

In the Chair: Professor Richard A Williams, Principal and Vice-Chancellor

Present Also: Professor Julian Jones, Vice-Principal
Professor Robert Craik, Vice-Principal (Malaysia)*
Professor Ammar Kaka, Vice-Principal (Dubai)*
Professor Gill Hogg, Deputy Principal (Engagement Staff Development)
Dr Gillian Murray, Deputy Principal (Enterprise and Business)
Professor Gareth Pender, Deputy Principal (Research and Innovation)
Professor John Sawkins, Deputy Principal (Learning and Teaching)
Professor Malcolm Chrisp, Head (Energy, Geoscience, Infrastructure, and Society)
Professor Robert MacIntosh, Head (Management and Languages)*
Professor Stephen McLaughlin, Head (Engineering and Physical Sciences)
Professor Beatrice Pelloni, Head (Mathematics and Computer Science)
Professor Fiona Waldron, Head (Textiles and Design)
Professor Mushtak Al-Atabi, Senior Deputy Vice-Principal (Malaysia)*
Ms Ann Marie Dalton-Pillay, Secretary of the University
Mr Andrew Menzies, Director of Finance
Mr Richard McGookin, Director of Planning
Mr Mark Adderley, Director of Human Resource Development

In Attendance: Mr Brett Dodgson, Clerk

Apologies: Professor Heather McGregor, Executive Dean (Edinburgh Business School)

* Indicates member participating remotely

**MINUTE REF
M16/267**

WELCOME AND ANNOUNCEMENTS

The Chair welcomed to the meeting the members of the UE and those colleagues who were in attendance.

M16/268

BLUE PAPERS

The UE received the Blue Papers for the meeting.

M16/269

MINUTES OF THE LAST MEETING

The UE received the minutes of the meetings held 18 October 2016 and 25 October 2016 and approved them as a correct record subject to minor amendments to (i) the attendance record for the meeting held 25 October 2016; and (ii) minute 16/264.

Arising from minute 16/255, it was noted that those members who had not already done so should submit to the Deputy Principal (Engagement and Staff Development) a list of up to ten things that the University's academic staff development provision should be doing if it is to meet the needs of the institution, its staff, and its students.

Arising from minute 16/261, it was noted that the Projects Office had developed a model blog for each of the Transformational Initiatives. The blogs could be used to inform the wider University of the progress of the Transformational Initiatives. A member of each

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Transformational Initiative team would need to be responsible for ensuring that the blogs were regularly updated and it was agreed that the Transformational Initiatives leads should liaise with the Projects Office as to how the blogs could be used. It was agreed that project descriptions should be given to the Projects Office so that they could be reformatted as Project Initiation Documents in advance of them being presented to the UE for approval.

M16/270 REPORT FROM THE CHAIR

In a verbal report the Chair noted that the next UE Strategy Away Day would be held 10 November 2016 and provided an outline of the agenda for the event and the purpose of each session.

It was noted that the next meeting of the UE would focus on student recruitment and that a programme of suggested topics for strategic and tactical consideration would be circulated by the Secretary of the University. Members were reminded of the need to attend the meeting prepared to discuss how they would achieve their undergraduate and taught postgraduate student recruitment targets and the types of tactical approach would be needed.

The Chair drew attention to the agenda for the Court Strategy Away Day to be held in November 2016. It was noted that this would include a report on the University's key performance indicators and a presentation from some of the University's social science researchers.

The Chair reminded members that there was a standing invitation to suggest agenda items for future meetings and that paperless reports were particularly welcomed.

M16/271 [Reserved Section – Ref. FOI(S)A, s.30 and s.33]

M16/272 PERFORMANCE AND DEVELOPMENT PLANS: 2015-16 REVIEW AND FUTURE PLANS [Paper: UE/16/225]

The UE considered a report on the Performance and Development Review process and plans to enhance this for the 2016 review round.

It was noted that Performance and Development Reviews were an important part in achieving the University's performance targets and developing an institutional culture where all staff had clear and agreed performance objectives. However, for some staff it was suggested that the effectiveness of Performance and Development Reviews continued to be limited by the perception of reviews as a standalone process rather than an integral part of a broader approach to monitoring and reviewing performance; by a lack of engagement in the completion of Performance and Development Reviews or failure to record Review outcomes; and by issues relating to how Performance and Development Reviews were delivered.

It was agreed that:

1. the UE should reaffirm its support for the Performance and Development Review process and emphasise that all staff were required to complete a Performance and Development Review each year;
2. that the 2017 objectives for each member of the UE should be agreed by December 2016 so that objective setting at other levels could start early in 2017;
3. all areas should have a mechanism to calibrate Performance and Development Review rating decisions before the 2017 Review round started;

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4. the Director of Human Resource Development should develop additional guidance on the number of Performance and Development Reviews which any individual reviewer might be normally expected to complete;
5. the Director of Human Resource Development should develop additional guidance on Performance and Development Review requirements in respect of staff who join the University part way through the academic year; and
6. the lighter-touch review process used for some categories of housekeeping staff might also be appropriate for some categories of manual and technical staff; it was agreed that the Director of Human Resource Development should liaise with relevant Heads of School on the use of a lighter-touch review process for manual and technical staff.

It was noted that a number of the projects comprising the Transformational Initiatives would support the development of the Performance and Development Review, such as the development of academic role profiles which might support the development of performance metrics. It was agreed that the Director of Human Resource Development should map the links between the Transformational Initiatives and the Performance and Development Review process and present a further report to the next University Leadership Forum. It was agreed that members of the University Leadership Forum should be clear as to their responsibilities in respect of the Performance and Development Review process and to help set the tone for the way in which Performance and Development Reviews were seen within the University.

M16/273 SENATE COMMITTEES: TERMS OF REFERENCE [Paper: UE/16/226]

The UE considered the terms of reference and compositions for the proposed three primary Senate committees which would be responsible for research and innovation, learning and teaching, and quality and standards.

It was noted that the proposed terms of reference and the composition for each of the three committees were consistent with the Charter and the Statutes; the terms of reference were also aligned with the Statement of Primary Responsibilities which had been approved by the Senate in October 2016. It was intended that the proposed terms of reference and the composition for the three committees would be presented to the Senate for approval in December 2016.

It was agreed that the process by which the chairs of the Senate committees would be appointed should be made clearer and, in particular, emphasise the authority of the Principal and Vice-Chancellor as Chair of the Senate. It was further agreed that the process by which the Principal and Vice-Chancellor or the UE might invite the committees to consider matters of an executive nature should also be made clearer. It was noted that there should be further clarity on the circumstances in which the chair of a committee might deem executive business to be considered as reserved matters.

It was agreed that each of the three committees should normally include appropriate geographical representation from across the Group where possible. It was noted that the composition in each case included one of the Deans of the University and that the representative nature of the committees was provided through the inclusion in each case of three elected members of the Senate.

The UE endorsed the proposed terms of reference and the composition for each of the three committees subject to the agreed changes. It was agreed that an amended version of the terms of reference should be circulated for further consideration. It was further agreed that the proposed committee chairs should contribute to the presentation of the terms of reference and the composition for the three committees to the Senate in December 2016.

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M16/274 SCHOOL OF ENGINEERING AND PHYSICAL SCIENCES: CONSULTATION

The UE received a verbal report on a consultation that had been launched in the School of Engineering and Physical Sciences.

It was noted that, following the reappointment of the Head of School, all staff within the School would be invited to share their views on the current position and future direction of the School. The consultation results would be used to inform the development of the School's plans for the next five years.

M16/275 RESEARCH AND INNOVATION SUPPORT: PROJECT DESCRIPTION [Paper: UE/16/227]

The UE considered the proposed Project Initiation Document for the Research and Innovation Support Project which would form part of the Enhancing Our Systems and Processes Transformational Initiatives.

It was noted that the project was intended to deliver the development of Research and Enterprise Services as a business partnership model which would work across the Schools and campuses. The project was also intended to deliver enhancements to associated financial management and reporting systems.

It was noted that, as with all of the Transformational Initiatives, the project aimed to deliver its objectives within the current academic year and within existing budget envelopes. It was agreed that the project description should also reflect the need to align research and innovation support with the scale of research activity within each School and campus. It was further agreed that terminology around innovation and knowledge exchange should be more clearly defined and that there should be consistency across Project Initiation Documents in how key project members were described.

The UE approved the Project Initiation Document subject to the agreed amendments.

M16/276 FACE-TO-FACE: CORE BRIEF NOVEMBER 2016

The UE received the proposed topics for the November 2016 Face-to-Face core brief.

M16/277 MALAYSIA CAMPUS: ANNUAL REPORT 2015-16

The UE noted that the Malaysia Campus Annual Report for 2015-16 would be presented to the Court in November 2016. It was agreed that the Secretary of the University and the Vice-Principal (Malaysia) should prepare the report for presentation to the Court and, if needed, notify the Malaysia Campus Board of any material amendments.

It was agreed that the report should be shared with the Vice-Principal (Dubai) and used as a model for the Dubai Campus Annual Report 2015-16 which was due to be presented to the Court in December 2016.

M16/278 HEALTH AND SAFETY COMMITTEE: ANNUAL REPORT 2015-16 AND POLICY STATEMENT [Paper: UE/16/230]

The UE received and noted the Health and Safety Committee Annual Report for 2015-16 and the 2016-17 Health and Safety Policy Statement.

It was noted that the UE was required each year to endorse the University Health and Safety Policy and that this would be presented to the UE in December 2016.

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M16/279 EMPLOYEE ENGAGEMENT SURVEY: UPDATE REPORT [Paper: UE/16/230]

The UE received and noted an update report on actions arising from the 2015 employee engagement survey.

M16/280 DATE OF NEXT MEETING

The UE noted that its next meeting would be a strategy meeting and would be held 8 November 2016.

Signed by Chair

Date