

Heriot-Watt University

PROFESSIONAL SERVICES LEADERSHIP BOARD (PSLB)

Minutes: 8 December 2016

In the Chair:	Mr Mike Roch, Director of Information Services	
Present also:	Mr Mark Adderley, Director of Human Resource Development	Mr Campbell Powrie, Director of Administration (SML) (until 11.30am)
	Mr Mike Bates, Director of Student Recruitment	Mr Martyn Spence, Director of Marketing and Communications
	Ms Sue Collier, Director of Governance and Legal Services	Mr Paul Travill, Academic Registrar
	Mr Darren Cunningham, Director of Administration (MACS)	Ms Sheelagh Wallace, Director of Administration and Registrar (Dubai)
	Mr Malcolm Deans, Director of Campus Services	Ms Vivienne White, Director of Administration (TEX)
In Attendance:	Mr Derek Penman, Director of Administration (EPS)	Ms Janice Yew, Chief Operating Officer (Malaysia)
	Mr Tim Burns, Tier 4 Compliance Officer (M16/163)	Ms Ann Jones, Head of Heritage and Information Governance (M16/164)
	Mr Gordon Duncan, Project Support Manager (M16/160)	Mr Steve Salvini, Project Support Manager (M16/160)
	Ms Lisa Herlihy, Clerk	
Apologies:	Ms Candace Albornoz, Assistant to the Secretary	Ms Morag Heggie, Director of Administration (EBS)
	Ms Philippa Burrell, Director of Administration (EGIS)	Dr Alicia Greated, Director of Research and Enterprise Services
	Ms Ann Marie Dalton-Pillay, Secretary of the University	

The Chair welcomed the following to the meeting:

- Ms Ann Jones, Head of Heritage and Information Governance, to present M16/164 *General Data Protection Regulation*;
- Mr Tim Burns, Tier 4 Compliance Officer, to present M16/163 Tier 4 Visa Refusals; and
- Mr Gordon Duncan and Mr Steve Salvini, to take part in the discussions around M16/160 *Transformational Initiatives*.

MINUTE REF

M16/158 MINUTES OF THE MEETING OF 3 NOVEMBER 2016

The Board received and approved the minutes of the meeting of 3 November 2016.

M16/159 MATTERS ARISING REPORT FOLLOWING THE MEETING OF 3 NOVEMBER 2016

The Board received and noted the matters arising report following the meeting of 3 November 2016.

The Chair advised that members of the Board should contact the Clerk with any updates for their outstanding actions.

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M16/160 TRANSFORMATIONAL INITIATIVES

160.1 MARKETING AND RECRUITMENT (PSLB/16/199)

The Board noted the Project Initiation Document for the Marketing and Recruitment Transformational Initiative, presented by the Director of Marketing and Communications and the Director of Student Recruitment.

The Director of Marketing and Communications highlighted that the Higher Education sector was facing a challenging period for student recruitment and it was vital for Heriot-Watt to improve the student journey and adopt best practice from across the sector. As part of the Transformational Initiative, a Marketing and Recruitment group had been set up to focus on these issues.

Next steps in this area included building on the Conversion Group model, which had worked successfully to improve the University's performance at Clearing in August 2016. The Board noted that the University Executive had recently approved the following changes for 2017/18 recruitment:

- The introduction of unconditional offers, which were becoming far more common across the sector;
- Simplifying and consolidating scholarships and bursaries; and
- Increasing agency commission for international recruitment agents in order to make this more competitive in comparison to other UK universities.

The Board discussed student recruitment challenges in the current climate, including submission of applications after the UCAS deadline in January. A member of the Board queried whether this was a new trend in 2016/17 and the Director of Student Recruitment confirmed that this was the case. The Director of Student Recruitment highlighted that Applicant Visit Days were coming up in March and April 2017 and Schools were encouraged to review and update presentations where necessary. Student Recruitment would also be matching prospective students with students currently studying on the courses they were interested in. The Academic Registrar emphasised that the new Customer Relationship Management (CRM) system would provide opportunities for improved communication with prospective students and these possibilities should be fully exploited.

160.2 SARP (ORAL UPDATE)

The Board noted an oral update on the SARP, presented by the Academic Registrar.

Admissions Hub

The Board considered a proposal to create an Admissions Hub, which the Academic Registrar clarified would involve co-location of colleagues involved in admissions from across the Scottish campuses, including the Borders Campus. Colleagues' line management would not change and the co-location would allow sharing of expertise amongst colleagues.

The Board agreed that the idea of an Admissions Hub was a positive step, though some practical difficulties were raised. These included a change in working location for admissions colleagues from the Borders Campus, and the possibility that School Offices might be left understaffed because colleagues working on admissions also fulfilled other roles in their Schools. The Academic Registrar highlighted that, in future years, there would be a review of current admissions processes and these factors would be taken into consideration. For the current year, the Board agreed that the Academic Registrar would develop a full proposal for presentation to the University Executive for approval.

Current SARP Workstreams

The Board noted the following updates relating to current SARP workstreams:

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- that the tender process for the Student Portal system was underway. The potential providers had been given a number of scenarios to consider and had been asked to demonstrate how their product would work in these scenarios. The panel would make a decision in the New Year and the base portal would be available from September 2017;
- that the Admissions CRM system would go live in Malaysia in February 2017 with a demonstration of the system organised for January 2017, when colleagues would be gathered on the Edinburgh Campus for the Global Recruitment and Marketing Workshop; and
- that an update to the student systems infrastructure would take place in December 2016. Document management and workflow improvements would begin in the New Year.

The Chair queried whether updates were being captured in the Staff Newsletter or via other means. The Academic Registrar confirmed that the SARP SharePoint intranet page provided rolling news updates and a monthly update also appeared in the Staff Newsletter.

M16/161 GLOBAL RECRUITMENT AND MARKETING WORKSHOP: JANUARY 2017 AGENDA (ORAL UPDATE)

The Board noted that an agenda for the Global Recruitment and Marketing Workshop on 19 and 20 January 2017 would be circulated shortly. One of the key items on this agenda would be a Global Hub model for Marketing and Recruitment.

The Director of Student Recruitment highlighted that an online preparation course would be circulated to attendees for completion prior to the Workshop.

M16/162 LIBRARY REFURBISHMENT (ORAL UPDATE)

The Board noted an update on the refurbishment of the Edinburgh Campus Library, presented by the Director of Information Services.

The Director of Information Services highlighted that a three-year project to refurbish the Library had been agreed with a budget of £6 million. The aim of the project was to ensure the Library was fit-for-purpose as a 24/7 study centre for students. The infrastructure of the building would be upgraded as necessary, and the layout would also be revised to provide up to 1,000 seats.

The Board noted that the refurbishment would take place on a floor-by-floor basis over the next three years, with outdated content moved to make more room for study space. The heavy engineering works would take place over summer holidays and other works would also be undertaken during the course of the year. The Director of Information Services highlighted that a Project Board had been established to oversee any necessary movement of services and colleagues.

M16/163 TIER 4 VISA REFUSALS (PSLB/16/204)

The Board considered and approved proposals to improve Tier 4 visa refusal rates, as presented by the Director of Governance and Legal Services and the Tier 4 Compliance Officer.

The Tier 4 Compliance Officer clarified that currently the University had a projected compliance rate of 5.4%, which was below the current 10% threshold, and would place the University amongst the lowest-performing Higher Education Institutions (HEIs) in the UK. The Principal had indicated that the University must keep its refusal rate below 5%. To achieve this, the following proposals were put forward:

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- that financial evidence must be checked prior to the issue of a Confirmation of Acceptance for Studies (CAS), which allowed a student to apply for a Tier 4 Visa. Currently at least 59% of the University's visa refusals related to students not fulfilling the requirement to have a certain amount of money when checked by UKVI;
- that, as part of the above, CAS would not be issued more than three months prior to the programme start date. This would ensure financial evidence was current at the point of application;
- that more rigorous checks would be completed for applicants who have completed previous UK study and applicants who are required to satisfy UKVI's academic progression requirements, as internal auditing suggested this was a weaker area;
- that the number of colleagues who could issue a CAS would be reduced; and
- that solutions for enhancing Visa processes would be explored as part of SARP.

The Board agreed that the working models proposed in the report would be discussed outwith the meeting. The Tier 4 Compliance Officer would meet with the Academic Registrar, the Head of the Student Systems Unit and others involved in SARP to discuss next steps and links with work on admissions.

M16/164 GENERAL DATA PROTECTION REGULATION (PSLB/16/205)

The Board endorsed the proposals put forward for compliance with the EU General Data Protection Regulation (GDPR), as presented by the Head of Heritage and Information Governances, and recommended these for approval by the University Executive.

The Head of Heritage and Information Governance highlighted that the new EU GDPR would come into force in May 2018. The following would be part of the new legislation:

- higher standards of consent required;
- provision for data subjects to request the deletion of their data or the ability to take it with them to a new provider;
- mandatory data breach reporting; and
- significant fines when organisations were in breach of the regulations.

In order to continue operating in Europe post-Brexit, the UK would need equivalent Data Protection legislation and therefore very little would change when the UK withdrew from the EU.

The Board noted that the Information Commissioner's Office had issued a 12-step action plan and the Head of Heritage and Information Governance was working with the Data Protection Officers at other Scottish Universities to ensure that plans for implementing the legislation were broadly consistent and that Heriot-Watt was not out of step as it began making changes.

Heriot-Watt's action plan for meeting the May 2018 deadline required the University to be compliant by the beginning of the 2017/18 academic year, as the deadline fell within this period. A short-life project would be created to work in tandem with the Cyber Security Project and would ensure that the University systems were future-proofed for GDPR.

The Head of Heritage and Information Governance confirmed that she would need to meet with data owners to perform a risk assessment for the data that they held, focusing on personal data. The Head of Heritage and Information Governance would work with colleagues to ensure that relevant policies were updated to reflect GDPR and would update Information Security Incident Management procedures to ensure breaches could be reported easily. In many places the University already had the appropriate policies in place and these simply needed to be embedded as business as usual.

The Board queried how the GDPR would affect the University's international campuses. The Head of Heritage and Information Governance clarified that Heriot-Watt University was the Data Controller for the worldwide Heriot-Watt Group. As with the current Data Protection Act 1998, the GDPR applied to the University and other organisations in the EU, and the

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processing of personal data by the University, its partners, contractors and agents on its UK, Dubai and Malaysia campuses and on university business worldwide. The Malaysia Campus also complied with the Malaysian Personal Data Protection Act (2010), (PDPA), which was modelled closely on UK legislation. By complying with GDPR, the University would remain fully compliant with the Malaysia PDPA.

The Board highlighted that the most challenging area would be implementing retention policies for hard copy documents. The Academic Registrar clarified that retention policies would be built into the new student systems to automate the process. The Board also queried whether consent could be retrospective. The Head of Heritage and Information Governance confirmed that she would check whether consent became retrospective under the GDPR.

M16/165 FACE-TO-FACE BRIEFING FEEDBACK (PSLB/16/206)

The Board noted the Face-to-Face Briefing Feedback, presented by the Director of Marketing and Communications.

The Director of Marketing and Communications highlighted that a review of internal communications was taking place, and that Face-to-Face formed part of the review. Formal responses to feedback were not being received from the University Executive, and members of the Board highlighted that responses were expected by colleagues under the current process. The Director of Marketing and Communications agreed that a notice regarding the review would be included in the next Face-to-Face Briefing.

M16/166 REPORTS FROM THE SCHOOLS AND PROFESSIONAL SERVICES (PSLB/16/207 – PSLB/16/218)

The Board noted reports from the Schools and Professional Services, presented by the Directors of Administration and Directors of Professional Services.

The following points were highlighted during the course of this item:

Campus Services

- that the Academic Leadership and Development team were currently situated in the Postgraduate Centre, which was being redeveloped as study space. No alternative location for this team had yet been agreed with the Director of HRD. The Director of Campus Services would liaise with the Director of HRD regarding the relocation.

Dubai Campus

- that the Student Services Centre at the Dubai Campus was now open and available to students;

Governance and Legal Services

- that some colleagues had missed the Information Governance training deadline. Line managers would be provided with lists of colleagues who needed to complete the training in January 2017; and

Marketing and Communications

- that Stage One of the website development would go live on 9 December 2016. The Director of HRD highlighted that communication of website downtime would need to be reviewed in future. A number of scheduled job adverts had not gone live on iRecruit because colleagues had been unaware of the upcoming downtime.

M16/166 GROUP FINANCIAL DASHBOARD (PSLB/16/219)

The Board noted the Group Financial Dashboard, presented by the Chair.

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M16/167 PROFESSIONAL SERVICES LEADERSHIP BOARD FORWARD AGENDA (PSLB/16/221)

The Board received and noted the Professional Services Leadership Board Forward Agenda, presented by the Chair.

The Board confirmed that, as previously agreed with the Secretary of the University (and Chair of the Board), the regular reports would not be discussed at future meetings unless a member wished to raise a particular item.

M16/168 POLICIES UNDER DEVELOPMENT REPORT (PSLB/16/22)

The Board noted the Policies Under Development Report, presented by the Chair.

M16/169 PROJECTS DASHBOARD (PSLB/16/223)

The Board noted the Projects Dashboard, presented by the Chair.

The Board agreed that, dependent on the approval of the Secretary of the University, the Projects Dashboard would be removed from future PSLB agendas. The Dashboard was now focused on the Transformational Initiatives and these were discussed at each meeting of the PSLB, with the Project Support Office in attendance to provides updates where necessary.

Date of next meeting: Wednesday 11 January 2017