

# PLANNING AND MANAGEMENT

## Notes of the meeting of 8 Aug 2002

**Present:** Prof J S Archer, Principal (Chair)  
 Prof A C Walker, DP (Resources)  
 Mr P L Wilson, Secretary of the University  
 Mr R Fraser, Director of Finance  
 Prof J A Swaffield, Head of School, BE  
 Prof J Fernie, Head, School, ML  
 Prof J D C Jones, Head of School, EPS

Prof R J Pooley, Head of School, MCS  
 Prof K G Lumsden, Director, EBS  
 Prof F G Priest, Head of School, SLS  
 Prof D G Owen, Head of School, TEX  
 Prof D R Hall, DP (Research)  
 Prof B D G Smart, Head of Institute of PE

**In attendance:** Mr D Nicholson  
 L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J E L Simmons, Vice-Principal  
 Prof R R Leitch, DP (Learning)

Mrs M Thornton, Director of Corporate  
 Mr R McGookin, Director of Planning

**ACTION:**  
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*when*

### M2485 NOTES OF THE MEETING OF 11 JULY 02

Approved the notes of the meeting of 11 July 02.

### M2486 MATTERS ARISING

#### UK/EU UG APPLICATIONS 2002: UPDATE

Agreed that in the summer/autumn period in the run up to student enrolment it would be helpful for PME to receive regular updates on undergraduate student applications.

RMcG

LK-S

#### TAUGHT MASTERS COURSES: OFFERS PROCESS

Noted concerns about delays in the processing of applications for taught Masters level courses. The Secretary of the University confirmed that the situation was being managed and that improvements were expected over coming days. Agreed that colleagues' concerns would be relayed to the Academic Registrar who would be invited to provide an update on current arrangements and progress being made

PLW

KP

Agreed also with regard to billing arrangements for students enrolling on distance learning courses that the Director of Finance would consult with relevant individuals in reviewing the relevant processes. Noted general consensus that processes and procedures connected with distance learning enrolment should, as far as possible, be driven by Schools.

RF

KP/HoSs

The Director of EBS extended a welcome to any colleagues interested to see how the system in EBS operates.

**M2487 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 JUNE 02 (PERIOD 11) AND FORECAST OUT-TURN 2001/02**

Noted Management Accounts for the period to 30 June 2002 (Period 11) highlighting an operating deficit of £2.192m, roughly in line with budgeted movement, and reflective of the increased gain on the sale of the SEPA building, and improvement in the results of EBS which were mitigated in part by reduced surpluses across other subsidiary activities.

Noted, however, that the forecast out-turn reported in the P&L accounts for 2001/02 will now need to include additional provisions including, in large part, expenditure which will be incurred in 2002/03. Provisions include:

- Restructuring costs:- a) under current financial disclosure requirements the full costs of voluntary redundancies must be provided for in the financial year just ended, resulting in £1.7M of restructuring costs budgeted for in 2002/03 being brought forward; b) in addition, restructuring costs have increased by ~£650K from the month 10 forecast due to both an increase in the number of staff accepted into the scheme, and some increase in actual costs. Restructuring costs nevertheless remain within the budget approved by Court;

- Unfunded Pension Liabilities:- The University is currently meeting ongoing pension liabilities for employees who have in the past taken early retirement. Despite trying to do so, the University is prevented from buying these out after 1998, and under revised accounting standards, full provision must be made in the P&L accounts for the total likely costs of these pensions until they expire. Revisions to accounting arrangements are expected to increase the P&L charge in 2001/02 by a one-off provision of £465K;

- An increase in liabilities in respect of Edinburgh University's minority interest in ICMS has been identified and provision made in the accounts;

- The financial clean up of a number of small items and investments to be written off in 2001/02 will add a further charge to the P&L accounts.

In addition, the Director of Finance reported that a number of ongoing issues from previous years had not yet been quantified with sufficient accuracy to allow the full impact on the P&L accounts to be calculated in detail; however every effort is being made to bring these to closure quickly. Issues to be resolved include: "bad debts" involving students and commercial organisations; unprocessed transactions including unmatched invoices and open goods received not invoiced; and uncertainty about treatment of funds loaned to the Galashiels Students Association.

RF/PLW/HoSs et al  
from Aug 02

Agreed:

- Need to increase provision in 2001/02 to cover bad debt, and to make similar provision in the budget for 2002/03. Agreed need to understand the issues involved in bad debt in further detail and to develop policies aimed at reducing it substantially. It was important in terms of student debtors to ensure that Schools/Institutes have sufficient power to deal with problems early.

Agreed also that the Students Association should be consulted at an early  
- Heads of Schools should remind their staff of the need to ensure proper and timely processing of orders and invoices through the POP system.

HoSs  
Aug 02

- To review treatment of the loan by Galashiels Students Association and make a recommendation to the Finance Committee at its meeting on 26 August 02.

PLW/ACW/RF  
Aug 02

**M2488 BEC RENT AND ROYALTIES**

Agreed that the following credits should be made to Edinburgh Business School accounts in respect of rental for the BEC building:

- for 2000/01 - £150,000
- for 2001/02 - £150,000
- for 2002/03 - £150,000 to be paid at the appropriate time.

PLW/RF LEI-G  
Aug 02

Agreed also that arrangements should be made for payment of BA Royalties

for 2000/01 and 2001/02 from SOLD programme receipts, and noted that the amounts in each case would be confirmed by Mr Mike Kerrison. Noted the wider issue of the need to develop a new and less complex set of operating agreements between the University and EBS.

#### **M2489 PROPOSED BUILDING EXTENSION FOR MACS**

Agreed to support development of a detailed business case for a proposed building extension to the Mountbatten Building to allow co-location of the School of Mathematical and Computer Sciences, and noted that the Head of School would consult with School management and other colleagues to develop a full plan for the project in the near future.

RJP et al  
Aug 02 onwards

Noted an initial outline proposal and costing for a for a three-storey Yorkon building. The estimated cost of the extension was in the region of £1.6M to £2M. Noted two major existing sources of funding that might be considered to support the project, including the Mathematics legacy which, with accumulated interest, was now valued in the region of £600K and SRIF funds of some £270K. This would leave potentially a bit more than half of the full cost still to be found. It was expected that the School would explore in further detail opportunities for external funding and additional School generated income.

Agreed that it was important that the business case incorporates a detailed "value for money" assessment.

#### **M2490 NAMING OF BUILDINGS: FIRST REPORT**

Agreed support for a working list of proposed names for School buildings and noted that further proposals were expected to follow. Agreed that the School of Built Environment should be permitted to proceed with arrangements to adopt formally the names proposed for the Civil Engineering and Building Engineering & Surveying Buildings, i.e., the William Arrol and Edwin Chadwick Buildings respectively.

JAS et al  
Aug 02  
MT

#### **M2491 INSURANCE COVER: STAFF WORKING FROM HOME**

Noted insurance, risk and health & safety issues associated with staff working from home as part of their agreed terms of employment.

PLW  
Aug-Oct 02  
HoS

Agreed need to seek more detailed advice from insurers and legal advisers, and to develop University policy and procedures to cover these arrangements. Arrangements in respect of staff required to work off-campus in other locations in the course of their duties would also need to be considered in detail.

Agreed that in the mean-time, Heads of Schools/Institutes and non-academic units should be advised that no contract of employment should be issued which includes a requirement to work from home.

Agreed also that for the time-being on occasions where staff are permitted to work from home as a matter of their own choice, it must be made clear that this arrangement is at the individual's own risk.

**M2492 DEFINING THE BOUNDARIES OF AUTHORITY IN ONE UNIVERSITY (CONTINUATION OF PME DISCUSSION, 11 JULY 02)**

**MoUs WITH HEADS OF SCHOOLS/INSTITUTES**

Noted that the Principal would arrange individual discussions with Heads in the near future.

JSA  
Aug-Sep 02

**OTHER APPOINTMENT AND /MoU DETAILS**

PLW

Agreed:

- It would be helpful for Heads of Schools/Institutes to receive copies of appointments correspondence from the Personnel Office to School/Institute directors. Agreed also that MoUs to these individuals should be issued formally from the Personnel Office;

- It would be helpful for Heads of Schools/Institutes to know the details of the Principal's MoU with the Vice-Principal and Deputy Principals.

JSA

Aug-Sep 02

**M2493 PME SCHEDULE, FORM OF MEETINGS, ASSOCIATED ADMINISTRATIVE ARRANGEMENTS AND COMMUNICATIONS**

Noted proposals concerning the schedule of PME meetings, associated administrative arrangements and communications, and agreed the following:

LK-S/MT  
Ongoing

PME

**MEETINGS SCHEDULE**

- In principle, further consideration might be given to reducing the frequency of PME meetings from the normal two-weekly cycle. Agreed however that there should not normally be a gap of more than three weeks between meetings. Noted the aim of shaping the schedule of meetings according to Court and planning/management business cycles; it was unlikely therefore that a wholly regular pattern would emerge. Noted that the schedule for the new academic year would be published as early as possible. (Action: LK-S/Aug 02)

**ATTENDANCE**

- For the time-being it was not expected that School management colleagues would be invited to attend PME meetings as stand ins for absent Heads of Schools/Institutes; however this option would be reviewed by the Principal after a period.

**DEADLINE DATE FOR MEETING PAPERS**

The deadline for receipt of PME papers by the clerk should be Noon on the Thursday before the week of the scheduled meeting.

**PME AGENDA**

- The agenda of each meeting should include an opportunity for Heads of Schools/Institutes and Conveners of the Research, Learning & Teaching and Administrative Services support to provide very brief verbal updates on current issues

- A schedule would be agreed for consideration of planning documentation from Schools/Institutes/Boards

- Agreed that it would be helpful to include in the agenda occasional update presentations from units/sections;

- Colleagues were encouraged to contribute their comments/recommendations on additional items that should be included in agenda schedules.

**NEW MONTHLY INFORMATION BRIEFING**

Agreed to invite the Director of Corporate Affairs to develop more detail on the proposal to establish a new monthly all staff information briefing. (Action: MT/Aug-Sep 02)

**PRINCIPAL'S ADVISORY GROUP**

Agreed to consider at the end of the year whether to proceed with arrangements for a reconstituted PAG. Membership could include the Principal; Vice-Principal; Secretary of the University; Director of Finance; Representatives from each of the Schools/Postgraduate Institutes; Deputy Principals; Deans; and representatives from administrative/support sections as appropriate. Other forms of meetings might also emerge as options. In the

mean-time PAG meetings had been suspended and a series of monthly working lunches were arranged through the autumn period.

Noted that the paper would be developed as an evolving working document to which colleagues were encouraged to contribute.

**M2495 ANY OTHER COMPETENT BUSINESS**

**APPOINTMENTS PROCESSES**

Noted that the AP(Resources) and the Secretary of the University would, in consultation with relevant colleagues, progress with the development of proposals aimed at streamlining and making more efficient the University's staff recruitment procedures, in particular, requests for new appointments and associated job evaluation and authorisation procedures.

ACW/PLW

et al

Aug-Oct 02

**CASE OF MEASLES ON CAMPUS**

Noted that a recent case of measles had been diagnosed in a student living on Edinburgh Campus. The University Physician and the Secretary of the University were taking the necessary steps to manage the necessary follow-up procedures and communications.

VDeL/PLW

Aug 02

# PLANNING AND MANAGEMENT EXECUTIVE SUMMARY NOTES

## Meeting of 5 Sep 2002

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Mr P L Wilson, Secretary of the University  
Mr R Fraser, Director of Finance  
Prof J A Swaffield, Head of School, BE  
Prof J Fernie, Head, School, ML  
Prof J E L Simmons, Vice-Principal

Prof R J Pooley, Head of School, MCS  
Prof K G Lumsden, Director, EBS  
Prof F G Priest, Head of School, LS  
Prof D G Owen, Head of School, TEX  
Prof D R Hall, DP (Research)  
Prof R R Leitch, DP (Teaching & Learning)

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J D C Jones, Head of School, EPS  
Prof B D G Smart, Head of Institute of PE

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### 2814 MINUTES OF THE MEETING OF 8 AUGUST 02

Approved the notes of the meeting of 8 August 2002.

### 2815 MATTERS ARISING

#### EMPLOYMENT LAW CHANGE ON FIXED TERM EMPLOYMENT

Noted that the Director of Human Resources and others are currently reviewing the impact of recent changes to employment law regarding fixed term employees. This would give new rights to employees with continuous service of 4 or more years from October 2002.

MMcC et al

#### SCHOOL SIGNAGE

Heads of Schools were encouraged to take rapid action to arrange removal of internal School signage, in particular old departmental signage. Noted that plans co-ordinated by Press & PR were underway to provide new University signage up to the front entrance of each School by the beginning of the new academic year.

HoSs  
Sep 02

### 2816 INDIVIDUAL SCHOOL/INSTITUTE UPDATES

Received verbal updates from the Heads of Schools/Institutes of MCS, SBE, TEX, SML, SLS and EBS.

Major issues arising included:

- Space issues for SLS. The School was heavily dependent on additional space which would be made available as a result of MCS and Sports Village developments. Noted with regard to the latter that the University is currently waiting for a final decision from Sports Scotland on arrangements for security against the organisation's contribution to the Football Academy. Resolution of this final part of the financial arrangements would enable the project to proceed as planned.

2817 **STAFF SURVEY**

Approved a recommendation to delay the planned Staff Survey until December 02/January 03. It was anticipated that there would be benefits in allowing further bedding-down of restructuring in the interim so that wider organisational issues are more likely to surface in survey findings.

MMcC et al  
Dec 02-Jan 03

2818 **INTERACTIVE UNIVERSITY: SUMMARY OF LEGAL AND COMMERCIAL AGREEMENTS**

Noted a summary of legal and commercial agreements associated with the establishment of the Interactive University (IU). Noted that discussions with Scottish Enterprise (SE) are now almost complete and the University is set to incorporate and launch the company 'Interactive University'. The company would serve as the national centre for interactive (e)-learning.

Noted financial arrangements including:

- SE grant funding of £2.3M over three years;
- HWU will provide a royalty free license to its technology platform;
- HWU will license SOLD programmes including BA Management, BSc Information Technology, MSc in Information Technology, SCHOLAR materials and SCHOLAR Forum;
- IU would deduct the agreed cost of services from gross course fees and return the balance to the University;
- IU would focus exclusively on HWU products for the first 12 months and other Scottish university's would be encouraged to contribute "compatible, non-competitive" products thereafter;
- SE would accept commitment to longer term support.

Noted features of the company's legal status:

- A not-for-profit company limited by guarantee and without shares;
- IU would seek charitable status;
- Initial subscribers would be SE and HWU;
- There would be two forms of membership: core and ordinary. Core membership would be restricted to Scottish universities and colleges licensing core, compatible and non-competitive products to IU. This would be restricted to HWU and SE in the first year.
- Ordinary membership would be open to all Scottish-based organisations with a commercial agreement with IU to deliver core products;
- The Board would consist of up to 11 members: 3 non-executive representatives of core members; 4 non-executive representatives of ordinary

members or industry-based representatives; 3 executive directors; and a member of SE. Noted individuals nominated to the Board for the first three years.

- HWU would remain as a Board member as long as the technology platform license is operational;
- All IPR in the educational programmes would remain with the provider including any developments to the programmes funded by income generated by IU;
- The background IPR of the licenses technology platform will be retained by HWU with IPR of further developments retained by IU and in the case of Cessation of operations would revert to core members.

Agreed to offer secondment, on existing employment terms and conditions, to all staff currently working within the core SOLD programmes, LTC, Management, Masters in IT, Bachelors in IT and SCHOLAR to IU.

Agreed to invite the Director of Personnel to consult with others and to make appropriate preparations for further discussions with relevant staff members.

MMcC

PLW/RRL et al

Agreed to proceed to other next steps including:

RRL et al

- Further development of the Business Plan;
- Signing of relevant agreements and incorporation of IU;
- To identify suitable premises/accommodation;

Sep 02

- To arrange the official launch of the company;
- To arrange an internal information event;
- To establish the management team, operational plan and marketing plan.

**2819 UNIVERSITY MARKETING PLAN**

Approved a proposed framework for taking forward the University's Marketing activities, and an Action Plan for the coming year.

MT/JF et al  
Ongoing

HoSs

Endorsed in principle:

- The marketing mission as a reflection of key features of the University's aims and how it wishes to be perceived. It was suggested that the relevant section (para 2.2) should include an explicit statement on scholarship/knowledge;
- A proposal to deliver the plan over a period of three years.

Agreed need to:

- Commit the required time and staff resources to support the action plan, and support the integration of University-wide marketing communications into the overall Plan;
- Give appropriate support to areas of new growth as well as the priority areas of EPS and Textiles;
- Give further consideration to the most effective means of marketing SBC;
- Need to ensure that all Schools actively engage in development and implementation of the Marketing Plan.

Agreed to invite the Director of Corporate Affairs and the Head of SML to take forward with relevant colleagues.

**2820 SBC REVIEW: UPDATE**

Noted a verbal update on the SBC Review from the V-P. A written progress report would be presented to a subsequent meeting of PME.

**2821 UG/PG STUDENT RECRUITMENT FORECAST 2002/03: UPDATE**

Noted a UG/PG Student Recruitment Forecast update for 2002/03 noting the following key points:

- A degree of confidence that population growth of UG students generally in line with the budget forecast would occur. The exact budgeted population was based on the assumption that the attrition rate for continuing students remains broadly at recent average levels, and on detailed intake targets. The latest forecast indicated that the University was likely to be within very narrow margins of fulfilling these assumptions;
- A degree of confidence in achieving the (prudent) budget assumption of at least sustaining the population of Overseas Fee UG entrants at (a high of) ~375. There remains some uncertainty about the number of student with offers who will actually arrive at the start of term, however both the "firm" and "available" total numbers are slightly above last year's record;
- Growth in UG applicants was with some exceptions, largely focussed on "new" areas of, for example, Sports Science and IT;
- Continuing uncertainty regarding PGT student entrant forecasts. At the time of reporting there were considerable unexplained voids in information regarding UKEU students. Most Schools appeared to be running ahead of Overseas applicants targets in most areas, however the conversion rate is highly variable and remains uncertain.

**2822 ACADEMIC PIs FOR UNIVERSITY BOARDS: FUNDING COUNCILS' ANNUAL (PERFORMANCE)**

Noted a summary of key features of HWU's performance highlighted in the Funding Council's Annual Academic Performance Indicators pre-publication report, including positioning in the areas of: widening participation; student retention/attrition/success/wastage; graduate employment; and research "efficiency". Agreed that the PIs should be presented for further consideration by the Research, Teaching and Learning and Support Services Boards as appropriate, with a view to determining in which areas and to what extent the University might seek to manage the issues affecting the Indicators. Agreed to reconsider in further detail, and with additional input from Boards, at a subsequent meeting of PME in a few month's time.

RMcG  
Nov 02

RRL/DRH/PLW  
et al

**2823 LAUNCH OF COST SAVINGS PUBLICITY MEASURE: SUSTAINABILITY CAMPAIGN**

Noted and endorsed the launch in September 2002 of a planned Sustainability Campaign under the guidance of the Cost Savings Working Group. The aims of the campaign are to raise awareness and spread good practice in all areas in which the University can achieve cost savings in non-pay areas. Noted key campaign objectives including:  
- Achieving a saving of at least 5% (c£100,000) of the University's utilities costs;

ACW/MT/KW et al  
Ongoing

- To gain sponsorship and advertising revenue that will be used to make the campaign self financing;  
- Through consistent messages and branding of the Campaign to achieve 90% awareness of cost savings initiatives and environmental good practice amongst staff and students.  
Agreed that details of the Campaign should be reported to the next meeting of Court on 23 September 02.

**2824 UPDATE ON RECEIVABLES AND PROPOSED POLICY ON DEBT PROVISIONS**

Noted and approved a proposal for an increase in debt provision, and proposals for calculating these based on historical evidence of collection rates, and noted that in accordance with calculations applied to the University's accounts, provision of £1.1M would be required in the current year.

**2825 END OF YEAR MANAGEMENT ACCOUNTS 2001/02 (PERIOD 12)**

Noted End of Year Management Accounts for 2001/02 highlighting the following:

- Accounting issues raised at the meeting of PME on 8 August including accounting for full restructuring costs of ~£6M in the year just ended. Restructuring had increased by £0.2M on forecast due to revised pension provision and an overspend on space restructuring;  
- Recurring income of £48.2M was slightly ahead of forecasts and £1.3M ahead of budget. Income from Funding Council grants were better than the previous forecast due to the Planning & Housing Strategic Change Grant and some minor differences in claims-based grants. Net Academic Fees were better than the previous forecast due in large part to underestimated distance learning and overseas fees;  
- Recurring expenditure of £56.6M was £0.8M below budget and £0.1M below forecast. This figure included an increase in bad debt provision in accordance with the new policy for calculating provisions. Actual staff costs included unfunded pension liability incorrectly included in the previous forecasts. Staff costs were lower than the previous forecast as a result of over prudent forecasting.

Noted some issues highlighted as requiring resolution at period 11 had now been substantially clarified:

- Bad debts:- A policy had now been agreed and a new level of provision set;
- Unprocessed transactions:- These have now been cleared and a net underspend was included in the P&L accounts.

**2826 PROCEDURES FOR DEALING WITH NON-ACADEMIC CONSULTANCY**

Approved in principle procedures for dealing with non-academic consultancy, and agreed to invite the Secretary of the University, the Director of Finance and the Director of Human Resources to consider the authorisation/approval process in further detail, and to report for information at a subsequent meeting of PME.

PLW/RF/MMcC  
Sep 02

**2827 INTERNAL ACADEMIC REVIEW OF THE LIBRARY**

Noted a summary report on the Internal Academic Review of the Library, January 2002, for detailed consideration at a subsequent meeting of PME.

**2828 VACANCY MANAGEMENT GROUP: OPERATION GUIDELINES FOR 2002/03**

Noted Vacancy Management Group Operation guidelines for 2002/03.

**2829 IS/IT: UPDATE AND NEXT STEPS**

Noted that a paper outlining recent progress and next steps on IS/IT would be presented to the next meeting of PME on 26 September 2002.

JELS  
26 Sep 02

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 26 September 2002

**Present:** Prof J E L Simmons, Vice-Principal (chair)  
 Prof A C Walker, DP (Resources)  
 Mr P L Wilson, Secretary of the University  
 Mr R Fraser, Director of Finance  
 Prof J A Swaffield, Head of School, BE  
 Prof J Fernie, Head, School, ML  
 Prof J D C Jones, Head of School, EPS

Prof R J Pooley, Head of School, MCS  
 Prof K G Lumsden, Director, EBS  
 Prof F G Priest, Head of School, LS  
 Prof D G Owen, Head of School, TEX  
 Prof D R Hall, DP(Research)  
 Prof R R Leitch, DP (Learning and Teaching)  
 Prof B D G Smart, Head of Institute of PE

**In attendance:** Mr R McGookin, Director of Planning  
 Mrs M Thornton, Director of Corporate Affairs

Mr M McCrindle, Director of Human Resources  
 L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J S Archer, Principal

**ACTION:**  
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*when*

### M2514 MATTERS ARISING

#### STAFF NEWS

Noted congratulations were due to two colleagues: Professor Andy Wallace has been awarded a Royal Society of London Industry Scholarship which will fund work with BAe Systems for a period of two years from January 2003, and Ms Sarah Taylor, School of Textiles & Design has been shortlisted with others working in the field of textiles for the prestigious Jerwood Prize for Applied Arts 2002.

#### MARKETING PLANS

Discussed Marketing Plans with regard to research and learning & teaching strategies. It was acknowledged that a great deal more work will be required over a period of time, however, the framework approved at the meeting on 5 September will allow development of the Plans to be taken forward. This development will be in line with research and teaching and learning strategies emerging from the relevant Boards, and will be informed by ongoing detailed discussions with relevant colleagues.

MT/JF et al  
 Ongoing

#### DEVELOPMENT OF POLICIES TO SUPPORT STRATEGIC AIMS AND OBJECTIVES

Noted a suggestion that further consideration should be given to developing and implementing policies aimed at guiding and reinforcing the University's progress towards achieving stated strategic aims and objectives. There is a need to ensure that the University is making the correct practical decisions and steps to ensure that its key strategies are properly supported, by "joined-up" policies.

PME  
 2002/03

#### KEYCOM UPDATE

Noted an update on Keycom plc following the company's recent withdrawal of telephone services in student residences. Key points included:  
 A statutory 30 days' notice had been issued to Keycom;  
 - The University was in the process of developing a contingency plan for providing the required services, should Keycom fail to restore these; however

PLW et al  
 Oct-Nov 02

some delay was expected, and throughout October at least, students would not have access to normal telephone/internet access in or out of the campus. In the meantime, residency students had been offered rent rebates. Additional payphones, and telephones for emergency use were also being provided. Inter-campus telephone calls were still available.

#### **M2515 SCHOOLS/INSTITUTE UPDATES**

Noted verbal updates from Heads of Schools/Institutes covering a wide variety of news and matters arising: Noted, in particular, the following issue requiring further consideration/action:

Agreed to invite the Head of PE, DP(Research), Dir of Finance, DP (Resources), with an invitation to other Heads of Schools/Institutes to contribute, to prepare A policy paper for handling RGAs for presentation at a subsequent meeting of PME.

BDGS et al

#### **M2516 UG/PG STUDENT RECRUITMENT FORECAST 2002/03: UPDATE**

Noted an UG/PG student recruitment forecast update for entry in October 2002 highlighting the following:

- Home/EU UG entrants:- overall the University expected to achieve total growth in population of between 100 and 200 depending on the attrition rate for continuing students. All Schools were expected to meet or exceed their entry targets with the exception of SLS which might fail to do so by a small margin;
- Overseas UG entrants:- very positive signs that all Schools would meet or exceed their targets on Overseas recruitment. EPS was likely to exceed its target very significantly, and there were also very notable achievements in Actuarial Mathematics and Statistics;
- PGT entrants:- An expected shortfall against target in HEU entrants; however, the targets for Overseas student recruitment looked set to be exceeded by a substantial margin. The final number of likely PGT entrants was still subject to significant uncertainty due to a highly variable conversion rate both for HEU and Overseas students.

Overall the signs were that the University will have a good result. PME acknowledged that these achievements were the result of a great deal of hard work by staff in Schools/Institutes and in support services, and members were encouraged to relay the University's appreciation to their colleagues.

Noted also that there were valuable lessons to be learned from colleagues' different recruitment experiences, and where recruitment efforts had been particularly successful. Agreed to invite the Teaching & Learning Board to provide a report on these experiences to a subsequent meeting of PME.

RRL

Oct-Dec 02

#### **M2517 STUDENT ACCOMMODATION UPDATE**

Noted an update on student accommodation by the Secretary of the University.

Noted a package of different measures in place to maximise the amount of University arranged accommodation available to first-time students. These included, for example, opening up accommodation at SBC for the first term and providing transport facilities for students, possibility of arranging 'Travel Lodge' accommodation, using EBS operated bed-spaces and part of the ECC allocation, as well as offering a financial incentive to returning students to free their residency place. Work was continuing to identify solutions for a further estimated 150 students.

Agreed need to provide clear and consistent advice to prospective students and their families telephoning the University for advice, and agreed to invite the Secretary of the University to provide a statement to Heads of Schools/

PLW

Agreed that there was a need in the longer term to revise the criteria, and to establish clear priorities in respect of guarantees of campus accommodation, and agreed to invite the Secretary of the University to consult with relevant colleagues, and to provide recommendations for consideration at a future meeting of PME.

PLW  
Oct-Dec 02 et al

#### M2518 FOOTBALL ACADEMY UPDATE

Noted an update on progress of plans for the Football Academy. The University was in the final stages of agreeing financial/securities issues with SportsScotland, which had altered its stance, having recently agreed to provide funds directly to the University rather than through Heart of Midlothian FC. The associated provisos relating to use of grant for the continued benefit and furtherance of football were accepted by the University. Noted that the University Court had been appraised of the risks and had agreed to support the University in its plans to progress the project, with the expectation that project costs would remain within the overall budget of £6M, but that a small increase may have to be allowed to help keep the builder on side.

PLW et al

Noted that the building project was expected to proceed on 14 October 02, for completion in Autumn 2003.

#### M2519 IU UPDATE

Noted an update on progress towards establishment of IU including the following:

- The company was incorporated on 11 September 2002;
- Legal documents were agreed and signed on 16 September 2002;
- The company will be effective from 1 October 2002 with a public announcement due by Iain Gray MSP;
- Discussions between personnel and relevant staff regarding secondment arrangements are ongoing and formal letters would be issued to staff in the coming week.

RRL

Noted that efforts to identify suitable premises were still ongoing. There is a need to co-locate as many staff as possible in the short-term, with a view to securing an off-campus site, preferably on the Research Park by June 2003.

#### M2520 MANAGEMENT ACCOUNTS TO 31 AUGUST 2002 (PERIOD 1)

Noted Management Accounts for the period to 31 August 2002 (Period 1) highlighting the following:

- A favourable variance of ~£100K against a budgeted deficit of £374K for the month. This was due to larger than budgeted income from teaching. All Schools with the exception of MCS were ahead of budget mainly in the areas of academic fees and other operating income;
- Teaching expenditure was close to budget overall with ups and downs at the level of individual Schools. In large part the negative variance showing for SLS could be explained by front-loaded spend in 'non-pay'. Overspend in 'pay' was being investigated;
- The contribution from research showed a negative variance against budget of £77K with an overhead rate of 16% of income against the budgeted

contribution of 20%.

- 'Other services rendered' was performing better than budget, however, in the main, this was a result of reduced expenditure rather than greater than budgeted income;
- Variances in Catering & Residences were still being investigated. The significant favourable variance in this first period was likely to be the result of budget phasing/timing differences, and it should be treated with caution;
- Central support units were on budget as a whole with significant ups and downs in individual areas;
- An adverse variance in External Programmes was attributed to difficulties in profiling income from DL students, and the addition of new technical staff appointed between July and September 02 not in budget;
- A significant negative variance against budget for IS/IT 'Other Operating Expenditure'. The budget profile would need to be revisited;
- An adverse variance in 'Miscellaneous' which was mainly due to a shortfall in Funding Council grants, however, an audit adjustment from the previous year should be applied which would reduce the negative variance substantially.

Agreed that it would be helpful in the relevant tables to identify separately pay and non-pay elements of expenditure.

RF

Noted need for more sophisticated monitoring of research income performance, in particular, current facilities did not support detailed University-wide forward predictions of income. This was an issue for the Research Co-ordination Board and the IS/IT Steering Group to consider further.

RCB/ISG

Noted that full copies of the Management Accounts will, as a matter of course, be supplied to Financial Controllers by the Director of Finance.

RF

M2521

#### POP INVOICE ANALYSIS AUGUST 2002

Noted an analysis of POP orders processed during August 2002, profiled by School/Services-Support Section; the first of a planned series of regular reports. The analysis showed an overall rejection rate of 36% of all invoices processed. Reasons for rejection by the Finance System were highlighted as: goods and services not receipted; incomplete purchase orders; price differences; no purchase orders; other reasons.

Colleagues were invited to review rejection rates in their own areas, and to identify the causes of rejection including systemic issues. Noted that Financial Controllers had been tasked with implementing improvements to processes and procedures to substantially improve performance in this area, and the Finance Office was also reviewing its own processes and procedures guidance.

HoSs/Sections  
Sep 02 ongoing

RF/FinControllers

#### M2522 PROPOSED NEW BUILD PROJECT: SCHOOL OF MATHEMATICAL & COMPUTER SCIENCES

Noted the outcome of discussions in the Research Co-ordination Board and amongst other relevant colleagues regarding the proposal to utilise SRIF and other funds for a building extension that will allow co-location of the constituent parts of the School of Mathematical & Computer Sciences, provide opportunities for new synergies within MCS and more widely, and which would release space for planned expansion in other areas.

Noted that SHEFC had recently been notified of the University's plan to earmark unallocated SRIF funds to support the project.

Agreed to invite the Head of MCS to consult with relevant Heads of School and other colleagues to develop the case further in accordance with plans which had been supported in principle by the Research Co-ordination Board. This should include completion of a combined academic/business plan based on the building design, the construction and operating costs, the new activities triggered and consequent expected increases in income, and to work with the Estate Office to complete a detailed and costed building plan within a maximum budget limit of £2M including internal furnishing.

Agreed to consider an initial draft at the meeting of PME on 17 October 2002.

RJP  
17 Oct 02 first draft

HoSs/Estate Off.  
Et al

### **M2523 FIXED TERM STAFF**

Noted changes in legislation on Fixed Term Employees due to come into force on 1 October 2002. This would give employees on fixed term contracts the right not to be treated less favourably than comparable permanent employees on grounds of their fixed term status.

MMcC/PLW et al  
Oct-Dec 02

Agreed to invite the Director of HR to take forward negotiations with recognised Trade Unions for a collective agreement. Agreed in the meantime to embark on A review of long-term fixed term contract staff currently employed by the University.

MMcC/PLW HoSs/Sections  
Oct-Dec 02

Agreed in the meantime to embark on a review of long-term fixed term contract staff to determine on a case-by-case basis whether there is a case for any of these being offered a permanent contract.

Agreed that pending negotiated agreement, no fixed term contracts of longer than three years may be offered.

### **M2524 RISK ASSESSMENTS FOR TRAVEL OVERSEAS FOR STAFF/STUDENTS**

Approved a standard form which will standardise risk assessment for travel overseas for staff and students, and agreed:

- completed forms should be signed off by the relevant Head of unit;
- it would be useful to make available variations of the standard form which:- a) cover blocks of time, e.g. 12 months; b) cover geographical areas - as single form covering Europe/USA for example. These developments might help avoid unnecessary form filling for frequent travellers.

PLW  
from Oct 02

B Austin

Supported a proposal that use of the form which will be accompanied by

UCEA/USA guidelines be piloted in the School of Life Sciences.

FGP/Brian Austin  
from Oct 02

### **M2526 INTERNAL SCHOOL SIGNAGE**

Noted ongoing moves to remove old internal signage. In some cases it was planned that these would remain until new replacement signs were available.

### **M2527 ACRONYMS AND GENERIC EMAIL ADDRESSES**

Approved a policy and listings of proposed acronyms, codes and generic email addresses for implementation across the University.

MT et al  
Oct 02

#### **EMAIL SIGN-OFF CONTACT INFORMATION**

PME members were asked to remind colleagues in their respective units to check, and where necessary, update sign-off contact information in their individual email templates.

PME  
Sep-Oct 02

**M2528 PLAN FOR ANNUAL REVIEW 2002**

Approved an outline plan for the Annual Review 2002 including a proposal for an accompanying set of published core statistics. Colleagues were invited to provide the Publications Officer with a named contact in each School/PG Institute who will be responsible for co-ordinating their input to the publication.

MT  
Jan 03

KL/LK-S et al

**M2529 CAR PARKING SURVEY**

Approved a draft Car Parking Survey questionnaire designed to help inform development of the University's Transport Strategy, and made the following recommendations for inclusion in the questionnaire:

- invite feedback from colleagues who might work non-standard hours;
- invite feedback on options for off-campus work;
- review the 'modal change' section. It might be more useful to reword the rubric to invite participants to feedback on options for "avoiding bringing cars on campus";
- reword the last point on 'car commuters' section;
- review terminology used in 'usual modes of travel' section.

ACW  
Sep-Oct 02

et al

Noted that the questionnaire would be issued to staff applying for new Parking Permits. In the mean-time the life of current permits would be extended for the necessary period.

**M2530 SBC REVIEW UPDATE**

Received a brief update on the Review at Scottish Borders Campus. An initial report would be presented for consideration at the meeting of PME on 5 December 2002.

JELS et al  
5 Dec 02

**M2531 IS/IT STEERING GROUP UPDATE**

Noted an update on the IS/IT Steering Group including; proposed membership, terms of reference, issues arising from its role in the development and implementation of IS/IT Strategy, and the proposed timetable for procurement of a replacement for the current Finance System. Detailed discussion on these issues will be held over for the meeting of PME on 17 October 2002.

JELS et al  
17 Oct 02

**M2532 LEAGUE TABLES UPDATE**

Received an update from the Director of Corporate Affairs on ongoing communications with press and within the HE sector following recent league table publications by The Sunday Times and the Daily Telegraph.

MT  
ongoing

**M2533 UNIVERSITIES UK ANNUAL CONFERENCE**

Received an update from the Vice-Principal who attended the recent Universities UK Annual Conference.

**M2534 POLICIES ON MANAGEMENT OF STUDENT FILES, RECORDS, TRANSCRIPTS AND CERTIFICATIONS**

Noted proposed policies on:

- Management of student files and records;
- Management of transcripts and certifications.

PME KP  
17 Oct 02

Agreed to consider in detail at the PME meeting on 17 October to which the Academic Registrar would be invited.

**M2535 EXTERNAL CAMPUS SIGNAGE**

Noted plans for external campus signage for which official planning consent had recently been sought.

MT et al

**M2536 ANY OTHER COMPETENT BUSINESS**

**UNIVERSITY CLEANING SERVICES**

Approved a recommendation from the Support Services Board for the retention, in the short- to medium-term, of a central cleaning service in the University. The proposed arrangement would combine the services currently offered separately by Estate & Building Services and Catering & Residences into a single service managed by Catering & Residences. It was pointed out that continuing service would be planned on the basis of combined currently agreed resources but that it would be likely to require an additional member of staff. The cover for this would have to be agreed with the DP(Resources) and the Assistant Director of Finance.

PLW/ACW/IJL et al  
Sep-Oct 02

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary Notes of the meeting of 17 October 2002

**Present:** Prof J S Archer, Principal (Chair)  
 Prof A C Walker, DP  
 Prof J E L Simmons, Vice-Principal  
 Mr P L Wilson, Secretary of the University  
 Prof J A Swaffield, Head of School, BE  
 Prof J Fernie, Head, School, ML

Prof R J Pooley, Head of School, MACS  
 Prof F G Priest, Head of School,  
 Prof D G Owen, Head of School, TEX  
 Prof D R Hall, DP(Research)  
 Prof R R Leitch, DP(Learning and Teaching)  
 Prof B D G Smart, Head of Institute of PE

**In attendance:** Mr R McGookin, Director of Planning  
 Mrs M Thornton, Director of Corporate

Mr M McCrindle, Director of Human Resources  
 L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J D C Jones, Head of School, EPS  
 Mr R Fraser, Director of Finance

Prof K G Lumsden, Director, EBS

**ACTION:**  
*who* (with  
*when*

### 2853 NOTES OF THE MEETING OF 26 SEPTEMBER 2002

Approved the notes of the meeting of PME on 26 September 2002.

### 2854 MATTERS ARISING

#### STUDENT ACCOMMODATION

Noted ongoing resolution of the recently reported shortage of on-campus student accommodation.

#### FOOTBALL ACADEMY

Noted a temporary delay starting the project awaiting further correspondence from SportsScotland and an approved increase by Hearts' bankers on the amount they will guarantee.

PLW  
 PLW  
 Oct 02

#### FIXED TERM STAFF: COLLECTIVE AGREEMENT

Noted that the Director of Personnel had begun a series of discussions with relevant groups.

MMcC  
 MMcC  
 Ongoing

#### INTERNAL SIGNAGE

Heads of Schools were encouraged to arrange renewal of internal School signage as soon as possible

HoS  
 asap

#### ANNUAL REVIEW: SCHOOL NOMINEES

Heads of Schools/Institutes were encouraged to provide nominations for individuals to co-ordinate their input to the Annual Review as soon as possible.

HoS  
 asap

### 2855 POLICIES ON MANAGEMENT OF STUDENT FILES & RECORDS AND TRANSCRIPTS & CERTIFICATIONS

Approved policies on management of student files & records and transcripts & certifications for implementation in 2002/03.

Agreed that the policies should be viewed in the context of wider developments in student records management, which would focus to a large extent on ISS. There was a need to ensure that essential financial, fees and other information relevant to key functions is managed in shared system, readily accessible to the relevant sections. Agreed that the policies on management of paper records should therefore form part of a larger consolidated paper developed through the Support Services Board including recommendations for development of ISS and associated integrated IS/IT support.

PLW/KP et al RF  
 PLW/KP et al RF

Noted the need for clarity in terms of development of a policy and procedures for dealing with student bad debt.

RF/HoSs/PLW  
RF/HoSs/PLW

Agreed also that greater clarity was needed on correct procedures for providing student references to third parties, and agreed that the Data Protection Officer should be invited to provide up-to-date advice to Schools.

PLW/HoSs

## 2856 INTERNAL ACADEMIC REVIEW OF THE LIBRARY

Noted a report of the Internal Academic Review of the Library conducted in January 2002, including the following key recommendations:

- There should be a representative from each School on the Library Committee with regular attendance encouraged:- (Noted that one senior representative from each School/Institute is now included in the membership);
- The allocation of budgets between journals/books and between the Schools should take account of volume of teaching, and quality and volume of research:- (Agreed that it was important to properly distinguish between base-line infrastructure running costs and operational costs, the latter of which needed to be considered in the context of individual planning round discussions with Schools);
- Annual reviews for staff should be reintroduced and staff development/CPD be monitored as part of this process:- (Noted that this would be taken forward in the context of the planned new University-wide Staff Review system to be implemented in the coming year);
- There should be at least one meeting involving all staff at least three times per annum:- (recommendation noted);
- Measures should be introduced to greatly reduce the noise in the Library:- (recommendation noted);
- The function and value of the Library Users Group should be reviewed:- (recommendation noted);
- The introduction of a distance learning forum:- (recommendation noted);
- The system for disposal of old stock should be reviewed:- (recommendation noted).

Noted the following issues highlighted "for consideration":

- The University should review the position of the Library in the new organisational structure. The Librarian should report directly to the Vice-Principal:- (Noted that this line of reporting had since been established);
  - The Library should prepare an Annual Report for Senate:- (Noted that it had been agreed that an Annual Report would be presented to Senate via P&DC);
  - The Library should be represented on the University Learning & Teaching and Research Boards (Recommendation noted. Noted also that the Librarian had recently been invited to join the membership of the Principal & Deans Committee);
  - The Library budget should be discussed and agreed at PME:- (Agreed).
  - The University should re-evaluate the appropriateness of provisions for disabled users:- (Noted);
  - The Library should have representation on Teaching Committees in Schools, to attend meetings as required:- (Noted);
  - There should be student representation on the recently reconstituted Library Committee:- (Noted that two students appointed by the Senate on the nomination of the Council of the Students Association were included in the membership);
- Agreed that the Report should be updated in the light of responses from the Library and PME.

PNOF  
PNOF  
Oct 02

JELS  
JELS

**2857 STUDENT NUMBERS 2002/03 UPDATE**

Noted an update on student registrations as at 11 October 02, highlighting the following:

- The undergraduate student population had increased by >100, an increase of around 2-3% on on-campus numbers. In aggregate the University had met its target for growth, and in terms of Overseas student numbers targets had been exceeded.
- Whilst a small number of late registrations were expected, the final number would still be likely to fall at the lower end of the scale of previous predictions of growth. The rate of attrition for continuing students was thus likely to remain an issue for further review;
- A significant shortfall against target for Home/EU PGT student numbers. Some late registrations were expected to reduce the shortfall slightly;
- Targets for Overseas PGT recruitment had however been exceeded by a very substantial margin, more than sufficient in financial terms to cover the Home/EU shortfall. Whilst the overall picture is encouraging this year, nevertheless, the Home/EU student numbers situation would be worrying if it proved to be the start of a trend.

Agreed that it would be useful to compare information on HWU recruitment in

RMcG  
Oct-Nov 02

**2858 NATIONAL PAY AWARD 2002**

Agreed to accept the nationally agreed AUT pay award for 2002 to be included, back-dated to 1 August 02, in the October 2002 payroll. The base-line increase agreed was 3.2%, however, the planned assimilation of existing pay scales to a new single national pay spine, would add increase the total by a further 0.3%. The shift to the new salary structure would produce either a neutral affect or marginal increase on salaries depending on

PLW/MMcC      RF  
Oct 02

**2859 OPERATIONS UPDATE**

Noted verbal updates from PME members on their respective areas. The following issues arose for further consideration:

**STUDENT REGISTRATION**

Noted thanks and appreciation due to all colleagues who had helped support this year's student registration which had been an overall success. Members were encouraged to pass this message on to relevant colleagues.

Noted the outcome of some research into alternative postal and online student registration processes that it would be useful to share among colleagues (Action JAS).

**LIBRARY RESOURCES**

Noted an appropriate level of library resources was required for Sports Science. This should be considered further in the context of the outcomes of the Academic Review of the Library, and the 2002/03 planning round discussions.

**TRANSPORT ARRANGEMENT FOR STUDENTS ACCOMMODATED TEMPORARILY AT SBC**

Noted that transport arrangements for Chinese students enrolled on the English study course, and currently accommodated at SBC would need to be reviewed in the light of the teaching timetable (Action JF/PLW).

## SENATE

Noted that, following a recent preliminary meeting on the subject, the role of Senate within the University, the conduct of future Senate business and its membership would be discussed at the next P&DC meeting on 24 October and would form the main discussion item at the Senate meeting on 30 October.

## UPDATE FROM THE LEARNING & TEACHING BOARD

Noted that the first full meeting of the Learning & Teaching Board took place on 10 October 2002 and agreed an agenda of major items to be developed during session 2002/03. Items included: the learning & teaching strategy; performance indicators; recruitment strategy; retention; and portfolio analysis.

## UPDATE FROM THE RESEARCH CO-ORDINATION BOARD

Noted plans for an RCB research strategy 'away day' on 8 November 02

## SBC: DISCUSSIONS WITH BORDERS COLLEGE

Noted potential opportunities highlighted in the course of recent discussions with Borders College that would be explored further in the context of the ongoing review, and moves to optimise use of the campus site and facilities.

JELS/DGO

et al

## 2860 APPROVAL PROCESSES FOR THE SALE OF HWU COURSES AND AWARD OF QUALIFICATIONS THROUGH IU

Noted a summary statement including outline models for the conduct of business between HWU and IU and its customers including: approval processes for the sale of HWU courses and award of qualifications as defined through a draft responsibility matrix; and suggested models for distribution of fees and

Acknowledged that whilst the paper represented an important early step, it also highlighted that a significant amount of work was required to develop the policies, processes and procedures needed to establish properly the framework for the University's relationship with IU and external partners. More work was required to develop the detail of the models proposed and tailor these in the context of current programmes and partners/ASCs. Further important aspects highlighted included, for example, the development of a cohesive international recruitment strategy, and financial liability in the case of bad

Agreed to invite a core group including: the Principal, Vice-Principal, DP(Learning & Teaching), Secretary of the University and DP(Resources) to

JSA/JELS/RRL/PL

et al

JSA/JELS/RRL/PL

et al

W/ACW

consider next steps and make proposals for taking forward.

Oct-Nov 02

## 2861 HYPERBARIC FACILITY, ORKNEY

Approved a request from the School of Life Sciences for the release of capital expenditure of £90K towards purchase of a new hyperbaric chamber for recompression treatment of divers in Orkney as part of joint activities between Orkney Island Council (OIC), Orkney Health Board (OHB) and ICIT. The new hyperbaric chamber would, in part, also resource the ICIT research and teaching associated with diving. The purchase of this new therapeutic chamber, replacing use of an existing "working" hyperbaric chamber, would bring to completion plans progressed with OIC and OHB to put in place a facility that will meet current NHS requirements.

Noted an estimate, conservatively based on the level of hyperbaric facilities use in recent years, that the new facility would generate around £50K over five years and was expected to pay for itself in two to three years. Noted also the likelihood of significant real costs, and jeopardy to future financial support and earned income if the University decided not to proceed with the project.

Noted concerns raised about the terms of the contract and appropriate sharing of financial risk, and agreed that approval for release of HWU's share of capital costs will in the first instance be conditional on a satisfactory contract being agreed with Orkney Health Board - the current draft contract will require further negotiation, and review of lease arrangements with OIC.

FGP/PLW/RF et

FGP/PLW/RF et

Oct 02

**2862 UNIVERSITY BUILDING PROJECT LED BY MACS: DRAFT CASE**

Noted a draft case for the proposed building project led by the School of MACS outlining the benefits of the project in terms of rebalancing accommodation across the campus, and the opportunity for co-location of the constituent parts of the School, and estimated direct and indirect financial benefits and costs to the University of the proposed development.

<p>Agreed to invite the Head of the School of MACS to further develop the case, in particular, the rationale in terms of new research opportunities should form an integral part of the final plan. Agreed also that a more detailed design brief was required, and on behalf of PME, the Estate Office should be requested to supply the firmest possible advice on projected total project costs with all possible speed.</p>	<p>RJP RJP Oct 02</p>	<p>PLW PLW</p>
<p>Agreed to seek to make a decision on whether the project should proceed further at the next meeting of PME on 31 October 2002 when a fuller case supported by more detailed design brief and costings (including project costs and "cost of ownership"), should be considered in the context of all of the University's capital expenditure priorities.</p>	<p>RJP Oct 02</p>	<p>PLW/ACW et al</p>
<p><b>2863 ESTATE OFFICE ANNUAL REPORT 2001/02</b></p>		
<p>Noted and approved for presentation to the meeting of Court on 4 November 02 an Annual Report from the Estate Office 2001/02.</p>	<p>PLW</p>	
<p>Noted comments raised about the total costs incurred by the University's use of external consultants. Further consideration might be given to whether staff in the University with relevant areas of expertise might be approached on</p>	<p>EstateOffice/HoS EstateOffice/HoS</p>	
<p><b>2864 OCCUPATIONAL HEALTH &amp; SAFETY COMMITTEE ANNUAL REPORT 2001/02</b></p>		
<p>Noted and approved for presentation to the meeting of Court on 4 November an Annual Report from the Occupational Health &amp; Safety Committee for</p>		
<p>Noted, as regards items reported in Risk Assessments as requiring attention, that the Secretary of the University had requested a list updating the priorities from the University's Safety &amp; Risk Adviser, and this would be presented to PME for more detailed consideration in the near future.</p>	<p>PLW PLW Oct-Nov 02</p>	
<p><b>2865 PROPOSED CHARGES TO ECA FOR SERVICES PROVIDED</b></p>		
<p>Noted and approved recommended charges to Edinburgh College of Art for 2002/03 covering general staff time and associated administrative overheads, careers and advisory service and consumables. Noted that the list presented did not include all chargeable services, for example, publications work on behalf of the College, and would therefore be subject to some additions.</p>	<p>PLW Oct 02</p>	<p>et al</p>
<p><b>2866 PROCESS AND TIMETABLE FOR 2002/03 PLANNING &amp; BUDGETING CYCLE</b></p>		
<p>Noted and approved recommendations for processes and the timetable for the 2002/03 planning and budgeting cycle including the following key features:</p>		
<ul style="list-style-type: none"> <li>- Non-academic planning meetings will be scheduled ahead of those of academic units, a reversal of the recent practice;</li> <li>- A meeting including representatives of Schools/Institutes with Recruitment &amp; Admissions and Planning to agree initial UG entry targets should be scheduled in the near future. The preliminary targets set at this stage would be subject to further iteration through subsequent planning meetings;</li> </ul>		

- The suggested timetable of planning meetings included:
  - \* Non-Academic Sections: (Term 1) last two weeks of November 02, (Term 2) first two weeks of March 03, (Term 3) first two weeks of June 03;
  - \* Schools/Institutes: (Term 1) first two weeks of December 02, (Term 2) last two weeks of March 03, (Term 3) last two weeks of June 03.

Noted the proposal that Schools and other Planning Units working in conjunction with the Research Board, Learning & Teaching Board and Services Board should prepare first draft summary strategies for the November/December meetings. These would then be for presentation and discussion at PME in the early new year.

Noted the proposed timetable for budget planning/preparation:  
 - Early January:- Issue to Schools/Planning Units planning templates/guidance;

- Mid February:- Deadline for submission of Draft 1 budgets and estimated outturn for 2002/03;
- Early April:- Review of progress on budgets at PME, and consideration of overall position on the basis of Draft 1 budgets;
- End April:- Draft 2 budgets to be prepared;
- End May:- PME Approval of final budgets/forecast out-turns 02/03;
- Mid June:- Finance Committee approval of Strategic Plan;
- Late June:- Court approval of Strategic Plan;
- End June:- Submission of Strategic Plan to SHEFC.

Agreed to invite the Deputy Principal (Resources) and the Director of Planning to take plans forward with relevant colleagues.

ACW/RMcG  
 Oct 02 ongoing RF/IJL et al

**2867 DRAFT POLICY GUIDELINES ON THE ESTABLISHMENT AND USE OF NAMES OF RESEARCH CENTRES**

Noted and approved draft policy guidelines including a formal process for establishing a research centre within the University, and guidance on the criteria that should be applied to the designation of research activities under the title 'research centre' and, thereafter, continuance of the use of the title. It was expected that the relevant Directors of Research would have a role in helping implement the policy in their respective Schools/Institutes.

HoS/I  
 Oct-Nov 02 Dirs of Research

**2868 UTILITY & ENERGY COSTS**

Noted and approved recommended responses and actions in response to recommendations made by the internal auditors in the Internal Audit 2002/03 report on Utility & Energy Costs, including:

PLW  
 ongoing

- In response to the recommendation that "for future contracts, the decision to award a contract be formally recorded in the PME minutes" : - that the responsibility for accepting and approving a supplier should remain with the Secretary of the University who may be required to act quickly to accept a "best value" tender; however, the decision of the Secretary will be formally ratified and recorded at a following meeting of PME;

- In response to the recommendation that "the University should implement an energy efficiency awareness campaign in time for the beginning of the new academic year 02/03" and "ideally the University should consider re-investing future savings made in utilities to fund energy conservation initiatives, where there could be the potential for long-term savings" :- the University should confirm that the Cost Savings Working Group had been tasked to launch an energy awareness campaign which will be launched very soon and will continue for an extended period. The University will also consider reinvesting some or all of any savings made in utilities to fund further initiatives where it determines that the benefits are worthwhile over a longer period.

- In response to the recommendation that "Estates should consider liaising with finance and IT with the aim to establishing a more efficient method to administer the process" (of re-allocating utility costs to Residences and charging costs to third parties) :- the University should confirm that this will be considered in the wider context of an integrated IT Estates Management package to address this and other process issues within the Estate Office.

**2869 IS/IT STEERING GROUP UPDATE**

Agreed to defer discussion on this item until the next meeting of PME on 31 October 2002.

**2870 REPORT FROM THE SITE CONSERVATION COMMITTEE**

Received a report from the Site Conservation Committee following its autumn meeting held in September 2002.

**2871 TECHNOLOGY & RESEARCH SERVICES: ACCOUNTS FOR THE YEAR ENDED 31 JULY 2002**

Noted summary financial accounts for TRS for the year ending 31 July 2002. The overall out-turn showed a surplus of £28K, a significant positive variance against the budgeted deficit of £101K for the year.

**2872 REPORT FROM THE TECHNICAL APPEALS COMMITTEE**

Noted the outcome of two appeals to the Technical Appeals Committee following the Annual Staff Review 2002.

MMcC  
Oct 02

**2873 CULTIVATION AND FUNDRAISING**

Noted a proposal for development of a strategy for cultivation and fundraising, and agreed to consider in detail at the next meeting of PME on 31 October

PME  
17 Oct 02

**STRICTLY PRIVATE AND CONFIDENTIAL**  
**PLANNING AND MANAGEMENT EXECUTIVE**  
**Summary Notes of the meeting of 21 November 2002**

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Mr P L Wilson, Secretary of the University  
Prof J A Swaffield, Head of School, BE  
Prof J Fernie, Head, School, ML  
Prof B D G Smart, Head of Institute of PE (up to M2572)

Prof R J Pooley, Head of School, MACS  
Prof F G Priest, Head of School, LS  
Prof D G Owen, Head of School, TEX  
Prof K G Lumsden, Director, EBS  
Prof R R Leitch, DP(Learning and Teaching)  
Mr R Fraser, Director of Finance  
Prof J D C Jones, Head of School, EPS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
Mr S Kay and Mrs M Rudd attended for item M2585

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer  
Prof K Cornwell, Dir. of Quality attended for item M2573

**Apologies:** Prof D R Hall, DP(Research)

**ACTION:**  
*who* (with whom)  
*when*

**M2570 NOTES OF THE LAST MEETING**

Approved the notes of the meeting of 31 October 2002 with minor amendment to 'space constraints' under M2560 'Operational Update'. No Action Plan was necessary in respect of HNB peak-time congestion, however further discussions would be invited to identify short-term solutions to space shortages in some teaching classes under 'Matters Arising'.

**M2571 MATTERS ARISING**

**SPORTS ACADEMY**

Noted that the relevant legal documents had been signed and the Sports Academy project was underway. (Action: PLW et al ongoing)

**FIXED TERM STAFF**

Noted that the Director of HR would present a paper for discussion at a meeting of PME in the coming month. Discussions with Schools and the relevant Trade Unions were underway. (Action: MMcC, Dec 02)

**ANNUAL REVIEW**

Noted that information for the publication was coming together. (Action: MT, Schools et al, Dec-Jan 02)

**STUDENT REFERENCES SUPPLIED TO THIRD PARTIES**

Noted that this had been discussed at the last meeting of the SSB. Advice would be provided to Schools soon. (Action: PLW, Nov-Dec 02)

**IU/EXTERNAL PROGRAMMES**

Noted:

- Mr David Farquhar had recently been appointed as the new Chief Operating Officer to IU and would take up his position on 25 November 02
- Indication of interest in core membership of IU from Stirling University
- SCHOLAR could now report 100% uptake by Local Authorities in Scotland
- Interest by SHEFC in a future development/supporting centre for e-learning in Scotland

A briefing session by IU had been arranged to take place on Thursday 28 November.  
(Action: RRL)

#### FIRE IN SBE

Noted that the initial clean-up had been completed. Restorative work was underway and was expected to be completed by March 2003. Insurance recovery was expected to be in the region of £750K (Action: PLW et al, Mar 03)

#### SPACE CONGESTION ISSUES

Agreed need, as a matter of priority, to identify, at least, short-term practical solutions to space congestion in some teaching classes, and agreed to invite colleagues to include for further discussion at the following:

- Individual School management meetings (Action: HoSs, Nov-Dec 02)
- Learning & Teaching Board (Action: RRL, Nov-Dec 02)
- Space Restructuring Group (Action: ACW, Nov-Dec 02)

#### HYPERBARIC FACILITY, ORKNEY

Noted that negotiations with Orkney Health Board were ongoing. (Action: FGP to report back on progress as appropriate under 'Matters Arising')

#### STUDENT DEBT

Noted that further clarification was required on steps that could be taken at School level to manage situations arising from student debt. (Action: RF/PLW et al with Schools, Nov-Dec 02)

### **M2572 OPERATIONAL UPDATE**

Noted verbal updates from members of PME and other senior managers on their respective areas. The following issues arose for further consideration or particular note:

#### SML CO-ORDINATOR AT SBC

Noted that there was currently no member of staff at an appropriate senior level, co-ordinating SML activities at SBC (Action: JF et al)

#### DL REGISTRATION

Noted that lack of efficient registration and invoicing arrangements for Distance Learning students, in particular affecting SBE and PE students continued to be an ongoing problem. Agreed to investigate as a matter of priority practical steps to hand over full responsibility to Schools where local knowledge of the DL student population should, in part, help to alleviate problems. Noted also that issues of this kind had been resolved in EBS, and the Director would be happy to offer advice to colleagues on the EBS approach (software/instructions could be provided) .(Action PLW to take forward with the Academic Registrar and HoSs, Nov-Dec 02)

#### ISS

Noted that further training for staff operating the ISS system was required in Schools. The limitations of ISS in terms of the quality of reports that can be extracted was also raised as an issue. (Action: PLW/KP et al, Nov-Dec 02)

#### WEEK-END COMPUTING FACILITIES EBS

Noted that EBS would raise with relevant colleagues the matter of non availability over the week-end, of computer access to electronic course materials relied upon by DL and part-time students. (JELS/D Rundell to review and report back)

#### RGAs

Noted that further discussions with the DP(Resources) by PE was sought on future arrangements for RGAs (Action: BGDS/ACW et al)

#### EPS

Noted some delays in the start up of funded research projects due to current accommodation issues.

#### SBC REVIEW

Noted that the Vice-Principal would give a presentation on the outcomes of the SBC review at the next meeting of PME on 5 December 02. (Action: JELS, 5 Dec 02)

#### STUDENT NUMBERS

Noted that the Director of Planning would give an update on current student numbers Based on data which will be supplied to SHEFC in the December Early Statistics Return, and student recruitment targets 2003/04, at the next meeting of PME on 5 December. (Action: RMcG, 5 Dec 02)

#### ADDITIONAL "BUILDINGS CLOSED" DAY: 3 JANUARY 03

Approved a proposal for the coming New Year period only to designate 3 January 03 which falls on a Friday an additional "buildings closed" day. This arrangement would not include EBS. Any member of staff who wished to come into the University on that day would remain free to do so. (Action: PLW et al, Nov 02)

PLW et al  
Nov 02

#### M2573 INTERNAL ACADEMIC REVIEW: SCHOOL OF LANGUAGES

Noted a briefing by the Director of Quality on the Report of the Internal Academic Review of the School of Languages conducted in May 2002.

School et al

Noted in 'points of commendation' that the overall quality and standard of provision by the School had been considered very good. As regards 'points for recommendation' a number of issues highlighted in the Report had been resolved in the interim. Other remaining issues would be considered further in the current planning round. Completion of the SRIF-funded building project in the School of ML would also alleviate some of the space problems highlighted. No issues of significant concern were noted.

#### M2574 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2002 (FIRST QUARTER)

Noted Management Accounts for the period to 31 October 2002 (First Quarter) including the following key features:

- A favourable variance of ~£500K after allowing for "timing" variances. The major components were a favourable variance for C&R, a one-off exchange gain and student fees income over and above budget;
- A higher than budgeted surplus in Schools of which 'Teaching' contributed £499K and 'Other Services' contributed £23K;
- A positive variance in 'Funding Council Grants' attributable in the main to SBE, relating to un-budgeted Strategic Change Grant. This was however likely to be balanced by un-budgeted costs in teaching expenditure;
- A favourable variance, albeit at a level lower than the previous month's accounts, for 'Other Operating Income'. EBS and SLS were the main contributors;
- An overall 1% positive variance for teaching expenditure with ups and downs at the level of individual Schools;
- A negative variance against budget for research income with an actual contribution of 17% (up marginally against the previous month), compared to the budgeted contribution of 20%;
- A favourable variance for 'central services' with significant ups and downs in individual areas;
- An estimated overall out-turn deficit somewhat below that budgeted.

The major risks to this, still very early, projected out-turn were: C&R student revenues; research revenue and research overhead recovery; any additional restructuring costs; and the internal recharges balance which required reconciliation.

The Director of Finance expressed the intention of encouraging his staff to undertake more analysis of financial performance against budgets rather than simply reporting numbers. DRH/ACW/RF

Agreed, with regard to research overheads, the need to continue to monitor closely and understand causes and trends in greater detail. It was also important to ensure that the system for managing spending against grants was sufficiently robust, e.g. alterations made subsequently to the agreed profile of spend, in particular where there might be a negative financial impact on the University, should not be made outside of the authority of the relevant Heads of School. Agreed to invite the Deputy Principals (Research) and (Resources) and the Director of Finance to review internal processes/procedures to identify any areas of potential weakness.

#### POP INVOICE ANALYSIS: OCTOBER 2002

Noted an analysis of POP orders during October by School/Central Support Unit highlighting an overall rejection rate of 32%. This included:

- Goods and services not receipted - 34%
- Price differences - 24%
- Incomplete POs - 20%
- No PO - 19%
- Other - 3%

Schools/Sections were reminded to resolve the problems for the Invoices currently unable to be processed, and to identify the underlying systemic issues leading to high levels of rejection. Noted plans for a pilot scheme for purchasing cards which, it was hoped, would help to reduce problems.

#### **M2575 CAPITAL BUDGET 2002/03 AND 2003/04**

Noted the draft Capital Budget for 2002/03 and 2003/04 as at 28 October 02. This highlighted a total value of projects of ~£6.9M in the current year of which around £3M had not been committed. Agreed need to prioritise uncommitted items based on more detailed knowledge of the issues involved, and the need to strike a careful balance in terms of those items likely to generate income, the robustness of 03/04 income projections, and the total value of projects that would become top priorities in 03/04.

Agreed to seek to restrict funds available to meet currently identified non-committed projects in 2002/03 to closer to £2M, and agreed to invite the Director of Finance, Deputy Principal (Resources), Secretary of the University and the Principal to consider in further detail and advise PME in the near future. Further input to the process of prioritising of capital projects was expected through the current planning round.

RF/PLW/ACW/JSA  
Nov-Dec 02

#### **M2576 SPACE RESTRUCTURING EXPENDITURE**

Noted and approved a request for an increase in expenditure on space restructuring of up to £200K in addition to the budget of £250K approved by PME and Court in 2001. It was expected that with this increase the University would, nonetheless, remain within the agreed total restructuring budget of £6.5M.

Noted that considerable efforts would continue to be made to minimise expenditure on space restructuring. The additional funds requested would cover costs associated with the planned relocation of three EPS laser laboratories to a new site in the Earl Mountbatten Building and refurbishment of vacated premises. The cost of these projects could not be covered fully by SRIF/other funding already identified.

Agreed to present to the next meeting of the Finance Committee for approval.

RF/ACW  
Jan 03

Agreed that plans for additional expenditure in this area would need to be fully accounted for in capital spend priorities for 2002/03 and 2003/04 with a consequent impact on other capital projects. Noted the option of holding spending plans on a proportion of the current year's LTM budget in abeyance until the full amount of additional expenditure required becomes clearer. In the meantime, the DP(Resources) should minimise the extent to which the extra provision is utilised.

ACW/PLW et al

#### **M2577 SRDG 2003 FUND BIDS: PROPOSAL FOR INTERNAL SELECTION AND DEVELOPMENT PROCESS**

Approved a proposal from the Research Co-ordination Board for an internal selection and development process for Strategic Research Development Grant (SRDG) fund bids in 2002/03.

DRH/RCB  
Mar 2003

PME

Noted an invitation from SHEFC to submit full proposals of which each institution may lead

up to three, by 14 March 03. The annual competition would allocate funds of £0.5-1.5M to each successful bid from an annual budget of £8-12M with funding commencing in August 03.

The planned internal selection schedule included:

- 4 December 02:- RCB to review short descriptions of outline proposals submitted by Schools and agree a number to be developed further for the 2003 or subsequent rounds;
- 8 January 03:- RCB to agree 3 proposals and a further one in reserve for full development;
- by 31 January 03:- SHEFC to receive an indication of bidding intentions with outline details of proposals from institutions.

Agreed need for stringency on the part of the University in assessing the potential value of bids. PME endorsement would rely on clear evidence of tangible financial and strategic value to the University.

#### **M2578 APPROVED TEACHERS AND APPROVED TUTORS**

Noted a proposal from the LTB for minor modification to the Approved Teachers and Approved Tutors Scheme as detailed in Ordinance 37.

RRL/MKIng  
Nov 02

Agreed to recommend consolidation of the terms of the Ordinance change such that recommendations for both Approved Teachers and Approved Tutors should be with the authority of the relevant Head of School/Institute who may delegate this responsibility to their respective Directors of Learning & Teaching.

#### **M2579 CPD POLICY**

Noted the views of the LTB on aspects of the University's policy on CPD payments to staff.

Noted that the Director of HR had been invited previously by the RCB to give further consideration to aspects of CPD policy, and there would be an opportunity for Schools to give further consideration to CPD activities in the context of their strategic aims, in the planning round process. The strategic aims and financial positions of individual Schools should be reflected in the agreed final Policy.

MMcC

Schools

planning round

The general view was that CPD should be an activity best co-ordinated and located in Schools/Institutes rather than a separately supported activity.

#### **M2580 REMISSION OF FEES**

Noted a draft policy document on remission of fees for on and off-campus courses of study, and agreed to invite the DP(Resources) to take back comments from PME to the ACW/KP Academic Registrar for incorporation into the final document. Key issues highlighted in discussion included: Nov 02

discussion included:

- Need to ensure that HoSs have an appropriate level of control in application and decision processes with "notification" directed to the Academic Registrar;
- Need to ensure that arrangements for fixed term staff are compliant with recent changes in legislation which requires that they should not be treated less favourably than other employees;
- Certain areas of wording were ambiguous and would require minor redrafting;
- It would be useful for PME to receive full policy documentation on remission of fees if other guidelines over and above that presented exists.

**M2581 SCOTWEAVE LTD**

Agreed to transfer 263 shares (5% holding) of ScotWeave Ltd to the Company, terminating at the same time "earn out" provisions which were agreed at the point of the management buy out from SCOT Innovation & Development Ltd in 1999. This was calculated as 2.5% of the amount of audited turnover of the company above £250K for the first 10 financial years. Noted that, thus far, returns to the University had been minimal, and would be exceeded in terms of savings in VAT payments if the University accepted the transfer offer.

PLW  
Nov 02

**M2582 CULTIVATION AND FUNDRAISING**

Noted and endorsed a proposal to establish a Development Foundation which would support a new process of cultivation leading to a fundraising campaign for a variety of projects. Plans included:

MT et al  
from Oct 02

- Establishment of the Development Foundation, Oct-Dec 02;
- Working with Schools in the areas of scholarships and endowments, including a pilot project with MACS, Oct-Nov 02;
- Preparation of a fundraising document, Jan-Mar 03;
- Legacy promotion, Jan-Feb 03;
- Preparation of capital mini-campaign for brewing centenary, Oct 02 to Jan 03;
- Support for ongoing Amerada Hess sponsorship, Oct 02-May 03;
- Ongoing development of Alumni Fund/relations activities.

**M2583 EDINBURGH BUSINESS SCHOOL: 5 YEAR PLAN**

Noted a 5-year plan by Edinburgh Business School which would be presented to the EBS Board at its meeting on 22 November 02. Colleagues were encouraged to input any comments on the Plan to JF, ACW or JELS ahead of the meeting.

PME  
22 Nov 02

JF/ACW/JELS/KL

**M2584 HWU STRUCTURES AND RESPONSIBILITIES**

Noted University management, committee and reporting structures and reallocation of tasks arising from restructuring for wide internal dissemination to University colleagues.

MT et al  
Nov 02

**M2585 CATERING & RESIDENCES/ECC UPDATE**

Noted an update on Catering & Residences/ECC presented by Mr S Kay and Mrs M Rudd. The following issues were highlighted:

PME

- Proposed principles of the future organisation of C&R and Conferences activity in the University
- The review of Catering & Residences and Conference business was ongoing;
- There had been a considerable reduction in staffing, and streamlining of the management structure. An interim structure was in place for the timebeing;
- Changing emphases on marketing of facilities, e.g. more one-day events, big name customers, moves to optimising use of facilities by internal Schools/Sections arranging conferences;
- Revenue issues including, for example, evidence of a drop in revenue from student

catering;

- Cost saving initiatives, for example, the recent joint venture with Nescafe to develop a new café area.

Agreed support for the Special Projects Officer and the Interim Director of C&R/ECC to complete the review process and bring forward proposals to PME in due course.

SK/MR et al

**M2586 ANY OTHER COMPETENT BUSINESS**

**PME MEETING PAPERS**

Colleagues were reminded of the need to submit papers for PME meetings by the due PME deadline.

# PLANNING AND MANAGEMENT EXECUTIVE

## Notes of the meeting of 5 December 2002

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J A Swaffield, Head of School, BE  
Prof J Fernie, Head, School, ML  
Prof J D C Jones, Head of School, EPS

Mr R Fraser, Director of Finance  
Prof F G Priest, Head of School, LS  
Prof D G Owen, Head of School, TEX  
Prof K G Lumsden, Director, EBS (up to M2590)  
Prof B D G Smart, Head of Institute of PE

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
Mr Gavin Gemmell, Chairman of Court, by invitation  
Mr S Kay and Mrs M Rudd attended for item M2585

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer  
Ms K Patterson, Acad. Reg., attended for item M2590  
Mr S Kay, Special Projects Officer, attended for item M2590  
Dr U Boser, SML attended for item M2590

**Apologies:** Prof D R Hall, DP(Research)  
Prof R R Leitch, DP(Learning and Teaching)

Mr P L Wilson, Secretary of the University

### **ACTION:**

**who**  
**when**

**(with whom)**

### **M2587 NOTES OF THE MEETING ON 21 NOVEMBER 02**

Approved the notes of the last meeting of PME on 21 November 02.

### **M2588 MATTERS ARISING**

#### **DEPUTY PRINCIPAL (LEARNING & TEACHING)**

Noted an agreement that the Deputy Principal (Learning & Teaching) would move on a full-time basis to IU as CEO. Further consideration would be given to Prof Leitch's replacement in his role as chair of the Learning & Teaching Board, and future arrangements for the role of Deputy Principal (Learning & Teaching).  
(Action:- JSA et al, November onwards)

#### **IU**

Noted work ongoing by the recently appointed COO, Mr David Farquhar, to establish IU reporting and accounting processes.

#### **ANNUAL REVIEW 2002**

Noted that a draft of the Annual Review document would be presented to the meeting of PME on 19 December. There was still an opportunity for Schools to contribute to the publication.  
(Action:- HoSs/MT, Dec 02)

#### **'BUILDINGS CLOSED' DAY ON 3 JANUARY 2003**

Noted that the additional University 'buildings closed' day on 3 January 2003 would be publicised in the forthcoming new issue of 'Network' and through the monthly briefing to staff directed through Heads of Schools/Sections/Sub-sections.

## **M2589 OPERATIONAL UPDATE**

Noted verbal updates from members of PME and other senior managers on their respective areas. The following issues arose for further consideration or particular note:

### **GRADUATION: 23 NOVEMBER 02**

Thanks were due to all colleagues who contributed to the success of the recent graduation ceremony in which a record number of graduands attended.

### **PETROLEUM ENGINEERING**

The Institute of Petroleum Engineering could report a number of very promising new developments in collaborative arrangements overseas.

### **STUDENT TELEPHONE SERVICES**

An open meeting with students was planned for Wednesday 11 December to update them on the current situation regarding telephone services and planned next steps.  
(Action:- PLW/DR/MT et al, 11 Dec 02)

### **SPORTS SCIENCE: CAPITAL COSTS**

A growing constraint on time reported by the SLS regarding release of capital funds to support Sports Science activities in the coming term.  
(Action:- RF/FGP, Dec 02)

### **SBC NETWORK SERVER**

The network server for SBC had been out of operation for the past week with consequent disruption to work on campus.  
(Action: JELS/DR et al, Dec 02)

### **PLANNING ROUND 2002/03**

Term 1 Planning Round meetings were underway. Non-academic planning unit meetings had taken place and meetings with Schools were ongoing. Common issues emerging were capital spend plans, future arrangements for RGAs and space.  
(ACW/RMcG et al)

### **NEW FINANCE SYSTEM**

A short-list of 6 suppliers had been sent further details in respect of the tendering process for a new financial system to replace CFACS.  
(RF et al)

### **STAFF QUESTIONNAIRE**

A first draft of the Staff Questionnaire had been received and would be reviewed by the Dir of HR in consultation with relevant colleagues.  
(Action:- MMcC et al, Dec 02)

## **M2590 SBC REVIEW**

Noted a presentation by the Vice-Principal on the progress of the review of SBC. Noted that the review was not yet complete and that other meetings were scheduled to take place before the end of the year. Only after these meetings would it be appropriate for the review team to conclude its work.

JELS et al PME  
Dec 02-Jan 03

Agreed that the Vice-Principal would provide an oral update on the Review to the meeting of Court on 16 December 02 if called upon to do so.

JELS  
16 Dec 02

## **M2591 STUDENT NUMBERS AND STUDENT RECRUITMENT TARGETS 2003/04**

Noted an update on student numbers and student recruitment targets for the coming year highlighting the following:

-Numbers confirmed that all Schools are reaching their budgeted fee income targets and that several Schools have realised significant growth since 2001/02;

-Home and EU (HEU) student numbers as at 1 December form the basis of the "Early Statistics Return" (ESR) to SHEFC and will generate some £22 million of recurrent Main Teaching Grant formula income from SHEFC;

-Current year student numbers are ample to fill the University's funded places to secure this income, albeit with some transfer of funded places at the Postgraduate Taught level – where recruitment has been weak in a few subjects – to the Undergraduate level. Fortunately, Science and Engineering undergraduate recruitment has been particularly strong in the subject areas concerned;

-As a result of recent student recruitment successes, the eligible full-time HEU population reported to SHEFC in the ESR has now reached the maximum level allowed within the SHEFC consolidation "cap", and that there was no immediate indication the capping limit would be lifted or relaxed. Thus for 2003 entry the University's student recruitment policy should in aggregate target maintaining numbers at their current high levels, rather than growth in the full-time HEU undergraduate category. All other categories and levels – part-time, distance learning, postgraduate and Overseas students remain open to realise growth possibilities.

Noted that a significantly smaller cohort of students would leave the University in summer 2003 than in the year just ended. The pattern of replacement of numbers in the coming year would need to alter accordingly, with the potential of perpetuating an oscillating pattern over subsequent years. An holistic approach to the further consideration of, for example, recruitment/replacement strategies, quality of student intake and retention issues was required. The opportunity to take forward further discussions with Schools in the current planning round process should be used to help inform this process.

ACW/RMcG

Schools

#### **M2592 ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2002**

Noted and approved for presentation to Court at its meeting on 16 December 2002, the Annual Accounts and Financial Statements for the year ended 31 July 2002 with a request that the form of words included in the opening sentence of the 'Results for the Year'

RF PME  
Early Dec 02

section of the 'Report by the Convenor of the Finance Committee' be simplified to read simply "The operating deficit includes £1.3M of one off charges". Feedback to the Dir of Finance on other minor changes to text would be welcomed.

Noted the deadline date of 31 December 02 for submission of Annual Accounts to SHEFC.

# PLANNING AND MANAGEMENT EXECUTIVE

## Notes of the meeting of 19 December 2002

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J A Swaffield, Head of School, BE  
Prof J D C Jones, Head of School, EPS  
Prof D R Hall, DP(Research)

Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof R R Leitch, DP(Learning and Teaching)  
Prof B D G Smart, Head of Institute of PE  
Prof J Fernie, Head, School, ML

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
Ms V Bamber attended for item M2595

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Mr S Kay and Mrs M Rudd attended for item M2585  
Prof F G Priest, Head of School, LS  
Prof K G Lumsden, Director, EBS

Prof D G Owen, Head of School, TEX

**ACTION:**  
*who* (with whom)  
*when*

### M2593 NOTES OF THE LAST MEETING

Approved the notes of the meeting of 5 December 2002 with minor amendment to M2590 'SBC Review'. Any update to Court would have been by invitation. An update was not requested at the meeting of Court on 16 December.

### M2594 MATTERS ARISING AND OPERATIONS UPDATE

#### STAFF SURVEY

Noted that a further revised draft of the Staff Survey was awaited from the author.

#### DL REGISTRATION PROCEDURES

Noted work in progress.

#### FUTURE ROLE OF SENATE

Noted recent agreement by Senate that a working group be established under the convenership of the Vice-Principal to consider all matters relating to the conduct of the Senate and its role in the University.

#### SENATE: ATTENDANCE OF HoSs/PGIs

Noted the importance of regular attendance at Senate, in particular that of HoSs/PGIs. Further consideration might be given to establishing a process for receiving notes of apologies for instances of unavoidable absence in advance of meetings.  
(Action:- Senate convener and clerk)

#### LTB CONVENERSHIP

Noted that the V-P had been consulting with Prof R Craik on the role of LTB convenership over the coming year.

#### SML SERVER CRASH

Noted issues arising from failure of the local server for SML affecting Languages.  
(Action:- JF/DRundell)

#### SRIF 2

Noted that recent information had been received from SHEFC on the second round of the Science Research Investment Fund (SRIF). Noted that formula-based institutional allocations for 2004/5-2005/6 were expected to be announced by the end of January 03, with institutions expected to make applications by the end of May. HWU's share of funding was expected to be in the region of £2M+ in each year.

#### HEFCE PERFORMANCE INDICATORS

Noted the recent release of HEFCE Pls (2000/01 data) including indicators for access & participation, non-continuation of studies & learning outcomes/efficiencies, research and graduate employment. Further dissemination and discussion to be actioned through the relevant Boards.

(Action: RMcG et al, Jan-Feb 03)

#### RISK QUESTIONNAIRE: EMERGENCY PLANNING/DISASTER RECOVERY

Noted that a risk questionnaire focused on emergency planning/disaster recovery was expected to be issued to Heads of Schools/PGLs/Sections early in the New Year as part of the University's Emergency/Disaster Recovery planning programme.

(Action:- PLW/F Reay, early Jan 03)

#### IU/SCHOOLS INTERFACE

Noted need for further clarity and, as far as possible, consistency of approach regarding arrangements between IU and Schools. Arrangements for marking of examinations were raised as a particular issue for further detailed consideration.

(Action:- RRL/HoSs/LTB, Jan-Mar 03)

#### **M2595 REVIEW OF RECOMMENDED ACTIONS FROM STRATEGY DAYS**

Received a briefing from the Director of Staff Learning & Development, reviewing recommended actions from strategy meetings in June, August and September 2002. Noted key actions points to be taken forward in the first instance with the support of SL&D and PME through a planned Strategy Day in spring 2003 and through PME and its Boards. Key actions highlighted included plans for: Co-ordinated aligned processes; mapping of key business processes; five year strategic plan for IS/IT infrastructure; University-wide IS/IT systems; staff appraisal; MACS leadership and roles; and effective communications actively supported by PME.

PME/Boards et al

Colleagues were invited in the first instance to provide feedback to the Principal on issues that might be included for discussion in the planned Strategy Day.

PME  
Jan 2003

PME JSA  
JSA

#### **M2596 PME MEETINGS AND PLANNING/STRATEGIC SCHEDULE UPDATE**

Noted and approved a proposed schedule for PME meetings and Planning/Strategy development including:

- PME 9 January:- Substantive issue on the agenda will be the review of SBC
- PME 23 January:- Strategy presentations by SML and SLS
- PME 6 February:- Strategy presentations by EPS and SBE
- PME 12 February (revised date from 20 February):- Strategy presentations by PE and MACS
- PME 6 March and 20 March:- Strategy presentations by Research Co-ordination Board, Learning & Teaching Board and Support Services Board (including IS/IT). Detailed schedule to be confirmed.

Agreed that the presentations from each Schools/Institute should take the form of 15 minutes presentation followed by 15 minutes open discussion. Slightly longer would be allocated to presentations from the Boards. The matter of presentations by other Planning Units remained for further consideration.

Agreed to give further consideration to a preferred date for the Strategy Day during late-March/April/early-May 03.

#### **M2597 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2002 (PERIOD 4)**

Noted Management Accounts for the period to 30 November 02 (period 4) including the following key features:

- An overall surplus of £3582K for the period, representing a positive variance against budget of £403K, down from the positive variance of £630K reported in the last period;
- An adverse swing from the out-turn deficit reported in October.

#### POP INVOICE ANALYSIS: NOVEMBER 2002

Noted an analysis of POP orders during November by School/Central Support Unit highlighting an overall rejection rate of 30%. This included:

- Goods and services not receipted - 38%
- Price differences - 21%
- Incomplete POs - 24%
- No PO - 14%
- Other - 3%

Schools/Sections were reminded to resolve the problems for the Invoices currently unable to be processed, and to identify the underlying systemic issues leading to high levels of rejection.

#### M2598 KEYCOM UPDATE

Noted termination of the contract with Keycom for the provision of voice, data and internet services to residences at Riccarton. Basic telecommunications and data services were expected to be in place in residences by February 03 as a short-term measure. PLW/RF  
Dec02-Jan03

Noted that "worst case" projections for loss of income were already included in the University's projected out-turn for the year.

#### M2599 CONFIRMATION OF THE TITLE OF RESEARCH FELLOW

Approved for onward presentation to Court, nominations for the title of Research Fellow from the Principal and Deans Committee in respect of: PLW  
Jan 2003

- Dr Z Cao, School of the Built Environment (for 3 years from 1 October 2002)
- Dr F Gozalpour, Institute of Petroleum Engineering (for 3 years from 1 January 2003).

#### M2600 DRAFT ANNUAL REVIEW 2002

Approved draft contents of the Annual Review 2002, with the recommendation that further consideration be given to more teaching-focused articles. Colleagues were invited to provide any input by 23 December 02. Noted the deadline of mid-January for typesetting and printing. MT et al  
23 Dec 02

#### M2601 FIXED TERM CONTRACTS

Approved for further consultations with the relevant Trade Unions, a proposed framework for the University's policy on future fixed term contracts including the following key features:

- Fixed term contracts would only be issued in respect of vacancies for which there are one or more of the following conditions:- an identified and finite funding source, a clearly specified task or project, a generic (e.g. admin or technical support) skill-based vacancy time-limited and likely to extend to no more than two years;
- A first fixed term contract would not normally exceed three years in duration;
- Employees would not normally be on fixed term status for more than two contracts, up to a maximum of six years, where the first contract is less than four years in duration;
- Contract research staff who are self-funded (e.g. through Research Fellowships), may be employed on a first contract which matches the duration of their funding, and which would not normally exceed five years;
- Employees who have accrued four years' service may not normally be re-employed on a fixed term basis unless a gap in employment of at least six months has occurred since the

end of the previous contract.

Noted that an initial review of current fixed-term staff in Schools had been conducted by the Dir of HR with Heads, and agreed to invite the Director of HR and the DP(Resources) to work with Schools to develop clear plans of action in respect of these staff members.

#### **M2602 STUDENT COMPLAINTS PROCEDURE**

Approved an updated Student Complaints Procedure, and agreed to invite the Secretary of the University to take forward implementation with relevant colleagues following some minor editing. PLW et al  
Dec02-Jan03

#### **M2603 CODE OF GOOD PRACTICE IN RESEARCH AND PROCESSES FOR HANDLING ALLEGATIONS OF MISCONDUCT IN RESEARCH**

Approved in principle a policy 'Code of Good Practice in Research and Processes for Handling Allegations of Misconduct in Research with the following recommendations for changes to the draft:

- Section 5 Openness:- Appropriate provision should be made for instances where confidentiality agreements are included in commercial contract work;
- Section 16.4 Research involving animals:- Specific mention should be made of the role of the Animal Scientific Procedures Committee chaired by the Secretary of the University;
- Section 17.4 Responsibilities of the University:- Greater clarity was required on despatch of responsibilities (processes/key personnel), particularly regarding allegations of misconduct of staff.

Agreed that a revised draft should be presented for final approval at a subsequent meeting.

DRH/GMcF  
Jan 03

#### **M2604 IS/IT STEERING GROUP**

Noted an update on work in progress from the IS/IT Steering Group to be reported, inter alia, through School management groups to help establish priorities and identify any planning gaps prior to the mid-February time-scale for draft budgets for 2003/04. JELS/HoS et al  
Dec02-Feb03-ongoing

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 9 January 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J A Swaffield, Head of School, BE  
Prof J D C Jones, Head of School, EPS

Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof B D G Smart, Head of Institute of PE  
Prof F G Priest, Head of School, LS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
Prof K Cornwall, Dir. of Quality attended for item M2607  
L Kirkwood-Smith, Senior Executive Officer

Mr M McCrindle, Director of Human Resources  
Mr S Kay, Special Projects Manager attended for item M2608

**Apologies:** Prof K G Lumsden, Director, EBS  
Prof D R Hall, DP(Research)

Prof D G Owen, Head of School, TEX  
Prof J Fernie, Head, School, ML

**ACTION:**  
*who* (with whom)  
*when*

### M2605 NOTES OF THE LAST MEETING

Approved the notes of the meeting of PME on 19 December 2002.

### M2606 MATTERS ARISING

#### FUTURE ROLE OF SENATE

Noted a forthcoming meeting of the Nominating Committee (Senate) to consider membership of working group to consider matters relating to the conduct of Senate and its role in the University.

#### IU SCHOOLS INTERFACE

Noted a recent meeting to discuss matters relating to the IU/Schools interface including the Principal, other members of PME and the COO of IU.

#### STRATEGY DAY

Noted an invitation still open to colleagues to provide feedback to the Principal on issues that might be included in the planned Strategy Day.  
(Action: PME colleagues, Jan 03)

#### FIXED TERM CONTRACTS

Noted that consultation with the relevant Trade Unions on a proposed framework for the University's policy on future fixed term contracts was underway.  
(Action: MMCC et al, ongoing)

### M2607 CAMPUS-BASED AND EXTERNAL STUDENTS REPORTING: USA ACCREDITATION

Noted issues arising from the way in which students numbers relating to campus-based students and those studying on external programmes are presented in the University's publicity materials including the web. In particular, re-accreditation by the USA DoE upon which American student loan awards rely was under some threat because of the potential for the USA DoE to conclude that a proportional majority of students studying HWU courses are distance learners - or in DoE terms "correspondence students". Noted that the minimum proportion of campus-based students acceptable to the DoE for accreditation

purposes was 50%. Agreed that the percentage that should be reported in the University's publicity was <50% studying on non-campus-based external programmes. This reflected the University's advice already understood by the DoE, but which would appear to any interested onlooker to be contradicted in the University's web and other publicity materials. The remaining >50% of campus-based students comprised students at Edinburgh and SBC campuses, and those studying for HWU awards at Edinburgh College of Art and other campuses.

Agreed as a matter of priority to ensure that University and EBS web-pages are reviewed and if necessary amended in accordance with agreed reporting. MT/HoSs Jan 03

Agreed need to secure relevant USA DoE re-accreditation as a matter of priority, and agreed to invite the Director of Quality to draft a statement for the Principal's signature on behalf of the University. The statement could be signed and released following necessary updating of the University's web pages. KJC JSA

Agreed to invite the Director of Quality to give an update to PME in one month's time at which matters relating to the University's longer term strategy including, inter alia, how the University might in future categorise the growing number of students studying for HWU awards through the distributed learning model, and associated quality assurance issues, would also be discussed. KJC/PME Feb 03

**M2608 SBC REVIEW**

Noted key recommendations emerging from the ongoing review of SBC. The review team was meeting next week to finalise its report for presentation to PME at its meeting on 23 January. PME expected to report subsequently to Court at its February or March meeting.

**M2609 ANY OTHER COMPETENT BUSINESS**

**STUDY OF NETHERDALE SITE**

Noted an opportunity for the University to contribute £5K costs towards the cost of a planned study of the Netherdale site including future educational, recreational and business potential. Agreed need, prior to making a commitment, to understand the aims of the study in greater detail, those involved in leading the study, and to evaluate possible impact on the University's ongoing development of plans for SBC. PLW Jan 2003

## PLANNING AND MANAGEMENT EXECUTIVE

### Summary notes of the meeting of 23 January 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J A Swaffield, Head of School, BE  
Prof J Fernie, Head of School, ML  
Prof D G Owen, Head of School, TEX

Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof B D G Smart, Head of Institute of PE  
Prof F G Priest, Head of School,  
Prof D R Hall, DP(Research)  
Prof K Cornwell, Head of School, MACS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
Prof M Lang\*, Mr Les Simpson and Dr C Grant  
attended for items M2611 and M2612 \*M2611 only

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer  
Dr M Wilkinson, and Prof C Brotherton attended  
for items M2611 and M2612

**Apologies:** Prof K G Lumsden, Director, EBS

Prof J D C Jones, Head of School, EPS

**ACTION:**  
*who* (with whom)  
*when*

#### **M2610 MINUTES OF THE MEETING OF 9 JANUARY 2003**

Approved the minutes of the meeting of PME held on 9 January 2003.

#### **M2611 STRATEGY PRESENTATION: SCHOOL OF MANAGEMENT & LANGUAGES**

Received a strategy presentation from the School of Management & Languages. (A summary including presentation slides is attached to the minutes of the meeting.)

#### **M2612 STRATEGY PRESENTATION: SCHOOL OF LIFE SCIENCES**

Received a strategy presentation from the School of Life Sciences (A summary including presentation slides is attached to the minutes of the meeting.)

**M2614 MANAGEMENT ACCOUNTS TO 31 DECEMBER 2002 (PERIOD 5)**

Noted Management Accounts for the period to 31 December 2002 (period 5) including the following key features: RF

- An overall surplus for the period showing, a positive variance against budget;
- An estimated out-turn deficit worse than budget, which will need update and analysis. It will necessary for Schools and support sections to consider how realistic their projected out-turns were in order to confirm or otherwise the negative swing in the remaining 7 months of the year. In this regard EBS, Research (all Schools) and Catering & Residences required special attention. It was feasible that some projections on income had been too conservative. Noted that a tighter projection for period 6 (half-yearly) accounts was planned.

**POP INVOICE ANALYSIS: DECEMBER 2002**

Noted an analysis of POP orders during December by School/Central Support Units Schools/Support Sections Fin Office

highlighting an overall rejection rate of 33%, an increase on the previous month. This included: Ongoing

- Goods and services not receipted - 37%
- Price differences - 23%
- Incomplete POs - 15%
- No PO - 25%
- Other - 3%

Schools/Sections were reminded of the urgent need to address the problems affecting invoices unable to be processed, and to identify the underlying systemic issues leading to high levels of rejection.

**M2615 EXPECTED OVERSPEND IN RECRUITMENT & ADMISSIONS**

Agreed that from 2003/04:

- Overseas agents' commissions should be budgeted for by Schools and treated as fee reductions similar to abatements. This arrangement would also stimulate Schools to assess, in collaboration with R&A, the alignment between recruitment arrangements and Schools' wider strategies;
- Overseas taught-course scholarships/abatement budgets should be set and held by Schools with input from the central Recruitment & Admissions service, with the scale moderated by overall financial implications and individual recruitment strategies;

ACW/RF et al Spring 2003

Schools were advised to revise their expenditure plans against fee-abatement budgets in the current year in the light of the above. (Action: HoSs)

**M2617 COMMITTEE STRUCTURE**

Approved a recommendation that the Ordinances & Regulations Committee should report via PME to both Court and Senate. The constitution of the Committee would remain unchanged and it would continue to be a standing joint Committee of Court and Senate. PLW Feb 2003

Routing through PME would however enable Heads of Schools and Institutes to be included in consultations and have appropriate input prior to reports and recommendations being presented to Senate and Court.

**M2618 DIRECTORS OF WHOLLY OWNED UNIVERSITY COMPANIES**

Agreed need to make additional nominations for Directorships of wholly owned University companies, at present most of which were represented in this capacity only by the Secretary of the University. Agreed to invite the Secretary of the University to consult further with the DP(Resources) and take forward. PLW ACW Jan 2003

**M2619 REMISSION OF FEES**

Received a final draft of the University's policy on remission of fees for on- and off-campus courses of study incorporating revisions agreed at the PME meeting of 21 November 02. Noted that arrangements would go ahead to publicise the policy.

**M2620 OPERATIONAL UPDATE**

**HEAD OF SCHOOL OF MACS**

Professor K Cornwell was welcomed to the meeting as a newly established member of JSA/JELS et al PME, having taken up the position of Head of the School of MACS with effect from 22 Jan 03 January 03.

Noted that discussions were ongoing with a view to appointing a new Director of Quality on a part-time basis.

**STRATEGY PRESENTATIONS TO PME**

Agreed to hold the next meeting of PME on 6 February with the single topic of the SBC LK-S Review. Agreed to reschedule to a later date the strategy presentations which were due to be presented by the Schools of EPS and BE on that date. Jan 03 HoSs

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 12 February 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J D C Jones, Head of School, EPS  
Prof D G Owen, Head of School, TEX  
Prof J Fernie, Head of School, ML

Prof D R Hall, DP(Research)  
Mr P L Wilson, Secretary of the University  
Prof B D G Smart, Head of Institute of PE  
Prof F G Priest, Head of School, LS  
Prof K Cornwall, Head of School, MACS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corp. Arrairs & Man. Serv.

L Kirkwood-Smith, Senior Executive Officer  
Mrs V Bamber attended for items M2629-M2631

**Apologies:** Prof K G Lumsden, Director, EBS  
Mr M McCrindle, Director of Human Resources

Prof J A Swaffield, Head of School, BE  
Mr R Fraser, Director of Finance

**ACTION:**  
*who*                      (*with*)  
*when*

### M2627 MINUTES OF THE MEETING OF 6 FEBRUARY 03

Approved the minutes of the meeting of PME on 6 February 2003.

### M2628 MATTERS ARISING

#### SBC REVIEW: UPDATE AND NEXT STEPS

Noted an update on the SBC Review and related communications to Court, Senate and University colleagues.

Noted that the Director of HR and others would meet with representatives of the relevant Trade Unions on 21 February.

### M2629 SENIOR MANAGEMENT DEVELOPMENT

Received a briefing on Senior Management Development Programme activities scheduled over coming months from the Director of Staff Learning & Development.

VB                      PME  
spring 2003

Noted and endorsed the following schedule:

- 4 March 03: Briefing on HR policies and legal requirements
- 14 March 03: Training seminar on Team Development
- Short monthly seminars on HR management
- Short 'Action Learning' sessions available on demand

Noted the PME Strategy Day scheduled for 5 May 2003. The Director of SL&D received advice from PME on issues that should be included in the programme for the day, and she would continue to consult with colleagues to

firm plans up further.

**M2630 STRATEGY PRESENTATION: INSTITUTE OF PETROLEUM ENGINEERING**

Received a strategy presentation from the Institute of Petroleum Engineering (A summary including presentation slides is attached to the minutes of the meeting).

**M2631 STRATEGY PRESENTATION: SCHOOL OF ENGINEERING & PHYSICAL SCIENCES**

Received a strategy presentation from the School of Engineering & Physical Sciences (A summary including presentation slides is attached to the minutes of the meeting).

**M2632 DOCTORAL DEVELOPMENT PROGRAMME**

Noted and endorsed a proposal for development of a strategy and policies for supporting the development needs of doctoral, and possibly other postgraduate students. Agreed to invite the Deputy Principal (Research), to consult with the Research Co-ordination Board, convener of the Postgraduate Studies Committee and the interim convener of the Learning & Teaching Board, and other relevant colleagues to develop the proposal, under the working title of 'Doctoral Development Programme', for further PME consideration.

DRH et al  
Mar 03

**M2633 SUPPORT STAFF POSTS: SCHOOL OF ENGINEERING & PHYSICAL SCIENCES**

Approved for onward Hay evaluation and subsequent Review Board consideration recommendations from the School of Engineering & Physical Sciences for the regrading of three members of staff from Technical to Academic-Related grades.

JJ

**M2634 ANY OTHER COMPETENT BUSINESS**

Noted the following papers tabled for information:

- Communications from the Commission of European Communities on the 'role of universities in the Europe of knowledge'
- News release from 'People and Planet' on the recent decision by the European Commission not to include Higher Education in the current negotiations to expand the GATS free trade treaty.
- Universities Scotland papers including, inter alia, a summary of the implications for Scottish HE of the recently released Government White Paper, 'The Future of Higher Education'.

# PLANNING AND MANAGEMENT EXECUTIVE

## Notes of the meeting of 6 February 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Prof J E L Simmons, Vice-Principal  
Prof J A Swaffield, Head of School, BE  
Prof J D C Jones, Head of School, EPS  
Prof D G Owen, Head of School, TEX

Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof B D G Smart, Head of Institute of PE  
Prof F G Priest, Head of School, LS  
Prof K Cornwell, Head of School, MACS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs

Mr M McCrindle, Director of Human Resources  
L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof K G Lumsden, Director, EBS  
Prof J Fernie, Head of School, ML

Prof D R Hall, DP(Research)

**ACTION:**  
*who* (with  
*when*

### M2621 MINUTES OF THE MEETING OF 12 JANUARY 03

Approved the Minutes of the meeting of PME on 23 January 03.

### M2622 MATTERS ARISING:

#### USA DoE ACCREDITATION

Noted that the USA DoE had recently confirmed accreditation for the HWU MBA on a provisional basis up to July 2005.

### M2623 SBC REVIEW

Received the Final Report of the SBC Review Committee, and accepted the conclusions of the Review and provided management response to the recommendations as set out in the 'Executive Summary, Recommendations and Management Responses'. Agreed onward presentation for the consideration of Court at its meeting on 10 February 2002.

PME  
10 Feb 03

Agreed matters for Court consideration included:-

- a. Immediate issues of closure of unviable courses, and implications for staffing (Recommendations 4, 5 and 11);
- b. The need for a further study, involving an appropriate University group with relevant external advice, to explore vision and strategies to develop a world class higher education activity in textile design, clothing and fashion, expected to take around 6 months (Recommendations 2, 6, 7 and 8);
- c. Ongoing work to take forward linkages with other FE and HE providers, including Borders College, and with other partners, in support of local provision of higher education services in the Scottish Borders region (Recommendations 9 and 14);
- d. Proposals for better linkage between the Edinburgh and Galashiels campuses and the establishment of a clear hierarchical management structure. (Recommendations 1, 3, 10, 12 and 13).

Agreed as regards a), to advise Court that there is likely to be a redundancy situation affecting academic and technical staffing in the area of textiles science and technology in the School of Textiles and Design and in the associated company SCOT TEST and academic staff in the School of Mathematical and Computer Sciences at Scottish Borders Campus.

PME  
10 Feb 03

Agreed to request Court to authorise the offer, for a limited period, a voluntary severance package for staff in the areas identified, and in terms of Statute XXV, put in place a Redundancy Committee in order to deal in a timely manner with a potential compulsory redundancy situation in the event that this is not resolved through a further Voluntary scheme. Agreed need to advise and seek approval from Court for the maximum potential costs involved, although the actual amount would be determined following further detailed consultations.

Agreed to proceed with arrangements for an open staff briefing meeting and a meeting with Trade Union Representatives at SBC on 6 February, and noted and approved press briefing documentation for release on the same date.

JELS et al  
6 Feb 03

Agreed also that the outcomes of the Review should be presented to Senate at an extraordinary meeting on 7 February.

JELS et al  
7 Feb 03

**M2624 TITLE OF PROFESSOR**

Approved for onward presentation to Senate and Court, the recommendation that the title of Professor be conferred upon Serguei Foss, School of MACS from 1 January 2003.

PLW  
Feb 03

**M2625 DOCTORAL DEVELOPMENT PROGRAMME**

Noted proposals for a Doctoral Development Programme to be brought forward for further consideration at the meeting of PME on 12 February 2003.

JSA  
12 Feb 03

**M2626 UPDATE FROM THE RESEARCH CO-ORDINATION BOARD**

Noted an information update from the Research Co-ordination Board.

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 6 March 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP  
Prof J E L Simmons, Vice-Principal  
Prof J D C Jones, Head of School, EPS  
Prof D G Owen, Head of School, TEX  
Prof J Fernie, Head of School, ML  
Mr R Fraser, Director of Finance

Prof D R Hall, DP(Research)  
Mr P L Wilson, Secretary of the University  
Prof B D G Smart, Head of Institute of PE  
Prof F G Priest, Head of School, LS  
Prof K Cornwell, Head of School, MACS  
Prof J A Swaffield, Head of School, BE

Profs G Pender, R Craik, A Kaka, A Prior, K Brown, G Gibson, J How, Mr D Markwick and Mrs A Cosgrove were present for items 2636 and 2637

**In attendance:** Mr R McGookin, Director of Planning  
Mr S Kay and Mrs M Rudd attended for item M2585

L Kirkwood-Smith, Senior Executive Officer  
Mrs M Thornton, Director of Corporate

**Apologies:** Prof K G Lumsden, Director, EBS  
Mr M McCrindle, Director of Human Resources

### **ACTION:**

*who*  
*when*

*(with*

#### **M2635 MINUTES OF THE MEETING OF 12 FEBRUARY 03**

Approved the minutes of the meeting of PME on 12 February 03.

#### **M2636 STRATEGY PRESENTATION: SCHOOL OF THE BUILT ENVIRONMENT**

Received a strategy presentation from the School of the Built Environment. (A summary including presentation slides is attached to the minutes of the meeting).

#### **M2637 STRATEGY PRESENTATION: SCHOOL OF MATHEMATICAL & COMPUTER SCIENCES**

Received a strategy presentation from the School of Mathematical & Computer Sciences. (A summary including presentation slides is attached to the minutes of the meeting).

#### **M2638 OPERATIONS UPDATE**

##### **UPDATE ON SBC AND NEXT STEPS**

Received an update on SBC and next steps as regards communications with Trade Unions representatives and other colleagues and students. A further meeting of a sub-group of PME would take place early in the coming week. Agreed need as soon as possible to announce details of the voluntary severance package with a view to reporting back to Court at its meeting on 24 March. PME was content with the overall direction the PME sub-group charged with taking plans forward on its behalf with the expectation that any issues arising that require additional guidance from or decisions of the full PME would be referred back for consultation.

JELS/MMcC et al    PME  
Mar 03

#### **M2639 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 03 (HALF-YEAR)**

Noted Management Accounts for the period to 31 January 03 (period 6) including the following key features:  
- An overall surplus for the period of £4430K representing a positive variance against budget of £818K;

- An estimated out-turn deficit of showing a negative variance against budget. This nevertheless was an improvement on the forecast in the previous month. Noted that restructuring costs relating to SBC and Bad Debt provisions were both included in projections. The growing disparity, reported in December, between the improving year to date surplus/deficit and a worsening out-turn had been reversed. Schools' and all Support Services' (with the exception of HR) out-turns had been revised;
- The University was forecast to break-even on its operating position; the bottom line deficit being attributable to exceptional restructuring costs. This out-turn included ~£2.2m of unbudgeted items of expenditure in the current year;
- Identifiable risks had been allowed for in the estimates. More work was required to improve confidence in the out-turn under "miscellaneous". No allowances had yet been made for the potential exchange rate loss on EC contracts the value of which was being calculated, or for the 1% increase in NI contributions due from 1 April 03.

#### POP INVOICE ANALYSIS: JANUARY 2003

Noted an analysis of POP orders during January by School/Central Support Units highlighting an overall rejection rate of 36%, an increase of 3% on the previous month. This included:

- Goods and services not received - 42%
- Price differences - 18%
- Incomplete POs - 17%
- No PO - 23%

The number of outstanding invoices had decreased by 47% from the previous period. Nevertheless, there remained an urgent need to identify the underlying systemic issues leading to high levels of rejection in the first place.

#### SUMMARY OF TEACHING, RESEARCH AND OTHER ACTIVITIES

Noted a financial summary of teaching, research and other activities by School for the period to 31 January 03. This highlighted inter alia, growing deficits associated with many research and other/commercial activities including those of Catering & Residences. Agreed in respect of future strategy for research activity, that the Deputy Principal (Research) should proceed with plans to develop a proposal for a working group with responsibility for looking at the balance of research and consultancy activities in more detail and developing proposals in respect of future policy and direction.

DRH et al  
Mar-Apr 03

#### RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS

Noted the total value of research grants and contracts proposals for the period to 31 January 03 of £21.158m. This was £2.47m ahead of the total for the same period last year. The total of proposals submitted to the Research Councils amounted to £12.303m.

Noted the total value of research grants and contracts awards for the period to 31 January 03 of £8.247m. This was £447K ahead of the total for the same period last year. Total Research Council awards amounted to £3.357m.

Noted that a report on Research Grants & Contracts proposals and awards would form a regular appendix to the monthly Management Accounts.

#### M2640 FINANCIAL TRENDS

Noted positive financial trends over recent years relating to staff costs, research (proposals, grants, actual turnover and overhead recovery) and the underlying operating position for the University, highlighting the progress that had been made in improving the financial position of the University over the last two years. The positive progress highlighted the need for continuation of efforts to strengthen the University's financial position.

HoSs/Sections  
ongoing                      PME

**M2641 RECOGNITION OF TRUE OPERATING COSTS AND MANAGEMENT OF DEVOLVED BUDGETS**

Noted and endorsed proposals aimed at facilitating improved management of devolved budgets and providing clarity in operating costs as reflected in the apportioning of budgets. Agreed in cases where it is discovered that costs have been attributed to the wrong budget that the approach outlined in 'Model-(1)' of the paper should be adopted, i.e. that initial assumptions are held to for the remainder of the financial year and that appropriate foot-notes are included in the accounts. All the necessary information upon which an accurate future budget figure will depend should then be provided to the alternative "more appropriate" cost centre taking over the component of expenditure in the following year.

ACW/RF

**M2642 STUDENT DEBT COLLECTION/LATE PAYMENT CHARGES**

Noted proposals for changes in the collection of student debt and late payment charges. Agreed to invite the Director of Finance to convene a working group with representation from Schools, Student Welfare Services, the Registry, Students Association and other relevant colleagues, and to develop proposals further with a view to presenting proposals to meeting of PME in the next month or so.

RF/Schools et al  
Apr 03

**M2643 EBS EXTENSION**

Approved a recommendation that the budget for completion of the EBS extension by the start of AY 03/04 should be set at £600,000 - an increase of £100,000 against the budget previously approved by PME and Court, and agreed that the revised proposal should proceed through the Estate Strategy and Finance Committees and the Vacation Committee of Court.

PLW  
Mar 03

**M2644 GTM FRAMEWORK AGREEMENT FOR MOBILE 'PHONES**

Noted and approved a recommendation that the University should rationalise the variety of existing mobile 'phone contracts into a single corporate agreement using a pre-tendered government deal through the Government Telecommunications Mobile (GTM) Contract - an established framework service contract owned and managed by the Office of Government Commerce. Noted that the agreement would take advantage of pre-negotiated lower Tariffs and other benefits.

PLW  
Mar-Jun 03

**M2645 CAREERS ADVISORY SERVICE: ANNUAL REPORT 2001/02**

Received the Annual Report of the Careers Advisory Service for 2001/02, and made the following recommendations:  
- A summary version should be presented to the meeting of Court on 24 March;  
- In future reports it would be helpful if an executive summary was included;

PLW CAS

Noted that the report focussed very little on was viewed as the significant issue of HWU's downward slide in published national graduate employment tables. Agreed to recommend that a wider view of HWU's comparative performance in

graduate destinations, and in the provisions and achievements of the University's Careers Advisory Service should feature more prominently in future reports.

**M2646 SRIF 2**

Noted a presentation by the Deputy Principal (Research) outlining SHEFC aims and priorities and the need to develop a strategic framework for decisions on the development of bids for Science Research Infrastructure Fund (SRIF) 2. The funding available to HWU over 2004/05-2005/06 was expected to be total just over £5m with a further 10% contribution from the University.

Agreed that the Research Co-ordination Board should consult with Schools and PME over the next six week period with a view to developing proposals for a strategic framework for future investment to develop HWU's research capabilities in support of the University's wider strategic aims in terms of increasing research income over a five-year horizon, and in the context of the next RAE and external policy developments.

Agreed that the Deputy Principal (Research) should provide an update to Senate at its meeting on 12 March 03.

DRH/RCB  
Mar-Apr 03

PME et al

DRH  
12 Mar 03

**M2647 CODE OF GOOD PRACTICE IN RESEARCH AND PROCESSES FOR HANDLING ALLEGATIONS OF MISCONDUCT IN RESEARCH**

Approved a proposed policy 'Code of Good Practice in Research and Processes for Handling Allegations of Misconduct in Research.

DRH/GMcF

**M2648 PROCEDURE FOR SETTING AND REVIEWING ACADEMIC STAFF PROBATIONARY TARGETS**

Agreed to consider a proposed procedure for setting and reviewing academic staff probationary targets at the next meeting of PME on 20 March 2002.

**M2649 UNDERGRADUATE APPLICATIONS UPDATE AND INTAKE PLANNING**

Noted an update on undergraduate applications as at the end of January 2003. Overall these showed an increase of 3.3% over the same period last year, and highlighted the need to manage, through the current planning round the University's strategy for recruitment for October 2003 entry in the context of the SHEFC imposed consolidation limit.

Agreed to consider in further detail at the next meeting of PME on 20 March

RMcG/ACW/  
Schools  
Mar 03

PME

PME  
Mar 03

**M2650 ANNUAL STATISTICS REPORT 2002/03**

Noted an Annual Statistics report for 2002/03. This was the first issue of an annual publication that would be issued for internal use each February to coincide with publication of the University's Annual Review.

MT/LK-S

**M2651 REPORT FROM THE LEARNING & TEACHING BOARD**

Noted a report for information from the Learning & Teaching Board including papers for Senate approval on the proposed integrated version of CAPS and Procedures for the Accreditation of Prior Learning.

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 20 March 2003

**Present:** Prof J S Archer, Principal (Chair) Prof D R Hall, DP(Research)  
 Prof A C Walker, DP (Resources) Mr P L Wilson, Secretary of the University  
 Prof J E L Simmons, Vice-Principal Prof B D G Smart, Head of Institute of PE  
 Prof J D C Jones, Head of School, EPS Prof F G Priest, Head of School, LS  
 Prof D G Owen, Head of School, TEX Prof K Cornwell, Head of School, MACS  
 Prof J Fernie, Head of School, ML Prof J A Swaffield, Head of School, BE  
 Prof K G Lumsden, Director, EBS

Prof I Mason, Prof R Reuben, Dr R Wardman, Dr M Wilkinson, Mr L Simpson, Mrs K Patterson, Mrs E Lister, Mr D Marwick and Ms J Rougvie were present for items M2653 and M2654

**In attendance:** Mr R McGookin, Director of Planning Mr M McCrindle, Director of Human Resources  
 Mrs M Thornton, Director of Corporate Affairs L Kirkwood-Smith, Senior Executive Officer  
 Mr S Kay, Special Projects Officer

**Apologies:** Mr R Fraser, Director of Finance

**ACTION:**  
*who* (with  
*when*

### M2652 MINUTES OF THE MEETING ON 6 MARCH 2003

Approved the minutes of the meeting of PME on 6 March 03.

### M2653 STRATEGY PRESENTATION: LEARNING & TEACHING BOARD

Received a strategy presentation from the Learning & Teaching Board. (A summary including presentation slides is attached to the minutes of the meeting.

Noted a few key issues highlighted in the discussion following to be taken forward through the Board in consultation with relevant colleagues and groups, including: need for renewed emphasis on appropriate balance in different areas between traditional and more innovative teaching and learning modes; enhancement of traditional teaching; need to grasp opportunities offered by IU including non exclusive agency arrangements; need for further discussions on service teaching arrangements through the Resource Modelling Group; need to create greater efficiencies in use of space, staff time and teaching methods.

RC/LTB/ACW et al et al

Mar ongoing

These and other issues highlighted in the presentation would be explored further in the context of an evolving Learning & Teaching Strategy developed through the Learning & Teaching Board.

### M2654 RECRUITMENT & ADMISSIONS: STRATEGY AND ISSUES

Received a strategy presentation from the Director of Recruitment & Admissions and the Access Development Officer on Recruitment and Admissions Strategy and associated issues. (A summary including presentation slides is attached to the minutes of the meeting).

Noted key issues and areas for particular consideration highlighted in the discussion following including: need to integrated recruitment strategies between Schools and with the central Recruitment & Admissions Service; need for Schools to understand the real costs associated with recruitment; marketing and branding issues associated with the courses marketed by IU; student retention issues; infrastructure and facilities to support growing student numbers and expectations; the need to maintain investment in widening access

LTB/SSB/R&A PME

Mar 03 ongoing

activities; and also to appreciate value from HWU membership of ECS (Education UK Partnership British Council and from Education UK (Scotland)) with regard to inward and outward missions and focus groups as well as intelligence on overseas recruitment.

**M2655 SBC RESTRUCTURING UPDATE AND NEXT STEPS**

Noted an update on SBC restructuring, and agreed recommendations to be presented to Court at its meeting on 24 March 03.

MMcC/JELS/SK et al

**M2656 SHEFC FUNDING 2003/04**

Noted an update on SHEFC Main Grant funding for 2003/04 announced on 19 March 03.

Noted that funding for teaching and research would increase over the current year by 4.6% over the sector as a whole; however the increase for HWU was 3.8%. The overall increase in SHEFC funding comprised ~3.5% for inflation plus a further ~1.1% for additional schemes and initiatives. The relative under-performance by HWU was in accessing the latter elements of funding - mainly wider student access and RAE 5\* funding.

Agreed that key issues arising from the announcement for 2003/04 should be discussed with Schools in current planning round meetings, and that wider issues and funding opportunities should be explored further through the Learning & Teaching and other Boards as relevant.

RMcG/ACW LTB

Mar 03 onwards

Noted that the Director of Planning would disseminate more detailed analyses of funding for 2003/04 in coming days.

RMcG

Mar-Apr 03

**M2657 UNDERGRADUATE APPLICATIONS AND INTAKE PLANNING**

Noted an updated on undergraduate applications for 2003/04 entry and agreed to policy to seek to maintain full-time Home/EU UG student numbers within the SHEFC "consolidation" limit.

ACW/RMcG Schools  
Mar 03 onwards

Each School would therefore be constrained to recruit at maximum a number adequate to maintain its current population, with the exception of Life Sciences where slight growth should be provided for to enable the introduction and build up of agreed new programmes. Small transfers of "fees-only" numbers from one or two other Schools would be agreed through the Planning

Round to allow this.

Noted that continuing close attention and co-operation would be required to minimise the risks of over-shooting or under-shooting the relatively narrow target range.

**M2658 FINANCE SYSTEM PROJECT**

Noted and endorsed in principle an outline plan for implementation of the replacement finance system at a total cost of £750K with an estimated £180K impacting on the budget for the current year. This included provision for three very temporary posts to support implementation of the new system and associated training.

ACW/RF  
Mar 03 onwards

Agreed need to update the Capital Plan for 2003/04, and to review spending plans and priorities in the light of increased financial commitment associated with the Finance Project.

ACW/RF                      PME  
Mar-May 03

**M2659 UNIVERSITY HEALTH SERVICE ANNUAL REPORT 2001/02**

Approved the Annual Report of the University Health Service 2001/02 for presentation to Court at its meeting on 24 March 03.

PLW  
Mar 03

**M2660 HR POLICIES**

Agreed in terms of the four HR policy papers considered at the meeting, and others, that these should be checked to ensure that the terms of each policy link appropriately to other relevant HR policies; for example, care should be taken to ensure that there is appropriate linkage between the Maternity Leave Agreement and Procedures for Setting and Reviewing Probationary Targets.

MMcC

**M2661 PROCEDURE FOR SETTING AND REVIEWING PROBATIONARY TARGETS AND ROLE OF ACADEMIC MENTOR**

Noted proposed Procedures for Setting and Reviewing Probationary Targets for academic staff, and an accompanying paper detailing the role of the academic mentor, and recommended the following:

- The requirement that the Head of School should not normally act as a mentor to any member of their School staff should be stated explicitly;
- The terms within the Policy should take adequate account of academic staff who might not for reasons of subject specialisation have higher research degrees. In the main these would include colleagues working in design-related areas.

Agreed following minor revision that the paper should be brought back to

PME.

MMcC  
3 Apr 03

**M2662 MATERNITY LEAVE AGREEMENT**

Noted proposals for enhanced terms as detailed in a draft revised Maternity

Leave Agreement. Agreed to invite the HR adviser and the Director of HR to consider the implications of the proposed enhancements to maternity pay

further. Key issues for further investigation are: compatibility with the policies of external funders, e.g. research councils, financial implications for Schools/Sections; supporting administrative structures; and linkage with other  
Agreed to consider at a future meeting of PME when further background information is available.

internal HR policies. SMack/MMcC  
SMack/MMcC  
Apr 03

**M2663 POLICY ON PATERNITY LEAVE**

Approved for consultation with the Trade Unions and presentation to the Staffing Strategy Committee and Court, a proposed Policy on Paternity Leave. Noted that the Policy had been developed in line with new Employment Act 2002 legislation giving statutory paid paternity leave rights to employees. The new HWU Policy would extend the current two days University paid paternity leave to five days, with statutory paternity pay applicable to the second week of the statutory two week period.

SMack/MMcC  
Mar-May 03

**M2664 POLICY ON FLEXIBLE WORKING**

Approved for consultation with the Trade Unions and presentation to the Staffing Strategy Committee and Court, a proposed Policy on Flexible Working. Noted that the Policy had been developed in line with new legislation giving parents of children under six or of disabled children under 18 the right to work flexibly.

SMack/MMcC  
Mar-May 03

**M2665 LEAGUE TABLES**

Noted an analysis of the University's position in last year's main League Tables published by the press, key features, trends and issues arising to be considered further through the relevant PME boards.

MT/RMcG  
Mar 03 ongoing

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary Notes of the meeting of 3 April 2003

**Present:** Prof J S Archer, Principal (Chair)  
 Prof A C Walker, DP (Resources)  
 Prof D G Owen, Head of School, TEX  
 Prof J Fernie, Head of School, ML  
 Prof K G Lumsden, Director, EBS

Prof D R Hall, DP(Research)  
 Mr P L Wilson, Secretary of the University  
 Prof B D G Smart, Head of Institute of PE  
 Prof K Cornwell, Head of School, MACS  
 Prof J A Swaffield, Head of School, BE  
 Mr R Fraser, Director of Finance

**In attendance:** Mr R McGookin, Director of Planning  
 Mrs M Thornton, Director of Corporate Affairs  
 Mr S Kay, Special Projects Officer

Mr M McCrindle, Director of Human Resources  
 L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J D C Jones, Head of School, EPS  
 Prof J E L Simmons, Vice-Principal  
 Prof F G Priest, Head of School, LS

**ACTION:**  
*who* (with whom)  
*when*

### M2667 MINUTES OF THE MEETING ON 20 MARCH 2003

Approved the minutes of the meeting of PME on 20 March 2003.

### M2668 MATTERS ARISING

#### ORKNEY ACTIVITIES

Agreed to discuss further at the next meeting of PME on 17 April 03.

FGP/PME  
 17 Apr 03

#### IU UPDATE

Agreed to discuss further at the next meeting on PME on 17 April 03.

JELS/PME  
 17 Apr 03

### M2669 STRATEGY PRESENTATION FROM THE SUPPORT SERVICES BOARD

Noted a strategy presentation from the Support Services Board and agreed to discuss further the issues raised at the PME Away Day on 5 May 2003.

PLW  
 5 May 03

PME/Heads  
 Schools/Sections

### M2670 SRIF 2: POLICY FRAMEWORK FOR DEVELOPMENT OF PROJECT BIDS

Noted and discussed strategic planning issues associated with preparation of potential bids for SHEFC SRIF 2 funding, and agreed the following guidelines constituting a broad PME

DRH/RCB et al

policy framework within which the selection of bids should proceed:

Apr-May 03

1) Selection should support the University's strategic aims of increasing the number of units that are graded at least 5 at the next RAE, converting 5/5\*s to 6\* and realising

substantial increases in research income within a five-year horizon. Current RAE performance indicators would probably remain unchanged. Any investment in an area currently graded 4 should be made with the expectation that this will help achieve at least a grade 5 in the next RAE;

2) Selection should not be guided by any desire to achieve uniformity/equity of spend across Schools/PGs but rather should be guided by the over-riding priority of achieving optimum benefit against cost to the wider University;

3) High priority should be given to projects that involve building-related investment, however this should not rule out the option to upgrade or replace equipment, particularly if potential for real benefit can be demonstrated; 4) Priority should be given to general estate refurbishment provided that research income projections associated with the upgrades demonstrate clearly merit the level of investment required;

5/6) Potential "new build" projects should be treated with a degree of caution, and should be weighed against the need to give higher priority to upgrade existing facilities provided they meet other bid criteria. Retaining flexibility in potential use of refurbished or "new" space should be an important over-riding consideration. The potential of other external funding as part of an already strongly-rated bid should be considered;

7) Collaborative projects with other universities should not warrant any particular increased level of priority against others, nor however should they be ruled out. It is important that the viability of potential collaborations is clearly demonstrated and understood by both parties;

8) There should be no "minimum" threshold set on bids other than that which can be agreed through negotiations with SHEFC;

9) Planning for SRIF 3 and beyond should be developed as soon as possible.

Agreed to invite the Deputy Principal (Research) to take forward through the Research Co-ordination Board noting the deadline date of 31 May for submission of plans to SHEFC. An update would be provided to PME at its meeting on 17 April 03.

#### **M2671 SBC RESTRUCTURING UPDATE**

Agreed that it would be useful to receive an update on progress on development of future plans for Textiles and Design and HE/FE collaboration in the Borders in the near future.

JELS/ DGO et al

#### **M2672 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 03 (PERIOD 7)**

Noted Management Accounts for the period to 28 February 03 highlighting the following:

- A surplus for the period of £2472K which was better than budget by £1476K and an improvement of £658K on the previous month;
- A favourable movement in the month of £658K;
- A projected out-turn deficit worse than budget, however this included exceptional restructuring costs. The underlying operating position was approaching break-even. Substantial unbudgeted/unforeseen items were also included;
- The movement in out-turn was down against the previous month. This included an increase in "central" costs associated with ongoing work on programmes to be marketed through IU, increasing restructuring costs and revised projections for miscellaneous costs, the total of which were partly off-set by improvements in the out-turns by Schools and to a much smaller extent Catering & Residences operations;
- An adverse movement from period 7 to end of year out-turn comprising adverse movements in both Schools and central support services. The latter included planned accelerated spend in the latter part of the

year on minor works and LTM, timing differences in Rebus system implementation expenditure and income/expenditure components in IS/IT and Recruitment & Admissions' activities;

- An adverse movement in Catering & Residences resulting from a continuing fall in gross profit;

Noted the Director of Finance's confidence in the robustness of the estimated out-turn. With the exception of additional investment in the region of £300K which may require to be Made in external programmes, all known/identifiable risks for which a value can be calculated had been included.

Schools in particular were asked to review carefully their projections between now and the end of the year.

Schools  
Apr 03

#### CFACS POP ANALYSIS FOR FEBRUARY 2003

Noted an analysis of POP orders during February by School/Central Support Unit showing an overall rejection rate of 33%. This included:

Goods and Services not receipted – 43%

Price differences – 17%

Incomplete POs – 12%

No PO – 28%

Noted that the number of outstanding invoices at the end of February stood at 420, a decrease on the previous month and the lowest level for the year thus far.

### **M2673 UPDATE ON PROGRESS IN PLANNING ROUND MEETINGS AND BUDGET DEVELOPMENT**

Noted progress in planning round meetings and budget development for 2003/04.

Schools had been invited to review their projections in the light of notification of SHEFC PME allocations for next year, and the need to maintain progress in reducing their overall deficits or increasing their surpluses. Further detailed consideration of income projections was also required. 17 Apr 03

Agreed to consider budget plans for non-academic planning units in further detail at the next meeting of PME on 17 April 03.

Agreed to set a target to achieve an overall University surplus of £0.5m in 2003/04. School and non-academic planning unit budget plans for the coming year should be reviewed in this context. The total for current first draft budget submissions highlighted potential for a substantial deficit if left unchallenged, emphasising the need to ensure that income projections are not set at unduly conservative levels. ACW/RF et al Apr-May 03

### **M2674 PROVISION OF USS PENSION SCHEME TO SECRETARIAL/CLERICAL, TECHNICAL AND MANUAL STAFF**

Noted an endorsed in principle a proposal to offer secretarial/clerical, technical and manual staff access to the USS pension scheme.

MMcC/SK/PLW  
Apr-May 03

Agreed to invite the Director of HR, and the Special Projects Officer through the Secretary of the University to complete the necessary preparatory work including consultation with Trade Unions, confirm that the change can be made at no net cost to the University, and to report to PME on progress before a final decision is made.

Noted that the change would not include transfer of past liabilities for current staff who opt for transfer from the Local Government Superannuation Scheme.

**M2676 MARKETING MATERIALS FOR POSTGRADUATE TAUGHT COURSES**

Noted and approved a proposal that there should be co-ordinated sharing of resources between Schools with central support services towards development of cost-effective, high quality, branded marketing materials for postgraduate taught courses. Apr 03

RJMC/EL/MT

Noted that the Director of Quality Development, Director of Recruitment & Admissions and the Director of Corporate Affairs and Management Services would proceed with plans to engage with School representatives to take forward.

Heads of Schools were invited to disseminate information on the decision to relevant individuals involved in recruitment and marketing activities in Schools. HoSs  
Apr 03

**M2677 MATERNITY LEAVE AGREEMENT**

Approved for consultation with the relevant Trade Unions a revised Maternity Leave Agreement, updated in accordance with recent changes to legislation due to come into effect on 6 April 2003, and with further enhancement including an increase in the existing Maternity Leave Policy by 2 weeks at half-pay in addition to the statutory changes. MMcC  
Apr-May 03

**M2678 GRIEVANCE PROCEDURE**

Approved for consultation with the relevant Trade Unions a revised Grievance Procedure updated in accordance with new Employment Act 2002 and Data Projection Act 1998 legislation. Recommended that "discuss" in line three of para 3 should be amended to "lodge". MMcC  
Apr-May 03

**M2679 DISCIPLINARY POLICY AND PROCEDURES FOR SUPPORT STAFF**

Approved for consultation with the relevant Trade Unions a revised Disciplinary Policy and Procedures for (Research and) Support Staff. The revised policy was a consolidation of a number of existing policies. Agreed that research staff should be differentiated from MMcC  
Apr-May 03

"support" staff in the titling and any other relevant references. Agreed also that cross-reference to the Conflict of Interest Policy should be included where appropriate.

**M2681 PROCEDURE FOR SETTING AND REVIEW OF PROBATIONARY TARGETS**

Noted and approved for consultation with the relevant Trade Unions a revised Procedure for Setting and Review of Probationary Targets for academic staff.

MMcC  
Apr-May 03

**M2682 SCOTTISH EXECUTIVE HE REVIEW, PHASE 2**

Noted a summary/extracts of the Scottish Executive HE Review, Phase 2. Noted that the Director of Planning would in coming weeks also provide summaries of the Scottish Executive's Lifelong Learning Strategy, the consultative draft of the SHEFC/SFEFC joint corporate plan for 2003-06 and the DfES White Paper as background papers to help inform discussions at the Strategy Away Day and beyond.

RMcG  
Apr-May 03

**M2683 SCOTTISH PARLIAMENT AND LOCAL GOVERNMENT ELECTIONS**

Noted suggested priority messages from the University to politicians in the run up to Scottish Parliament and Local Government elections. Comments to the Director of Corporate Affairs and Management Services were invited.

PME  
Apr 03

Colleagues were reminded that planned visits by politicians and other high-level external bodies should be co-ordinated through the office of the Director of Corporate Affairs and Management Services.

## PLANNING AND MANAGEMENT EXECUTIVE Summary notes of the meeting of 17 April 2003

**Present:** Prof J E L Simmons, Vice-Principal (Chair) Prof D R Hall, DP(Research)  
Prof A C Walker, DP (Resources) Mr P L Wilson, Secretary of the University  
Prof D G Owen, Head of School, TEX Prof B D G Smart, Head of Institute of PE  
Prof J Fernie, Head of School, ML Prof K Cornwell, Head of School, MACS  
Prof J D C Jones, Head of School, EPS Prof J A Swaffield, Head of School, BE  
Prof F G Priest, Head of School, LS Mr R Fraser, Director of Finance

**In attendance:** Mr R McGookin, Director of Planning L Kirkwood-Smith, Senior Executive Officer

**Apologies:** Prof J S Archer, Principal Prof K G Lumsden, Director, EBS  
Mrs M Thornton, Director of Corporate Affairs Mr M McCrindle, Director of Human Resources

**ACTION:**  
*who* (with whom)  
*when*

### M2684 MINUTES OF THE MEETING OF 3 APRIL 2003

Approved the minutes of the meeting of PME held on 3 April 2003.

### M2686 OPERATIONAL UPDATE

#### IU UPDATE

Noted the intention of the Vice-Principal who has been chairing a small working group on the University's interaction with IU to present a report to PME at its meeting on 15 May outlining a framework for the University's engagement with IU, and management of key strands of activity.

SRIF 2

Noted an update on the process for selection of bids to reduce to around 10 or so a total of 22 bids received. Bids under consideration were largely focused on refurbishment of existing facilities with a few proposals involving new builds.

PLW/DRH et al

Apr onwards

Agreed to invite the Deputy Principal (Resources) and other relevant colleagues to identify the means by which the University's commitment to provide £500K of funding (10%) of the value of the SHEFC SRIF 2 allocation might be met and to consider further at the meeting of PME on 15 May 2003.

ACW/RF/RMcG/DRH et al

May 03

ICIT

Noted an update on ICIT, Orkney activities and related issues by the Head of the School of Life Sciences. Noted that a working group meeting convened by the Vice-Principal had been planned for Wednesday 22 April at which recommendations for the future of Orkney-related activities would be developed further with a view to presenting to a meeting of PME in the near future.

#### **M2687 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 03**

Noted Management Accounts for the period to 31 March 03 (Period 8) highlighting the following:

- A surplus for the period of £476K - better than budget by £1863K and an improvement on the previous month's position.
- A projected adverse movement of £1706K from period 8 to the end of the year;
- A projected out-turn better than budget by £157K, highlighting an operating surplus of £560K before exceptional restructuring costs, and including significant unbudgeted/unforeseen items of expenditure in the current year;
- The expectation of a substantial reduction in necessary draw-down of the final £3m portion of the University's loan/overdraft facility.

Noted that there was still some work to be done to tighten up on estimates; however, most of the items which would have a negative impact on the out-turn had been incorporated and the end of year out-turn was expected to approach break-even. Colleagues were reminded of the need to avoid expenditure against areas of surplus in their budgets.

CFACS POP ANALYSIS FOR MARCH 2003

Noted an analysis of POP orders during March by School/Central Support Unit showing an overall rejection rate of 34%. This included:

Goods and Services not receipted – 48%

Price differences – 16%

Incomplete PO – 14%

No PO – 22%

Noted that the number of outstanding invoices at the end of March stood at 343, a decrease on the previous month and the lowest level for the year thus far.

#### **M2688 BUDGET DEVELOPMENT 2003/04**

Noted a summary outlining the status quo regarding estimated out-turns for Schools and Central Support Services for the current financial year together with summary analyses of budget costs for 2003/04. The latter included itemised, main additional requests/changes relative to the current year's budget, highlighting those which were designated as "committed" items. Noted a University total of over £3m for "committed" items and around £2m for "optional" items. Acceptance of all "optional" items would create a deficit in the region of £1.3m in the next financial year, emphasising the need to agree spending priorities, and develop as accurate predictions as possible on income levels.

Colleagues were invited to give further consideration to the summary list of "committed" and "optional" items for 2003/04, and to give further feedback to the Deputy Principal (Resources) in order to help guide the process of prioritisation of requests for additional expenditure. Heads of Schools were also invited to provide further updates on their plans for 2003/04 including best estimates of income to help inform the process of determining what expenditure can be afforded.

PME/ACW

Apr-May 2003

#### **M2689 ORDINANCES & REGULATIONS COMMITTEE PAPERS FOR PME COMMENTS**

Noted papers for the forthcoming meeting of the Ordinances & Regulations Committee on 29 April for comment.

Agreed to relay PME's thanks and appreciation to colleagues associated with the Ordinances & Regulations Committee for its ongoing work in updating relevant Ordinances & Regulations following restructuring.

LK-S

VC/MK

Apr 03

In respect of papers for the forthcoming meeting, agreed that the following comments should be relayed to the Committee:

- Regulations 4, 5 and 18 Postgraduate and Graduate Certificate, Postgraduate and Graduate Diploma, Higher Degree of Master:
- (Para 6.5):- the word "not" (following "shall") should be added;
- (Para 11.5.1):- A typo involving the words "to" and "for" in the first line should be corrected.

#### **M2690 IRAQI SITUATION**

Endorsed in principle a proposal that the University should consider some visible action to be seen to be assisting with reconstruction of Iraq. Offering of scholarships was suggested as one of several options.

Agreed to invite the Secretary of the University to confer further with colleagues to investigate options, and to discuss further with the Director of Corporate Affairs & Management Services.

Agreed to invite the Secretary of the University to confer with relevant colleagues to investigate options further and to discuss with the Director of Corporate Affairs & Management Services.

PLW et al

Apr-May 03

#### **M2691 SCOTTISH HE/FE POLICY DOCUMENTS**

Noted a summary of policy documents including: Scottish FE & HE Funding Councils' Draft Joint Corporate Plan 2003-2006: 'Vision for post-school education in Scotland'; and 'Life Through Learning, Learning Through Life', the Scottish Executive Lifelong Learning Strategy for Scotland. These followed a summary of the Scottish Executive Higher Education Review Phase 2 Report received at the last meeting of PME.

Colleagues were encouraged to study the documentation further ahead of the Strategy Day on 5 May 2003.

PME  
5 May 03

Agreed to bring back to a meeting of PME following consideration by the three main PME Boards. In particular the Scottish FE & HE Funding Councils' Draft Joint Corporate Plan 2003-2006 was subject to formal consultation and the main lines of the University's response would be developed and progressed in the first instance through the Boards with a draft response for consideration of PME presented to a meeting in mid-May.

RMcG et al  
mid-May 03

#### **M2692 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS TO 31 MARCH 2003**

Noted the total value of research grants and contracts proposals and awards for the period to 31 March 03 of £26.06m and £9.95m respectively.

Noted suggestions for enhancing reporting of Research Grants and Contracts Proposal and Awards for further consideration.

IGRin consult. with

DRH/others

#### **M2693 RECENT NEWS FROM THE RESEARCH CO-ORDINATION BOARD**

Noted a bulletin of recent news for March/April from the Research Co-ordination Board.

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary Notes of the meeting of 15 May 2003

**Present:** Prof J S Archer, Principal (Chair) Prof D R Hall, DP(Research)  
 Prof A C Walker, DP (Resources) Prof D G Owen, Head of School, TEX  
 Mr R Fraser, Director of Finance Prof B G D Smart, Head of Institute of PE  
 Prof J Fernie, Head of School, ML Prof J A Swaffield, Head of School, BE  
 Prof J D C Jones, Head of School, EPS Prof J E L Simmons, Vice-Principal

**In attendance:** Mr R McGookin, Director of Planning Mr M McCrindle, Director of HR  
 Mrs M Thornton, Director of Corporate Affairs L Kirkwood-Smith, Senior Executive Officer  
 Prof R J M Craik, Director of Quality Development, attended the meeting  
 Mr S Kay, Special Projects Officer, attended the meeting up to item M2707

**Apologies:** Prof K G Lumsden, Director, EBS Mr P L Wilson, Secretary of the University  
 Prof K Cornwell, Head of School, MACS Prof F G Priest, Head of School, LS

**ACTION:**  
*who* (with whom)  
*when*

### M2704 MINUTES OF THE MEETING OF 29 APRIL 2003

Noted and approved the minutes of the meeting of 29 April 2003 with the amendment: "Career Development and Performance Review".

### M2705 OPERATIONS UPDATE

#### REVIEW OF ACTIVITIES AT ICIT AND HWU'S ENERGY STRATEGY

Noted and endorsed a request for additional time from the working group considering future strategy for ICIT and its activities in Orkney. Recommendations would be firmed up in coming weeks and should be considered in the context of a wider proposal that the University should structure and extend its capabilities across a broad spectrum of energy/related activities.

BGDS et al JELS  
 27 May 03

Agreed to consider a proposal at the meeting of PME on 27 May 03, for development of an "Energy Academy" which would be a strategic focus for the University's activities in the field of energy and other closely related areas within which activities at ICIT could form an integral part.

#### STRATEGIC PLAN DISCUSSION: COURT MEETING ON 26 MAY 2003

Agreed to invite the Director of Planning to confer with relevant colleagues to develop in further detail proposals for the structure and content of presentations on strategy to support discussion on the Strategic Plan at the meeting of Court on 26 May. Key strands for discussion should include: significant developments in the Learning & Teaching strategy; implementation of the Research strategy through the £5.5m SRIF 2 investment plan; and an overview of budget development for 2003/04 and issues arising. Agreed to highlight in an introductory overview, the internal structures and processes supporting strategy development and the impact of rapid changes in the external environment. Agreed also that HR and Estate strategies should be incorporated in the overview.

RMcG/RJMC/DRH/  
 /  
 ACW/RF  
 26 May 03

#### 2003/04 BUDGET DEVELOPMENT

Agreed need to seek the engagement of Court in the discussion on strategy on 26 May 03 in considering the impact of requested additional items of expenditure in 2003/04 on the final shape of the budget. Agreed that the DP(Resources) and the Director of Finance should continue to consult with colleagues with the aim of achieving at the very least a break-even budget; however, it was important for the University to develop a clear plan for future growth, and to review whether optimum sustainable organisational structures and systems had yet to be achieved fully through the restructuring process.

ACW/RF et al  
 May-Jun 03

#### REPLACEMENT FINANCE SYSTEM

Noted and approved in principle, subject to satisfactory completion of further more

RF  
May 03

detailed discussions with Heads of Schools, a recommendation that following recent completion of a due diligence exercise, the University should enter into detailed contract negotiations with a preferred supplier for the planned replacement to the finance system. Agreed that the Director of Finance should consult further with Heads of Schools as soon as possible.

#### M2706 INTERACTIVE UNIVERSITY

Received a summary report by the working group responsible for reviewing practical and contractual issues associated with the University's relations with the Interactive University, and discussed underlying issues.

JELS et al  
May 03 ongoing

Agreed to invite the Vice-Principal to liaise further with relevant colleagues to take forward establishment of a framework for the University's future engagement with IU, taking account of advice and comments raised by PME members at the meeting.

Noted that a further meeting with IU had been scheduled in the coming week.

#### M2707 SBC RESTRUCTURING

Noted a report on restructuring at SBC and approved a proposal that PME should recommend to Court at its meeting on 26 May that the current SBC restructuring exercise should be regarded as completed at the end of May 2003, and that a compulsory redundancy procedure will not be necessary. Noted that voluntary severance agreements had been or were in the process of being agreed with 12-13 members of staff.

SK/PME  
26 May 03

#### M2708 SRIF 2 INVESTMENT

Noted and endorsed in principle, a short-list of 7 projects for further development under the SRIF 2 capital investment plan.

DRH/RCB et al  
31 May ongoing

Agreed that the final project costings should include an appropriate element in each case to cover contingencies with the understanding that no additional University funds would be available to cover an overall overspend. An element of flexibility in project planning across the full selection of projects would be required to ensure that the final selection of SRIF 2 projects is fully affordable within the funding limit of £5.5m including a 10% contribution from the University. Heads of Schools would be responsible subsequently for ensuring that project budgets are not overspent. It was expected that individual project sponsors would seek to identify other potential external sources of funding to help meet the University's 10% contribution to costs.

Agreed to invite the DP (Research) to take forward with RCB and other relevant colleagues and to ensure that the required documentation is completed for submission to SHEFC by the due deadline of the 31 May 2003.

**M2709 MACS BUILDING EXTENSION**

Noted and approved subject to endorsement by the project champion (PLW) who was unable to be present at PME, a proposal from Prof G Gibson for a Yorkon extension to the Mountbatten Building which would enable all elements of the School of MACS to be co-located. The plan which was a revision of the one approved previously by PME had addressed a number of shortcomings in the original specification, and a revised costing of £2.2m had been received from Yorkon. The inclusion of additional features, facilities and essential services were expected to take the total cost including VAT up to a potential maximum of £3.3m. Noted that a case would be presented to the trustees of the Macmillan Bequest to cover a portion of costs, and both SRIF 1 and 2 funding would be allocated to the project.

Approved the project with the expectation that savings would be identified from within the list of additional costs presented, so that the total cost including VAT might be reduced to £3m or, at most, marginally above this sum. Agreed to invite the Secretary of the University to take forward for further approval, in the first instance to the Finance Committee.

PLW et al  
May 03 ongoing

**M2710 COMMERCIALISATION POLICY GROUP**

Noted and approved a recommendation to establish a Commercialisation Policy Group (CPG) to develop and oversee strategy and policy and regulations for the University's activities relating to knowledge transfer and commercialisation, and highlighted the following for inclusion in the remit:

- Greater prominence given to IPR issues in particular in so far as the interests of the University should be properly protected;
- An appropriate statement covering conflict of interest issues;
- Expansion to include Learning & Teaching activities, e.g. CPD

Agreed that the Group should oversee "regulations" as well as strategy and policy relating to the relevant activities, and that the remit of the Group should be subject to ongoing development and review. Agreed also that it would be desirable for Learning and Teaching activities to be represented in the membership of the Group.

Agreed to invite the Deputy Principal (Research) to take forward implementation with relevant colleagues.

DRH et al  
May 03 onwards

**M2711 TECHNICAL STAFF REVIEW BOARD 2003**

Noted and approved the report and recommendations of the Technical Staff Review Board 2003.

MMcC  
May 03

**M2712 SIE INTERIM PERFORMANCE REPORT**

Noted an Interim Performance Report on Scottish Institute for Enterprise activities from October 2002 to January 2003.

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary Notes of the meeting of 12 June 2003

**Present:** Prof J S Archer, Principal (Chair) Prof J D C Jones, Head of School, EPS  
 Prof A C Walker, DP (Resources) Prof F G Priest, Head of School, LS  
 Mr R Fraser, Director of Finance Prof B G D Smart, Head of Institute of PE  
 Prof J Fernie, Head of School, ML Prof J A Swaffield, Head of School, BE  
 Mr P L Wilson, Secretary of the University Prof J E L Simmons, Vice-Principal  
 Prof K G Lumsden, Director, EBS

**In attendance:** Mr R McGookin, Director of Planning Mr M McCrindle, Director of HR  
 Mrs M Thornton, Director of Corporate Affairs L Kirkwood-Smith, Senior Executive Officer(clerk)  
 Prof RJM Craik, Convener of the LTB attended the meeting

**Apologies:** Prof D G Owen, Head of School, TEX Prof K Cornwell, Head of School, MACS  
 Prof D R Hall, DP(Research)

**ACTION:**  
*who* (with whom)  
*when*

### M2724 MINUTES OF THE MEETING OF 27 MAY 2003

Approved the minutes of the meeting of PME on 27 May 2003.

### M2725 OPERATIONAL UPDATE

#### HYPERBARIC FACILITIES, ORKNEY

Noted that a tender had recently been submitted to Orkney Health Board (OHB) in the form of a proposed three-way agreement including the University, OHB and a third party with charitable status which would provide the necessary finance. Noted that the University expected to receive a response from the Health Board by the end of June 03. JELS et al  
 Jun-Aug 03

Noted also a forthcoming meeting between the Principal, Secretary of the University, and the Head of Orkney Council on 12 August 03.

Agreed that PME should be clear about key outcomes of the review of ICIT and activities at Orkney by early August 2003.

#### SPORTS ACADEMY UPDATE

Noted that the Secretary of the University remained in close ongoing contact with the receiver, and it was hoped that within 2 to 3 weeks there would be an agreement in place with another contractor to take up the project and see it through to completion. Work on the playing fields was a current high priority, as it was important not to miss this year's planting season. The Secretary was hopeful that an agreement might be reached with the receiver that would allow ERDC to resume progress quickly to complete this part of the project.

Noted the current estimate of a delay on completion of the whole project of at least one month taking the completion date to around the end of the calendar year.

#### SBC RESTRUCTURING

Noted completion of staff restructuring at Scottish Borders Campus with the exception of a few ongoing discussions on pension details which were expected to conclude rapidly.

#### GRADUATION JULY 2003: SUPPORT STAFF

Heads of Schools were invited to supply to the Academic Registrar the names of nominated individuals (2 per School/PGI) to help support graduation events in July 2003. HoS  
 Jun 03

## M2726 FINANCIAL MATTERS

### BUDGET 2003/04

Approved, for presentation to the Finance Committee at its meeting on 16 June 03, a draft budget for 2003/04, and projections for 2004/05 and 2005/06. Noted the following:

- Projected surpluses of £312K\*, £765K and £1345K in 2003/04, 2004/05 and 2005/06 respectively;

-Cash-flow projections indicated a need to reduce capital expenditure if finances are to remain within agreed borrowing limits, in particular at a peak point in August 04. Agreed that an £800K limit on discretionary spending should be put in place and that capital project plans would need to be revisited in light of this restriction.

Agreed that a phased approach would need to be applied to consideration of bids, and that in the first instance the University should defer plans for expenditure on all non-essential items for a period of 6 months with a view to revisiting/reassessing plans on an ongoing basis.

(ADDENDUM: PME members were advised by the DP(Resources) on 13 June that at the planning meeting with Media Services a mismatch was revealed between assumed internal recharge income from the provision of printing services and internal expenditure assumptions across the University. It had been concluded that it would be prudent to revise downwards by ~£100K the income projections for 2003/04 with the effect of reducing the £312K projected surplus in 2003/04 to a little over £200K. The latter figure was subsequently reported to the Finance Committee at its meeting on 16 June 03.)

### EDINBURGH BUSINESS SCHOOL

Discussed a draft paper noting issues for ongoing discussion, which outlined the financial and contractual relationship between the University and EBS. This followed a specific request from the Finance Committee for detailed information so that an assessment of risk could be made.

Agreed that the Secretary of the University should present the paper to the next meeting of The Finance Committee on Monday 16 June 03.

### INTERACTIVE UNIVERSITY

Discussed a draft paper outlining the current financial and contractual relationship

ACW et al  
Jun 03 ongoing

between the University and IU, and financial projections for the company. This followed a specific request from the Finance Committee, and the paper would be presented to the Committee at its next meeting on 16 June 03.

Agreed that the DP(Resources) should develop the paper further in accordance with comments/input from PME, including points relating to sharing of income from sales of Scholar in accordance with the original business plan.

Noted ongoing discussions with IU to resolve a range of issues. The next meeting with colleagues from IU would take place on 18 June 03. Particular issues to be progressed at this meeting included contract amendments and the basis on which the University might agree the proposed distribution of Scholar income.

### REPLACEMENT FINANCE SYSTEM

Agreed to invite the finance system project manager to give a presentation on the new system to PME in the near future.

RF

Jun 03

## M2727 STUDENT NUMBERS ASSUMPTIONS UNDERLYING THE BUDGET AND STUDENT RECRUITMENT

Noted student numbers assumptions underlying the 2003/04 budget and a student recruitment update and risk appraisal.

On-campus student numbers included in summary:

- UGs: 5020 as against last year's 4,950. This included an increase of 35 in overseas numbers. HEU numbers were expected to remain around the capped limit with very marginal changes in distribution to help accommodate build up of agreed new programmes. All Schools anticipated some further modest growth of overseas student numbers;

- Taught Postgraduates (fte): 875\* (subsequently updated to 870) as against last year's 800;

- Research Postgraduates (fte): 410 as against last year's 400. These were still early projections and of limited value beyond signalling a general intent to at least maintain numbers while steadily increasing the financial contribution from external funding sources;

- Significant and growing numbers of off-campus students.

In terms of student recruitment update and risk appraisal, noted:

- Relatively well founded forecasting of likely intakes. Risk of material under-recruitment in any School was seen as slight, though there were significant variations at the level of individual subjects. There was a significant likelihood of over-recruitment; however this risk was judged to have a relatively low impact provided that any breach remains small;
- Applications from Overseas UG students had so far been sustained at last year's level indicating that recruitment was currently on track to meet the overall target. However, recruitment remained quite concentrated in particular geographical areas making it vulnerable to external shocks;
- Little scope at present for reliable forecasting of PGT recruitment. This market was typically more volatile than that for undergraduate courses. This prompted a more cautious approach in the forecast which indicated that the current HEU level would only just be maintained in aggregate. A similar caution seemed to be at work in the PGT OS forecasts with a few exceptions;
- Overall, on-campus student numbers appeared to be prudent with the possibility remaining of some upsidies to the budget in respect of numbers actually targeted by the Schools.

Noted that the Director of Planning would continue to provide student recruitment updates to PME throughout the summer period.

RMcG

Jun-Sep 03

**M2728 REPORT AND RECOMMENDATIONS OF ACADEMIC-RELATED AND SECRETARIAL, CLERICAL AND LIBRARY STAFF REVIEW BOARD**

Noted and approved the reports and recommendations of the Academic-Related and Secretarial/Clerical and Library Staff Review Boards.

Agreed support for review of Review Board processes for non-academic staff which would be undertaken by HR in the near future. Agreed that particular changes to current practice should include, inter alia, supply of written confirmation of decisions to all applicants including those who have been unsuccessful and development of the process for co-ordinating communications of the review outcomes to relevant individuals.

MMcC  
2003

Agreed to invite the Director of HR to take forward and report back to PME on implementation plans for revised processes and procedures.

**M2729 ACADEMIC PROMOTIONS BOARD: SUMMARY OF OUTCOMES 2003**

Noted a summary of the outcomes of the Academic Promotions Board (Lecturer Advancement) 2003.

**M2730 DEVELOPMENT OF KPIS**

Noted and approved a proposal that the three main University Boards (SSB/LTB/RCB), should be invited to take forward development of KPIS for the University. These should be proposed by the Boards by the end of October 2003 for approval by PME with a view to Jun collating and preparing data that should be presented to Court at its meeting in February 2004 as part of the agreed annual cycle of reporting to Court. Received a paper drafted by the Principal, and noted suggested broad areas as a starting point for further consideration.

RMcG  
2003

Agreed that it would be helpful to offer a staff development seminar on strategy and KPI development to relevant members of staff, and agreed to invite the Director of Planning to consult further with the Director of the Business School in this regard.

Noted that guidance from the Director of Planning to support development of KPIS would be available to the Boards.

RMcG et al PME Boards

Oct 03

**M2731 STAFF SURVEY RESULTS SUMMARY**

Noted a summary of the results of the staff survey, a copy of which had been returned to the author for minor redrafting. Noted that the full report would be presented for consideration at a meeting of PME in the near future. Further consideration would need to be given to managing follow up communications and actions.

MMcC et al  
Jun-Aug 03

**M2732 PROCEDURES FOR SETTING AND REVIEW OF PROBATIONARY TARGETS**

Noted and approved for presentation to Court at its next meeting on 30 June 03, a Policy detailing procedures for setting and review of probationary targets for academic staff. Noted that only minor alterations had been made in the consultation phase with the relevant Trade Unions following PME approval of the Policy in April 03.

MMcC  
Jun 03

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary Notes of the meeting of 26 June 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Mr R Fraser, Director of Finance  
Prof J Fernie, Head of School, ML  
Mr P L Wilson, Secretary of the University  
Prof K G Lumsden, Director, EBS

Prof J D C Jones, Head of School, EPS  
Prof F G Priest, Head of School, LS  
Prof B G D Smart, Head of Institute of PE  
Prof D R Hall, DP(Research)  
Prof J E L Simmons, Vice-Principal  
Prof K Cornwell, Head of School, MACS

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
L Kirkwood-Smith, SEO (clerk)

Mr M McCrindle, Director of HR  
Prof RJM Craik, Convener of the LTB

Mr M Breaks, Librarian attended for item M2737  
Mr Sandy Macdonald, Project Manager attended for item M2738  
Ms S Mackenzie, HR Adviser, attended for item M2736

**Apologies:** Prof D G Owen, Head of School, TEX  
Prof J A Swaffield, Head of School, BE

**ACTION:**  
*who* (with whom)  
*when*

### M2733 MINUTES OF THE MEETING OF 12 JUNE 2003

Approved the minutes of the meeting of PME on 12 June 2003.

### M2734 MATTERS ARISING

ICIT, ORKNEY

Noted that an update on the review of ICIT and activities in Orkney would be presented to PME at its meeting on 10 July 2003. JELS et al  
10 July 03

### M2735 OPERATIONAL UPDATE

SCOTTISH BORDERS CAMPUS REVIEW

Agreed to establish a small steering group reporting to PME to take forward further exploration of collaborative and co-location options between Borders College and Scottish Borders Campus, taking forward one of the central conclusions of the SBC review that development of HE provision in the Borders should rely increasingly on partnerships. JELS/RMcG/SK et al  
Jun-Aug 03

Supported the proposal that the steering group should include the Vice-Principal (chair), Director of Planning and Special Projects Officer with the expectation that additional members/co-opted colleagues would join/input to the group as appropriate. It was requested that the Director of Estate & Building Services be invited to work closely with the group from the outset.

The Group was requested to provide a report to PME in the summer period including relevant analyses of cost/benefit, risks and other key issues.

INTERACTIVE UNIVERSITY

Noted an update on the IU including advice from the Head of the School of MACS on developments relating to the BSc IT course, updating the briefing note of 20 June 03. ACW et al  
Jun 03 ongoing

Noted that further discussions on the financial and contractual relationship between the University and IU would be progressed further at a meeting scheduled on 26 June 2003.

## STUDENT RECRUITMENT

Noted that the Director of Planning would provide regular updates on student recruitment to PME from late July 03.

RMcG  
Jul-Sep 03

## M2736 STAFF SURVEY REPORT

Received and noted the full report of the HWU Staff Survey commissioned from Prof Terence Lee and Dr Kate Harrison both from the School of Psychology at St Andrews University. PME mid-July 03

PME members were requested by HR to direct any comments on the report to the Director of HR or Suzanne Mackenzie, HR Advisor, and to provide suggestions for Nominations (themselves or others) for membership of the working group. University and IU would be progressed further at a meeting scheduled on 26 June 03. The working group would be responsible for developing an action plan/priorities informed by the outcomes of the report, and developing a plan for communicating the Staff Survey report and its findings to the wider University community. The working group would be expected to present recommendations to a meeting of PME in the near future.

PME members were invited to provide feedback to HR by mid-July 03. Noted the suggestion that further consideration should be given to the titling and references of the section titled 'Stress & Harrassment'. To avoid potential confusion between this section and "Personal Stress", it might be better in terms of accuracy and clarity to remove the word "stress" from the former.

## M2737 STUDENT TELEPHONY/INTERNET SERVICES IN HALLS OF RESIDENCE

Noted an update on progress by a working Group led by the Librarian, which had been charged with considering options for provision of telephony/internet services on campus, with the expectation that a report with proposals and recommendations would be presented to PME. MBreaks et al Jun-Jul 03

Agreed to invite the working group to provide an options and business case appraisal for further consideration in the first instance by the IS/IT Steering Group. Further considerations/plans should take account of, inter alia, the following:

- The University requires reassurance that telephony/internet service developments be fully convergent with the IS/IT Strategy;
- It would be useful to receive advice on the services provided/planned by other HEIs as a measure of the University's competitive position at present and over the short- to medium-term;
- AY 2004/05 would be the earliest point at which a more permanent solution needs to be in place.

Agreed in principle to seek to identify a budget source to cover the cost of a further 30 lines from October 03 at a cost in the region of £10K, should the demand from incoming students make this addition necessary. The Director of Finance and the DP(Resources) would arrange funds through re-prioritisation of items already costed in the 2003/04 budget. ACW/RF Oct 03 if req.d

## M2738 NEW FINANCE SYSTEM UPDATE

Noted an update on implementation plans for the new Oracle Financials finance system from Mr Sandy Macdonald, Project Manager.

Noted the opportunity for the University to implement activity based costing. This would have relatively small cost implications – limited to very short-term contracting of an

the possibility of significant benefits to the University in terms of quality of financial monitoring and reporting. Noted the relatively tight schedule for implementation of the finance system. A final decision on whether an activity based costing model should be developed as an integral feature of the finance system would be required in early autumn. The necessary preparatory work would need to be progressed over the summer period.

Agreed to invite the Director of Finance to prepare a detailed proposal including an analysis of cost/benefits of an activity based costing model for further consideration of PME at the meeting on 10 July 03. RF  
10 Jul 03

#### **M2739 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 03 (PERIOD 10)**

Noted Management Accounts for the period to 31 May 03 (Period 10) highlighting the following:

- A surplus for the 10 months of £1165K which was better than budget by £1896K;
- An outturn deficit of £56K which was better than budget by £390K. The University was showing an operating surplus of £693K before exceptional restructuring costs;
- A favourable movement in out-turn from April to May of £292K. This was attributable to a reduction in net central costs of £388k, partly offset by a deterioration in Schools' out-turn of £97K;
- From period to estimated out-turn an adverse movement of £1506K was projected.

#### **CFACS POP ANALYSIS FOR MAY 2003**

Noted an analysis of POP orders during April by School/Central Support Unit showing an overall rejection rate of 34%. This included:

Goods and Services not receipted – 47%

Price differences – 18%

Incomplete POs – 15%

No PO – 20%

Noted that the number of outstanding invoices at the end of April stood at 350, - a marginal increase on the previous month. It was important that the underlying issues are identified now in order that the design teams working on the new finance system can consider these during the design stage of implementation.

#### **M2740 SUMMARY OF CHANGES BETWEEN 2002/03 BUDGET/OUT-TURN AND FINAL 2003/04 BUDGET**

Noted a summary provided by the DP(Resources). Noted that the summary did not include capital expenditure which would feature in a separate report to be presented to PME. ACW  
Jul 03

#### **M2741 STRATEGIC PLANNING DOCUMENTS 2003 AND FINANCIAL PLAN, COMMENTARY AND FORECASTS TO 2005/06**

Noted and approved Strategic Planning Documents 2003 including financial commentary and forecasts for presentation to Court at its meeting on 30 June 03, and immediately thereafter to SHEFC. RMcG  
30 Jun 03

Noted that the University's mission statement was the subject of ongoing consideration and the follow up to the 'Opportunities Day', which was scheduled on 4 July 03 would provide an ideal opportunity for colleagues to share views on how best the university might express itself in terms of its mission; nevertheless the Strategic Plan presented to SHEFC included in the form of an 'Introduction', the University's mission as it currently stands.

**M2742 ACADEMIC PROMOTIONS BOARD 2003**

Noted and approved the report and recommendations of the Academic Promotions Board (Senior Promotions) 2003, for onward presentation to Court for approval in respect of promotions to Reader. PLW  
30 Jun 03

**M2743 STUDENT WELFARE HARDSHIP FUNDS**

Approved a proposal that the Student Counsellor, Mrs M Patten be authorised to approve University Student Hardship Fund allocations up to the value of £500 per student. A monthly report on all applications would be provided by the Student Counsellor who would continue to meet with the Vice-Principal to discuss complex applications or those involving amounts greater than £500. JELS  
Jun 03

**M2744 SHEFC QUARTERLY MONITORING REPORT**

Noted a Quarterly Monitoring Report compiled from the University's regular management accounts, and covering the third quarter to 30 April 2003, which was presented to SHEFC in June 2003.

**M2745 OPPORTUNITIES DAY (STRATEGY) FOLLOW UP**

Noted an update from the Vice-Principal on plans for the follow up to the Opportunities Day on 5 May, which will take place on 4 July 2003.

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 10 July 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP (Resources)  
Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof K G Lumsden, Director, EBS

Prof J D C Jones, Head of School, EPS  
Prof J A Swaffield, Head of School, BE  
Prof K Cornwell, Head of School, MACS  
Prof D R Hall, DP(Research)  
Prof J E L Simmons, Vice-Principal

**In attendance:** Mr R McGookin, Director of Planning  
Mrs M Thornton, Director of Corporate Affairs  
L Kirkwood-Smith, SEO (clerk)

Mr M McCrindle, Director of HR  
Prof P Jowitt, Director, SISTech attended for  
items M2749 and M2753

**Apologies:** Prof D G Owen, Head of School, TEX  
Prof B G D Smart, Head of Institute of PE  
Prof RJM Craik, Convener of the LTB

Prof F G Priest, Head of School, LS  
Prof J Fernie, Head of School, ML

**ACTION:**  
*who* (with whom)  
*when*

### M2746 MINUTES OF THE MEETING OF 26 JUNE 03

Approved the minutes of the meeting of PME held on 26 June 2003.

### M2747 MATTERS ARISING

#### STRATEGY DAY 4 JULY 03

Noted work ongoing to consolidate the outcomes of the PME Strategy Day held on 4 July 03. The results should be available within the next two weeks. A further strategy day meeting was proposed for the autumn period, possibly supported once again by an external facilitator.

JELS  
Jul-Sep 03

### M2748 OPERATIONAL UPDATE

#### COLLABORATIVE OPPORTUNITIES WITH UNIVERSITY OF EDINBURGH

Agreed to invite the Deputy Principal (Research) to provide an update paper on the outcomes of continuing discussions with the University of Edinburgh to explore collaborative opportunities in PGT course provision and research. Noted a request that

DRH et al Schools  
31 Jul 03

Schools should be encouraged to submit their input to the University's internal consultation on potential collaborative opportunities, in writing, and that these submissions should be readily accessible by all Schools/PGIs.

#### UNIVERSITY CONTACT FOR IU COMMUNICATIONS

Agreed to nominate the Deputy Principal (Resources) as the primary University contact for IU. Noted that Mr David Farquhar, COO of IU, had been nominated by the company as its primary point of contact for University communications.

ACW from Jul 03

## SBC UPDATE

Noted an update of ongoing discussions with stake-holder groups in the Scottish Borders to consider opportunities for development of future HE/FE partnerships.

PLW/MT  
jul 03

Noted also the imminent retiral from the University of Prof Gareth Owen, Head of the School of Textiles & Design, and recently agreed plans for staff appointments at SBC.

Agreed to release a message to all staff confirming these, namely:

- The retiral from the University of Prof Gareth Owen on 31 July 2003;
- The appointment of Dr Roger Wardman as Acting Head of the School of Textiles & Design for an interim period commencing 1 August 2003;
- The appointment for one year from 1 August 2003 of Mr Stefan Kay as Director of Campus Services, SBC, reporting to the Secretary of the University;
- PME's plans towards making an appointment of a Professor of Applied Design in the School of Textiles & Design. It was expected that a case would be presented to VMG for approval, and that PME would, following consideration of an update from the Vice-Principal and the Director of Planning, be in a position to confirm approval of this appointment, thus far endorsed in principle by PME as one of the key recommendations to emerge from the report of the SBC review published in January. It was expected that an appointment would be made following agreed normal open recruitment and selection processes. Agreed to invite the Vice-Principal and the Director of Planning to provide a "road-map" paper for further consideration at the meeting of PME On 31 July, outlining options, routes and planning associated with key recommendations of the SBC review, identifying where appropriate, those areas of planning that need to be supported by market testing. This would help to inform PME decisions on next steps in the key strategic areas of development of HE provision in the Borders, and the development of Textiles and Design, including in the very short-term, prospects for the appointment of a Professor in the area of Applied Design.

## IU

Noted that there had been a recent, very positive meeting with the COO of IU at which a

ACW et al  
Jul 03 ongoing

range of issues of current concern was discussed. Financial issues required a good deal of further discussion. Noted that a further meeting would had been scheduled for the coming week.

## M2749

### REPORT OF THE REVIEW OF ICIT, ORKNEY

Received a report of the review of ICIT, Orkney by the review group, and comments submitted individually by Professors P Jowitt, J Side and F Priest. Agreed to consider further at the meeting of PME on 31 July 03. By this date it was anticipated that the University would know of the outcome of Orkney Health Board's consideration of the University's tender for Hyperbaric facilities.

BGDS/PJ et al  
31 Jul 03

Agreed need in the interim to make rapid progress with plans for the proposed Energy Academy and development of a business plan and strategy for any future Energy Academy activities on Orkney, and agreed to invite Prof B Smart and Prof P Jowitt in consultation with others to take forward development of plans for the proposed Energy Academy and a business plan and strategy for future Energy Academy activities on Orkney.

## M2750

### ACTIVITY BASED COSTING

Noted and discussed a presentation by the Director of Finance on Activity Based Costing (ABC) and both internal and external requirements for more accurate cost reporting.

RF et al

HoSs et al

Agreed to invite the Director of Finance to take forward plans for development of Activity Based Costing (ABC) through an Analytical ABC approach, noting the request for consultation with Schools on sampling processes and the interpretations that might be drawn from these.

from Jul 03

Noted that adoption of full ABC at this stage would involve an extended period of data collection causing an unacceptable delay in implementation of the new finance system. Furthermore, a range of complex issues would affect implementation. Noted that Analytical ABC would be based on analysis of underlying activities, could be de-coupled from development of the finance system without need for major restructuring to the ledger,

and would build on current HAST and TRAC exercises allowing incremental development in the University's activity based costing.

M2751

**UNIVERSITY HARDSHIP FUND: REQUEST FOR REPLENISHMENT**

Noted and approved a request for replenishment of the University's Hardship Fund for students. Noted the option in the longer term of seeking support from the Alumni Fund. Agreed as a short-term solution however, to authorise the allocation of £5K from University funds on the basis that this should be offset by identified areas of saving in other budgeted areas of the University's accounts.

JELS PLW

Jul 03

Noted the closely related issue of tuition fee debts and agreed that this should be revisited at a future meeting of PME.

RF

**M2752 ADVERTISING AND INFORMATION CAMPUS VISION PROPOSAL**

Noted and approved in principle a proposal that plans for implementation of a plasma screen communication system in the University offered without cost by Campus Vision should be considered further by the Support Services Board. The Board was expected to review the terms of the arrangements in detail and make a final decision. Agreed to invite the Secretary of the University and the Director of CAMS to take forward.

PLW,MT

SSB

Jul-Aug 03

**M2753 NOMINATION OF UNIVERSITY MEMBER OF SISTech BOARD**

Agreed to nominate the Secretary of the University as the University's representative in the membership of a new streamlined Board of SISTech. Noted that recent decisions vis a vis the SISTech Board remained independent of wider ongoing considerations of a future model for SISTech and its activities in terms of the University's interests and strategic direction.

PLW PJ

Jul 03

**M2754 UPDATE ON COLLABORATIVE TRAINING ACCOUNTS**

Noted an update on plans for the development by EPSRC of Collaborative Training Accounts (CTAs) - a new funding mechanism for supporting postgraduate training in universities. This would, from September 2004, effectively consolidate current schemes under a single CTA scheme which would be funded by a single grant to be managed and administered as a co-ordinated programme. HWU had been chosen as one of a number of pilot institutions for the planned new scheme, and was required, as part of the pilot process, to prepare an 'Outline Business Plan' for submission to EPSRC in September 03. Noted work ongoing to develop the business plan following up suggestions from EPSRC on an earlier draft, consulting with industrial and academic partners, and exploring other opportunities for support.

ACW et al

Sep 03

Noted a copy of the draft business plan submitted to EPSRC in May 2003, and a copy of the presentation given by the DP(Resources) at a recent EPSRC Regional Seminar at which the University presented its view of the proposed process and raise a range of concerns and points for discussion.

Comments from members of PME on how the University's final proposal might be strengthened were invited.

PME  
Sep 03

**M2755 CONSULTATION ON IMPLEMENTATION OF PROPOSALS IN ENGLAND TO RAISE TUITION FEES FOR HE**

Noted a consultation by the Scottish Parliament's newly established Enterprise and Culture Committee, calling for evidence for its forthcoming inquiry into what impact the introduction of top-up fees in England will have on Scottish universities. Noted that the University's response would be co-ordinated by the Directors of Planning and CAMS in consultation with relevant groups for submission by the due deadline for responses of 30 September 2003. RMcG/MT et al 30 Sep 03

## PLANNING AND MANAGEMENT EXECUTIVE Summary Notes of the meeting of 31 July 2003

<b>Present:</b>	Prof J S Archer, Principal (Chair) Prof A C Walker, DP Mr R Fraser, Director of Finance Mr P L Wilson, Secretary of the University Prof K G Lumsden, Director, EBS Prof B G D Smart, Head of Institute of PE	Prof J D C Jones, Head of School, EPS Prof K Cornwell, Head of School, MACS Prof D R Hall, DP(Research) Prof J E L Simmons, Vice-Principal Prof D G Owen, Head of School, TEX Prof J Fernie, Head of School, ML
<b>In attendance:</b>	Mr R McGookin, Director of Planning Mr S Kay, Special Projects Officer L Kirkwood-Smith, SEO (clerk)	Prof P Jowitt and C Brotherton attended item M2758
<b>Apologies:</b>	Prof J A Swaffield, Head of School, BE Prof F G Priest, Head of School, LS Prof RJM Craik, Convener of the LTB	Mrs M Thornton, Director of Corporate Mr M McCrindle, Director of HR

**ACTION:**  
*who* (with  
*when*

### M2756 MINUTES OF THE MEETING OF 10 JULY 03

Approved the minutes of the meeting of PME on 10 July 2003.

### M2758 ORKNEY ISSUES

Discussed Orkney issues noting:

- The University had learned recently that the hyperbaric contract had been awarded to a third party and was therefore lost by the University;
- The University had a contractual obligation to provide hyperbaric facilities for a further period of 3 months from 16 July 03. The run-down period on the existing contract will be managed by the School of Life Sciences;
- The University, through the School of Life Sciences, committed to accept students to Orkney-based studies for at least the next 12 months. The School of Life Sciences will therefore proceed over the next year to run its marine biology programmes, and will put in place plans for subsequent withdrawal of those activities in Orkney. It will not expect to recruit new students to Orkney-based courses from 2004/05, but will expect to recruit them to the School;
- A paper from Profs Brian Smart and Paul Jowitt outlining a future for ICIT as a focus for marine-centred research and teaching related to renewables, with the proposal that a senior support team should be put in place to develop plans.

Agreed

- Colleagues should be advised to continue to accept research grants and contracts for research activities at Orkney where this is appropriate and within current contracts of employment. (Action: JELS/ACW)
- In its current form, the proposal to fund speculative proposal preparation for research based in Orkney, was not accepted by PME. A research activity agenda in Energy was very much encouraged; however, it would require school/institute champions, identified principal investigators and a coherent research theme. It was not clear that in the short-term this would require a base in Orkney until research reaches a demonstration stage and needs the facilities operated by the European Centre;
- The University should consider opportunities associated with Scottish Enterprise's vision for a Scottish University for Energy driven by the Energy ITI. There may be some possibility for the University as a conduit for future energy activities in Orkney serving the national agenda, but with the support of external funding to ensure sustainability (Action: PLW, BDGS with others);
- The briefing for the Principal/Secretary for their meeting with Orkney Council on 19 August was not forthcoming and it was agreed that they will therefore explore, inter alia, funding gaps and potential other forms of partnership and relationships.

- The School of Life Sciences should liaise with and seek advice from the Director of HR on staff issues associated with the University's decisions. (It was subsequently agreed that on return from vacation, the Secretary of the University will assume senior officer responsibility for Orkney issues). (Action: FGP/MMcC/PLW)

**M2761 BUDGET 2003/04**

Agreed, in the light of approval of recommendations made by the Board of EBS in respect of financial arrangements between the University and EBS including, inter alia, loan repayment terms and the University's borrowing and cash-flow position projected through to 2005/06 as detailed in a report by the DP(Resources), need to implement savings on the 2003/04 budget, beyond those already in place. These would be equal to 10% of 'Other Operating Expenditure' within the six Schools, Institute of Petroleum Engineering and across Support Services, and would correspond to a saving on the full University 2003/04 budget of £1.5M.

ACW/RF                      PME  
From Aug 03

Agreed that this should be achieved by approving 90% of non-pay expenditure in current plans with release of the remaining 10% in part or in full conditional on the overall University position improving elsewhere by an equivalent amount, e.g. through additional savings on pay, non-pay or additional income. The position on hold-back would be reviewed in January 2004.

Agreed that individual Schools/Sections should be free to explore the most sensible options for each to achieve the appropriate value of savings, and that these will be negotiable with the DP(Resources) and the Director of Finance.

**M2762 MANAGEMENT ACCOUNTS TO 30 JUNE 2003**

Noted Management Accounts for the period to 30 June 03 (period 11) highlighting the following:  
- A surplus for the 11 months of £2.49M, better than budget by £2.77M and an improvement on the previous month's position. This had been achieved despite a number of significant unbudgeted/unforeseen items impacting on the budget in the current year;  
- A favourable movement in out-turn from May to June of £533K;  
- An adverse movement of £1.85M from period to estimated out-turn;  
- An out-turn projected surplus of £477K, better than budget by £923K. This was reported as a prudent projection, and there was every possibility that the final end of year results could show as surplus in the range of £500K - £1000K.

Noted a remaining likely significant mismatch between School/PGI end of year financial projections and evidence as at period 11, in particular in relation to research activity. Agreed that further detailed consideration would be given to School/PGI projections for 2003/04 in the autumn planning round meetings.

ACW/RF et al                      Schools  
Nov-Dec 03

**CFACS POP ANALYSIS FOR JUNE 2003**

Noted an analysis of POP orders during April by School/Central Support Unit showing an overall rejection rate of 32%. This included:  
Goods and Services not receipted – 47%  
Price differences – 21%  
Incomplete POs – 15%  
No PO – 17%

Noted that the number of outstanding invoices at the end of June stood at 384, - an increase on the previous month. It was important that the underlying issues are identified now in order that the design teams working on the new finance system can consider these during the design stage of implementation.

**M2763 ROAD MAP FOR THE SCHOOL OF TEXTILES & DESIGN**

Noted and discussed a 'Road Map' report on the future of the School of Textiles and Design in the context of both the vision for the future of the School and current negotiations with Borders College regarding future HE-FE provision in the Scottish Borders.

Approved key recommendations of the report, namely:

- To proceed through the proper channels with the appointment of a Professor of Applied Design and Head of the School of Textiles without delay. Noted that all costs associated with this appointment would be constrained within the School budget agreed for 2003/04 (Action: JSA/JELS et al Aug 03);
- To support ongoing negotiations with Borders College and Funding Councils towards a satisfactory goal which meets the needs and objectives of both the College and the University, gains significant support from government, funding and local partnership bodies, and provides an updated and effective platform for the delivery of tertiary education in the Borders. It was expected that PME would receive as necessary, regular update reports from the negotiating team. (Action: JELS/RMcG/SGK, Aug 03 ongoing);
- To ensure that access routes to all longer term planning options for the School of Textiles & Design are kept open and to support and encourage development of the School at Galashiels in the medium term 3-5 year horizon. Agreed that the Vice-Principal and the Special Projects Officer would prepare a statement for the wider University community, providing an update on development plans for SBC.

JELS/SK MT  
Aug 03

**M2764 COLLABORATIVE OPPORTUNITIES WITH UNIVERSITY OF EDINBURGH**

Noted an update from the DP(Research) on ongoing discussions with the University of Edinburgh to explore areas of potential collaboration in PG Taught Course Provision and Research.

**M2765 STRATEGY WORKING GROUP**

Noted the membership, remit, purpose and reporting timescale of a newly established Strategy Working Group chaired by the Vice-Principal. Following PME Strategy Days, the Principal invited the Vice-Principal to convene a Group tasked with scoping strategic options for the University on the basis of evidence emerging from the University's process of review of its strategic objectives, and internal and external factors.

Strategy Group  
Aug 03 ongoing

The Group will be responsible for: scoping strategic issues affecting the University, with particular reference to its financial position, the sustainability of its core activities, and strategic collaborative opportunities in the UK, Europe and elsewhere; developing strategic options; and making recommendations to the Principal and PME for the medium- and long-term strategy of the University.

The Group will seek to define the future strategy for Heriot-Watt University as a distinctive institution characterised, inter alia, by:

- Being student-centred;
- Undertaking relevant research. This may be defined by refocusing and development of the University's research portfolio including prioritised investment to maintain research excellence in selected areas, helping to shape and take advantage of emerging applied generic research funding in key areas, and being active - collaboratively where appropriate, in the development of potential new centres of research;
- Offering flexible learning opportunities including open and distance learning. In addition to more conventional activities, this may include capitalising on the University's current advantage in open and distance learning including support for activities/mechanisms for marketing, developing new partnerships and setting targets for growth;
- Having an international focus with a strong European role. This would take advantage, inter alia, of opportunities for alliances and growth of UG and PG provision in Europe;
- Collaboration with education and business partners.

Key aims of the Group will be to bring coherence in decisions and processes at all levels in the University so that all can contribute within an agreed strategy framework, and to allow formulation of sustainable plans for the delivery of the strategy.

Noted that the Strategy Working Group will provide regular updates to PME, and in the course of its work, consult widely with relevant colleagues. A communications plan will be developed to support ongoing dialogue and feedforward/feedback from Schools/Sections, and input to the Group from individuals will be welcomed at any time. Noted that an initial report will be presented to PME towards the end of the current calendar year.

(Noted current membership of the Group including: the Vice-Principal (Chair); DP (Resources); DP (Research); Director of Quality Development and Convener of the Learning & Teaching Board; Secretary of the University and Convener of the Support Services Board; Director of Finance, Director of Human Resources; Director of Planning and Academic Registrar (clerk))

Strategy Group  
Aug 03 ongoing

M2766

### STUDENT RECRUITMENT UPDATE

Noted an update on student recruitment as at 29 July 03 from the Director of Planning highlighting:

- UG HEU applicants/acceptances: offers had been accepted by 1,488 prospective students against the target of 1,460. Four Schools had met/exceeded their targets and two others were close to meeting their targets. It was anticipated that number of spaces available through clearing would be very small with the opportunity for applying a relatively high degree of selectivity;

- PGT applicants/acceptances: - This is the first year in which these numbers have been systematically recorded and reported at this stage, so there is some uncertainty as to their full significance, nevertheless, the University appeared on track to be highly successful in its Overseas recruitment with offers accepted by 634 prospective students (as at 10 July 03), measured against a target population of 339; however this should be balanced against significant apparent potential under-recruitment of Home/EU students with 275 acceptances, as of the same date, measured against a target population of 524.

RMcG

Aug-Sep 03

Noted that further updates would be provided by the Director of Planning throughout the late summer/autumn period.

M2767

### ANY OTHER COMPETENT BUSINESS

PROFESSOR D GARETH OWEN, HEAD OF THE SCHOOL OF TEXTILES & DESIGN AND ASSISTANT PRINCIPAL (BORDERS)

The Principal thanked Professor Gareth Owen, due to retire from the University on 31 July 2003, for his loyal and valued service to the University over the last 31 years. A formal retiral event would take place in the early autumn; in the meantime the University wished him well in his retirement.

MMcC

Sept 03

# PLANNING AND MANAGEMENT EXECUTIVE

## Summary notes of the meeting of 28 August 2003

**Present:** Prof J S Archer, Principal (Chair)  
Prof A C Walker, DP  
Mr R Fraser, Director of Finance  
Mr P L Wilson, Secretary of the University  
Prof K G Lumsden, Director, EBS  
Prof P Corbett, Head, Institute of PE

Prof J D C Jones, Head of School, EPS  
Prof J A Swaffield, Head of School, BE  
Prof J Fernie, Head of School, ML  
Prof J E L Simmons, Vice-Principal  
Prof B G D Smart, Deputy Principal  
Dr R Wardman, Acting Head, School,

**In attendance:** Mr R McGookin, Director of Planning  
Mr S Kay, Special Projects Officer attended for  
Prof M Newborough attended for items M2772 and  
M2773

Mr M McCrindle, Director of HR  
Mrs M Thornton, Director of CAMS

L Kirkwood-Smith, SEO (clerk)

**Apologies:** Prof F G Priest, Head of School, LS  
Prof K Cornwell, Head of School, MACS

Prof D R Hall, DP(Research)  
Prof RJM Craik, Convener of the LTB

**ACTION:**  
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*when*

### M2768 MINUTES OF THE MEETING OF 31 JULY 03

Approved the minutes of the meeting of PME on 31 July 2003.

### M2769 MATTERS ARISING

#### UPDATE ON SPORTS ACADEMY

Noted an update from the Secretary of the University on progress of the Sports Academy. Work was underway; however, the football fields would not be ready for the coming season, and arrangements were proceeding to secure the lease of external facilities in the short-term. Noted that plans were in the process of being developed to bring the total cost of the project within the agreed budget limit including the addition of performance bond funds. Noted that there also remained a contingency element in the original budget. Noted that whilst potential project savings were in the process of being identified, there would be a necessary delay on some elements of building work including the Sports Science & Sports Medicine Centre, delaying the final completion date to the early part of 2004.

### M2770 SENIOR STAFF CHANGES

#### NEW APPOINTMENTS

The Principal welcomed Professor Patrick Corbett and Dr Roger Wardman to their first meeting of PME. Dr Wardman had taken up the post of Acting Head of the School of Textiles & Design for an interim period from 1 August 2003, and Prof Corbett would formally take up the position of Head of the Institute of Petroleum Engineering for a period of three years from 1 September 2003. A recommendation would be made to Court at its next meeting in respect of Professor Corbett's appointment.

PLW  
Sep 03

Noted that Professor Brian Smart would take up the part-time position of Deputy Principal (Academic Development) for a period of 5 years from 1 September 2003. A recommendation would be made to Court at its next meeting in respect of Professor Smart's appointment.

<b>M2771</b>	<p><b>SCOTTISH BORDERS CAMPUS: UPDATE AND BUDGET REQUEST</b></p> <p>Noted an update on progress on various strands of activity associated with future plans for Scottish Borders Campus.</p> <p>Approved a request for an indicative budget of up to £50K which had been identified as HWU's share of funding required to support a work programme running to early 2004, which would include space planning, concept campus design and costing and economic appraisal in respect of development of the proposal for co-location of Borders College and HWU at Scottish Borders Campus. Agreed that funds should be found from within the Estate &amp; Building Services budget, to be balanced against equivalent savings in other areas of the Estate budget.</p>	PLW/PGK	et al
<b>M2772</b>	<p><b>ORKNEY UPDATE</b></p> <p>Noted an update on recent discussions including the Principal, Secretary of the University and Director of HR with colleagues from Orkney Council and ICIT, and noted the briefing given to Jim Wallace, MSP for Orkney as well as the Deputy First Minister and Minister for Enterprise and Lifelong Learning.</p> <p>Agreed, in respect of ICIT, the need for further consultation with relevant staff members, and establishment of a firm plan to manage taught course delivery beyond the next 12 month period. Noted that there was some urgency in respect of prospective students who would, from this autumn, enquire about 2004/05 entry. It had been established that diving activities were not essential for Orkney-based courses; however, an alternative site for diving was in the process of being arranged for students taking the optional scuba course in September.</p> <p>Noted:</p> <ul style="list-style-type: none"> <li>- Lack of clarity as to how the University might support Orkney-based courses from 2004/05 onwards including through partnership arrangements. Noted the possibility – without any guarantee at present, of European funding that might still be available through Orkney Council to help support future PG course provision at Orkney. It was likely however that any funding available through this route was not the only criterion, and would simply serve to extend the status quo. The benefits of maintaining an Orkney site for teaching still needed to be weighed against economic and staffing considerations;</li> <li>- There was the possibility of exploring potential partnership with UHI for programme delivery;</li> <li>- The case for viability of energy research activities based at Orkney had not so far been established and it remained unclear how, in the short-term, a base in Orkney could be used and whether activities could be developed to a sustainable scale in the future. Noted, however, a new opportunity in the context of the developing energy agenda, involving work in partnership with Orkney Council in the area of energy efficient community housing projects.</li> </ul> <p>Agreed to invite Prof Marcus Newborough to take forward further discussions with the Director of Development &amp; Protective Services in the Orkney Council, in conjunction with the School of the Built Environment. (ACTION: MN/SBE et al from Aug 03)</p> <p>Agreed to invite the Secretary of the University as senior officer with delegated responsibility for Orkney, to take forward management of ICIT and Orkney issues in conjunction with the Head of the School of Life Sciences, Director of HR and others as appropriate.</p>	PLW et al	from Aug 03
<b>M2773</b>	<p><b>FORMATION OF AN 'ENERGY ACADEMY'</b></p> <p>Approved a proposal for the formation of an 'Energy' co-ordinated activity as a pan-university mechanism for facilitating/further developing the University's activities in the area of Energy. The vision for the 'Energy Academy' had been presented previously in the 'Making Energy Work Better' proposal. The broad</p>	MN et al	Aug 03 ongoing

in the University for energy-related research and policy development, broker H-WU's energy-related research and, if appropriate, teaching/lifelong learning capability; facilitate development and delivery of multi-disciplinary energy research; and raise and maintain the political profile of HWU's energy-related research. It was proposed that this should be formally launched when appropriate, collaborative research contracts have been achieved.

Agreed:

- To invite Professor Newborough in consultation with Schools/PGIs to develop further the concept including membership, mode of operation, priorities and objectives, and financial plans/model;
- To develop further the 'Multi-disciplinary Capability Matrix' detailing currently established research, and new and potential future research opportunities;
- That the concept should be led by Prof Marcus Newborough, RAE/ScottishPower Professor of Energy & Environmental Engineering;
- That additional overheads requiring a levy on participating Schools/Institutes should not be incurred. A separate cost centre would not be established for the organisation. Nevertheless, future costs including "opportunity costs" would require further consideration in the context of more detailed financial/operational modelling;
- Internal and external communications should be taken forward by founding members in consultation with the Director of CAMS.

#### **M2774 STUDENT RECRUITMENT UPDATE**

Noted an update on student recruitment for entry in October 2003, as at 25 August 03, indicating the following:

RMcG

Undergraduates: The University was on track for modest over-recruitment of HEUs at a level which is well within the margin of forecasting error for "no-shows" of new recruits and discontinuation of existing students. Overseas recruitment was on track to achieve at least agreed targets;

Postgraduates (taught course): At the time of the update a lower percentage of PGT acceptances had reached the stage where unconditional offers had been firmly accepted, making final projections less certain. Figures were being systematically tracked for the first time this year with a view to establishing a base-line for future forecasting. At the time of reporting, total Home/EU student acceptances continued to trail the University's aggregate target, while acceptances from Overseas students exceeded the aggregate target by a substantial margin, continuing the PGT pattern of recruitment established in 2002.

Noted that whilst student recruitment was looking healthy in terms of overall numbers, continued growth in overseas student numbers whilst at the same time HEU numbers were failing to meet targets, placed the University in a vulnerable position in terms of the potential impact of any external shocks. It was also desirable to maintain a good balance in make-up of the student population. A fully integrated/co-ordinated University-wide approach to student recruitment strategy development remained of major importance, and the Learning & Teaching Board was playing a key role in this regard.

PME/LTB  
from Aug 03

et al

#### **M2775 MANAGEMENT ACCOUNTS TO 31 JULY 03 AND BUDGET 2003/04**

Noted Management Accounts for the period to 31 July 2003 (period 12) highlighting the following:

- The Group accounts, now including HW Properties Ltd, reported a surplus for the year of £0.8M, an improvement of £1.2M on the budgeted deficit of £0.4M. Schools had performed better than budget by £1.4M and central costs were better than budget by £0.2M. This result had been offset by £0.2M of exceptional restructuring costs and a loss by HW Properties of a further £0.2M, mainly attributed to irrecoverable VAT;
- Significant variances against budget were confirmed across several schools and central units, and there was scope for improving forecasting in 2003/04;
- Whilst commercial debt had decreased, student debt continued to be a significant issue, and greater levels of control over this area were being established. These included earlier invoicing, tighter contracts and immediate reporting of debtors to Schools. Schools were strongly encouraged to actively support moves to identify and deal with individual student debtors at an early stage;
- The University's cash flow position was better than forecasted mainly due to

been drawn down in August rather than July.

Reconfirmed the University's intention to achieve savings of £1.5M on the planned 2003/04 budget, revising the out-turn target to a surplus of £1.7M. Schools/sections had been invited to consider where savings could be made or additional income achieved, equivalent to a 9% saving in non-pay, and performance would be measured against the revised target.

#### **M2776 SYRIAN UNIVERSITY CAPACITY BUILDING PROGRAMME**

Noted that the University had won the tender to host around 80 Engineering PhD students from Syria's 4 universities over the next 7-8 years through the British Council administered Syrian University Capacity Building Programme.

PLW/BGDS et al

from Aug 03

Approved the University's participation in the Programme, noting contractual arrangements and key actions as detailed in the accompanying report, and agreed as a first step to seek appropriate clearance for the University's involvement in the programme from the Foreign Office/Home Office. Invited the DP(Academic Development) take forward further discussions/planning with Schools and other relevant colleagues.

#### **M2777 STANDARD INDEMINITY FOR BACS PAYMENT**

Agreed to formally proceed with the BACS (Bankers Automated Clearing System) payment system for use by the Centre for Sport & Exercise through its Torex Leisure Management System, and in accordance with the terms of the application to be made to Lloyds TSB bank, to ensure that a record of the decision is included in the minutes of the meeting.

PLW/RF

Aug-Sep 03

#### **M2778 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2003**

Noted the recommendations of the Academic Promotions Board (Senior Promotions) 2003 for approval by the Principal & Deans Committee on behalf of Senate, and subsequently for presentation to the Court. In the case of Professorial Fellows, the recommendation to Court would be forwarded by PME. The promotions would take effect from 1 August 2003.

#### **M2779 IS/IT STEERING GROUP PROGRESS REPORT**

Noted a progress report from the IS/IT Steering Group on activities of the Group and its Client and Provider Sub-Groups. Noted that the current and developing strategy for IS/IT would be reviewed and updated as part of the planning round for 2004/05.

Heads of Schools were invited to take back to their respective Schools points raised in Para 10 of the report regarding IS/IT commitments made by sections of the University without appropriate reference to the IS/IT Steering Group.

HoSs

Aug 03 ongoing

Noted a progress report on implementation of the new finance system, noting milestones achieved as per planned dates, and highlighted risks.

RF

Noted that the planned budget for the project remained valid. Noted that as a result of difficulties arising in the first round of consultation between the University and the implementation consultants, additional time and effort was being put into ensuring that a second round of conference room pilots commences with a well configured HWU-specific system. Noted that based on recent discussions, at worst, a delay to the go-live date of between two and four weeks at a cost of £10K might result. Noted also that the overall project plan was being reworked to try to recover the potential slippage in later stages of the project.

Aug 03-Jan 04

#### **M2781 ANY OTHER COMPETENT BUSINESS**

##### **CAPITAL EXPENDITURE PLANS**

Noted that the Deputy Principal (Resources) would provide a summary of capital expenditure plans for further consideration at a meeting of PME in the near future.

ACW/RF/PLW

from Aug 03

Agreed that in the interim the Deputy Principal (Resources) with the Director of Finance and the Secretary of the University are permitted to authorise on behalf of PME, progress of/expenditure on any capital projects that are urgent or essential in the short term.