

# INFRASTRUCTURE SERVICES MANAGEMENT BOARD

## Terms of Reference

1 Constitution and Purpose	
1.1	The Infrastructure Services Management Board reports directly to the University Executive (UE), which is the University's primary management decision making body.
1.2	The purpose of the Infrastructure Services Management Board is to provide a Management Forum to support the leadership, development and delivery of Infrastructure Services at Heriot-Watt University, including the development of a full Infrastructure Services strategy at all University Campuses in support of the University's Strategic Plan.
2 Remit	
2.1	The UE is responsible for oversight of the operational management of the University's land and infrastructure. Its primary aim is to provide an environment that facilitates high quality research, learning and teaching, and enterprise. After employee costs, the cost of managing infrastructure services represents the largest item of University expenditure, requiring long term planning for capital development projects. It also provides significant opportunity for revenue generation, for example, from the provision of hospitality/conference facilities such as those arising from the development of the Research Park.
2.2	The UE delegates authority to the Infrastructure Services Management Board to:
	<u>Infrastructure and facilities</u>
a)	develop an Infrastructure Services strategy for Estates, Oriam, Infrastructure Services and the Research Park. The strategies will underpin and facilitate the University's Strategic Plan and academic objectives in research, learning and teaching, and enterprise; proposals will be developed for presentation and approval to the UE and the Infrastructure Committee of Court;
b)	review and make recommendations with regard to the Estate Master Plan for the University and the University-wide grounds and landscape, including design, conservation and environmental factors and the promotion of the heritage features, campus art and sculpture of the University Campuses;
c)	work jointly with the University's Schools and Professional Services Directorates to model and devise University-wide proposals and strategies for the efficient use of space;
d)	review University-wide workspace utilisation and make recommendations to the UE in relation to workspace strategy, to Schools and Professional Services according to their needs while maximising the efficient and effective use of all University space;

- e) maintain the University's buildings, services and campus landscape, including planting, wildlife, biodiversity, and stewardship of heritage features such as trees, listed buildings and structures and works of art through an established policy and programmes of planned and reactive maintenance, complying with current legislation, health and safety, good practice and the principles of good estate management. The Board shall receive and review the landscape management plan and timely reports on the current status of landscape management and conservation from Estates Services. The Board shall ensure full compliance with all service level agreements;
- f) design and control the implementation of major capital and minor works programmes;
- g) make recommendations to the UE on the University's property portfolio to maximise opportunities for generation of revenue surplus where this is consistent with the University's Strategic Plan, Capital Plan and revenue generation objectives, including the disposal and acquisition of properties and the associated management of legal and commercial documentation;
- h) embrace the principles of environmental sustainability and ensure these are factored into the planning, design, operation and maintenance of the infrastructure and buildings;
- i) monitor and report on performance against the University agreed Environmental Sustainability Key Performance Indicators (KPIs);
- j) have oversight of protocols for naming buildings, roads, paths and other features;
- k) communicate widely and effectively with users at all stages of building or development works and with stakeholders and the wider community, particularly local and planning authorities;
- l) ensure that the estates are adequately insured and that reinstatement values are regularly reviewed;
- m) ensure that a business continuity and disaster recovery plan is operational;
- n) undertake benchmarking review of estates performance, including but not limited to Environmental Sustainability, for presentation to the UE and the Infrastructure Committee of Court;

#### Information Systems

- p) have oversight of and design and control a global IT infrastructure strategy and a major programme of IT investments;
- q) ensure that an appropriate business systems development strategy and support strategy are in place to support the University's information services;
- r) have oversight of and design and control maintenance and upgrades;
- s) have oversight of and design and control an IT infrastructure services business continuity plan and to receive regular reports regarding the performance of the infrastructure services;

## Major capital expenditure

- t) have oversight of and design and control the development of the commercial management of the physical estates; and
- u) have oversight of and design and control the delivery against the business plan for such major infrastructure projects as the UE might determine from time to time.

## **3 Composition and Membership**

### 3.1 The Board shall comprise:

- The Global Chief Financial Officer (Chair)
- The Global Chief Operating Officer (Co-Chair)
- The University Secretary
- The Principal and Vice-Chancellor
- The Vice-Principal and Provost
- The Global Director of Estates and Facilities
- The Global Director of Information Services
- The Head of Oriam and Sport
- The Director of Safeguarding Services
- Two Heads of School (ONE VACANCY)
- The Student Union President (or alternate at point of reappointment)
- Representative of the Dubai Campus VACANCY
- Representative of the Malaysia Campus VACANCY
- Representative of the Scottish Borders Campus VACANCY
- Representative of the Orkney Campus VACANCY

### 3.2 Current Members:

- Mr Andrew Jefferson, Global Chief Financial Officer (Chair)
- Ms Lucy Everest, Global Chief Operating Officer (Co-Chair)
- Ms Ruth Moir, University Secretary
- Professor Richard A Williams, Principal and Vice-Chancellor
- Professor Mark Biggs, Vice-Principal and Provost
- Ms Lynda Johnstone, Global Director of Estates and Facilities
- Mr Fraser Muir, Global Director of Information Services
- Mr Ross Campbell, Head of Oriam and Sport
- Mr Les Allan, Director of Safeguarding Services
- Professor Duncan Hand, Acting Head of School of Engineering and Physical Sciences
- Mr Scott Anderson, Student Union President

### 3.3 All members are appointed to the Board by the UE.

### 3.4 The Board will regularly monitor its own effectiveness and performance against its planned strategies and operational targets.

## **4 Equality and Diversity Statement**

### 4.1 The Board exercises its responsibility, as far as possible, to promote diversity of representation within its membership and the membership of any working group or Committee established by the Board. The Board, in carrying out its business, will also act to promote equality of opportunity for all.

## 5 Quorum and Voting

- 5.1 The quorum is half of the membership of the Infrastructure Services Management Board where the current membership number is an even number, or a simple majority where the membership number is an odd number.
- 5.2 Only Members of the Board shall be entitled to vote on any matter which involves powers and functions delegated to the Board by the UE.
- 5.3 Members who are participating in a meeting by means of audio-visual conferencing or other means, which enables that member to communicate with each of the other members simultaneously, shall be deemed to be present at the meeting and count towards the quorum.
- 5.4 It is intended that decisions of the University Executive will normally be reached by consensus following a full debate. Therefore, the Chair will normally seek agreement to the proposal in question and, in exceptional circumstances only, will call for a vote where there is a clear expression of dissent or if the matter is of particular significance.
- 5.5 The Chair of the Board shall have a deliberate vote and a casting vote.

## 6 Frequency of Meetings

- 6.1 The Board will meet four times per academic year (frequency to be kept under review).
- 6.2 Additional meetings may be held in order to meet business requirements at the request of the Chair of the Board.

## 7 Attendance and Decision Making

- 7.1 The following officers are usually expected to be in attendance at meetings:
- a) the Board Clerk
  - b) other officers may be asked to attend when appropriate
- 7.2 It is intended that decisions are normally reached by consensus following a full debate.
- 7.3 Members are expected to maintain a pattern of regular attendance at meetings in person. When not feasible to attend in person, and with the consent of the Chair, attendance may be provided by audio-visual conferencing or other means which enables that member to communicate with each of the other members simultaneously. Members are required to submit their apologies to the Clerk of the Board at the earliest opportunity.
- 7.4 The Board will maintain a formal set of minutes of each of its meetings.

## 8 Reporting Procedures

- 8.1 The Board will submit regular reports to the University Executive and the Infrastructure Committee of Court. The Chair will approve the content of the reports before release including the redaction of any information deemed necessary for reasons of commercial confidentiality.

8.2 Matters requiring the approval of the Finance Committee and/or the Court will be highlighted in the Board's report to the UE.

## **9 Forward Planning**

9.1 The Board will annually review and revise its Terms of Reference and submit recommendations for any changes to the UE.

9.2 The Board will set its meeting dates two years in advance, aligned to the schedule of meetings of the UE, the Finance Committee and the Infrastructure Committee.

9.3 The Board will maintain a forward agenda plan of its business.

## Supporting Information

<b>Groups feeding into the Infrastructure Services Management Board</b>	
<ul style="list-style-type: none"><li>• Strategic Information Systems Planning Group</li><li>• Scottish Borders Campus Management Committee</li><li>• Oriam Board of Directors</li></ul>	
<b>Effectiveness and lifespan</b>	
Lifespan ongoing. Effectiveness reviewed five-yearly as part of the UE's review of its effectiveness.	
<b>Actions that may be taken by the Board</b>	
The Infrastructure Services Management Board may:	
<ul style="list-style-type: none"><li>• Note</li><li>• Receive</li><li>• Consider</li><li>• Approve (within the boundaries of the Board)</li></ul>	<ul style="list-style-type: none"><li>• Endorse</li><li>• Recommend</li><li>• Reject</li></ul>
<b>Minuting style</b>	
Traditional/formal minutes in accordance with internal University Guidance.	
<b>Resources</b>	
Chair	Andrew Jefferson, Global Chief Financial Officer
Clerk	Nathan Bircham, Graduate Apprentice for Policy and Governance
Meetings	Four times per academic year (to be kept under review)