirmation of Transition Heriot-Watt’s support, the Board approved the introduction of an in-house scheme (provided by Baker Tilly) subject to University management and administration resources being available and the inclusion of a 12-month review in the scheme’s timeline.

**Give As You Earn Scheme**
The Board agreed that this pay-roll giving scheme (which enables any colleague receiving pay that is subject to PAYE deductions, to donate to any charity or religious organisation from their gross pay) should be rolled out for all University colleagues in the UK.

**M14/76  ESTATES MAINTENANCE PRIORITY LIST (SB/14/85)**

The Board received and noted the Estates Maintenance Priority list, presented by the Director of Campus Services.

The Board noted the paper which provided an overview of long term maintenance for 2013/14 including works which had been carried out to date, works which were proposed, and works which were dependent on contingency release.

The Director of Campus Services confirmed that the Assistant Director of Estates Services would be arranging to meet with the appropriate colleague in each area with regard to future years maintenance spending to explain what was being planned and ask what they believed should be prioritised.

The Board discussed the Estates Grant made available by the SFC each year and detailed the importance of making the grant visible in the University’s financial plan at the beginning of the year in order to enable colleagues to understand how and where these funds were allocated. It was suggested that the Campus Services Management Board should have oversight of the plans for utilising this grant.

The Board discussed various AV and conference calling facility requirements. The Chair of the Board suggested that Schools contact the AV Manager to discuss the needs of various teaching rooms on the Edinburgh and Borders Campus. The Board heard that the central timetabling of rooms was about to commence for 2014/15, therefore it was timely to review the technology in these rooms. Some rooms, which had historically been held within Schools would, as a result of the recent Space Utilisation Project, be released back to central timetabling therefore it was necessary to ensure that they were of sufficient number and
quality to improve the experience of those using these rooms.

The Board agreed that it would be sensible to arrange for the cost of the above and all Estates budgeting, to be visible to the Board, and specifically the Campus Services Management Board.

M14/77 GROUP FINANCIAL DASHBOARD (SB/14/86)

The Board received and noted the Group Financial Dashboard for August 2013 to March 2014, presented by the Director of Finance.

Income and Expenditure
The Director of Finance highlighted that the Group was in a robust position, holding significant provision and contingencies which had not yet been fully released.

Net surplus
The Board noted that the overall year-to-date favourable variance was forecast to strengthen further.

Contribution by School/Institute
The Director of Finance highlighted that the current position showed most Schools returning a contribution close to that budgeted, and the forecast for this was to improve nearer year-end.

Student debt
The Board noted again the significant improvement in debt collection this financial year, despite an increase in student numbers. It was noted that this reflected the establishment of the Oracle system and associated processes.

Major Capital expenditure
The Board discussed the 'uncommitted' capital expenditure included in the dashboard and identified that it may be possible, subject to UE approval, to bring forward the spend on Phase 2 of the iHR project, and administer the funds set aside for this in 2014/15 to the Estates Information Management System. It was agreed that the Director of Campus Services, Information Services, Human Resources and Finance would discuss this in more detail out with the meeting and report back to the Chair.

Oracle Workshops
The Chair of the Board stated that she had been informed that academics who had taken part in various Oracle Workshops were pleased with the training and outcomes which would hopefully enhance their usage of the system and relieve the pressure on Administrators.

M14/78 INTRANET POLICY (SB/14/87)

The Board received and noted the Intranet Policy, presented by the Intranet Development Coordinator.

The Board noted that the purpose of the Policy was to regulate the use of the University Intranet to exclusively communicate information to staff and closed membership groups for University Business.

The Intranet Development Coordinator confirmed that prior to being submitted to the Secretary's Board, the draft Policy had been consulted on via the Web Strategy Group, Intranet Site Owners, the Director of Governance & Legal Services and the Head of Heritage & Information Governance.

The Board discussed the various levels of access which would be available on the Intranet and the potential training issues which may arise regarding the administration of these permissions. The Intranet Development Coordinator confirmed that relevant training would be provided for Intranet Site Owners, alongside supporting Procedures which would provide clear
instructions on how the Intranet should be used.

The Board approved the Intranet Policy for immediate implementation.

**M14/79**

**PROFESSIONAL SERVICES CAREER PROGRESSION PROCEDURES (SB/14/88)**

The Board received and noted the revised Professional Services: Career Progression Procedures, presented by the Director of HR.

The Director of HR highlighted that the current ‘Promotion Procedures for Professional Services Staff (Grades 1-7)’ and ‘professional and Management Promotion Board (Senior Promotions)’ had been updated and combined into one set of procedures for all grades of Professional Services which were presented to the Board for approval. The Board noted that the only major change was the removal of annual boards for staff seeking re-grading to Grades 9 and 10.

The Board discussed the procedures and approved them, subject to the consideration of the University Executive, for consultation with the Trade Unions.

**M14/80**

**CONTRIBUTION PAY PROCEDURES (SB/14/89)**

The Board received and noted the revised Contribution Pay Procedures, presented by the Director of HR.

The Director of HR highlighted that the updated procedures included a useful reference table which described the different awards and the criteria for each. Further updates included the links to PDR and the HWU values being emphasised and account was taken of the recent agreement with the Unions to increase the limit on local bonus payments to £500.

The Chair of the Board discussed the importance of including a section within the procedures which made reference to the fact that local bonus payments were taken from local forecast budgets and not from a ‘central pot’ of funds.

The Board discussed the requirements for evidence, specifically PDR documentation, and suggested that clarification was required around which Forward Job Plan or Performance Development Review was required for evidence. (i.e. the FJP from the previous or current year?)

The Board approved the procedures subject to the consideration of the University Executive, for consultation with the Trade Unions.

**M14/81**

**REVIEW OF ORDINANCE 29: SPORTS UNION AND REGULATION 30: SPORTS UNION (SB/14/90)**

The Board received and noted a paper detailing proposals regarding Ordinance 29: Sports Union and Regulation 30: Sports Union, presented by the Sports Programme Manager.

The Sports Programme Manager highlighted that, in 2012/13, the Ordinances & Regulations Committee had recommended to the Court and the Senate that a review be undertaken of the above Ordinance and Regulation. The Board noted that it was agreed that the Ordinance should regulate the provisions of the Sports Union Constitution, that the provisions set out in Regulation 30 be transferred to a Constitution and that the Regulation should the rescinded. It was agreed that the Ordinance should also set out procedures for approving the Constitution, the remit of the Sports Union and provision for Sports Union policies.

It was noted that the Sports Programme Manager and the Head of Senate Services had drafted the Constitution and reviewed Ordinance 29 which was approved by the Sports Union
Council in January 2014.

The Board discussed the documents and the Chair of the Board highlighted the Constitution and Ordinance as helpful pieces of work in relation to the broader review of the University’s Charter & Statutes.

The Chair of the Board recommended that the Director of Governance & Legal Services be invited to review the Constitution and the Ordinance in order to ensure all governance aspects had been covered.

The Board agreed to the Senate and the Court that the proposals be approved, via reporting to the Ordinances & Regulations Committee.

M14/82 EFFICIENT GOVERNMENT RETURN (SB/14/91)

The Board received and noted the 2012/13 Efficient Government Return and a collation of University case studies of the range of efficient governance examples, presented by the Director of Governance & Legal Services.

The Director highlighted that the Chief Procurement Officer had met with Heads of Directorates and Schools to gather a comprehensive range of examples of efficient governance of resources which could be included in the 2012/13 (outturn) and 2013-15 (forecast) Efficient Government Return to the Funding Council.

The Board approved the 2013/13 Efficient Government Return and approved the collation of case studies as an Annex to the main SFC Efficient Government Return.

M14/83 REPORT FROM THE EQUALITY & DIVERSITY ADVISORY GROUP: MEETING HELD ON 20 MARCH 2014 (SB/14/92)

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

M14/84 ANY OTHER BUSINESS

Director of Administration (TEX) and (MACS)

The Board noted that Viv White, current Director of Administration in MACS had been appointed as the new Director of Administration in TEX and would take up this appointment shortly. It was noted that for the time being Viv would keep oversight of MACS until an appointment was made or an arrangement was agreed in the interim.

Secretary’s Board Bulletin

The Board noted that it had been suggested it would be helpful to include news items from the Senate, Court and University Executive in the Secretary’s Board Bulletin alongside the usual Board business. The Chair of the Board planned to implement this soon.

DATE OF NEXT MEETING: Wednesday 4 June 2014
Minutes: 4 June 2014

In the Chair: Ms Ann Marie Dalton, Secretary of the University

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)
Mr Andrew Menzies, Director of Finance & Interim Director of Research & Enterprise Services
Mrs Kathy Patterson, Academic Registrar & Deputy Secretary
Mr Campbell Powrie, Director of Administration (SML)
Ms Vivienne White, Director of Administration (MACS)

In Attendance: Ms Jennifer Dickson, Assistant to the Secretariat (Clerk)
Dr Maggie King, Head of Academic Quality (for item 2.1)

Ms Josephine Pilcher, International Recruitment Manager (for item 2.2)
Professor John Sawkins, Deputy Principal (Learning & Teaching) (for item 2.1)

Observer: Ms Sarah Thomas, Apprentice to the Secretariat

Apologies: Mr Derek Penman, Director of Administration (EPS)
Mr Mike Roch, Director of Information Services

Ms Sheelagh Wallace, Director of Administration & Registrar (Dubai)
Ms Janice Yew, Chief Operating Officer (Malaysia)

MINUTE REF M14/85 MINUTES OF THE MEETING OF 6 MAY 2014

The Board received and approved the minutes of the meeting held on 6 May 2014.

M14/86 MATTERS ARISING REPORT FROM THE MEETING ON 6 MAY 2014

The Board received the Matters Arising Report from the 6 May 2014 meeting.

The Board noted that the Chair and the clerk would meet outwith the meeting to discuss some longstanding Actions within the Matters Arising Report.

M14/87 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development Report up to 31 March 2014.

M14/88 PROJECTS REGISTER (SB/14/114)

The Board received and noted the Strategic Project Register as at 26 May 2014. Members were requested to update the Project Support Office on any amendments to the details.
**M14/89 BUSINESS REPORTED BY THE CHAIR**

**Senior Management Recruitment**
The Chair of the Board confirmed that head-hunters had been appointed to recruit for all four senior management vacancies as below, appointments would be made as soon as possible:

- Academic Registrar & Deputy Secretary
- Director of Corporate Communications
- Assistant Principal (Fundraising)
- Director of Research & Enterprise Services

**External Affairs**
The Chair of the Board confirmed that whilst the Director of External Affairs post was vacant, the Secretary would lead the Directorate. The Board noted that the Secretary would be meeting with the Directors of Administration in Schools to discuss School representation at the External Affairs Committee.

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**M14/90 PROFESSIONAL SERVICES: LEARNING & TEACHING STRATEGIC SUMMARIES AND ENHANCEMENT PLANS (SB/14/94)**

This item was taken as the first item of business.

The Board received and noted a paper detailing the Professional Services Learning & Teaching Strategic Summaries and Enhancement Plans and a presentation on implementing the Learning & Teaching Strategy. The Deputy Principal (Learning & Teaching) and the Head of Academic Quality presented the item.

The Deputy Principal (Learning & Teaching) reminded the Board of the process leading up to the development of the Professional Services Learning & Teaching Strategic Summaries and Enhancement Plans, and highlighted that the paper summarised the key, common points emerging from the Summaries and Enhancement Plans for all Schools.

The Board noted that in the development of the Professional Services documents, the Directors were provided with a summary of University/School Strategies and Plans, which were considered neither a wish-list nor a bid for resources; but were an indication of what Schools felt were required in order to implement the Learning & Teaching Strategy. The Head of Academic Quality highlighted that the majority of Professional Services Enhancement Plans adopted the colour-coded classification for:

- activities in place and requiring no further development (green)
- ongoing developments (amber)
- areas requiring action (red)

The Chair of the Board commented that although the School Strategies and Plans were not a wish-list or bid for resources, it was likely that many of the requirements would require some resources and therefore it would be helpful for the Learning & Teaching Board to provide a ‘priority’ list in terms of the requirements. The Director of Finance suggested that this priority list should, with input from the relevant Financial Controllers, make the distinction between what requirements would be provided through School resources, Professional Services resources and capital expenditure. The Head of Academic Quality confirmed that this list would be prepared by the Learning & Teaching Board over the summer and would be submitted to the Secretary’s Board in September for discussion.

The Head of Academic Quality highlighted that the process had been a collaborative effort between the Services and the Schools, and would be continued on an annual basis through meetings with the Services regarding the delivery of the strategies.

The Board noted the Strategic Summaries and Enhancement Plans and noted that the Priority List from the Learning & Teaching Board would be available in September 2014.
STUDENT RECRUITMENT UPDATE (SB/14/95)

This item was taken as the second item of business.
The Board received and noted an update on Student Recruitment as at end of May, presented by the International Recruitment Manager.

The Board noted that as reported to the last meeting; admissions statistics had continued the generally positive trend across all categories with no major areas of concern in terms of the institution-wide recruitment performance.

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

IDL and ALP
The Board noted the inclusion of the IDL numbers, and requested that in future ALP numbers also be included. The Board noted that the IDL numbers were in relation to student registrations.

Scottish Campuses - International Foundation Pathway
The Board noted that the new International Foundation Pathway had been approved in principle by the Undergraduate Studies Committee and would be launched, pending final sign-off by the Deputy Principal (Learning & Teaching), at the earliest opportunity.

The Director of Human Resources suggested that he meet with the Deputy Principal to discuss the terminology which should be used in the marketing of the course.

REPORTS FROM THE PROFESSIONAL SERVICES

GOVERNANCE & LEGAL SERVICES (SB/14/96)
The Board received and noted the monthly update from Governance & Legal Services presented by the Director.

Tier 4/Home Office
The Director of Governance & Legal Services highlighted that the Tier 4 Compliance Officer post interviews would be held in the second week of June, in the meantime, the current post holder would retain her current level of responsibility for Tier 4 matters until the post had been filled.

The Director of Governance & Legal Services reported that following the update provided at the 31 March 2014 meeting of the Board on the Immigration Bill, the Bill had been passed and was now the Immigration Act 2014. The Board noted that this Act had implications for students (many of which were highlighted as below), and had been circulated to relevant colleagues throughout the University:

- institutions only allowed four visa refusal appeals per annum;
- NHS immigration health charge (£150 for students, £200 for non-EEA staff);
- all student accommodation landlords to carry out Tier 4 checks prior to providing a contract to the student.

In relation to the NHS Health Charge, the Board agreed that the Health Centre should be informed of this development in order to modify their registration process.

The Director of Human Resources reported that the Home Office had indicated that in future visas could not be accepted by any employer if they were attached to an out-of-date passport. They must first be transferred to a valid passport.

MALAYSIA CAMPUS (SB/14/97)
The Board received and noted the monthly update from the Malaysia Campus, provided by the Chief Operating Officer (Malaysia).
The Board suggested that it would be helpful to have an update on exam results and enrolment dates in the next report.

DUBAI CAMPUS (SB/14/98)
The Board received and noted the monthly update from the Dubai Campus, provided by the Director of Administration (Dubai).

Examination Boards
The Board noted that the Dubai Campus had hired an external company to scan all scripts, on-site, to ensure that the deadline of the examination boards at the Edinburgh Campus was met. The Academic Registrar agreed to follow up this information with the Dubai Campus to ensure that the correct processes were followed.

The Director of Administration (EBS) suggested she contact DHL to discuss the requirements of the University in distributing exam scripts.

Student Experience
The Board noted the item within the report on invigilator conduct during examinations. The Academic Registrar confirmed that she had received the reports on this and would forward them to the University Deans in preparation for the Examination Boards.

REGISTRY SERVICES (SB/14/99)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.

Spring exam diet
The Board noted that from 28 April – 23 May 2014, ~1,000 exams for ~13,000 UG and PGT students took place at all campuses and for students at ALPs and IDLs.

Quality Assurance
The Academic Registrar & Deputy Secretary reported that the University had received the final report from the QAA visit to the Dubai Campus and the outcomes of the report identified various positive features and recommended actions which were identified in the Registry Services update on page 1.

Student Service Centre
The Board noted that the SSC had been working with colleagues in SML to prepare for the enrolment on 2 June 2014 of around 160 students attending the 12 week pre-sessional English course.

Student Support & Accommodation
The Academic Registrar & Deputy Secretary highlighted that the Counselling Service had launched two new services: ‘exam stress’ drop-ins and ‘PhD Pressures’.

Student Systems Unit
The Academic Registrar & Deputy Secretary reported that the SSU had taken part in the first Malaysia Student Systems Working Group and the first meeting had been very productive. The Board discussed whether this should be considered a project or ‘business as usual’ and noted that the Academic Registrar would discuss this with the Student Systems Business Manager.

Student Union
The Board noted that the Student Union had received £25k from the Alumni Fund which would enable the Union to deliver a number of additional projects such as increased Nightline support, a food bank pilot scheme, extended society development and events to celebrate student diversity.

HUMAN RESOURCE DEVELOPMENT (SB/14/100)
The Board received and noted the monthly update from Human Resource Development, presented by the Director of HR.
National Pay Negotiations
The Board noted that the pay deal had been accepted by all Unions therefore it was expected that the 2% pay award would be applied on time.

iHR
The Director of HR confirmed that the University Executive had approved Phase 2 of the iHR project for 2014/15 therefore the self-service option would be installed.

Performance Development Review (PDR)
The Board noted that PDR participation and completion rates were significantly higher than at the same time last year.

Spirit of HW Awards
The Director of HR highlighted the upcoming Spirit of HW Awards and indicated that the winners would be announced at the event on 11 June 2014.

The Board suggested that it would be helpful for Heads of Schools/Services to receive the full list of nominations in order to congratulate those colleagues who had been nominated but not shortlisted.

CAMPUS SERVICES (SB/14/101)
The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

Capital Projects
The Director of Campus Service confirmed that the three main Capital Projects were progressing on target, and that the project contract negotiations had been completed for Residences 2016.

Baton Relay
The Board was reminded of the Queens Baton Relay which would take place on Saturday 14 June 2014 and were encouraged to attend with friends and family on what would be a fun and historical day.

RESEARCH & ENTERPRISE SERVICES (SB/14/102)
The Board received and noted the monthly update from Research & Enterprise Services, presented by the Director of Finance & Interim Director of RES.

Awards and Proposals
The Board noted that there had been good progress on the number of awards and proposals, with the number going up from the same point as last year but the worth being less.

Research Spend
The Director highlighted that Finance were now enabled to report on research spend, with the year-to-date figure standing at £22.1m, ahead of £20m at this point last year.

RMAS
The Board noted that RMAS was chaired by the Deputy Principal (Research & Knowledge Exchange), the project manager was Linsey Dickson and that both colleagues in the Project Support Office were in attendance at the meetings.

FINANCE (SB/14/103)
The Board received and noted the monthly update from Finance, presented by the Director of Finance.

Student debt
The Board noted that as was reported previously, there has been an improved performance in the University’s collection of tuition and accommodation fees from students. The Director reported that the annual write-off of bad debt had been processed which showed a favourable reduction on prior years and also represented the reversal of a multi-year trend of increasing
levels of student bad debt write-off.

**Oracle Financials review**
The Director highlighted that a diagnostic review of the University's use of the Oracle Financial System had been commissioned and would be provided by Oracle at no cost. The Board noted that the review would take place over three days and would involve a cross-section of users in the University. The Board noted that the report of the review should be available in the autumn.

**INFORMATION SERVICES (SB/14/104)**
The Board received and noted the monthly update from Information Services, provided by the Director of Information Services.

**Scottish Borders Campus Committee**
The Board noted that the Director of Information Services would join membership of the Committee from June 2014.

**EDINBURGH/BORDERS CAMPUS SCHOOLS/INSTITUTES (SB/14/105)**
The Board received and noted the monthly update from Edinburgh/Borders Campus Schools/Institutes, provided by the Director of Administration (SML) and presented by the Director of Administration (SBE).

**Alignment Conference**
The Board noted that SML hosted an Alignment Conference at the end of May 2014 which included attendance from seven current or prospective ALPs.

**Textiles Fashion & Degree Show**
The Director of Administration (TEX) reported that TEX had run a very successful Fashion & Degree Show in Galashiels in May 2014. The Chair of the Board encouraged all colleagues to attend next year's event.

The Director of Administration (TEX) confirmed that in future a single report from the Borders Campus would be provided for each meeting.

**EXTERNAL AFFAIRS (SB/14/106)**
The Board received and noted the monthly update from External Affairs, presented by the Secretary of the University.

**STUDENT SURVEY MANAGEMENT: STUDENT BAROMETER SURVEY (SB/14/107)**
The Board received and noted a paper on the Student Barometer Survey, presented by the Academic Registrar & Deputy Secretary.

The Board noted that School and Professional Service colleagues had received the Student Barometer results and analysis along with a summary of open comments and results. The Academic Registrar confirmed that feedback on these results had already been received and would be presented to the Secretary’s Board at a future meeting to consider the actions required by the Professional Services.

The Board noted that the Secretary’s Board would have ultimate oversight of the Action Plan for the Professional Services but specialist Committees and Boards, for example the Campus Services Management Board, would be the first port of call in the assessment of the survey results and the development of appropriate actions.

The Chair of the Board confirmed that it would be helpful to take the Student Barometer Survey results and associated action plan to the University Executive for information.
The Board received and noted a paper on student survey management framework and process, presented by the Academic Registrar & Deputy Secretary.

The Board noted that the Student Survey Management Group oversaw the management and co-ordination of student survey processes, focusing on managing the annual schedule to ensure that all Heriot-Watt students had an opportunity to provide feedback on their experience at appropriate junctures. The Academic Registrar confirmed that the Group now had a clear idea of the current concerns of students, but that the challenge was to ensure the feedback loop was closed in relation to dealing with the concerns raised through the surveys.

The Board noted that the paper provided a high-level overview detailing the proposed process for tracking high-level issues which emerged from the key student surveys along with actions plans for progression, tracking and closing the feedback loop. The Board agreed that:

- the results and analysis of key surveys would be presented through reports prepared by survey coordinators and considered by the relevant Board;
- Student feedback summary reports would be produced by Schools as part of the feedback process through the Annual Monitoring Review process;
- Minor issues identified by the surveys would be taken forward and dealt with through the relevant School/Service;
- High-level issues would be highlighted through relevant Boards/Committees and through the Annual Monitoring Review process;
- Student members on Boards/Committees would ensure that feedback is communicated to relevant students;
- Feedback would also be communicated to the Student Survey Management Group;
- and
- The actions taken would focus on enhancement of the academic and wider experience, and outcomes would be reported to students to ensure that the loop is closed and would be reviewed by the relevant Boards.

The Board agreed that the results and analysis of the key surveys would be presented in a ‘traffic-light’ format and that the Student Union would be invited to work with the Board on the actions.

The Board received and noted the Group Financial Dashboard from August 2013 to April 2014, presented by the Director of Finance.

Contribution by School/Institute
The Board noted that most Schools were returning a contribution close to that budgeted with the exception of SBE, IPE and SML. The Director of Finance confirmed that SBE had a major shortfall in ALP income, which would be mitigated by plans that had been implemented within the School.

Major capital expenditure
The Board noted that the timing of the Residences Project was one year later than had been envisaged and that the cost would be almost £10m lower than estimated which therefore resulted in a lower interest burden.

The Director of Administration (EBS) requested that the statement in the Dashboard on EBS’ current and forecast results be removed as it was incorrect.

The Board received and noted an update on the development of a Social Media Policy and
proposed guidance note, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services confirmed that a draft policy was under development by various colleagues in Governance & Legal Services, External Affairs and Information Services which would focus on staff use of social media. The Board noted that updated guidance for students would be developed in collaboration with colleagues in Registry Services, Information Services and the Student Union.

The Board noted the guidelines on use of social media, which had been taken from JISC Legal and aligned with the University Values, and agreed that they should be circulated in the meantime, with the draft Policy being submitted to the Board in September 2014, following consultation with the incoming Director of Marketing & Communications.

M14/97 QUARTERLY COMPLAINTS REPORT (SB/14/110)

The Board received and noted the Quarterly Complaints Report of complaints logged for the quarter 1 March 2014 to 30 May 2014, presented by the Academic Registrar & Deputy Secretary.

The Board noted that this report was the first to record complaints under categories, as suggested by the Scottish Public Services Ombudsman (SPSO), and further analysis would be undertaken with regards to the categories in the next quarter.

The Academic Registrar noted various updates to the Report which, the Board noted, would be made before the Report was submitted to the University Executive and then to the Court.

M14/98 TIER 4 WORKING GROUP TERMS OF REFERENCE (SB/14/111)

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

M14/99 REPORT FROM THE TIER 4 WORKING GROUP: MEETING HELD ON THURSDAY 17 APRIL 2014 (SB/14/113)

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

M14/100 ANY OTHER BUSINESS

Academic Registrar & Deputy Secretary
The Chair of the Board confirmed that the Academic Registrar & Deputy Secretary had agreed to postpone her retirement until after the November 2014 graduations.

DATE OF NEXT MEETING: Tuesday 1 July 2014
**MINUTE REF M14/101**

**MINUTES OF THE MEETING OF 4 JUNE 2014**

The Board received and approved the minutes of the meeting held on 4 June 2014 subject to the following amendment:

**M14/92 Dubai Campus**

The Director of Administration had agreed to contact DHL regarding the distribution of exam scripts (there had been no agreement to contact the Dubai Campus to discuss scanning or distributing of scripts).

**M14/102**

**MATTERS ARISING REPORT FROM THE MEETING ON 4 JUNE 2014**

The Board received the Matters Arising Report from the 4 June 2014 meeting.

**M14/103**

**POLICIES UNDER DEVELOPMENT REPORT**

The Board received and noted the Policies under Development Report up to 1 July 2014.

**M14/104**

**PROJECTS REGISTER (SB/14/115)**

The Board received and noted the Strategic Project Register as at 18 June 2014.
BUSINESS REPORTED BY THE CHAIR

Senior position recruitment
The Chair of the Board updated colleagues on the recruitment process for several senior positions which would take place over the summer, namely:

- Academic Registrar
- Director of Marketing & Communications
- Director of Research & Enterprise Services
- Assistant Principal (Fundraising)
- Chair of Court
- Principal & Vice-Chancellor

Staff Election to the Court
The Chair of the Board reported on the outcome of the recent Staff Election to the Court and confirmed that the following colleagues had been appointed as members of the Court from 1 August 2014 for a period of three years:

- Pamela Calabrese, Registry Services
- Jane Queenan, School of Management & Languages

STUDENT RECRUITMENT UPDATE (SB/14/116)

This item was taken as the first item of business

The Board received and noted an update on Student Recruitment as at mid-June, presented by the Admissions Manager.

Scottish Campuses: Undergraduate (UG)
The Board noted that the current rate of applications remained relatively unchanged on last year. The Admissions Manager confirmed that the Planning Office had begun making projections for intake in September (as detailed in worksheet ‘HWU 2014/15 Scottish Campus UG Entrant Forecast’).

Scottish Campuses: Postgraduate (PGT)
The Admissions Manager confirmed that 88% of anticipated applications received by that point in the cycle, the overall number of PG applications was unchanged on last year with acceptances up by 7% on last year. The Board was asked to note the variations between School performances.

Dubai Campus: Undergraduate and Postgraduate
The Board noted that early indications showed a positive year-on-year increase of +3% for the Degree Entry Programme and +5% for UG programmes. The Admissions Manager confirmed that PGT application numbers had picked up significantly to +19% in June.

The Board discussed the Dubai Campus Undergraduate target for 2014/15 and noted that there was a recruitment target of 870 (not 2,200 as in the Student Recruitment Update report). The Admissions Manager would correct these figures.

Malaysia Campus: Undergraduate and Postgraduate
Reserved section (Ref: Sections 30, 33 FOI(S) A 2002).

Independent Distance Learners (IDL)
The Board noted that data on IDL applications remained unchanged from the last report in June (1,210 registrations processed against a target of 2,290). The Admissions Manager highlighted that the Planning Office was investigating how to identify ‘freshers’ in the new reporting column.
Approved Learning Partners (ALPs)
The Board noted that data was not yet available for ALP applications which was being investigated by the Planning Office.

M14/107 UPDATE ON CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM (SB/14/117)

This item was taken as the second item of business

The Board received and noted an update on the Student Recruitment Customer Relationship Management (CRM) System, presented by the Admissions Manager.

The Board noted that the CRM went live at the end of April and was currently active and operational. It was noted that some minor technical issues had been identified and were being resolved by Recruitment & Admissions with support from colleagues in the Student Systems Unit and Information Services.

The Admissions Manager confirmed that training sessions had been held for users, including colleagues at the Malaysia and Borders Campus.

The Directors of Administration confirmed that Schools using the system were largely content with the operation of the CRM so far.

M14/108 REPORTS FROM THE PROFESSIONAL SERVICES

M14/108.1 EXTERNAL AFFAIRS (SB/14/118)
The Board received and noted the monthly update from External Affairs, presented by the Secretary of the University.

The Board noted that the External Affairs team had provided a fantastic service throughout all June graduations, specifically the Borders Graduation on 20 June 2014.

M14/108.2 BORDERS CAMPUS (SB/14/119)
The Board received and noted an update from the Borders Campus, provided by the Director of Administration (TEX) and presented by the Chair of the Board. The Board noted that it would receive an update report from the Borders Campus at each meeting in the future.

Minibus provision between Edinburgh and Borders Campus
The Board noted that with effect from the new academic year the minibus service between the Borders Campus and Edinburgh would be rescheduled to accommodate students travelling between the campuses for lectures. The Board noted that this meant it would no longer provide a Shuttle Bus service for colleagues travelling to and from work and appropriate consultation with colleagues was in process.

The Board discussed the other uses of the minibus service (i.e. transferring library books and delivering internal mail) and noted that the Director of Administration (TEX) would manage the new usage of the bus and would be the best person to discuss these issues with.

Joint Campus Management Committee
The Board noted that the Chairship of the Joint Campus Management Committee, which consisted of membership from both the Borders College and Heriot-Watt, had been transferred from the Director of Governance & Legal Services to the Director of Information Services.

Student experience
The Board discussed the meetings taking place to review the issue of social space for
Heriot-Watt students and the provision of a Student Service Centre service one day a week at the Borders Campus. The Board noted that further discussions on these issues were being taken forward.

**M14/108.3 CAMPUS SERVICES (SB/14/120)**
The Board received and noted the monthly update from Campus Services, presented by the Director of Campus Services.

**Projects**
The Director of Campus Service requested members keep the Projects Team updated on any issues arising in the delivery of any projects ongoing.

**Estates environmental initiatives**
The Director drew the Board’s attention to various sections within the report which highlighted a variety of environmental initiatives that the Estates Team were involved in.

**Quest assessment**
The Board noted that the Operations Manager, Centre for Sport and Exercise, had led his team through a successful Quest quality assurance audit.

**Baton Relay and engagement with the community**
The Board noted that the Queen’s Baton Relay event held at Heriot-Watt on 14 June 2014 had been a great success and had been a good way to welcome the wider community to the campus. The Board discussed the possibility of running an event annually (e.g. sports, play areas, science stalls) and noted that the incoming Director of Marketing & Communications would be responsible for University engagement with the community.

**National Performance Centre for Sport (NPCS)**
The Director of Campus Service confirmed that the NPCS conditions of award had now been signed, and it was expected that building work would commence in early 2015.

**M14/108.4 GOVERNANCE & LEGAL SERVICES (SB/14/121)**
The Board received and noted the monthly update from Governance & Legal Services presented by the Director.

**Spirit of Heriot-Watt Awards**
The Director of GLS highlighted that Health & Safety Services team had been recognised for the ‘Shaping the Future’ Spirit of Heriot Watt award for the huge impact the team had made across all campuses.

**M14/108.5 HUMAN RESOURCE DEVELOPMENT (SB/14/122)**
The Board received and noted the monthly update from Human Resource Development, provided by the Director of HR.

**Flexible Working Policy**
The Chair of the Board reported that following the recent change in flexible working legislation, the University’s current Flexible Working Policy would be reviewed and submitted to the Board in the autumn. The members of the Board acknowledged the challenges of putting this policy into place.

The Board discussed the areas of the Policy which would require review and noted that the Policy, once reviewed by the Secretary’s Board, would be submitted to the CJNCC and the University Executive.

**M14/108.6 INFORMATION SERVICES (SB/14/123)**
The Board received and noted the monthly update from Information Services, provided by the Director of Information Services.
University projects
The Board noted that Information Services were involved in many key University projects, including the introduction of the new iHR system, fitting out the Oil & Gas Innovation Centre, preparing for the opening of the new HWUM campus and supporting planning for the Centre for Earth & Marine Technology and the National Performance Centre for Sport.

The Chair of the Board confirmed that central IT was leading on a more collaborative approach, tying together all projects to better support the delivery of the University-wide Information Services strategy. The Chair thanked the Schools for their increased dialogue with central IT and efforts to increase School and central services collaboration.

Library facilities
The Director of Information Services confirmed that work was taking place to enhance student facilities in the Edinburgh library, including the refurbishment of study spaces, improving the service desk and adding a new Group Study Room.

ebooks
The Board noted that from the start of Semester 1 2014/15, over 75,000 ebooks would be available online to students worldwide. The Director of Information Services highlighted that currently the Edinburgh Campus had around 150,000 books in stock.

Spirit of Heriot-Watt Awards
The Director of Information Services highlighted that the Audio Visual Services team had received this year’s Spirit of Heriot-Watt Award for Pursuing Excellence.

DUBAI CAMPUS (SB/14/124)
The Board received and noted the monthly update from the Dubai Campus, presented by the Director of Administration (Dubai).

Ramadan
The Director confirmed that Ramadan working hours were in effect, and that Eikon staff would be working to reduced hours. The Board noted that University staff who were not fasting could be reached during ‘usual’ Dubai working hours.

Additional posts
The Director reported that the Dubai Campus would be advertising for an additional Careers Adviser and Student & Disability Adviser.

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

Report of the QAA UK Transnational Education visit to Dubai
The Director of Information Services highlighted recommendation one within the report, ‘in light of its strategic statements and intentions, keep the level of provision of learning resources of all kinds at its Dubai Campus under review’, and confirmed that Information Services was available to assist the Dubai Campus in this recommendation when required.

The Director of Administration (Dubai) confirmed that she was working with the Vice-Principal (Dubai) to act on all recommendations within the report.

The Chair of the Board requested that the Director of IS meet with the Deputy Principal (Learning & Teaching) to discuss an action plan for the delivery of on this recommendation for the delivery of non-academic services.

REGISTER SERVICES (SB/14/125)
The Board received and noted the monthly update from Registry Services, presented by the Academic Registrar & Deputy Secretary.
Spirit of Heriot-Watt Awards
The Academic Registrar highlighted that the Employer Liaison Coordinator had received a Spirit of Heriot-Watt Award in the ‘Outward Looking’ category in recognition of her sterling efforts to attract graduate recruiters on campus.

Academic Registry
The Board noted the extremely busy period for Academic Registry during the summer which involved:

- Preparing for twelve graduation ceremonies at the Edinburgh and Scottish Borders Campus;
- The release of online results for graduating and continuing students;
- The issue of final assessment results and diploma supplements to graduation students; and
- The processing of award prizes for graduating and continuing students.

Student Service Centre (SSC)
The Board noted the excellent work the SSC had completed in preparing for graduations, including processing just under 2,000 graduation applications for the June ceremonies at the Edinburgh and Borders Campus.

University Health Service
The Academic Registrar drew the Board’s attention to the section in the report relating to the Health Service which highlighted the Health Service’s continuing contribution to the support of the University’s students.

Student experience agenda item
The Chair of the Board confirmed that from September onwards, the Board would discuss an aspect of the student experience bi-monthly.

RESEARCH & ENTERPRISE SERVICES (SB/14/126)
The Board received and noted the monthly update from Research & Enterprise Services, presented by the Director of Finance & Interim Director of RES.

RMAS
The Board noted that the RMAS contract had been signed by Heriot-Watt and University of Edinburgh, and that some of the first milestones had been reached enabling the first payments to be made.

Converge Challenge
The Director of Finance highlighted that the final Converge Challenge applicants had been chosen, six of whom were Heriot-Watt colleagues.

Awards and Proposals
The Board noted that the year to date figures for awards and proposals (£25.5m and £116m respectively) were a year-on-year increase from 2012/13.

FINANCE (SB/14/127)
The Board received and noted the monthly update from Finance, presented by the Director of Finance.

5-Year Financial Plan
The Director of Finance confirmed that the 5-Year Financial Plan had been approved by the Court at the end of June 2014. The Board noted that the plan satisfied the University’s strategic aims with specific financial achievements (as detailed within the report) by 2017/18.

The Director confirmed that there was a strong investment programme and although the
scale of ambition of the plan was consistent with the University’s strategy, inevitably there was some uncertainty which was dependant on delivery of the HWUM plan and the outcome of REF. However, the Board noted that the improvement in surplus over the period of the plan was consistent with rates of improvement seen in recent years and the plan contained significant contingency and discretionary elements which provided resilience and flexibility.

The Director highlighted that in the final two years of the plan, a significant indicative sum of £55m would be available for capital investment, but that this was reliant on the performance of the Schools and the Malaysia Campus.

**Oracle Financials diagnostic review**
The Board noted that the diagnostic review of the Oracle Financial System, run by Oracle Consulting, had been well received internally and from the consultant conducting the review. The Board noted that a full report of the review was due in August. The Chair of the Board requested that the review be submitted to the Audit & Risk Committee when available.

**Oracle for Malaysia**
The Director of Finance confirmed that the implementation of Oracle in Malaysia continued to progress well and that the University was on target to meet the go-live date of 1 August 2014.

**EDINBURGH/BORDERS CAMPUS SCHOOLS/INSTITUTES (SB/14/128)**
The Board received and noted the monthly update from Edinburgh/Borders Campus Schools/Institutes, presented by the Director of Administration (EPS).

**Graduations**
The Director of Administration (EPS) highlighted that Professional Services colleagues from all Schools had assisted Registry Services at the graduation ceremonies in June which ran smoothly and received numerous positive comments from attendees.

**Student facilities upgrading**
The Board noted that EPS was working with Estates to upgrade two student laboratory areas within the School over Summer. This was funded through the University’s contingency fund and by the Scottish Funding Council and Scottish Enterprise.

**Student Energy Bursaries**
The Director of Administration (EPS) highlighted that EPS and SBE had 120 undergraduate project bursaries available as part of the Energy Academy for projects in Electrical, Mechanical, Chemical and Civil Engineering.

**PGR**
The Board noted that EPS had been awarded the lead in two new Centres for Doctoral Training (CDT). It was noted that to accommodate the postgraduate students following this achievement, a staff and student coffee lounge in the Earl Mountbatten Building had been converted into open plan PhD office accommodation.

**Staffing and space utilisation**
The Director of Administration (EPS) confirmed that EPS were recruiting nineteen new academics which could place a considerable strain on current space utilisation, depending on what the space requirements were of each academic.

The Board discussed the importance of the Campus Services Management Board being involved in the space management decision making process for these new colleagues and other School projects. The Chair of the Board invited the Director of Administration to attend the next meeting of the Campus Services Management Board (CSMB) to discuss the requirements of his School and requested that each Director of Administration discussed the current membership of the CSMB with their Senior Management Team and confirm
whether it would be helpful for more than the current two Heads of Schools to be members.

**PGT Experience Survey**
The Board noted the low return rate for the PGT Survey and noted that the outcome of the results and the action plan for encouraging more students to take part would be taken up with the Director of Teaching & Learning in EPS.

**Athena SWAN**
The Director of Administration (EPS) highlighted the first ever Athena SWAN Self-Assessment Team Away Day held by EPS in May, where a forward plan for the coming year had been drawn up.

The Board noted that EPS had held an event for *National Women in Engineering Day*.

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**MALAYSIA CAMPUS (SB/14/129)**
The Board received and noted the monthly update from the Malaysia Campus, provided by the Chief Operating Officer (Malaysia).

**Campus Buildings**
The Chair of the Board confirmed that the University was on track to start teaching from the new campus from the beginning of the first semester on 1 September 2014. The Board noted that the campus was progressing well and the contingency plans put in place by University colleagues had been very successful.

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**SSU QUARTERLY REPORT (SB/14/130)**
The Board received and noted a quarterly update from the Student Systems Unit (SSU), presented by the Student Systems Business Manager.

**SSU Priorities**
The Board noted that the SAS Management Group had agreed its priorities for student systems development over the next six months, the delivery for which had been scheduled alongside colleagues from Information Services. The Student Systems Business Manager confirmed that the priorities list was considered international, with the Malaysia Campus consulted on the drafts. The Chair of the Board requested that colleagues from the Malaysia Campus be added to the membership of the SAS Management Group.

The Chair of the Board reported that she would visit the Malaysia Campus in July and before travelling would circulate any queries related to student systems to the relevant colleagues at the Edinburgh Campus in order to report back to HWUM on arrival.

**Programme Approval Management System (PAMS)**
The Student System Business Manager highlighted that PAMS testing was still underway, and discussions on the schedule for user trialling for PAMS were ongoing with Directors of Administration in Schools. The Board noted the current schedule for delivery of the system:

- May to July – Project Team test PAMS
- July – User testing
- End July/Early August – Release into live and migration of data into PAMS
- August to September – continued data entry and training
- October – Pilot project in one or two Schools
- January – in full use across University

The Board discussed the hope that PAMS would enable the management of course and programme approvals to become totally paperless.

**Malaysia Student Systems Working Group**
The Board noted that the Malaysia Student Systems Working Group continued to be
effective in co-ordinating developments and identifying and resolving issues. The Student Systems Business Manager confirmed that the first enrolment for the Malaysia Foundation programme in April 2014 went well, with the next intake scheduled for 16 July 2014.

**Ellucian Development Partner**
The Student Systems Business Manager reported that the SSU had been asked to become an Ellucian development partner for the student profile pages of the next major version of Banner, Banner XE.

**IDL online registration and payment (IDLORAP)**
The Board noted that work to allow IDL online registration and payment may be able to be scheduled in September, ready for use in October 2014. The Board noted that colleagues from IS, the SSU and the Finance office were in discussions about this functionality.

**Shadow/complimentary systems**
The Student Systems Business Manager confirmed that the implementation of the Application Review Centre (ARC) had eliminated the need for several shadow systems. The Board noted that PAMS and IDLORAP were both likely to have a positive impact in terms of further reducing the number of shadow systems in use.

**Funds invested with Ellucian**
The Board received and updated on £30,000 which had been invested with Ellucian for the enhancement of student systems with a particular emphasis on improvements which aid Schools. The Board noted that, so far, the funds have delivered the:

- enhancement of ARC used by UCAS Administrators and Admissions Officers; and
- implementation of IDL online registrations and payments.

The Student Systems Business Manager confirmed that the recommendation for the rest of the funds was to implement ‘Same sign-on’ functionality in SAS.

The Board agreed that the Student Records had been steadily improving and heard that colleagues in Schools were content in the knowledge that action was being taken to enhance usability further.

**GROUP FINANCIAL DASHBOARD (SB/14/131)**
The Board received and noted the Group Financial Dashboard from August 2013 to May 2014, presented by the Director of Finance.

**Net surplus**
The Board noted that the University continued to exceed budget in terms of net surplus and deficit. The Director of Finance highlighted that net surplus was at £11.7m.

**Contributions**
The Director of Finance highlighted the current contribution by Schools/Institutes which showed that most Schools were returning a contribution close to that budgeted. The Director drew the Board’s attention to those Schools that were an exception to this.

**Capital expenditure**
The Board noted that the University’s capital expenditure had been reprofiled, following the one year delay of the Residences Project and lowered borrowing.

**Presentation to the Court and Finance Committee**
The Chair of the Board confirmed that the Group Financial Dashboard had been well received at the Finance Committee and the Court, who would routinely receive the Dashboard at future meetings.
The Board received and noted the proposed Equality and Privacy Impact Assessments to be included on University policies, presented by the Director of Governance & Legal Services.

Equality Impact Assessment
The Board noted that the Equality Act (2010) included a duty to assess and review policies and practice in terms of impact on those from protected characteristics groups as defined by the Equality Act (2010). The Director of Governance & Legal Services confirmed that the Equality Impact Assessment (EIA) was a tool to assess any potential negative impacts on people from different groups as a result of the way the University works.

The Board noted that undertaking of EIA across the University had been highlighted (through the University’s Equality Outcomes actions) as an area requiring significant attention and that there was a need to both roll-out EIA broadly across Schools and Services where necessary and to publish the completed EIAs.

Privacy Impact Assessment
The Board noted that a Privacy Impact Assessment was an essential tool which needed to be carried out at an earlier stage for any project or new business process involving the handling of any data that was personal data, as that term is used within the Data Protection Act.

Reporting Process
The Board noted, as at Appendix 1, a combined impact assessment which included both EIA and a summary PIA which should be completed when drafting a new corporate policy. The Director of Governance & Legal Services confirmed that by amending the Policies Under Development Report (a routine paper submitted to the Board) the Board could determine which policies require EIA/PIA and note whether it had been completed.

Further discussion
The Board discussed the importance of including the EIA/PIA process when drafting student related policies and agreed that the impact assessments should be presented to the Learning & Teaching Board for their consideration.

The Chair of the Board highlighted that these impact assessments should also be used in decision making, and therefore embedded within the Project Support Office and the Secretariat (for use in Court, Senate and University Executive decision making etc). The Chair requested that some guidance be provided on what level of decisions would require an EIA/PIA and whether they would be required at School level.

The Director of Governance & Legal Services confirmed that the online Equality Analysis training would be refreshed and re-launched in September 2014 to include the use of EIA/PIAs.

The Board noted that the EIA/PIA would be submitted to the Board again in August with further clarification/guidance on what level of decision/policies would require inclusion of the impact assessments.

The Board received and noted draft CCTV Procedures, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services confirmed that following consideration at the March meeting of the Board, the CCTV Procedures had undergone further development and had been presented to the CJNCC for formal consultation (from which no comments
were received). The Board noted that the following changes had been made to the Procedures:

- strengthened to provide further clarification and incorporate relevant technical standards; and
- removal of the section on body worn cameras.

The Board discussed the Procedures and noted that, should they be approved, the Security & Operations Manager would manage the migration of all University CCTV cameras onto a common platform. The Chair of the Board requested that an update on this migration be provided at a later date.

With regards to section 4.2.2 of the Procedures, the Chair of the Board informed the Board that a more definitive document would be produced which would indicate exactly where an Incident Control Room would be set up in the event of an emergency.

Under section 6.2.3, in reference to those persons outside the University requesting recordings, the Chair of the Board asked that a clearer definition be applied, for example, ‘Requests by persons/bodies which require University compliance…..’

Under section 6.2.6, the Board suggested that it was not best practice to provide images from recordings by email and a more secure method of communication should be used.

Under section 6.3.3, the Chair of the Board requested that the out-of-hours process for CCTV recording requests be reviewed.

The Board approved the Procedures, subject to the suggested amendments above, and noted that they would be reported to the University Executive and shared with colleagues in Dubai and Malaysia. The Director of Governance & Legal Services confirmed that following this approval, the Security & Operations Manager and Head of Heritage & Information Governance would liaise with managers to:

- provide further training on data protection for all operators of CCTV systems;
- apply the Procedures to all University CCTV systems; and
- ensure that consistent Procedures were in place for each campus;
- implement the recommendations

M14/113 REPORT FROM THE STRATEGIC INFORMATION SERVICES COMMITTEE (SB/14/134)

The Board received and noted a report from the Strategic Information Services Committee meeting held on 20 May 2014, presented by the Director of Information Services.

The Board noted that this was the fourth meeting of the Committee which discussed the wide range of information systems used by the University and the University’s ‘wishlist’ in terms of upgrades, developments and collaborative working.

The Director of Information Services commented on a report which had been received by the SISC highlighting that the predecessor of the SAS system was still running due to the need to maintain historical student records. The Board noted that keeping this system active forever was not the best option available and looked forward to receiving a suggestion to change this arrangement.

The Chair of the Board requested that future SISC reports be submitted to the Board in the usual format.

M14/114 REPORT FROM THE EQUALITY & DIVERSITY ADVISORY GROUP (SB/14/135)

The Board received and noted a report from the Equality & Diversity Advisory Group
meeting held on 12 June 2014, presented by the Director of Governance & Legal Services.

The Board noted that membership of the Group had been augmented by the Student Union Activities Coordinator, which would help to provide continuity of student representation within the Group.

The Board discussed the creation of the 0.2FTE Athena SWAN Self-Assessment Team Administrator post in Schools and noted that some Schools had not assigned this to a specific colleague but instead shared the workload between roles. It was suggested that it may be more prudent to recruit a 1FTE colleague who could cover all Schools Athena SWAN activity but it was noted that this may be too difficult for any one colleague due to different procedures and processes in place in different Schools.

M14/115

ANY OTHER BUSINESS

Home Office Update
The Board received an oral update, provided by the Director of Governance & Legal Services, on recent developments in Home Office activity.

The Board was informed that on 24 June 2014, the Minister for Immigration and Security presented a statement to the House of Commons on the abuse of student visas. He announced that he had suspended the highly-trusted sponsor status of one University, told two others that they were no longer allowed to sponsor students and suspended the licences of 57 private further education colleges.

The Minister also identified that “much of the worst abuse uncovered seems to be taking place at the London sub-campuses of universities based in other parts of the country” and has asked the QAA to examine these campuses to determine whether action needs to be taken against the parent universities.

The Director of Governance & Legal Services referred again to the BBC Panorama programme in February which exposed systemic cheating at Educational Testing Services (ETS) test centres in the UK. ETS offers two tests, Test of English as a Foreign Language (TOEFL) and Test of English for International Communication (TOEIC), which were previously recognised by the Home Office as Secure English Language Tests (SELTs). Following the Panorama programme, the Home Office suspended ETS testing in the UK and suspended all visa applications using these tests.

The Director of Governance & Legal Services confirmed that a small group, comprising the Director of Learning & Teaching, Director of Recruitment, Director of Governance & Legal Services, Tier 4 Compliance Officer and the International Recruitment Manager, had kept under review the University’s position with regard to the acceptance of TOEFL and TOIEC. The Board noted that this group would meet again to further discuss acceptance of these tests.

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

Spirit of Heriot-Watt Awards
The Chair of the Board commented that the Spirit of Heriot-Watt Awards was a great event in the University calendar which was becoming more and more international in its nominations and attendance. The Chair highlighted that it was important to encourage nominations for academic colleagues and to encourage attendance by more University colleagues as recent nominations were leaning heavily towards the Professional Services of the University. The Board noted that the Director of Human Resources would be asked to take this forward.

DATE OF NEXT MEETING: Wednesday 6 August 2014
Welcome:
The Chair of the Board welcomed Mr Mike Bates to his first meeting as a member of the Board. The Board noted that as of 1 August 2014 Mike took on the role of Director of Student Recruitment and would report directly to the Secretary of the University as the head of a new Directorate, Student Recruitment.

MINUTE REF
M14/116  MINUTES OF THE MEETING OF 1 JULY 2014
The Board received and approved the minutes of the meeting held on 1 July 2014 subject to the following amendment:

M14/108.11 should read ‘The Director of Administration (EPS) confirmed that EPS were recruiting nineteen new academics…’ not had recruited.

M14/117  MATTERS ARISING REPORT FROM THE MEETING ON 1 JULY 2014
The Board received the Matters Arising Report from the 1 July 2014 meeting.

M14/108.2 - The Director of Administrations (TEX) confirmed that there had been a meeting with the Student’s Union and the Borders College regarding the plans to refurbish the student area on the Borders Campus. The Chair of the Board advised that the Director of Campus Services would be able to aid with these plans. The Director of Administration (TEX) noted that there had been no discussions regarding a Student Services Centre one day a week at the Borders Campus. The idea had initially been raised in a meeting of the University Executive and the Board suggested that the
Director of Administration (TEX) and the Academic Registrar should discuss this further. The Group Financial Controller would also be invited to join the discussion.

M14/108.7 - The Board noted that the Director of Administration and Registrar (Dubai) had received clarification from the Dubai government regarding sponsored visa regulations. Students were to be reported as ‘absconders’ if they had not attended the University for fourteen days.

The Board highlighted that this would require further clarification in the area of mitigating circumstances, such as illness. The Director of Governance & Legal Services confirmed that the University was in discussions with other HEIs in Dubai regarding their implementation of this new policy. The Board noted that the University’s Attendance and Withdrawal Policy was still under development and would be submitted to the Dubai Campus soon for consultation.

The Chair of the Board requested that a paper on how Dubai would manage the visa requirements, as well as the final draft of the Attendance and Withdrawal Policy, be brought to the Secretary’s Board for comment.

M14/112 - The Board noted that the Security & Operations Manager had been meeting with a number of areas of the University regarding the migration of independent CCTV systems onto a common University platform.

The CCTV Procedures would be presented to the August meeting of the University Executive.

M14/115 - The Board noted that the University no longer accepted Test of English as a Foreign Language (TOEFL) and Test of English for International Communication (TOEIC) as fulfilling entry requirements.

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

M14/118 POLICIES UNDER DEVELOPMENT REPORT

The Board received and noted the Policies under Development Report up to 6 August 2014.

The Board noted that the Professional Services Career Progression Procedures and Contribution Pay Procedures had been approved by the University Executive. The Director of Human Resources Development highlighted that these would go the CJNCC for consultation, following which the new Procedures would be communicated to University colleagues via an all-staff email.

M14/119 PROJECTS REGISTER (SB/14/115)

The Board received and noted the Strategic Project Register as at 25 July 2014.

M14/120 BUSINESS REPORTED BY THE CHAIR

ELIR Draft Reflective Analysis Document

The Chair encouraged members of the Board to provide feedback to the Head of Academic Quality on the ELIR Draft Reflective Analysis Document.

Senior Appointments

The Chair of the Board updated the Board on the progress of recruitment for senior
positions and confirmed that Mr Paul Travill would take up the position of Academic Registrar as of 3 November 2014. This would allow a handover period with the current Academic Registrar. The Board noted that Mr Travill would be invited to attend a meeting of the Board prior to taking up the position in November.

The Chair of the Board also noted that an offer had been made for the position of Director of Marketing & Communications.

Recruitment for the positions of Director of Research & Enterprise Services and Assistant Principal (Fundraising) were also progressing.

The Board noted that consultation regarding the recruitment of the next Vice-Chancellor would be undertaken in the near future, with all staff and students invited to provide input. The University would welcome contributions regarding this appointment from all its staff and student members.

**Professional Services Structure**

The Chair of the Board highlighted changes to the Professional Services structure. These included:

- the decision to recruit an Assistant Principal (Fundraising) to focus on developing the University’s fundraising campaign, reporting directly to the Principal;
- the formation of the Marketing & Communications Directorate;
- the creation of the new Student Recruitment Directorate which had previously been a service within External Affairs; and
- the relocation of Admissions to sit within the Registry Services Directorate as Admissions play a key role in creating the student record.

**STUDENT BAROMETER SURVEY (SB/14/137)**

The Board received and noted a presentation on the Student Barometer Survey, presented by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary highlighted the following points:

- that the survey had been completed by students when they had just joined the University, to capture the early phase of their experience;
- that iGraduate, who ran the Survey, had provided comparative data and that the Survey encompassed 12,000 eligible students;
- that the Survey excluded final year graduates who would be involved in the National Student Survey;
- that the survey covered both the Scottish Campuses and the Dubai Campus;
- that there had been a 27% response rate among students (3,070 students); and
- that the Survey results had been rather difficult to work with and further consultation with iGraduate was required before these could be used effectively.

**Scottish Campuses**

The Board noted that the two key areas of concern for the Scottish Campuses were students’ frustration when trying to set up bank accounts at the University and a lack of social activities provided by the Student Union. The University was in communication with the Royal Bank of Scotland about the service they provided.

The Board also noted that the Student Union had been made aware of the feedback regarding the lack of social activities and were putting into place plans to rectify this in
coming years.

The Board highlighted the results relating to counselling, which were not as favourable as expected. The Board noted that a separate in-house counselling survey for students using that service was in operation.

**Dubai Campus**

The feedback for Dubai Campus provided an overview of areas within the remit of both the University and Eikon. The Board agreed that the Director of Governance & Legal Services would draw out key issues for discussion and the Chair would discuss these with Eikon at the next Dubai Campus Executive Committee meeting.

**Going Forward**

The Board noted that the Academic Registrar would circulate the data from the Survey so that all departments could analyse their results individually. Action plans would then be developed by each area.

As the Board had agreed in a previous meeting that the Secretary’s Board would have oversight of the Student Experience, a process would be developed for bringing all of the actions plans together into a report for a later meeting. The data gathered in the coming year, through the University’s participation in the Student Barometer Survey, could then be compared to the action plans to identify the progress that had been made.

**M14/122**

**GROUP FINANCIAL DASHBOARD (SB/14/138)**

The Board received and noted the Group Financial Dashboard, presented by the Group Financial Controller.

The Dashboard included:

- Group Income & Expenditure
- Segmentation of Net Surplus – Year to Date
- Contribution by School/Institute
- Liquidity
- Student Debt
- Major Capital Expenditure.

Overall the picture was healthy, with a variance of £3.8 million over an expected surplus of £9.3 million.

**M14/123**

**PROMOTING GOOD CAMPUS RELATIONS POLICY FRAMEWORK (SB/14/139)**

The Board received and approved the Promoting Good Campus Relations Policy Framework, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services drew the Board’s attention to Appendix 2 of the report, which linked the University’s Values and Key Principles with the Legal Framework in place and the potential challenges to good relations. The Board noted that work was ongoing to embed the Key Principles into University life.

The Board suggested that further clarification was required in Appendix 2 so that the ‘Examples of hate crime/incidents’ clearly dealt with hate crimes, as opposed to more general offensive behaviour. The Chair also requested that the section headed ‘Examples…’ include the word ‘could’. 
The Board received and noted the Learning & Teaching Key Principles Briefing Paper, presented by the Chair.

The Board received and discussed the Flexible Working Policy, presented by the Director of Human Resource Development.

The Board noted that the Policy had been drawn up in 2011 to reflect the legislative changes which had now been put into place. Therefore the policy was still fit for purpose for that legislative update. It was also noted that the Policy related to formal flexible working, ‘a change in contracted working hours’, as opposed to more informal agreements with managers.

The Board highlighted that many informal flexible working arrangements had evolved over time and were not recorded. The Board recommended that there should be an audit and review of flexible working arrangements for each Professional Service and School to tie-in with the roll out of the new iHR system, as some of these might not be suitable for current business needs.

The Board also highlighted that government legislation and the University Flexible Working Policy both emphasised that employers and employees should deal with requests in a ‘reasonable manner’. The Board noted that formal flexible working arrangements should be reviewed after 6 months and again after the first year to ensure that the change remained viable for both colleagues and the University.

The Board suggested that the Director of Campus Services and the Director of Human Resources Development should discuss the changes to space utilisation which could occur as a result of changing working practices.

The Board noted that it would be helpful for Human Resources Development to provide guidance on how the University could aid colleagues who were working increasingly longer hours, in order to help them manage their workload. Guidance on how managers could assess flexible working requests, and on terms such as ‘good business reason’, should be also be provided by HRD.

The Board noted that institutions and businesses outwith the University could be consulted in order to understand how they organised flexible working arrangements, including working from home. The Board suggested that a section on work hours and flexible working could be added to the next Staff Survey to provide feedback on colleagues’ views.

The Board received and noted an update on the Equality and Privacy Impact Assessments, presented by the Director of Governance & Legal Services.

The Director of Governance & Legal Services clarified the scope of the Impact Assessments, which only applied to projects on the Strategic Projects Register/those approved by the University Executive.

The Board noted that a paper on Equality & Privacy Impact Assessments would be presented to the Learning & Teaching Board in September. In the interim an Equality Impact Assessment had been completed for the Timetabling of Examinations.
INTRANET PROCEDURES (SB/14/143)

This item was taken as the first item of business.

The Board received and noted the Intranet Procedures, presented by the Intranet Development Co-ordinator.

The Board noted that consultation on the Procedures had taken place and only one minor comment had been received. The Intranet Development Co-ordinator highlighted that the majority of the Procedures contained links to documents which aided users.

The Board highlighted the following points:

- that the Intranet was now live for both Scottish and International campuses;
- that individual Postgraduate Research students currently had to be added one by one to Intranet sites;
- that consideration of Postgraduate Research students’ access to Intranet sites would be undertaken in order to give them access to appropriate areas only;
- that only 5% of the old style intranet pages were still to be migrated to the SharePoint version of the Intranet and this would be completed by September 2014;
- that Registry colleagues had recently received a presentation from the Intranet Development Co-ordinator and the Head of Student Support & Accommodation which detailed where information required by students could currently be found on the external website. It was suggested that this might be helpful for other colleagues. Members were asked to contact Intranet Development Co-ordinator should they wish to receive the presentation; and
- that the intranet can be found at: https://intranet.hw.ac.uk/

The Board discussed the importance of an effective communication plan to all campuses regarding the use of the Intranet and noted that the Intranet Development Co-ordinator was working on this alongside the Corporate Communications team and the Webmaster. The Board also noted that the Intranet Development Co-ordinator would arrange ‘Roadshows’ at the Edinburgh Campus to provide more information to the relevant colleagues. The Board requested that the Intranet Development Co-ordinator provide a short update for the Secretary’s Bulletin for colleagues’ information.

STUDENT RECRUITMENT UPDATE (SB/14/144)

The Board received and noted the Student Recruitment Update as of July 2014, presented by the Director of Student Recruitment. The Director of Student Recruitment also provided verbal updates following confirmation of results for some students in August.

Scottish Campuses: Undergraduate (UG)

The Board noted that the UG application rate remained unchanged against last year’s position. The projections for September entry and the key messages for Scottish Campus recruitment had been endorsed by the University Executive and communicated to Admissions Tutors.

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

Scottish Campuses: Postgraduate Taught Applications

94% of anticipated applications had been received as of July 2014, with the number of Postgraduate applications remaining unchanged on last year. Overall acceptances had increased by 1% for unconditional offers and 9% for conditional offers. EPS and the Institute of Petroleum Engineering (IPE) were both being monitored to manage decision-making and offer-making respectively.
Dubai Campus – Undergraduate and Postgraduate Applications
Dubai applications were at an earlier stage in the cycle and 65% of anticipated applications had been received. Degree Entry Programme, Undergraduate and Postgraduate applications had all increased on last year.

Malaysia Campus – Undergraduate and Postgraduate Applications
Reserved section (Ref: Sections 30, 33 FOI(S) A 2002).

Independent Distance Learner Applications
1,579 applications have been processed for Independent Distance Learners to date. The Planning Office was currently updating targets and how to identify ‘freshers’ in the new reporting column.

Approved Learning Partners
The investigation into providing data on ALP applications remained ongoing.

M14/129
REPORTS FROM THE PROFESSIONAL SERVICES

M14/129.1 MALAYSIA CAMPUS (ORAL UPDATE)
The Board received and noted the monthly update from Malaysia Campus, given by the Chief Operating Officer (Malaysia).

The Board noted that colleagues would be moving into the new Malaysia Campus next week.

The Chief Operating Officer (Malaysia) highlighted the following:

- that recruitment targets had been exceeded for Petroleum Engineering;
- that the Head of Marketing had resigned and would be leaving at the end of September. The process of recruiting a new Head of Marketing was ongoing;
- that a ‘Welcome to Campus’ event was being arranged for September;
- that Malaysia were working on the 2015 prospectus; and
- that a staff and student celebration was being held on 27 September to celebrate the opening of the new buildings and to mark the second Anniversary of Heriot-Watt University Malaysia.

The Board agreed that the Director of Marketing & Communications for the Scottish Campuses should be involved in the recruitment of Malaysia Campus’ Head of Marketing.

The Chair highlighted that colleagues at the University’s other campuses would give Malaysia colleagues whatever help was required in the busy time to come.

M14/129.2
FINANCE (SB/14/146)
The Board received and noted the monthly update from Finance, presented by the Group Financial Controller.

The Board noted that Finance were working towards finalising the University’s end-of-year accounts. These would be externally audited in September and were planned to go to the December meeting of the Court for approval.

Financial Regulations
The Group Financial Controller highlighted that Finance were in the process of updating the Financial Regulations. This would include a review of a number of policies, such as that dealing with travel expenses, to ensure that these met legislative requirements.

The Board noted that these new Financial Regulations would provide more support and
would also operate in the International Campuses. The Board would receive the Travel Expenses Policy for review and the Chair encouraged the members of the Board to consider that policy.

M14/129.3 RESEARCH & ENTERPRISE SERVICES (SB/14/147)
The Board received and noted the monthly update from Research & Enterprise Services, presented by the Chair.

M14/129.4 EXTERNAL AFFAIRS (SB/14/148)
The Board received and noted the monthly update from External Affairs, presented by the Chair.

The Chair highlighted that, starting from next month, the Board would receive monthly updates from the Student Recruitment and Marketing & Communications Directorates, rather than from External Affairs. This was in line with the Professional Services structure changes highlighted in M14/120.

M14/129.5 BORDERS CAMPUS (SB/14/149)
The Board received and noted the monthly update from the Borders Campus, presented by the Director of Administration (TEX).

Minibus provision between Edinburgh and Borders Campus
The Board noted that the Director of Administration (TEX) continued to review the provision of the minibus to allow travel between campuses for students.

International Summer School
The Board noted that, following another successful Summer School held by the School of Textiles and Design (TEX), plans were being put together for an International Study Abroad Summer School for 2015. TEX were investigating ways to make this affordable for students, with interest received from the USA, Canada and Europe.

M14/129.6 CAMPUS SERVICES (SB/14/150)
The Board received and noted the monthly update from Campus Services, presented by the Director.

M14/129.7 HUMAN RESOURCES DEVELOPMENT (SB/14/151)
The Board received and noted the monthly update from Human Resources Development, presented by the Director.

iHR System
The Board noted that the rollout of the iHR system continued to progress. There was work ongoing on a payroll interface and the October launch to all colleagues would go ahead as planned.

The Director of Human Resources Development highlighted that the total headcount for University colleagues (as at Appendix 1) had now passed 2,000.

M14/129.8 INFORMATION SERVICES (SB/14/152)
The Board received and noted the monthly update from Information Services, presented by the Director.

Malaysia Campus
The Board noted that Information Services were working closely with Malaysian colleagues in preparation for the opening of the new campus. Edinburgh Information Services colleagues had been in Malaysia since the end of July to aid with installation and setup.
Library Facilities
The Board noted that 42 new study spaces for students had been created in the Edinburgh Campus library, with areas also being adapted for group study.

The Director of Campus Services highlighted that a short, medium and long-term plan for the improvement of the library was being drawn up, though a decision on whether to work with the current building or plan for a new library was still under consideration.

Oil & Gas Innovation Centre
The Board noted that technology had been supplied to the new Oil & Gas Innovation Centre in Aberdeen and work there was now complete.

Orkney Campus
The Director of Information Services highlighted that estimates for updating telecoms at the Orkney Campus had been provided to Estates Services, as they were producing a paper for the Vice-Principal now that funding had been approved.

M14/129.9 DUBAI CAMPUS (SB/14/153)
The Board received and noted the monthly update from Dubai Campus, presented by the Chair.

M14/129.10 EDINBURGH/BORDERS CAMPUS SCHOOLS/INSTITUTES (SB/14/154)
The Board received and noted the monthly update from Edinburgh/Borders Campus Schools/Institutes, presented by the Director of Administration (SBE).

Dubai Postgraduate Students
The Board noted that the School of the Built Environment (SBE) were working to develop academic related administrative processes for SBE Postgraduate Research (PGR) students starting at the Dubai Campus this year. The processes were currently being drafter and would then be circulated to the Vice-Principal (Dubai), Head of School (SBE), School Director of Research (SBE), and Dean of Science & Engineering. Malaysia campus would be included in these processes and therefore the Vice-Principal (Malaysia) would also be consulted, although it was accepted that it might be considered too early for Malaysia to discuss PGR processes.

The need to get these processes approved for the coming year would not allow time to consult with other Schools in order to develop and agree common practice. Directors of Administration from other Schools would be provided with a copy of the paper for future discussion.

The Board noted that it would be helpful for the Dubai Executive Committee to see the paper and that this should also go to the new Registrar for information.

Exam Papers
The Board noted that the Directors of Administration had been working to create a secure online process for the preparation and scrutiny of exam papers, which would be used for all Schools (except Edinburgh Business School). SBE’s IT department were working with the HW Web Team to develop a central repository for management and production of exam papers. It was planned that a proof-of-concept would be ready for testing by the start of semester 1.

SBE/IPE Merger
The Board noted that SBE and IPE were currently still working as two separate Schools while the merger process was being organised. The Board highlighted that a working group to oversee the merger, and to ensure that the Schools continued to run smoothly during the process, would be created.

M14/129.11 GOVERNANCE & LEGAL SERVICES (SB/14/155)
The Board received and noted the monthly update from Governance & Legal Services, presented by the Director.

The Board noted that Procurement had recently purchased a series of training packages from the Higher Education Procurement Academy covering a range of topics, including compliance with the Bribery Act. Procurement would familiarise themselves with the content before inviting all colleagues at all campuses to put themselves forward for training in September. The Director of Governance & Legal Services encouraged colleagues to take advantage of the training.

**M14/129.12  REGISTRY SERVICES (SB/14/156)**
The Board received and noted the monthly update from Registry Services, present by the Academic Registrar & Deputy Secretary.

The Academic Registrar & Deputy Secretary highlighted that Registry Services were entering the early-enrolment phase, with preparations at the Malaysian Campus having been put into place on 16 July.

**M14/130  SECRETARY’S BOARD MEETING DATES 2014/15 AND 2015/16**
The Board received and noted the meeting dates for 2014/15 and approved the meeting dates for 2015/16.

**M14/131  ANY OTHER BUSINESS**

**Visa Refusal Rates**
The Director of Governance & Legal Services informed the Board that the Home Office had just announced that the visa refusal threshold would be reduced from 20% to 10% with effect from 1 November 2014. This would not have a direct impact for the University as its refusal rate remained well below 10%.

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

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

**Note of Thanks**
The Board noted its thanks to Jennifer Dickson, who had clerked for the Board since its inception and who was now leaving the University.

**DATE OF NEXT MEETING: Tuesday 2 September 2014**