

Minute of HEFESTIS Informal Board Meeting held at 11:30 am on Thursday 18 February 2021 online via MS Teams.

Present

Brian Henderson (Chair)	University of Aberdeen
James Morris (JM)	University of Dundee
Nick Murton (NM)	Edinburgh College
Lisa Clark (LC)	Glasgow Kelvin College
Anne Jamieson (AJ)	Independent

In attendance

Angus Warren (AW)	APUC Ltd. - Observer
Michael Caithness (MC)	Corporate Services, APUC Ltd

Welcome and Apologies

- 1 Chair welcomed everyone and informed the board that LC would be joining later due to another college commitment.
- 2 Chair also noted that Elizabeth McFarlane would not be attending, and that JM would give a brief finance update under agenda item 4.

Minutes of the previous meeting on 24 November 2020

- 3 The minutes were approved as an accurate record of the meeting and MC authorised to digitally apply the Chair's signature.

Matters Arising from the previous meeting

- 4 Actions 23/26 - JM advised that a 'Working from Home' policy (per APUC's policy) was now available and added that DPO groups were comfortable with the WfH model.
- 5 Chair asked if the WfH document was a developing policy and AW advised that would be coming post COVID. He added that the policy is currently operational and that it is generally accepted by stakeholders and that it would be further developed with their inputs where necessary.
- 6 Chair suggested that 23/26 should be closed and noted that WfH needs to be part of Strategy discussions as face-to-face meetings are very important. He added that the new policy will be required post COVID. **(ACTION: JM)**
- 7 Actions 36,37 - Chair recommended closing these actions but agreed that it would be good to maintain a 'relationship' with Scottish Business Resilience Council. The Board agreed.

- 8 Action 56 – A reserves policy is now available based on APUC’s document and this action is now closed.
- 9 Action 58 – JM noted that this was covered in the agenda item 8.
- 10 Action 68 – JM advised that a CISO Steering group member from UHI has expressed an interest to join the board. Further discussion on this topic is covered in agenda item 6.
- 11 Action 73 – JM advised that an MS Team will be set up to allow the Board access to the Opportunities Tracker and other documents as required. **(ACTION: JM)**
- 12 All other actions are closed.

Operations plan/metrics update (the following items 13 – 37 are in reference to the balanced scorecard)

- 13 JM present a Balanced Scorecard/KPI approach for tracking activities and gave an update on each of the actions as follows:

14 *Increasing customers*

- DPO-Share no new customers (excludes CoGC)
- CISO-Share has 1 new customer. (Ayrshire College)
- Change-Share has been granted funding from Cyber Resilience (CRU) of up to £50k but it will more likely be £20k due to time constraints for call off.

- 15 AJ asked when the funding has to be spent and JM advised that the end of March was the time limit.

- 16 AW suggested that CRU might be flexible if it has visibility of the spending plan beyond end March and JM committed to discuss this with AW offline. **(ACTION: JM/AW)**

17 *Target Sector/Service Map*

- JM advised that this item has not been progressed yet.

18 *Annual conference scheduled and leads generated*

- JM advised that the Annual Conference held on 28 January was very successful with 180 delegates joining at various times.
- He added that there were technical problems with MS Streaming, but feedback was very positive and an HE institution has indicated an interest in the Change-Share service.
- JM suggested that it might be good to run more than one of these events a year to keep clients up to speed on the latest developments.

- 19 NM commented that the technical issues were well managed by the team and overall, the day was very valuable.

- 20 AW stressed the value of 'physical conferences' noting that the COUP events are profitable and a good source of funds.
- 21 Chair informed the Board that a sectoral representative body have an effective conference platform that could be considered for HEFESTIS. He added that this model has sustained them through difficult times.
- 22 Chair congratulated the team on the success of the conference.
- 23 *Service pricing model*
- JM advised that this item has not been progressed yet.
- 24 *Partner Map improving*
- JM advised that the partner map was good and that HEFESTIS has good relationships with APUC, UCISA and CRU. He noted that JISC required work to develop the relationship. He added that CRU might be helpful in recruitment of an MCISO to fill the role that will be vacant in April.
- 25 AJ asked if there were any perceived issues with the MCISO leaving in April and JM advised that 7 CVs (2 internal and 5 external) have been received to date and that interviews are planned for next week.
- 26 AJ asked if there was a risk that internal applicants might leave if they are not successful and JM advised that he has discussed this with the Chair and that it was likely that an external candidate would be appointed. He added that the role being recruited is MCISO and does not include Deputy MD responsibilities.
- 27 Chair added that he was confident that the new role would be appropriate for HEFESTIS and stressed the importance of developing the relationship with CRU. JM added that CRU would be involved in the interview process so this concern should be well addressed.
- 28 *Product/Services roadmap improving*
- JM advised that there are currently 4 services available with DPO-Share, CISO-Share and Change-Share being active and O365-Share not active yet.
 - He added that there are 4 services in 'active development' as follows:
 - Circular economy for ICT
 - Unidesk (Chair noted that a proposal with need to be presented to the Board for approval) (**ACTION: JM**)
 - iTrain
 - Risk Auditing
 - JM also advised that there are 4 further planned services as follows:
 - DPO advisory service for HE institutions
 - Open access
 - FOI requests
 - DPO – Subject access requests

29 *Updated 3-year forecast*

- JM committed to provide a 3-year forecast at the May Board. **(ACTION: JM)**

30 *Customer satisfaction/retention*

- JM Advised that a customer satisfaction survey was being conducted and that the results would be reported to the May Board. **(ACTION: JM)**

31 *Branding/Cyber Essentials*

- JM advised that CISO-Share has been migrated from University of Dundee to HEFESTIS.

32 *Success story per product or service*

- JM advised that this item had not yet been progressed.

33 *Customer portal usage*

- JM advised that the number of active portal usages per service was 46 (DPO-Share), 17 (CISO-Share) and 0 (Change-Share). He added that he was reviewing how to make portal access available.

34 JM added that there was no progress to date on 'Ideas generation' and 'Relationship awareness'.

35 *Employee satisfaction*

36 JM advised that he is in discussion with APUC HR on the best way to assess this and that Teams might be useful.

37 Chair noted that the Balanced Scorecard was a good way to present and track activities.

Financial Management Update

38 JM noted that EM had provided a full finance report as summarised key points as follows:

- Income is expected to exceed expenditure by £42k before tax. This is split between CISO Share £9k surplus; DPO Share £2k deficit and Change management and STOic TTX £35k surplus.
- Income is forecast to be £853k compared to an original budget of £817k.
- Expenditure is forecast at £810k compared to an original budget of £804k.
- The forecast balance sheet shows an increase in reserves of £42k, with the cash balance forecast to be £127k at the year end.

39 It was agreed to copy the Finance Report with the minutes. **(ACTION: MC)**

Strategy Development update

40 JM provided the updated Strategy document for information.

Board members recruitment plan

41 JM advised that the UHI representative on the CISO-Share Steering Group is interested in joining the Board.

42 He added that there is also an interested party for the vacant senior FE position.

43 Chair noted that he was happy for JM to approach these 2 candidates to join. (**ACTION: JM**)

44 AW reminded the Board that there are 2 HE roles to be filled for the CISO-Share Steering Group.

45 JM asked if a collaboration partner should be offered a non-executive role and AW suggested that it might be better to have them join in an observer role similar to his own.

46 JM suggested that the collaboration partner could join in a DPO capacity, but AJ cautioned that there might be a conflict of interest and supported the role as an observer.

47 Chair suggested creating an observer role on the Board for a representative from the Funding Council.

48 AW stressed the importance of having a good FE/HE balance on the Board.

49 AJ reminded that diversity should also be considered in selecting new Board members.

Collaboration Progress Update

50 JM advised that he had met with the CEO of the collaboration partner on 3 occasions and that a draft agreement was being drafted.

51 He added that the collaboration partner could promote HEFESTIS services to their members and that they are strong on conferencing as a way of spreading awareness of available services.

52 JM informed the Board that the collaboration partner is interested in potential shared services and access to expertise. He added that they wish to be seen as leading in some areas.

53 JM advised that a condition of membership of HEFESTIS should be that membership of the collaboration partner should also be in place and that this would be a huge benefit for HEFESTIS.

54 AW enquired if FEs were members of the collaboration partner and Chair noted that there was a large colleges membership of the collaboration partner.

- 55 AW noted that there was value in a skills link to the collaboration partner as happens with HEIDS and Chair added the collaboration partner wish their members to see them as providing an expert digital voice.
- 56 Chair advised that the collaboration partner wish to become digital technology experts and that this could be aided by a relationship with HEFESTIS.
- 57 NM thanked JM for moving this relationship along and asked if there were any risks in linking HEFESTIS and the collaboration partner memberships.
- 58 JM advised that the only risk was the cost of 2 memberships and noted that the collaboration partner has 392 members, and this would give HEFESTIS access to them.
- 59 Chair cautioned that this could put an increased demand on HEFESTIS time.
- 60 JM advised that the collaboration partner board are considering the future relationship and that he would report back on progress to the May Board. **(ACTION: JM)**
- 61 AJ noted that HEFESTIS must be ready and prepare for any increased demand for services and not underestimate it, hence there may be less tolerance for service blips from customers in England.
- 62 Chair noted that HEFESTIS market is currently only Scotland and that clients are well understood and familiar.
- 63 AW advised that a mandatory requirement for clients to be members of both HEFESTIS and the collaboration partner might necessitate a change to the company's Articles of Association. **(ACTION: MC if necessary)**
- 64 NM noted that Edinburgh College is not currently a collaboration partner member.
- 65 AW advised that APUC is an Affiliate Member of the collaboration partner and cautioned that the addition cost of becoming a collaboration partner member might deter others from joining. He asked if the collaboration partner membership could be deferred for Scotland's colleges.
- 66 AJ asked how HEFESTIS could exit from a relationship with the collaboration partner if something adverse were to happen and Chair said that this should be include in the agreement. JM suggested that the agreement could also be reviewed annually.
- 67 The Board gave JM approval to progress this relationship and report back at the May Board. **(ACTION: JM)**

Reserves Policy

- 68 JM advised that the policy has been updated following an action from the Audit Committee and that it is based on APUC's policy with some inputs from AW.
- 69 AW suggested that reference to the USS pension scheme should be changed to 'user defined pension schemes' and the Board approved the document subject to this change being implemented. **(ACTION: JM)**

Any Other Business

- 70 JM informed the Board that CISO-Share and DPO-Share were performing well and noted that Change-Share has an equivalent workload and HEFESTIS must be ready to go with it when required. He proposed that an APUC employee could be moving into the HEFESTIS team to develop Change-Share and O365-Share services.
- 71 NM and LC supported this proposal.
- 72 AW noted that there would be good value from the APUC resource and recommended that the role should be permanent and not fixed term.
- 73 Chair suggested that the objective of the role needs to be clear and JM noted that there was demand for Change-Share, but O365-Share was not so clear.
- 74 AJ suggested a checkpoint before one year to quantify success of the new services and Chair agreed to make the role permanent but with checkpoints perhaps at Board meetings.
- 75 The Board approved this proposal.
- 76 LC asked if there was a risk in losing further staff as a result of the MCISO's recent resignation and JM advised that he was discussing this issue with the Chair.
- 77 AJ suggested that a virtual PA might be helpful in easing the MD's workload and JM advised that he might be able to get support from his university.
- 78 JM asked that if the UCISA relationship was successful, could HEFESTIS offer services to other public sector bodies and Chair stressed that this would need to be balanced against the current demand on resources.
- 79 JM stressed that selection of public sector bodies would need to be appropriate to HEFESTIS's resources and AW offered to arrange meetings with relevant bodies.
- 80 The Board supported this proposal.

Date of Next Meeting

- Thursday 20 May – 11:30 to 13:30 Board, MS Teams
- Wednesday 25 August – 11:30 to 13:30 Board, venue tbc
- Wednesday 20 October – 13:00 to 14:30 Audit Committee, Edinburgh tbc
- Thursday 25 November – 11:30 to 13:30 Board, venue tbc

There being no further business, the meeting closed at 13:20

