

PLANNING AND MANAGEMENT EXECUTIVE

Summary Notes of the meeting of 25 September 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 F G Priest, Head of School, LS Prof D R Hall, DP (Research)	Prof K Cornwell, Head of School, MACS 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 M McCrindle, Director of HR Mrs V Bamber, Dir SLD attended for item M2784	Mrs M Thornton, Director of CAMS L Kirkwood-Smith, SEO (clerk)
Apologies:	Prof J D C Jones, Head of School, EPS Prof RJM Craik, Convener of the LTB	Prof P Corbett, Head, Institute of PE

ACTION:
who (with
when

M2782 MINUTES OF THE MEETING ON 28 AUGUST 2003

Noted and approved the minutes of the meeting of PME on 28 August 2003.

M2783 OPERATIONAL UPDATE

SPORTS ACADEMY UPDATE

Noted an update on progress of the Sports Academy project from the Secretary of the University. Noted that a revised tender price had been submitted by HGB Construction, and approved a proposal to formally sign up HGB

PLW
 Sep 03

Construction for completion of the project. Agreed to invite the Secretary of the University to take forward.

Acknowledged that with inclusion of the performance bond which the University would seek to call in, combined with project cost savings which had been identified thus far, a margin of some £130K would remain. This relatively narrow margin would be required to cover costs associated with additional legal/professional fees, temporary leasing of playing fields and other unforeseen additional expenses. Noted that in the event that this sum proves insufficient to cover all additional costs, the Secretary would seek to identify further project savings. These would be focused on the non-building/non-playing facilities part of the project, affecting specifically the Centre for Sport & Exercise part of the operation.

PLW
 Sep 03 ongoing

POTENTIAL COLLABORATIONS WITH UoE

Noted progress in identifying areas in which there might be collaborative opportunities with the UoE in terms of frameworks for joint research institutes, postgraduate teaching and Graduate Schools. Noted that whilst significant progress had been made in the University through consultation processes co-ordinated by the RCB, greater clarity in the assessment of Schools' interests was required.

DRH/RMcG HoSs

The DP(Research) was requested in the first instance to co-ordinate completion of a matrix for PME consideration. This should detail individual Schools/PGIs interests in potential collaborations in the relevant areas.

COLLABORATION BETWEEN SBE, SCHOOLS OF ARCHITECTURE & LANDSCAPE ARCHITECTURE AT ECA AND SCHOOL OF ARTS CULTURE & ENVIRONMENT AT UoE.

SBE
 ongoing

Noted the outcome of a recent meeting of the working group looking at feasibility of closer collaboration between ECA, UoE and HWU in respect of the above noted schools, and agreed support for SBE in its backing for the current

proposal of the group to consider the potential for development of a research institute. Noted that the proposal would be subject to further consultation within each institution.

CESAER MEMBERSHIP

Noted that arrangements had been made for the University to secure membership of CESAER (Conference of European Schools for Advanced Engineering Education & Research), an international association of leading European universities and schools specialised in engineering and research. Currently only two other UK HEIs were members - Imperial College and Queens University, Belfast. Noted that the DP (Academic Development) with the Vice-Principal deputising when necessary, will be HWU's principal representative, and in this capacity will attend the Statutory General Assembly of the association to be held in Lyon in October.

BGDS

(JELS)

M2784

EDUCATIONAL DEVELOPMENT UNIT

Received a briefing from the Director of Staff Learning & Development, and endorsed a proposal for the development of an Educational Development Unit (EDU) at HWU, with a proposed remit to "enhance proactively and systematically the quality of learning and teaching at Heriot-Watt". Noted that the proposal had been developed following a recommendation of the Learning & Teaching Board that the Learning & Teaching Strategy be supported by an educational development function.

VB/RJMC
Sep 03 ongoing

LTB et al

Noted that ongoing consultation would be undertaken with the Learning & Teaching Board to ascertain shorter-term priorities, and to fully engage with Schools/PGLs in taking forward. Schools/PGLs were encouraged to give their full support to this initiative.

Agreed that it would be useful to receive an update on progress in the near Future.

VB/RJMC
Oct-Nov 03

M2785 STUDENT RECRUITMENT UPDATE

Noted an update on student recruitment as a mid-September 2003 highlighting the following:

UNDERGRADUATES

- As a 22 September, 99% of HEU acceptances and 89% of Overseas acceptances had reaching the UF (unconditional offer firmly accepted) stage.

The total acceptances included 1,509 HEU students and 220 Overseas students against entry targets of 1,460 and 191 respectively. A further ca 50 part-time HEU students were expected to be recruited to SML via "The Link" partnership with 3 FE colleges.

- Whilst the scale of potential HEU over-recruitment had increased, it remained just within the margin for forecasting error for no-shows of new recruits and discontinuation of existing students. There was nevertheless a chance that the previously assumed "modest" (20-40) breach of the Funding Council consolidation cap could be significantly exceeded, to potentially 40-70 additional numbers in total, with possibility therefore of the Funding Council penalty of no funding for the additional numbers.

- The already reasonably strong Overseas student position had continued to move ahead.

TAUGHT POSTGRADUATES

- As a 8 September, 82% of HEU and 62% of OS PGT acceptances had reached the UF stage. The total acceptances included 439 HEU students and 746 OS students against population targets of 584 and 339 respectively. The final outcome remained difficult to predict, nevertheless it appeared that:

- There had been no closing of the previously identified gap between HEU targets and likely recruitment levels. Noted, however, that population targets had included significant numbers of continuing part-time students in SBE and a number of REPSOL students in IPE who would not start until the Spring term. These were not included in current acceptance numbers;

- The strong OS position was still holding up with numbers for MACS particularly strong. The School highlighted potential resource issues if the actual number materialising proves to be well above the School's expectations.

Noted, as regards the OS position, there were indications from Catering & Residences of strength of numbers materialising through a relatively high level of accommodation deposits received. Noted that there was pressure on accommodation, and even after an agreed reduction had been made in the allocation available to later year students to help accommodate a higher number of new arrivals. Whilst over-subscription was still possible, this was expected to be a smaller scale issue than the University had experienced in the previous year.

Noted issues highlighted for further consideration including, inter alia: projections/target setting for 2004/05; issues associated with the future reclassification of students currently in overseas countries due to join the EU; and a review of entry requirements in coming years given current buoyancy in applications.

Noted that the Director of Recruitment & Admissions would be invited to a meeting of PME later in the Autumn to discuss factors affecting student recruitment, both the success factors affecting UG and OS recruitment, and the apparent difficulties with HEU PGTs.

ACW/RMcG
Oct-Nov 03

M2786 ICIT ORKNEY UPDATE

Noted an update on ICIT, Orkney from the Secretary of the University, Director of HR and Head of SLS.

Noted, following the decision to discontinue the two PG Taught Masters courses currently offered in Orkney after 2003/04, staff issues including relocation which were the subject of ongoing consultations by the Secretary of the University and the Director of HR. Noted that in the light of current uncertainties the School of Life Sciences planned to recommend the temporary suspension of the MSc course in Environmental Economics Policy and Risk for one year through 2004/05 with a view to developing future plans for the course from the following year.

Noted in terms of potential Orkney-based teaching and research activities in the medium to long term, there remained insufficient clarity at present as to what sustainable levels of activity the University might be able to develop in Orkney and within what framework. There was still a view that any future activities should be firmly embedded within the School structure. Some potential opportunities were expected to become clearer over coming weeks.

Agreed that a further update should be presented at the next meeting of PME on 8 October 2003.

PLW/MCcc/FGP
et al 8 Oct 03

M2787 STAFF SURVEY COMMUNICATION PLAN UPDATE

Noted a summary update on the Staff Survey communication plan by the Director of HR. Noted that the full Staff Survey report accompanied by a summary was expected to be posted on the intranet by 15 October 2003, following which plans would progress, supported by senior colleagues, for a full roll-out of the results of the Survey to Schools and Support Services Sections. It was expected that feedback gathered from the wider University community will help inform the development of an action plan.

MMcC et al
Oct 03 ongoing

M2788 MANAGEMENT ACCOUNTS TO 31 AUGUST 2003 (PERIOD 1)

Noted Management Accounts for the period to 31 August 03 (Period 1). Noted

significant timing differences that were skewing the position. It was planned that budget phasing would be reviewed and re-aligned in September. This first set of accounts highlighted the following:

- A deficit for the month of £836K, which was better than budget by £438K. Schools were the main contributor with a variance of £305K. There was a positive variance in central costs of £140K;
- An outturn surplus of £1942K which was better than budget by £284K. This improvement was focused almost exclusively in schools.

Noted a relatively slow start to the financial year in terms of spend. It was likely to be a further few months before expenditure can be determined to be on track. Agreed with reference to a query arising on the handling of unspent portions of research grants and contract income, the need to clarify regular arrangements with colleagues in Schools.

ACW/RF
Oct-Nov 03

POP INVOICE ANALYSIS

Noted an analysis of POP orders during August by School/Central Support Unit showing an overall rejection rate for the month of 423 or 34% of all invoices processed. This included:

- Goods and services not receipted – 42%
- Price differences – 22%
- Incomplete POs – 13%
- No PO – 23%

HoSs/Sections

The figures highlight the need for continued effort by Schools and Sections to resolve the underlying problems leading to invoice rejection.

The number of outstanding invoices at the end of August stood at 303.

M2789 CAPITAL EXPENDITURE 2003/04

Noted and approved capital expenditure for 2003/04. As a result of greater confidence in student numbers for 2003/04, and of the improved operating position achieved for 2002/03 leading to a better than expected starting position in 2003/04, it was proposed to extend the previously agreed capital expenditure limit by a further £400K. This sum included a contingency budget of £100K which will be under the joint control of the DP(Resources), Director of Finance and the Secretary of the University. Other outstanding capital items would not proceed in the current financial year.

ACW/RF/PLPW

Comments from colleagues on the list of items in this increased allocation were welcomed. Further discussion would in any case take place on some of these; for example, a proposal for main campus signage was expected to be presented to the meeting of PME in the near future.

PME

M2790 ANNUAL REVIEW PLAN

Noted plans for the production of the HWU Annual Review 2003.

Schools

DRH/PLW/RJMC
et al

Schools/PGIs and Chairs of the RCB, LTB and SSB were invited to provide proposals for inclusion in the Annual Review to the Publications Officer by 3 November 2003, and a draft would be presented to PME at its meeting on 18 December 03. Two key themes proposed were international reach and working in partnership.

M2791 COLLABORATIVE TRAINING ACCOUNT (CTA) BID TO EPSRC

Noted the final full business plan submitted to EPSRC in respect of HWU's bid under the Collaborative Training Account (CTA) scheme. Noted that the total sum requested from EPSRC was a little over £7M. The proposed schedule included:

- Panel meeting in Swindon on 24 October 03 at which the DP(Resources) would be available to answer questions on the University's plan;

- "Provisional" decisions released (indicative funding) in early November 2003;
- Noted the planned formation of Senior Industrial Advisory Group at HWU to advise on the operation of the University's CTA Programme and related SET postgraduate courses. The Group, running in parallel to the specialist industry
- Formal announcements with final terms and conditions – May/June 2004.

PME
Sep-Oct 03

M2792 SUNDAY TIMES LEAGUE TABLE

Noted the Sunday Times University league table of UK universities published on 14 September 03.

M2793 MEDIA RELEASE BY KEY STAKEHOLDERS

Noted a recent media release by key higher education stakeholders including the Association of University Teachers Scotland, the National Union of Students Scotland and Universities Scotland, outlining key principles for the future of higher education in Scotland.

M2794 ANY OTHER COMPETENT BUSINESS

STRENGTHENING THE COMPETITIVENESS OF BASIS RESEARCH
Noted a paper endorsed by SHEFC Council and the Research Policy Advisory Committee (RPAC), and released to the Research and Commercialisation Committee. The report detailed progress on investigations into how the effectiveness and competitiveness of Scottish basic research might be strengthened through pooling of resources to reinforce Scottish strengths wherever possible. Noted the intention to take the proposals to the Universities Scotland research committee with a view to opening up dialogue with the Scottish sector. The paper also included a proposal to test in specific discipline areas the robustness of the ideas outlined. The areas suggested were economics, physics and biological sciences.

Noted that the DP(Resources) had extended an invitation to Prof David Gani, Director of Research Strategy and Policy, SHEFC to visit the University to take forward further discussions.

PLANNING AND MANAGEMENT EXECUTIVE

Summary Notes of the meeting of 8 October 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 RJM Craik, Convener of the LTB
Prof F G Priest, Head of School, LS
Prof K G Lumsden, Director, EBS (for early part of meeting)

In attendance: Mr R McGookin, Director of Planning
Mr M McCrindle, Director of HR
Mr P Kerr, Director of Estates attended for M2799

Apologies: Prof D R Hall, DP (Research)
Prof B G D Smart, Deputy Principal

Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE
Prof J Fernie, Head of School, ML
Prof J E L Simmons, Vice-Principal
Prof J D C Jones, Head of School, EPS
Dr R Wardman, Acting Head, School,

Mrs M Thornton, Director of CAMS
L Kirkwood-Smith, SEO (clerk)
Ms A Jones, Archivist attended for M2798

Prof P Corbett, Head, Institute of PE

ACTION:
who (with
when

M2795 MINUTES OF THE MEETING OF 25 NOVEMBER 2003

Approved the minutes of the meeting of PME on 25 September 2003 subject to minor amendment to the minute on 'Capital Expenditure 2003/04', changed to read: "Noted and approved capital expenditure for 2003/04. As a result of greater confidence in student numbers for 2003/04, and of the improved operating position achieved for 2002/03 leading to a better than expected starting position in 2003/04, it was proposed to extend the previously agreed capital expenditure limit by a further £400K. This sum included a contingency budget of £100K which will be under the joint control of the DP(Resources), Director of Finance and the Secretary of the University. Other outstanding capital items would not proceed in the current financial year."

M2796 MATTERS ARISING

COLLABORATION BETWEEN SBE, SCHOOLS OF ARCHITECTURE & LANDSCAPE ARCHITECTURE AT ECA AND SCHOOL OF ARTS CULTURE & ENVIRONMENT AT UoE.
Noted plans progressing for further, facilitated discussions on collaborative opportunities between the three parties.

M2797 OPERATIONAL UPDATE

STUDENT NUMBERS UPDATE

Received an update on student numbers including comparisons between the registered student population as at 7 October 03, and the same period last year. Whilst numbers for the current year were still relatively raw, they highlighted an aggregate (UG, PGT and PGR) increase of 5.8% over the student population recorded at the same period last year.

Whilst it was still too early to give a very accurate figure for the final student population, it was possible that number of funded places could be breached by 50-100. Noted that a further update would be given at the next meeting on 23 October 2003.

ICIT,ORKNEY UPDATE

Received an update on ICIT, Orkney. Noted that:

PLW/FGP et al
ongoing

- student issues relating to cessation of living facilities were being handled by SLS;
- future arrangements for the two Orkney-based Masters courses would be reported to Senate in the near future;
- the Secretary of the University was in the process of finalising the University's lease agreement with Orkney Council for the year to October 04;
- the accounts relating to £350K of EU grant funding received through Orkney Council were being reviewed to confirm the remaining balance. There was an opportunity to consider how a case might be made for use of unspent funds to support, for example, scoping work in the area of energy;

NEW FINANCE PROJECT

Received an update on the new finance system. Noted that the project had been progressing well overall, however, due to some difficulties in defining processes which had been reported to PME previously, it was likely that the completion date would be pushed back to the original February deadline. Noted the likelihood that the £50K contingency fund included in the project budget would be called on.

RF et al
ongoing

CHAMPION FOR STUDENT MATTERS

Endorsed a proposal to extend the responsibilities of Mr Michael Breaks, University Librarian to include a role as a "champion" for student matters.

PLW/MB et al
Oct 03

Agreed that a senior member of staff with responsibility for handling "collective" student issues - as distinct from a pastoral role involving individual student cases, would be welcome.

Agreed that a broad remit outlining the proposed additional responsibilities should be produced for further PME consideration.

DIRECTOR OF STUDENT SERVICES APPOINTMENT

Noted that Mrs Kathy Patterson had been appointed to the position of Director of Student Services, responsible for Academic Registry, Student Welfare Services and the Careers Advisory Service under a new Student Services unit.

M2798

FREEDOM OF INFORMATION (SCOTLAND) ACT AND IMPLICATIONS FOR THE UNIVERSITY

Noted implications for public bodies including the University in meeting the requirements of the Freedom of Information (FOI) (Scotland) Act 2002, which will come into force on 1 January 2005. In particular the Act will have very great implications for records and information management practice and procedures across the University, and for all staff. The timetable set out for compliance can only be achieved with support from colleagues in each School and support section.

Noted in addition to detailed aspects of the legislation, some of which were not yet fully resolved, implications for the University in terms of managing the content of records which might be open to public scrutiny in future. In certain types of record keeping more uniformity of style should be adopted – committee minutes for example.

Endorsed a strategy for the University's compliance with the FOI which had been agreed previously by the Support Services Board. Agreed that the University should adopt a gradual approach and should continue to engage closely with the rest of the sector and with other relevant external groups to ensure that the University's plans are closely aligned to emerging national guidelines/models.

AEJ et al
ongoing

Agreed that the University Archivist should take forward with other relevant colleagues. Noted that Schools/sections would shortly be invited to nominate individuals with responsibility for co-ordinating FOI locally. Regular progress reports on the work of the implementation team which will be formed by the Archivist, will be presented to the Support Services Board. A report summarising progress and resource implications for 2004/05 will be presented to SSB by March 2004.

Received an Annual Report for 2002/03 from the Estate Office, and made the following recommendations:

PLW/PGK

Oct 03 ongoing

- The Report forwarded to Court should be in a more concise form; Section 5 and Appendix 3 were highlighted as sections that might be removed from the Court version;
- Strategy and Performance Indicators should have higher prominence in the report with more detailed aspects of the Estate Office operation included towards the end of the document;
- It would be helpful if Performance Measures included, where possible, comparative unitary measurements; e.g. income or costs per capita/or other relevant measure;
- The peer group against which performance is compared should be revisited;
- Clear targets. Greater shared understanding of aims and objectives embedded in the operations of Schools/sections across the University was required before really meaningful targets could be set;
- Time-scale analyses would be useful to determine trends. Noted difficulties in using currently available national data due to changes in methodology over recent years; however; the current basis of reporting would be frozen for the next 2-3 years allowing some useful trend analyses in the future.
- Further consideration should be given to developing a rolling 12-month review and 5 year plan. The document should provide the assurance to Court that the University is applying effective performance measures based on the best available national data. The Plan which would be firmly embedded in the budgeting process, should include, inter alia:- an estate maintenance strategy with transparency in setting of priorities on objectives/goals; performance against SMART targets including financial targets/budget; evidence of the efficiency and effectiveness of the Estate Office in achieving set objectives.

Agreed to invite the Director of E&BS and the Secretary of the University to consider, in the light of PME comments, what revisions can be made to the Report which will be presented to Court at its meeting on 4 November 03, and In consultation with other to give further consideration to future reporting.

M2800

T/R/O ACCOUNTS 2002/03

Noted T/R/O (Teaching/Learning/Other) Accounts for 2002/03, showing the breakdown of activities against relevant headings. The accounts corresponded to the 2002/03 out-turns for: the University as a whole; Schools/IPE; and Catering & Residences, and in common with the previously reported "P&L Accounts" which they supercede, contained figures showing the allocation of costs across income-earning units.

The accounts highlighted differences between central costs allocated to Schools in the 2002/03 budget, and those reported currently. A range of factors detailed in the paper contributed to differences. This included: actual central costs which were below budget; variances in the distribution of spend between cost-centres within this margin; and changes made to the measures used as cost drivers (agreed by the Resource Modelling Group). The values of these measures also showed variances from those assumed in the budget.

Noted that further analysis of the data would be undertaken by the RMG. Schools should refer to bottom line figures as a broad guide only, as School performance targets would continue to be based on agreed contributions to Central Costs, and not on the actual costs allocated at the year-end.

No particular inference on the University's strategic aims and priorities should be drawn from the bottom line figures for teaching and research activities, in particular the apparent relative "non-profitability" of research activities revealed in the accounts. The overall aim continued to be, within the University's wider strategy encompassing teaching and research, to maximise surpluses and avoid deficits. Colleagues' attention was also drawn to negative contributions from activities in "Other" areas which should be considered further.

Noted a summary statement outlining current levels of interest by Schools/PGIs in possible linkages with the University of Edinburgh in the areas: of joint research institutes in a simple research collaboration framework; teaching provision for PGR students in an embryo joint graduate school; and development of a collaborative framework for PGR and PGT joint graduate school. Currently there was broad support across Schools/IPE for establishment of joint research institutes and varying degrees of current interest in other opportunities. Noted that these collective expressions of interest provided a good basis on which to continue discussions with UoE and with SHEFC. Colleagues were encouraged to develop plans further in respect of potential collaborative opportunities with UoE, while also recognising other opportunities to explore collaboration.

DRH/RMcG et al

Oct 03 ongoing

M2802 HE POLICY/CONSULTATIONS

SCOTTISH EXECUTIVE HE REVIEW: UPDATE BRIEFING

Noted an update on the Scottish Executive's Higher Education Review. A third phase of the Review had been promised by the previous Minister for Enterprise & Lifelong Learning, largely in response to Scottish HE sector's concern about the potential effects of the proposals outlined in the English White Paper to allow UG fees of up to £3,000. A Steering Group has been convened to take forward the next phase. The work will be undertaken principally through four Working Groups focusing on Staffing, Students, Capital Funding and Sources and Uses of Income. The schedule indicated is: November 03, interim reports from Working Groups to Steering Group; December 03 – final submission of evidence; February 04 – report to Minister.

EVIDENCE TO THE SCOTTISH PARLIAMENT ON THE IMPACT OF ENGLAND'S PROPOSED UNIVERSITY FEES

Noted the University's response to the call for evidence to the Scottish Parliament's, Enterprise and Culture Committee inquiry into the impact of England's proposed University fees on Scottish Higher Education.

M2803 RESEARCH DUAL SUPPORT SYSTEM: UPDATE

Noted an update on national reform of the dual support system for research. As part of the OST consultation on reforms, there had been agreement with the Joint Costing & Pricing Steering Group to develop the existing Transparent Approach to Costing (TRAC) methodology to enable institutions to provide reliable estimates of the full economic costs of individual research projects. In the first phase of this process, consultants have been appointed to help with this phase working with the initial pilot group of ten universities including HWU. The Consultants, JM Consulting had made progress with the project with the emphasis on a "light-touch" approach, building on what had been achieved through 'HAST' exercises.

ACW et al

It was anticipated that a method, which will be subject to wider consultations would be agreed soon with a possible implementation date across the sector of January 2005. New grant proposal forms including costs based on the new methodology would be used from that date with Research Councils able to release funds from the start of their new financial year, April 2005.

PLANNING AND MANAGEMENT EXECUTIVE

Notes of the meeting of 5 November 2003

Present: Prof J S Archer, Principal
Mr P L Wilson, Secretary of the University
Prof A C Walker, DP (Resources)
Prof D R Hall, DP (Research)
Mr R Fraser, Director of Finance
Prof F G Priest, Head of School, LS

Dr R Wardman, Acting Head, School, TEX
Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE
Prof B G D Smart, Deputy Principal (Acad.Dev.)
Prof K G Lumsden, Director, EBS
Prof J D C Jones, Head of School, EPS

In attendance: Mr R McGookin, Director of Planning
Mr M McCrindle, Director of HR

Mrs M Thornton, Director of CAMS

Apologies: Prof J E L Simmons, Vice-Principal (Chair)
Prof J Fernie, Head of School, ML
Prof RJM Craik, Convener of the LTB

Prof P Corbett, Head, Institute of PE
L Kirkwood-Smith, SEO (Clerk)

ACTION:
who (with whom)
when

M2815 MINUTES OF THE MEETING OF 23 OCTOBER 2003

Approved the minutes of the meeting of PME on 23 October 2003.

M2816 MATTERS ARISING

COST SAVINGS WORKING GROUP

Noted the text and associated figures presented to the Court on 3 November.

Noted that the non-pay costs savings had been achieved in relation to budgeted levels of expenditure.

CESAER

Noted that the Deputy Principal (Academic Development) had attended a seminar on the Bologna Declaration which had given rise to a policy statement on the need to develop a European joint programme for Doctoral Studies as a counterbalance to the perceived dominance of the USA.

Noted the seminar had also considered access issues, and interest was reported in the SCHOLAR programme, specifically from Norway and Hungary.

M2817 OPERATIONAL UPDATE

ORKNEY UPDATE

Noted that costed proposals for activities relating to sustainable energy were being developed by the Deputy Principal (Academic Development) on the basis of consultation with Orkney Council and Orkney Enterprise.

M2818 HWU TRAVEL PLAN

Noted and approved a draft Heriot-Watt University Travel Plan 2003-2010 including outline plans for Stage 1 implementation of the Plan which was expected to take 12 months from December 2003. Agreed to invite the

PLW/PWJ

to take forward. Approved action to appoint a champion and start data collection and buy-in.

Noted the following among the specific issues raised in the report:

- the pre-eminent importance of local authority consent for future development;
- the context of the economic development area adjacent to the Campus and the Research Park;
- the engineering restraints on the transport infrastructure;
- the need for a sustainable solution based on changes in patterns of use of the various modes of transport.

Noted additional issues raised in discussion:

- timetabling issues and the possibility of flexible working hours;
- the difficulty in foreseeing the nature and pattern of student-related growth in campus population and traffic demand;
- the need for commitment and consistency by the University in implementing measures to achieve the model shift required, and for buy-in uses to be achieved by a combination of education and inducement, both financial and psychological;
- need to bring in partners where possible (SEEL for example) and Chamber of Commerce to help defray costs and to use student projects to develop time series data.

M2819 ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2003

Noted and approved the Annual Accounts and financial Statements for the year ended 31 July 2003 for onward presentation to the Finance Committee, and Court at its meeting on 15 December 2003.

RF/PLW
Nov-Dec 03

Noted that no adjustments had been necessary to the figures relating to Period 12 reported at year end.

Noted a desire to acknowledge that enhanced performance had been achieved predominantly by increased staff effort and that this would be particularly emphasised by the Principal in his presentation of the figures to the General Convocation.

Noted that the accounting treatment of sums relating to fee abatements would be revisited.

Noted that the overpayment by SHEFC of access fund and their subsequent repayment should be explicitly stated.

Noted with gratification that SHEFC had released the University from the obligation to report quarterly on progress against targets.

M2820 EDINBURGH COLLEGE OF ART VALIDATION AGREEMENT

Noted that formal notice had been received from Edinburgh College of Art confirming the College's intention to enter into a validation arrangement with the University of Edinburgh for all taught and research degree programmes.

PLW/JAS
from Nov 03

Agreed to accept the College's request that the change be effective from 1 October 2004, and to prepare a recommendation for Senate approval, and to be submitted to the Court. Agreed also the SBE investigate the scope for further allocation/transfer with the School of Landscape Architecture in terms of courses and staff on the pattern of the transfer of Planning and Housing.

Noted the importance of protecting the interests of registered students.

M2821 REGULATION 42: FORMATION OF NEW COMPANIES

Noted and approved for onward presentation to the Ordinance & Regulations Committee, recommendations for amendment to Regulation 42, Section 4.1 to define the University equity stake in any spin-out or service company and to publish the procedure for incorporation of a University spin-out company or service company.

DRH/GMcF

Noted that the Regulation was aimed at combining equitable treatment of all parties with ease of management, and represented a middle ground position based on data from a UK-wide sample of institutions.

Discussed the position of Head of School and the definition of IP ownership, whether total or proportional.

Recognised that the proposal was a framework document on which to base negotiation of individual cases.

M2822 GUIDELINES: APPOINTMENT OF HWU REPS AS DIRECTORS OF SPIN-OUT AND START UP COMPANIES

Noted and approved new guidelines for the appointment of Heriot-Watt University representatives as directors of spin-out and start-up companies, subject to the incorporation in Paragraph C of the qualification 'an initial 24% equity' where this figure first appears.

DRH/GMcF et al

Discussed the procedure for creating University directorships under the Memorandum of association governing each entity.

Discussed issues connected with conflict of interest, and the over-riding responsibility of directors to the best interest of the Company and its shareholders.

Agreed that the guidelines would be subject to amendment in the light of experience in their application.

M2823 ONLINE STUDENT REGISTRATION

Noted and approved a proposal from the Learning & Teaching Board that the University move towards the implementation of online student registration as soon as possible.

Noted that this would entail a considerable commitment in terms of IS/IT resources and that the IS/IT Steering Group, chaired by the Director of Finance and IS/IT should assess the proposal in practical terms in the context of other commitments and report back to LTB.

Noted the importance of maintaining control through Schools of the acceptance and authorisation process for registration across all categories of student, including off-campus candidates in general and those registering on courses through Interactive University in particular.

Noted the possibility of partial implementation for defined groups of students in the likely event of difficulties in achieving a generally usable system by

M2824 FINANCIAL PROGRESS 2002/03

Received a paper proposed by the Deputy Principal (Resources) setting out updated information on progress made in key areas as at the end of the financial year 2002-03 viz:

- pay costs;
- research overhead recovery;
- research income;
- research trends;
- operating position.

Noted the positive trends revealed in the paper, and approved the continuing pursuit of measures aimed at making further improvements.

Discussed the concept of the University's total research capacity, which could be identified on some measures as £30m per annum, but was influenced by many factors including age profile of staff and the expectations laid on staff. The University would take account, in seeking to maximise its research net income, of patterns evident in successful peer group institutions.

Agreed to publicise in Schools/PGIs the good progress made in improving the University's financial position.

PME

M2825 PERFORMANCE INDICATORS: LEARNING & TEACHING

Noted a paper, produced by the Convener of the Learning & Teaching Board and Director of Planning on the topic of Performance Indicators for Learning and Teaching, and setting two key indicators for learning and teaching linked to the Learning & Teaching Strategy - (1) Growth and (2) Quality.

Noted that PIs would be further developed and considered in greater detail by the Learning & Teaching Board in November 2003 and January 2004. Data for annual course monitoring and planning round procedures would be incorporated in a more detailed paper to be submitted to PME in due course. It was envisaged that the PIs to be developed would be closely linked to National benchmarks.

RJMC/LTB
Nov03-Jan04

RMcG

M2826 GRADING AND DEGREE CLASSIFICATION HWU

Noted a paper on Grading and Degree Classification produced by the Convener of the Learning & Teaching Board and considered in October 2003 by the Board, which had agreed it be circulated to Schools to consider the proposals set out in the paper.

Noted that the Board would subsequently consider the paper in more detail with the advice of the Schools.

Noted information on the proportion of 1st and upper 2nd class degrees awarded 1994-95 to 2001-02 by Heriot-Watt and nationally (Scotland and UK).

M2827 AOCB

CHAPLAINCY INTERNATIONAL MEAL

Noted an open invitation by the Chaplain to members of PME to participate in the International Meal offered from 6 pm in the Chaplaincy each Wednesday during term time. Members of the Court had received a similar invitation.

PLW

Noted that on the basis of costing of the detailed specification agreed between the University and the Contractor, Yorkon, the final cost figure, including planning costs, electrical/communications trunking and soundproofing, had risen from £3.15m to £3.3m. PME approved the additional expenditure.

FLVW/RP

ANNUAL REVIEW 2003

Noted that Schools/Institutes and other sections had been invited to submit information and input to the Annual Review relating to the calendar year 2003.

HoSs

Nov 03

PLANNING AND MANAGEMENT EXECUTIVE

Summary notes of the meeting of 27 November 2003

Present: Prof J S Archer, Principal (chair)
Mr P L Wilson, Secretary of the University
Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, ML
Mr R Fraser, Director of Finance
Prof F G Priest, Head of School, LS
Prof RJM Craik, Convener of the LTB
Prof P Corbett, Head, Institute of PE

Dr R Wardman, Acting Head, School,
Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE
Prof B G D Smart, Deputy Principal
Prof K G Lumsden, Director, EBS (until 11.00)
Prof J D C Jones, Head of School, EPS (until 11.15)
Prof A C Walker, DP

In attendance: Mr R McGookin, Director of Planning
Mr M McCrindle, Director of HR

Mrs M Thornton, Director of CAMS
L Kirkwood-Smith, SEO (clerk)

Apologies: Prof D R Hall, DP (Research)

ACTION:
who (with
when

M2828 MINUTES OF THE MEETING ON 5 NOVEMBER 2003

Approved the minutes of the meeting of PME subject to minor amendment to M2824: - "The University would take account, in seeking to maximise its research net income."

LK-S

Nov 03

M2829 MATTERS ARISING

EDINBURGH COLLEGE OF ART: VALIDATION AGREEMENT

Noted, further to the notification received from Edinburgh College of Art of the College's intention to seek validation for all of its taught courses by University of Edinburgh, the outcomes of recent discussions on Landscape Architecture, indicating the likelihood that the College will seek inclusion of the discipline within a new validation agreement with UoE.

JSA/JELS/PLW JAS

Nov 03 ongoing

Noted that there would shortly be a meeting of the Principal, Vice-Principal and Secretary of respective institutions to discuss plans further detail.

M2830 OPERATIONAL UPDATE

DTI/SCOTTISH ENTERPRISE GRANT AWARD

Noted that the University had received notification of the successful outcome of an application for grant funding from the DTI and Scottish Enterprise for a feasibility study titled 'Creating the Coalmine of the 21st Century'. Subject to finalisation of the contract, a total of £150K would be awarded for one year from January 2004. Noted that this was the first funded project associated with the newly established 'Energy Academy' grouping.

M2831 STUDENT RECRUITMENT

Noted a presentation on student recruitment by the Director of Recruitment & Admissions.

M2832 STUDENT NUMBERS PLANNING

Noted and approved a set of assumptions and broad principles upon which student numbers planning should be further developed through the planning round process with Schools, i.e.

- Assumption that the Funding Council cap on full-time Home/EU undergraduate numbers will endure unchanged for at least the next few years.

In this light it will be sensible for the University broadly to adhere to its maximum capped quota, and at least reduce the current level of excess (>100). The University should aim to retain a position as near as possible to the maximum allowable threshold of this "core" student category, with additional effort continuing to be directed towards uncapped part-time, overseas and postgraduate numbers;

- The University should be mindful of student attrition. There were some indications of increased attrition coinciding with increased recruitment levels over the last few years. With the need to control overall full-time Home/EU undergraduate number and thus to put some constraint on recruitment numbers, there would be an opportunity carefully to increase entry standards, with the expectation that this should contribute to enhanced retention;

- In order properly to manage this process, it will be crucial that teaching & learning and student recruitment strategies converge. At the margins, disposition of available numbers among Schools will also be guided by a range of issues, e.g. maintaining critical mass, provision v. demand, development of already committed new academic programmes, balance of full time HEU UGs against opportunities for recruitment in other student categories, and selected areas of growth to maintain financial sustainability. In the case of the latter, the position of SBC was an important consideration, and options for increasing funded places would be explored with the Funding Councils in the context of the SBC/Borders College partnership strategy.

M2833 ENHANCEMENT-LED INSTITUTIONAL REVIEW

Noted a presentation on preparations for the enhancement-led quality assurance process by the Director of Quality Development. Noted that the QAA would undertake a 4-year cycle of Enhancement-Led Institutional Reviews of each HEI, with HWU due to be reviewed in 2005/06.

M2834 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2003

Noted Management Accounts for the period to 31 October 2003 (first quarter). Noted that timing differences were continuing to skew the position. The accounts highlighted the following:

- A deficit for the period of £1181K which was better than budget by £547K.
- A net consolidated out-turn surplus of £1505K which was worse than budget by £153K. Unbudgeted space restructuring costs and higher than budgeted school and central costs were the main contributors, these total additional costs partly offset by higher than budgeted surplus in EBS. Schools and Sections were encouraged to review their out-turn projections, to check that the assumptions upon which these were based were not unduly cautious.

Noted cumulative cash inflow/outflow for the three months to 31 October 2003 and comparative budgeted figures for the year. Noted that:

- The University was £2.5m better in cash terms than budgeted, reflecting the new I&E target of £1.6M.
- There had been a substantial improvement in the debt position over the past year. Collection of student fees in the Autumn period had been improved since the implementation of new arrangements aimed at encouraging early payment.

POP INVOICE ANALYSIS

Noted an analysis of POP orders during October by School/Central Support Unit. This included:

Goods and services not receipted – 45%

Price differences – 20%

Incomplete POs – 11%

No PO – 24%

The number of outstanding invoices at the end of September stood at 484, an increase of 5% on the previous month. Schools and Sections were urged to give this area some urgent attention to reverse the trend.

HoS/Sections

M2835

DRAFT POLICY ON CONFLICT OF INTEREST

Noted and approved, subject to amendments set out below, a draft Policy on Conflict of Interest for onward presentation to the Senate Council for information and to the Staffing Strategy Committee and Court for approval.

PLW/MMcC

The draft Policy had been previously approved by Support Services Board,

Dec 2003

and Trade Unions had been consulted. Agreed the following minor amendments:

- Para 2.3 The first sentence to be deleted
- Para 4.9 Worded to clarify last sentence to “taking into account issues of confidentiality”
- Para 10.11 Wording should be revisited to ensure consistency with Para 10.16

Agreed to invite the Director of HR to arrange amendments and forward to Staffing Strategy Committee and Court. Noted that PME members should continue to forward any specific comments to the Director of HR as the Policy. Noted that the Secretary of the University would consider the suitability in the longer term of developing a Conflict of Interest Ordinance of the University.

PLW

M2836 DRAFT POLICY ON COMPUTING & TELECOMMUNICATIONS

Noted and approved a Draft Policy on Computing and Telecoms Usage for onward presentation to the Staffing Strategy Committee and Court. The Policy had been previously approved by the Support Services Board, and Trade Unions had been consulted.

MMcC

Dec 2003

M2838 PROCEDURES FOR ESTABLISHING RELATED COMPANIES WITHIN THE UNIVERSITY

Approved proposed procedures for ‘Establishing Related Companies Within The University’ for onward presentation to the Audit Committee and Court.

PLW

PME

Whilst the University had on the whole been abiding by the national guidelines produced by HEFCE, the proposed procedures included full

Mar 04

adoption of the HEFCE framework for recording/reporting in the form of a formal check-list.

Noted also the need to adopt a formal process for identifying a “Nominated Officer” for the relevant related companies as recommended in the Guidelines.

M2839 PROPOSED MODIFICATIONS TO ORDINANCES & REGULATIONS

Noted proposed modifications to Ordinances and Regulations and agreed that the following comments be relayed to the Ordinances & Regulations Committee:

LK-S to relay

Nov 03

- Regulation 2: para 3 Higher Degrees of Master:- This section might usefully include details of admissions criteria. It was suggested that a statement on this might recently have been agreed by the Postgraduate Studies Committee;
- Regulation 2 para 6 First Degrees:- It might be useful to include reference to entry by portfolio, though it is recognised that this does not preclude the qualifications as detailed;
- Regulation 36:- absence of any reference to postgraduate appeals in para 3 could give rise to confusion, even although detail of PGR appeals is included in the following para 4.

It was proposed that the Convener of the Ordinances & Regulations Committee be invited to attend PME for future O&R agenda items.

JSA

Noted that the papers would be considered at the next meeting of P&DC.

M2840 EBS

Noted and approved proposals for restructuring of the EBS assets used by the University as detailed in Annex C of the paper presented. Two minor amendments were requested including:

PLW/RMF

- para 8 – should include clarification that the Chairman of Court will chair the Nominating Committee
- para 9 – grammatical change only

Nov 03

Agreed to invite the Secretary of the University and the Director of Finance to take forward implementation.

M2841 NAMING OF MACS BUILDING

Approved a recommendation from the School of MACS that the new MACS building be named the 'Maclaurin Building'.

PLW

Agreed in respect of the building that the Macmillan Trustees should be appraised of plans as soon as possible on completion of the ongoing planning

M2842 VISIT TO HONG KONG, SINGAPORE AND KUALA LUMPUR

Noted a summary of outcomes of visits in November to Hong Kong, Singapore and Kuala Lumpur to host Alumni events with the aim of developing Watt Club branch support and possible fundraising. The visits had been timed to coincide with the graduation ceremony in Kuala Lumpur.

Noted that a briefing was being circulated, and follow up actions would be co-ordinated by the Director of CAMS and the Head of Development & Alumni with the Principal, and also, as appropriate, through the DP(Academic Development), the IU Working Group and the Marketing Strategy Group.

JSA/MT/ALR
Nov 03 ongoing

et al

PLANNING AND MANAGEMENT EXECUTIVE

Summary notes of the meeting of 18 December 2003

Present:

Prof J S Archer, Principal (chair)	Dr R Wardman, Acting Head, School,
Mr P L Wilson, Secretary of the University	Prof K Cornwell, Head of School, MACS
Prof J E L Simmons, Vice-Principal	Prof J A Swaffield, Head of School, BE
Prof J Fernie, Head of School, ML	Prof J D C Jones, Head of School, EPS
Mr R Fraser, Director of Finance	Prof A C Walker, DP
Prof F G Priest, Head of School, LS	Prof D R Hall, DP (Research)
Prof RJM Craik, Convener of the LTB	Prof P Corbett, Head, Institute of PE

In attendance:

Mr R McGookin, Director of Planning	Mrs M Thornton, Director of CAMS
Mr M McCrindle, Director of HR	L Kirkwood-Smith, SEO (clerk)

Apologies:

Prof K G Lumsden, Director, EBS	Prof B G D Smart, Deputy Principal
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ACTION:
who (with
when

M2843 MINUTES OF THE MEETING OF 27 NOVEMBER 2003

Approved the minutes of the meeting of PME on 27 November 03.

M2844 MATTERS ARISING

ECA: VALIDATION OF COURSES BY UNIVERSITY OF EDINBURGH
Noted that there would be a meeting including the Vice-Principals and Secretaries of ECA and HWU in late January 2004 to consider in detail issues arising from the College's decision to seek University of Edinburgh validation of its courses from October 2004.

JSA/JELS/PLW
Jan 04

REVIEW OF CATERING AND RESIDENCES AND ECC
Noted that there had been a meeting of relevant Catering & Residence and ECC staff on 17 December 2003 at which the proposed structure for future operations of Catering & Residences and ECC considered by PME at its meeting on 27 November had been discussed and was reported to have been broadly accepted by staff as a way forward.

PLW et al

MACS BUILDING
Noted that the Secretary of the University had recently issued a letter to the Macmillan trustees, confirming plans for the new MACS building extension, and seeking the trustees' approval for use of the mathematics bequest to part fund the project.

PLW

M2845 OPERATIONAL UPDATE

SBC REVIEW
Received an oral update from the Vice-Principal on the Review of SBC, and noted that a written report would be presented to PME for further consideration in the New Year.

JELS
Jan 04
Review Team

STRATEGY REVIEW GROUP
Noted that the Strategy Review Group would report to PME in the New Year.

JELS
Jan 04
Review Grp

NATIONAL PAY NEGOTIATIONS

Noted an update on national pay negotiations from the Director of HR. Noted that Amicus and Unison had already signed the agreement, EIS was reported to be close to agreeing the terms of national negotiations, and was expected to ballot its members on that basis in the near future. Noted that AUT had not agreed to the terms and planned to ballot its members for industrial action early in the New Year.

MMcC
18 Dec 03

Noted that a letter had been prepared by the Director of HR for all members of Academic, Academic-Related and Other Related staff updating colleagues on the status of national negotiations, relaying guidance recently released by UCEA, and outlining the approach the University expected to take in terms of local implementation of the national framework agreement.

M2846 DRAFT POLICIES: RECRUITMENT OF EX OFFENDERS

Noted and approved draft policies on 'recruitment of ex offenders' and 'handling, holding and destroying disclosure information', previously approved by the Support Services Board, and been subject to consultation with Trade Unions. The policies were associated with compliance with legislation and codes of practice for assessing applicants' suitability for positions of trust including, inter alia, working with young people.

Agreed to invite the Director of HR with relevant colleagues to consult further with management and the Trade Unions with regard to implementation.

MMcC et al
from Dec 03

Agreed need to strike the best possible balance in terms of requirement for Disclosures. Not all posts would carry a disclosure requirement, and a blanket approach was likely to be impractical; the University should nevertheless be cautious of adopting an overly pragmatic approach. Risks should be assessed carefully.

M2847 PROVISION OF LEGAL SERVICES

Noted and approved an "umbrella" Agreement between HWU and Dundas & Wilson CS for delivery of legal services by the company to the University. This would replace the present more cumbersome piecemeal approach to contracting services. It was anticipated that the Agreement would enable cost-effective procurement of general legal advice. Noted that within the terms of the Agreement, inter alia, Dundas & Wilson would:

- Charge a fixed fee for the year from 1 October 2003 to 30 September 2004;
- Provide, legal services required for the University's "core services" including property, construction, planning, employment and pensions, and technology;
- Be the University's sole adviser in relation to "core services", and the preferred provider of legal services outwith these.

Noted that separate fee arrangements would apply in project-specific and other situations as detailed in the Agreement.

PLW
Dec 03

Agreed that the Agreement should be reviewed in terms of cost-effectiveness at the end of the contracted year in September 2004.

PLW
Sep 04

M2848 REPORT ON INTERNAL ACADEMIC REVIEW: SCHOOL OF LIFE SCIENCES

Received the Report of the Internal Academic Review of the School of Life Sciences in May 2003, noting an invitation to PME to respond to recommendations made to the University, and to the Head of School to arrange a response to the recommendations made to the School. The report had been presented by the Quality Enhancement & Standards Committee to the Senate Council at its December 03 meeting.

Noted in terms of three recommendations detailed:

- 1) Accommodation issues and access to laboratory and experimental equipment following restructuring moves:- Noted that the DP(Resources) had been in previous contact with the School in terms of needs in specific areas. Noted that he would work with the Schools of LS and EPS to review
- 2) Operational difficulties at ICIT, e.g. provision of careers guidance to students. Noted that the Secretary of the University had invited the Director of Student Services to liaise with ICIT to agree how needs might be met in 2003/04.
- 3) Improvements to access to the School for students with disabilities. Noted that the Secretary of the University had invited the Director of Estate & Building Services to liaise further with the School, and to assess the facilities in terms of disability access.

ACW et al
Dec 03 ongoing

PLW

PGK/PLW
Dec 03-Jan 04

Noted that since May some of the issues highlighted had moved on.

Agreed that the Senior Exec Officer should report PME comments to the Deputy Registrar. LK-S Dec 03

M2849 ANNUAL REVIEW 2003

Noted that a more complete draft of the Annual Review 2003 would be presented to a meeting of PME in the near future.

MT
8 Jan 04

M2850 GRADING & DEGREE CLASSIFICATIONS

Noted, in response to a previous request by PME for further data, analyses of student first degrees and their classifications with additional entry score comparisons, and sectoral comparisons based on Sunday Times league table and HESA data. These highlighted, inter alia, apparent variations in grading practice across Schools/Programmes, the combined results of which had produced a lower than might be expected overall percentage of combined 1st / 2i awards when measured against sectoral peers.

HoSs/RJMC

Dec 03 ongoing

Noted measures being taken forward by the LTB in consultation with Schools, including, inter alia, development of descriptors for Honours classification and for CAPS grades. Heads of Schools were encouraged to liaise with colleagues in Schools to consider the wider issue in further detail, and feedback suggestions for action/comments to the Convener of the LTB.

M2851 HWU MODULAR STRUCTURE

Noted the outcome of a recent consultation led by LTB which had invited Schools/PGIs to comment on: instances where the current academic structure had impeded collaboration; and to discuss structural options in relation to learning and assessment, and to identify a preferred model. In the case of the latter three options had been suggested: a) greater flexibility with the existing modular system, ie more double/triple synoptic modules; b) two semesters in a three term structure; and c) two semesters in a two semester structure. Noted that the consultation followed LTB consideration of a range of issues related to the current modular structure at its meetings in October and November 2003, and was undertaken in the context of a recent HWU survey of semesterisation in UK HEIs.

Noted that the responses received from Schools/PGIs indicated that there was little support for semesterisation. Respondents had been primarily in favour of conducting a review of the current structure of the University's academic year. Noted that consequently a proposed framework for review of the University's modular structure to be undertaken in 2003/04 had been developed. This had been approved by LTB and Senate, and had been issued to Schools/PGIs for

discussion. Noted that LTB whilst not advocating one particular model had established three key objectives of the review: effective use of the academic year; effective use of assessment; and enhanced student learning. Noted that LTB would co-ordinate and guide progress of the review.

M2852 MAJOR FUNDING RETURNS TO SHEFC 2003

Noted major funding returns made to SHEFC at 12 December 2003 through which the University's recurrent funding from SHEFC is mainly generated and which will determine the relative changes that should be expected in the University's grant allocation for 2004/05 and beyond, as will be announced in mid-March 2004. Returns included:

- 'Early Statistics Return' (ESR) of "Students Eligible for Funding". These were student numbers at 1 December 2003 plus allowed forecasts, and would be verified at the end of the year in a 'Final Return' and by the year's HESA student data. The numbers reported defended Main Teaching Grant for UGs and PGTs of £21.5m;
- 'Main Quality Research Grant' (MQRG), "Minor Volume Indicators" Update. This was a one-off return made at the mid-point between RAEs, marginally modifying RAE-based grant until the outcome of the next exercise. The Minor Volume Indicators based on last year's number of RAs (fte), research students and average research income (last two years) generates one-quarter to one-third of the MQRG, ie. About £2m of the current £7.1m, with the "major" volume indicator of staff returned in the last RAE remaining unchanged until the future RQA;
- Knowledge Transfer Grant metrics. This was a new return which was likely to become annual. Noted that the metrics would drive a new formula allocation of the Knowledge Transfer Grant which was £6.5m across the sector and £321K to HWU in 2003/04.
- "Survey of Volumes of Students Articulating (FE-HE) With Advanced Standing". Noted that SHEFC has allocated a budget of £2m in 2003/04 to enhance existing links and to build new ones between FE and HE sectors. The University's return confirmed the number of "qualifying" numbers who met the SHEFC criteria for "efficient" progression, ie. "with advanced standing" from HN qualifications from FE to degree programmes in HE. It was uncertain whether the SHEFC grant will be one-off or recurrent funding.

M2853 ANY OTHER COMPETENT BUSINESS

DIRECTOR OF HR

Noted that Martin McCrindle, Director of HR had recently accepted the appointment of Director of HR at the University of Stirling. Noted that an all staff briefing confirming his departure from the University would be released on 18 December 2003.

PLW

APPROVED STUDY CENTRES

Noted work ongoing to establish robust mechanisms jointly with IU for the establishment of Approved Study Centres overseas.

RJMC/LTB

PLANNING AND MANAGEMENT EXECUTIVE

Summary Notes of the meeting of 8 January 2004

Present: Prof J S Archer, Principal (chair)
Mr P L Wilson, Secretary of the University
Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, ML
Mr R Fraser, Director of Finance
Prof F G Priest, Head of School, LS
Prof RJM Craik, Convener of the LTB
Prof B G D Smart, Deputy Principal

Dr R Wardman, Acting Head, School,
Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE
Prof J D C Jones, Head of School, EPS
Prof A C Walker, DP
Prof D R Hall, DP (Research)
Prof P Corbett, Head, Institute of PE

In attendance: Mr R McGookin, Director of Planning
Mr M McCrindle, Director of HR

Mrs M Thornton, Director of CAMS
L Kirkwood-Smith, SEO (clerk)

Apologies: Prof K G Lumsden, Director, EBS

ACTION:
who (with
when

M2854 MINUTES OF PREVIOUS MEETING

Approved the minutes of the meeting of PME on 18 December 03.

M2855 MATTERS ARISING

ECA: FUTURE COURSE VALIDATION ARRANGEMENTS

Noted that there had been a recent meeting including the Principal, Secretary of the University, and the Principal and Secretary of UoE to progress moves for the smooth transition of ECA validated courses to the University of Edinburgh.

PLW et al

Jan 04

Noted that the Secretary of the University would arrange a further meeting with relevant colleagues in the near future.

NATIONAL PAY NEGOTIATIONS

Noted that AUT was expected to open a ballot of its members in the coming week.

MACS BUILDING

Noted that the University was awaiting a response from the Macmillan Trustees following issue of recent correspondence from the Secretary of the University, seeking approval for use of the mathematics legacy to support new building extension plans.

RESEARCH PARTNERSHIP PROJECT WITH THE UNIVERSITY OF EDINBURGH

Noted with regard to plans for the creation that a proposal for a collaboration framework for research initiatives at the University of Edinburgh and Heriot-Watt would be submitted to SHEFC in January 2004.

DRH/RCB et al

Jan 04

DUAL SUPPORT SYSTEM FOR RESEARCH REVIEW

Noted a brief update from the DP(Resources) on ongoing work arising review of the Dual Support System for Research undertaken by the OST. Prof Andy Walker had been invited to join the OST Dual Support Reform Implementation Group. Noted that the Dual Support System for research will continue. Details, including the percentage of research costs expected to be paid by the Research Councils were yet to be determined.

M2856 OPERATIONAL UPDATE

SENIOR PROMOTIONS BOARD AND ACADEMIC RELATED PROMOTIONS BOARD: SCHEDULING OF DEADLINES

Noted a request from Heads of Schools for an extension to the deadlines for

MMcC

Jan 04

cases to the Senior Promotions Board and the Academic-Related Promotions Board. Due mainly to the Christmas holiday period, and the volume of cases associated with each School combined with other pressing commitments, it would be difficult for Schools to meet both January deadlines.

Agreed that the Director of HR would review the process, and propose a revised deadline allowing a one to two week extension.

BSC/MSC IN IT BY DISTANCE LEARNING

Agreed that issues associated with the BSc and MSc courses in IT by Distance Learning delivered by IU should be discussed further by the HoS of MACS with the DP (Resources), the University's nominated contact for IU matters.

KJC/ACW
Jan 04

STUDENT RECRUITMENT UPDATE

Noted an oral briefing by the Director of Planning confirming current evidence that the number of applications were down by 9% over the same period last

RMcG
22 Jan 04

year. Agreed to receive an update on student recruitment at the meeting of PME on 22 January. By this time 90% of applications would have been received by the University.

Noted colleagues' views on the volatility of the external market and the resulting impact on longer term planning, in particular in the core disciplines. Inter alia, flexibility in the University's modular structure would help the University to respond quickly to the changing market.

HAST REPORTING 2003/04

Noted that HAST returns from Schools had been relatively poor for the first

ACW/HoSs
Jan 04

term. Heads of Schools/PGIs were encouraged to lend their support to efforts towards gathering outstanding returns as soon as possible.

M2858 STRATEGY GROUP REPORT

Noted an oral update from the Vice-Principal on the paper developed by the Strategy Group, and agreed to consider the paper, and agree next steps at the meeting of PME on 22 January.

JELS et al
22 Jan 04

M2859 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2003

Noted Management Accounts for the period to 30 November 2003 (Period 4), highlighting the following:

- A deficit for the period of £1009K which was better than budget by £226K. There remained timing differences which for the first time this year did not materially affect the overall position;
- An out-turn surplus of £1622K which was worse than budget by £37K
- Schools, administrative support sections and Catering & Residences showed favourable variances against the budget for the period of £297K, £19K and £31K respectively. Exceptional space restructuring costs and Edinburgh Business School showed adverse variances of £64K and £57K respectively.
- In terms of risk, the impact of a pay award of 3.44% had been included in the figures but not costs associated with the collapse of grades. Under provision in previous years for the 50% of ICMS reserves due to the University of Edinburgh has still not been allowed for in the accounts. The cost on this year's Income & Expenditure Account would be ~£83K in December.

POP INVOICE ANALYSIS

Noted an analysis of POP orders during November by School/Central Support Unit. This included:

Goods and Services not receipted – 41%

Price Differences – 24%

Incomplete POs – 13%

No PO – 22%

The number of outstanding invoices at the end of November stood at 492, and increase of 8 (2%) on the previous month.

M2860 ANNUAL REVIEW 2003

Noted a draft proof of the Annual Review 2003. PME members were invited to provide further comments on draft to the Director of CAMS by Monday 12 January 04.

PME
12 Jan 04

M2861 INSTITUTE OF PETROLEUM ENGINEERING: STAFFING REQUEST

Noted a request from the Institute of Petroleum Engineering for re-grading of secretarial/clerical staff to academic related.

PC

Agreed that the process for considering upgrades to academic-related grades should be changed. In future these should be directed to the Vacancy Management Group for approval/authorisation to move to the next stage of Hay job evaluation. Agreed that the cases from the Institute of Petroleum Engineering should be presented to the VMG as individual cases for promotion.

Jan 04

PLANNING AND MANAGEMENT EXECUTIVE

Summary Notes of the meeting of 22 January 2004

Present: Prof J S Archer, Principal (chair)
Mr P L Wilson, Secretary of the University
Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, ML
Mr R Fraser, Director of Finance
Prof B G D Smart, Deputy Principal (Acad.Dev.)

Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE
Prof J D C Jones, Head of School, EPS
Prof A C Walker, DP (Resources)
Prof RJM Craik, Convener of the LTB
Mrs V Bamber, Dir Educ. Dev. attended for M2864

In attendance: Mr R McGookin, Director of Planning
Mr M McCrindle, Director of HR
Prof K G Lumsden, Director, EBS
Prof F G Priest, Head of School, LS

Mrs M Thornton, Director of CAMS
L Kirkwood-Smith, SEO (clerk)
Dr R Wardman, Acting Head, School, TEX
Prof P Corbett, Head, Institute of PE

Apologies:
Prof D R Hall, DP (Research)

ACTION:
who (with whom)
when

M2862 MINUTES OF THE MEETING OF 8 JANUARY 04

Approved the minutes of the meeting of PME on 8 January 2004.

SHEFC POOLING OF SCOTTISH RESEARCH PROPOSAL: PILOT

Noted ongoing field testing in broad pilot areas (Physics, Economics, Biology and the Creative disciplines). Physics was the most advanced of these and it was anticipated that it would attract early funding. An outline research pooling proposal was being taken forward by six universities including Heriot-Watt, Edinburgh, Glasgow, Paisley, Strathclyde and St Andrews. The proposal had been expanded to include details of the intended management, possible budgetary structures and mode(s) of operation. The Director of Finance highlighted the importance of ensuring that full costs are properly allocated between partnering institutions and individual Schools/PGIs.

M2863 MATTERS ARISING

ECA VALIDATION OF COURSES BY UNIVERSITY OF EDINBURGH

Noted that a meeting had been scheduled in the near future at which the Secretaries of HWU, ECA and UoE would take forward further discussion on the transition of validated courses to UoE.

PLW
Jan-Feb 04

M2864 TEACHING & LEARNING CONFERENCE

Noted a briefing from the Director of Educational Development on the Teaching & Learning Conference to be held on 10 March 04. PME members were encouraged

PME

to attend and participate in this event. Heads of Schools/PGLs were also asked to encourage their own staff to sign-up for the event, offer any sessions for which there remained some blank slots, and to consider display materials/resources. Noted that the Principal will introduce the conference at 12.00 noon on the scheduled date.

Jan-Feb 04

M2865 STRATEGY FOR RENEWABLE ENERGY

Noted and discussed opportunities for strategic development of research and teaching in the area of renewable energy. Agreed that it was necessary to consider in further detail key options and opportunities in taking forward the University's aspirations in this area, and to develop the business case on which PME can decide the best approach. In the meantime there were matters associated with the University's previous decision to withdraw from Orkney which needed to be managed and resolved in a much shorter time-scale.

JSA et al

Jan 04

Agreed given current complexities, further detailed off-line discussions were needed. Noted that the Principal would take these forward initially with the DP (Academic Development) and the Secretary of the University.

M2866 REPORT FROM THE STRATEGY REVIEW GROUP

Received and noted initial comments on the report from the Strategy Review Group.

JELS

HoSs

The Principal requested that the Vice-Principal prepare the summary of the report together with a covering note from PME for wider circulation and consultation early in the coming week. Heads of Schools/PGLs were requested to consider the report in their respective management teams, and following appropriate consultation provide feedback by the end of February 2004. Agreed that the report should be forwarded also to PME Boards for comment.

Jan-Feb 04

M2867 MANAGEMENT ACCOUNTS TO 31 DECEMBER 2003

Noted Management Accounts for the period to 31 December 03 (Period 5), highlighting the following:

- A deficit for the five months of £283K which was better than budget by £483K. This was a significant improvement on the previous month's results with Schools the main and increasing contributor;
- An out-turn surplus of £1054K which was worse than budget by £605K. This represented a £570K worsening of the position reported in November with the bulk - £440K, attributable to Schools. Noted that revenue of around £400K from IU would be delayed beyond the current academic year. A schedule for payment of monies due to the University would be included in a new business plan to be developed by IU and the University. In the meantime further consideration would need to be given to the impact on particular Schools of the delay in receipt of income. Noted a proposal that IU issues be included formally on the agenda of a future meeting of PME.
- The impact of a 3.44% pay award had been included in the figures but not the additional costs associated with the single national pay spine. No allowance had been made in the accounts for the cost to the of FOI(S) compliance.
- The base operating position of the University remained unchanged, and it continued to perform at an ambitious level.

POP INVOICE ANALYSIS

Noted an analysis of POP orders during December by School/Central Support Unit.

This included:

- Goods and Services not receipted- 44%

- Price differences – 23%
- Incomplete POs – 12%
- No PO – 21%

The number of outstanding invoices at the end of December stood at 515, and increase of 5% on the previous month.

M2868 FREEDOM OF INFORMATION (SCOTLAND) ACT 2002: PROGRESS REPORT AND REQUEST FOR ADDITIONAL RESOURCES

Noted a progress report and request for additional resources to enable the University to achieve minimum compliance with FOI(S) from the University Archivist.

Noted key dates including: 31 May 2004 for submission of the University's Publication Scheme to the Information Commissioner for approval; 1 September 2004 for the Approved Publications Scheme to be published and available; and 1 January 2005 for the FOI(S) act to come into force. It was reported that the additional resources would be required in 2003/04 and 2004/05 if the University is sufficiently prepared to comply with the Act.

Approved the requested investment needed to make progress in the current year, ie. funding of a publication scheme website to be capped at £5000, and approved resources for the recruitment of two secretarial/clerical grade 3 Records Assistant posts for 12 months from 1 April 2004.

AEJ/PLW
Jan 04

M2869 ANY OTHER COMPETENT BUSINESS

CURRENT YEAR HAST RETURN

Noted an update from the DP(Resources) confirming a continued low level of returns from Schools. A second reminder would be issued to colleagues. Heads of Schools were encouraged to lend their support to this process.

ACW HoSs
Jan 04

HSE: DISTANCE LEARNING TRAINING PACKAGE IN HEALTH & SAFETY

Agreed to support a proposal from the Secretary of the University that University Safety Officers be invited to undertake a HSE Health & Safety training distance learning programme. The cost would be around £50.00 per head.

PLW
Jan 04

PLANNING AND MANAGEMENT EXECUTIVE

Notes of the meeting of 5 February 2004

Present: Prof J S Archer, Principal (chair)
 Mr P L Wilson, Secretary of the University
 Prof J E L Simmons, Vice-Principal
 Prof J Fernie, Head of School, ML
 Mr R Fraser, Director of Finance
 Prof B G D Smart, Deputy Principal (Acad.Dev.)
 Prof F G Priest, Head of School, LS

Prof D R Hall, DP (Research)
 Prof J A Swaffield, Head of School, BE
 Prof J D C Jones, Head of School, EPS
 Prof A C Walker, DP (Resources)
 Prof RJM Craik, Convener of the LTB
 Dr R Wardman, Acting Head, School, TEX

In attendance: Mr R McGookin, Director of Planning

Apologies: Mr M McCrindle, Director of HR
 Prof K Cornwell, Head of School, MACS

Mrs M Thornton, Director of CAMS
 L Kirkwood-Smith, SEO (clerk)
 Prof K G Lumsden, Director, EBS
 Prof P Corbett, Head, Institute of PE

ACTION:
who (with whom)
when

M2870 MINUTES OF THE LAST MEETING

Approved the minutes of the meeting of PME on 22 January 04.

M2871 MATTERS ARISING

CURRENT YEAR HAST RETURN

Noted that the level of HAST returns received from the Schools of Management & Languages and Textiles & Design remained below the acceptable threshold level.

HoSs
 Feb 04

The DP(Resources) had recently issued a letter to the Schools requesting further returns.

M2872 OPERATIONAL UPDATE

EUROPEAN FP7 FUNDING

Noted an invitation to members of PME from the Head, EPS to input any comments on the European Funding Framework 7 proposals which would be discussed at a forthcoming EPSRC meeting he will attend.

PME

CAPITAL REQUIREMENTS

Noted a draft summary of capital requirements within the current planning horizon of three years from the Director of Finance.

PME
 Feb 04

Colleagues were invited to provide comments on this to the Director of Finance.

ITI

Noted ongoing sectoral discussions with senior colleagues associated with Intermediate Technology Institutes through ITI (Scotland), to consider the terms For universities' participation in the Institutes.

DRH et al

M2873 SISTech UPDATE

Received a presentation and discussed a update on SISTech including future plans from the SISTech Director.

PWJ with ACW/RF/
 DRH/RJMC

It was recommended that further strategic discussions should take place: through the planning round on the business model and long term sustainability of the company; through the Research Co-ordination and Learning & Teaching Boards on future opportunities to embed sustainability into research and learning and teaching activities; and with relevant colleagues to consider the energy agenda and other external opportunities.

M2875 EDINBURGH RESEARCH PARTNERSHIP

Noted and approved for submission to SHEFC and to OST seeking funding, a proposal for the 'Edinburgh Research Partnership' (working title), aimed at providing a collaborative framework for research initiatives at HWU and the University of Edinburgh through establishment of a Graduate School Joint Research Institutes. Agreed that the second bullet point under 4.2 should be modified in consultation with the Head of SBE to clarify its meaning.

Noted that formally expressed support from the Principals of both universities accompanying the submission would help open the way to further planning on the details of the proposal which whilst appearing to offer a very significant opportunity, did not at this stage place any obligations on either party. Noted that no up-front investment would be required of the University other than staff time.

DRH

Feb 04

M2876 APPLICATION FOR SABBATICAL LEAVE

Noted and approved an application for Sabbatical Leave from 24 January 2004 to 18 March 2005 from Professor A J G Cairns, School of MACS. The application had previously been approved on academic grounds by the Principal & Deans Committee.

Agreed that procedures should be reviewed so that applications for Sabbatical Leave and Leave of Absence in Schools should in future be approved by Schools.

PLW/SS
Feb 04

M2877 STUDENT RECRUITMENT UPDATE

Agreed to receive an update on student recruitment at the meeting of PME on 19 February 2004.

RMcG
19 Feb 04

M2878 PERFORMANCE INDICATORS REPORT TO COURT

Noted and approved for onward presentation to Court at its meeting on 9 February a report on performance indicators for the University confirming ongoing progress of the development of key performance indicators of the main activities of the University through the Boards, and including a high level summary of principal indicators. These indicated progress in significant areas of core business which were comparable with equivalent indicators nationally, tracked in time series, and capable of being disaggregated to relevant units in the University.

RMcG/ACW/
DRH/RJMC

9 Feb 04

The DP(Resources), DP(Research) and the Convener of LTB were requested to prepare brief presentations which time-permitting might accompany consideration of this paper at the meeting of Court.

M2879

PERFORMANCE MEASURES: FURTHER DEVELOPMENT

Noted a paper from the Principal, outlining key performance indicators that might be considered, and useful for stimulating further discussion through PME Boards about future targets and which underpin strategic priorities.

DRH/RJMC/ PLW et
al
From Feb 04

PLANNING AND MANAGEMENT EXECUTIVE

Notes of the meeting of 19 February 2004

Present:	Prof J S Archer, Principal (chair) Mr P L Wilson, Secretary of the University Prof J E L Simmons, Vice-Principal Prof J Fernie, Head of School, ML Mr R Fraser, Director of Finance Dr R Wardman, Acting Head, School, TEX Prof K Cornwell, Head of School, MACS	Prof D R Hall, DP (Research) Prof F G Priest, Head of School, LS Prof J D C Jones, Head of School, EPS Prof A C Walker, DP (Resources) Prof RJM Craik, Convener of the LTB Prof M Newborough attended for item M2883 Prof V Craig attended for item M2884
In attendance:	Mr R McGookin, Director of Planning Mr M McCrindle, Director of HR	Mrs M Thornton, Director of CAMS L Kirkwood-Smith, SEO (clerk)
Apologies:	Prof B G D Smart, Deputy Principal (Acad.Dev.) Prof J A Swaffield, Head of School, BE	Prof K G Lumsden, Director, EBS Prof P Corbett, Head, Institute of PE

ACTION:
who (with whom)
when

M2880 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 5 February 2004.

M2882 OPERATIONAL UPDATE

STRATEGIC PLANNING PROCESS

Noted an outline structure and approach to the University's strategic planning process, presented by the Principal. Members of PME were invited to provide comments on this.

JSA HoSs

26 Feb 04

Agreed as regards the ongoing consultation on the report of the Strategy Review Group that it would be desirable to adopt a two-phase approach. In the first phase, Schools had the opportunity to provide general comments on the draft for discussion. These should be provided by 26 February 04. This should be followed by a group meeting including the Principal and Heads of Schools to discuss their views on further shaping of the University strategy. (Note: A meeting was subsequently scheduled for Tuesday 16 March 2004 at 2.30pm, Leonard Horner Conference Lounge).

AUT DISPUTE

Noted an oral update on planned AUT industrial action by the Director of HR, and approved for release to Heads of Schools/Sections and all staff draft memoranda confirming the outcome of the AUT ballot on industrial action and arrangements in respect of the two days of AUT strike action on 25 February (whole of UK) and 26 February (Scotland). Agreed that the memoranda should include advice on the rate of salary reductions, and arrangements for handling the employer's contribution to pensions in respect of staff participating in strike action. Agreed that the withheld proportion of pay of striking colleagues should be donated to the Student Hardship Fund. This would boost funds principally available to support cases of hardship in overseas students.

Agreed that whilst the University must accept that some students inevitably will be inconvenienced in terms of teaching missed on strike days, there was nevertheless an expectation that alternative arrangements would be made for delivery of missed teaching, most importantly in areas of the curriculum which will be later assessed. Agreed also that in terms of health and safety, special care should be taken to ensure that there will appropriate supervision on hand to cover students engaged in projects/workshops on strike days.

NEW FINANCE SYSTEM

Noted unexpected technical problems encountered in respect of implementation of the new finance system. This was associated with security issues arising from movement of system across fragmented University networks. As a result additional software and external expertise was required to complete installation. This would add to project costs and would delay implementation until mid-March.

M2883 ENERGY ACADEMY

Received an update on the Energy Academy from Prof Marcus Newborough. This had been invited following earlier approval of PME for the creation of the Academy as an umbrella structure for the co-ordination and promotion of energy & related activities across the University.

DRH/(RCB) MN
from Feb 04

Whilst the update was both informative and helpful, it also highlighted the need to ensure that Energy Academy planning and activities are embedded within existing structures and processes operating between and linking Schools, RCB and PME. This would help ensure consistency of approach in terms of managing all areas of the University's research portfolio, support identification of relevant research activities and widen the opportunity for Schools to engage with opportunities offered by the EA. RCB had a key role in co-ordinating activities, and it was encourage to develop a strategic approach to utilise the Energy Academy potential as part of HWU's ambition to play a significant role in the UK/Europe energy research agenda.

M2884 ORDINANCES & REGULATIONS

Received for comment, proposed modifications to Regulations: 36 - Student Appeals; 1 - General Regulation; 21 - Students Association; 23 - Certificates for Degrees, Diplomas and Certificates; and 2 - Admissions. Noted also copies of Regulation 9 – Examinations, and Ordinance 41 – Grievance Procedure, both of which would be reviewed at the meeting of the Ordinances & Regulations Committee meeting on 23 February 04, with a view to introducing appropriate modifications, along with revised regulations as noted.

VC/PLW/KP
Feb-Mar 04

Noted that Ordinance 41 would be reviewed by the O&R Committee in response to specific comments made by the Chairman of the University's Grievance Committee. PME supported moves to amend the Ordinance in the light of these, and agreed that one option might be to simplify the wording of the Ordinance but retain a separate more detailed set of guidelines.

Noted comments, in particular in respect of Regulation 1, which highlighted the wider issue of how different categories of students, (e.g. on-campus, off-campus, distance learners, supported learners at overseas campus sites, etc), are covered in terms of the regulations.

Agreed that it would be helpful if the Secretary, Vice-Principal, Convenor of O&RC and the Academic Registrar convened an initial meeting to consider the best way of taking forward a larger review of regulations to address this issue. In the meantime, amendments to the regulations should proceed in the context of work in progress.

M2885 UG APPLICATIONS

Noted an update on undergraduate applications as at 28 January 04 by the Director of Planning. The numbers reported represented ~85% of expected eventual applications to the University, and highlighted the following:

- A total of 6,447 HEU applications had been received, representing a reduction of 2% on the same period last year;
- Taken in conjunction with relevant applicant:entrant conversion rates, the numbers indicated that all Schools except MACS should be able to achieve their intake target/quota. The policy of tight control of intake numbers with increased intake quality should be maintained;
- Notable increases of 9% and 7% were recorded for SBE and EPS respectively;
- MACS should in the short-term consider the extent to which the School's intake target should be revised downwards, and should consider longer term steps to boost recruitment to Computer Science and IT, in what is likely to be an

unfavourable market. The reduction in applications to these subjects in MACS over the last two years reflected, with amplification, a national trend. The HoS reported his expectation that the School's performance in terms of student retention would be improved in the current year;

- It was still too early to project with much accuracy likely overseas recruitment, however a 19% increase on the same period last year was an encouraging sign;

In terms of the national position, noted:

- Undergraduate applications overall as at 15 January 04 were up 3.4% on the same period last year. Applications to degree courses had increased by 3.8%. Overall applications growth in Scotland amounted to 6.8%;

- Applications from students in other parts of the UK, EU and overseas had increased by varying degrees, a few very significantly, however applications from Scottish students had decreased by 0.2%;

- After several years of significantly exceeding the average rate of increase, HWU was slightly trailing in terms of its total HEU and Overseas combined degree course applications. This represented an increase of 2.3% over the previous year ranking the University in a middle position amongst all Scottish HEIs;

- An increase of >12% in English and Welsh applicants to Scottish HEIs;

- Significant increases in 'other EU' and overseas applicants to Scotland (>22%) as compared with England; In the case of overseas applications this was a new development following a previous lag;

- Whilst HWU appeared to be in a reasonably good position, closer analysis of performance in a number of subject areas of particular interest to the University when compared to the UK sector as a whole revealed an element of lagging in areas of national buoyancy and greater than UK average reductions in applications in some others.

M2886 ANNUAL REVIEW AND ACCOUNTS

Noted recently published Annual Review and Annual Accounts & Financial Statements 2003.

M2887 ANY OTHER COMPETENT BUSINESS

COURT

Noted that the Principal was taking forward initial discussions with the Chairman of Court and the Secretary of the University with a view to developing proposals for reforms of Court, in particular the size of membership. This was consistent with good practice benchmarks on governing bodies provided by the Funding Councils.

JSA/GG/PLW

ongoing

LEARNING & TEACHING CONFERENCE

Members of PME were encouraged to sign up to the Learning & Teaching Conference which will take place on 10 March 2004.

PME

10 Mar 04

ANNUAL GENERAL CONVOCATION

Noted that the Annual General Convocation would take place on 17 March 04 in the EBS auditorium. In line with arrangements in recent years an invitation would be extended to University staff. Noted that Prof Garry Pender, SBE, and Miss Katy Lavery, President of the Students Association had been invited to give short presentations following the Principal's presentation of the Annual Review, Accounts & Financial Statements.

STAFF CONGRESS

Noted that it was planned to hold a Staff Congress in early May 2004.

JSA et al
May 04

LOSS OF STUDENT CHEQUES

Noted a report from the Director of Finance on the disappearance of student cheques between the Finance Office and Schools. Revised security procedures

RMF/Fin Office

had been put in place, and in future students collect cheques directly from the Finance Office.

PLANNING AND MANAGEMENT EXECUTIVE

Summary Notes of the meeting of 3 March 2004

Present:

Prof J S Archer, Principal (chair)	Prof D R Hall, DP (Research)
Mr P L Wilson, Secretary of the University	Prof J D C Jones, Head of School, EPS
Prof J E L Simmons, Vice-Principal	Prof A C Walker, DP (Resources)
Prof J Fernie, Head of School, ML (latter part of meeting)	Prof RJM Craik, Convener of the LTB
Mr R Fraser, Director of Finance	Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE	Prof P Corbett, Head, Institute of PE

In attendance:

Mr M McCrindle, Director of HR	L Kirkwood-Smith, SEO (clerk)
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Apologies:

Prof B G D Smart, Deputy Principal (Acad.Dev.)	Prof K G Lumsden, Director, EBS
Mr R McGookin, Director of Planning	Dr R Wardman, Acting Head, School, TEX
Mrs M Thornton, Director of CAMS	Prof F G Priest, Head of School, LS

ACTION:
who (with whom)
when

M2888 MINTUES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 19 February 2004.

M2889 OPERATIONAL UPDATE

AUT INDUSTRIAL ACTION: PARTIAL FULFILMENT OF CONTRACT

Noted and discussed issues arising from the second phase of AUT industrial action, in particular partial fulfilment of contract by academic colleagues, and the potential impact on the preparation and execution of assessments including production of examination papers, invigilation and examination marking.

HoSs/VP

Mar 04

Agreed that the University should proceed with plans aimed at ensuring that the forthcoming diets of examinations proceed as schedule, and noted that assessments by a variety of processes may have to be employed such that graduations will also take place as scheduled.

Heads of Schools were requested to conduct a poll of relevant staff in their respective Schools to ascertain the extent to which colleagues intend to demonstrate their support of industrial action vis-à-vis assessment. This would help to determine the nature and extent of any likely shortfall in support. Information should be supplied to the Vice-Principal, and contingency arrangements planned depending on areas of shortfall. Noted that the Vice-Principal would communicate with the Registrar/Director of Student Services regarding central co-ordination to ensure invigilation cover. Agreed, in respect of setting of any outstanding examination papers, where these had been requested from colleagues by a deadline date prior to the onset of industrial action, any cases of non-completion should not be accepted as being associated with industrial action.

Noted that provided relevant quality standards, as advised by the Director of Quality Development were met, where the need might arise, an examination paper could be produced by a lecturer or an approved tutor who has not been directly involved in teaching the subject of assessment. Noted also that whilst relevant colleagues could be asked if they would cover for others who were withholding part of their contracted duties, acceptance during the period of dispute would be a matter of goodwill, and could not be forced.

DL POLICY

Noted and discussed a proposal presented by the Director of HR following an approach by AUT, that the University should develop a policy on Distance Learning

MMcC(nominee)
Mar 04

HoSs

materials and their delivery to ensure consistent procedures across the University.

Agreed need to consult further with a view to developing a clear University policy. The balance of PME opinion was that the development and use of flexible/distance learning materials were key to the University's ability to deliver on its mission and strategy, and should therefore be considered core activities. Noted that three Heads of Schools were absent from the PME discussion, and it was important that their views were sought on this issue as soon as possible. It was acknowledged also that there may be operational elements of distance learning delivery that could reasonably be considered to fall outside of the category of core duties. These would need to be examined further.

More detailed understanding of practices across Schools, including inter alia handling of "ownership" and copyright issues would be required.

Agreed to invite the Director of HR or his nominee to take forward with relevant colleagues with a view to PME receiving a draft policy document at the next meeting of PME on 18 March 2004.

SBC UPDATE

Noted and update from the Vice-Principal on the SBC Partnership proposal and ongoing discussions with various stake-holder groups. Noted the likelihood of further negative coverage following a leak of misleading information to the press. Communications would continue to be managed on behalf of PME by the project communications team in the period through to the conclusion of Funding Councils' current period of deliberation in May and beyond.

JELS et al

SPORTS ACADEMY

Noted an update on progress on the Sports Academy project by the Secretary of the University. Noted that the building was due to be handed over around 19 April 04 with a mid-May date for opening. It was anticipated that formal opening of the new facility would take place in June. Noted that final project costs were expected to be £70K over the original £6.05m budget. This was mainly attributable to remedial work which had had to be carried out on drainage. Some internal areas were not completely finished as a result of project cost savings aimed at keeping the overall cost as close to budget as possible. A further £150K was likely to be secured from SportsScotland, and the performance bond valued at £485K had been secured by the University both of which were included in funds necessary to meet the total bill for the project.

PLW

Noted the risk of the receiver recovering some proportion of the retention monies in the future. At worst this could amount to £300K - half the value of the contested work charged to the University. Noted that the University should keep £600K in trust in the meantime.

CONFERENCE CENTRE/CATERING & RESIDENCES

Noted an update on the development of plans towards the creation of two wholly owned companies ECC Ltd and Heriot-Watt Services Ltd with responsibilities for conference and catering & residencies business. Agreed in accordance with plans previously endorsed by PME that a case should be presented to the Finance Committee for approval of £0.5m up front investment to improve conference facilities. The Secretary would also confirm the need to appoint a CE for the conference business. It was confirmed that this appointment would be required regardless of the structure of the business, as it was vital to hire somebody with the requisite professional skills to maximise commercial potential in this area.

PLW
Mar 04

Noted that the Secretary of the University would host a visit of the Chairman of Court and the Convener of the Finance Committee to tour the site in advance of any decision being taken.

M2890

OPERATIONAL UPDATE CONTINEUD

TEACHING SPACE

Noted that there would be an open meeting led by the DP(Resources) on 29 April to discuss teaching space needs and current issues relating to configuration and

ACW/RJMC et al

availability of suitable space. The Director of Quality Development highlighted the need to consider opportunities in the light of plans to create a virtual learning environment. This would require considerable investment which was unlikely to be affordable in the short- medium term unless an holistic approach was taken in reviewing all teaching needs and employing the most cost effective options for its delivery and use of physical space.

M2891 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2004

Noted Management Accounts for the period to 31 January 04 (half-year), highlighting the following:

- A surplus for the six months of £133K which was better than budget by £664K, representing an improvement on the previous month's results;
- A projected out-turn surplus of £1132K which was worse than budget by £527K. This position was nevertheless a slight improvement on the previous month;
- Residences & Catering had a favourable variance for the six months of £101K. Conference income had continued to deliver less than budget, however the situation had improved from the previous month. Savings and delayed expenditure had more than compensated for the drop in income;
- An adverse variance of £92K representing delayed and unbudgeted space costs of the Edinburgh campus restructuring programme;
- An adverse variance of £98K for EBS mainly the result of reduction in sales. This drop had been partially compensated by increased bank interest receivable and smaller than budgeted direct costs;
- There were significant negative variances for the period in 'Scholarships' and 'Other Operating Expenditure' which were the cause of some concern. The need to keep a reign on controllable expenditure was highlighted;
- A projected out-turn for the year worse than budget by £500K. This could be explained by exceptional events. The loss of IU fees for the Management Programme in the current year amounted to ~£300K. This was a timing issue and it was anticipated that this would be recovered in FY 04/05. In addition there were one-off adjustments in MACS for ICMS, Associated Life Offices spend which should have accrued last year and IU bad debt provision which accounted for ~£225K;
- In terms of balance sheet and cash flow, the full year forecast of cash outflow had increased by £0.5m to £4.5m and net borrowings to £26m reflecting the reduced profit forecast. Cash at bank was forecast to drop to £3.2m at the end of the year. Excluding EBS the closing bank position would be £0.2m.

Noted that the Director of Finance would review projected out-turn figures for Schools/Support Sections with the relevant Financial Controllers in the near future.

POP INVOICE ANALYSIS

Noted an analysis of POP orders during January by School/Central Support Unit. This included:

- Goods and Services not receipted - 42%
- Price differences – 22%
- Incomplete POs – 11
- No PO – 25%

The number of outstanding invoices at the end of January stood at 368, a decrease of 29% on the previous month. The overall number nevertheless remained relatively high, and continued effort was needed to ensure that the rate continues to

M2892 FINANCIAL TRENDS

Noted analyses based on the University's financial position at halfway point in the current financial year by the DP(Resources). Noted in terms of:

- Staff Costs: - 03/04 corresponded to the final of the 3-year staff restructuring plan. Despite fluctuations throughout the 3 year period, the University had held staff costs within the planned trajectory;
- Research:- The University had made good progress in all aspects except for

announced grants. The extrapolated data for 2003/04 announcements showed a reversal of growth with a worrying drop below current turn-over. This position would clearly be unsustainable if it continued through the second half of 2003/04. Noted views on changing policy of the research councils which was leading to the direction of funding towards more specifically targeted initiatives and into larger individual grants awards. Further consideration of options and opportunities open to HWU to succeed in these higher competitions would be required. The analysis showed that the University was ahead of budget for both total income and recovered overheads;

Operating position:- This showed the overall "operating trend" of the University including the latest out-turn estimate for the current year.

M2893 ORACLE FINANCE SYSTEM UPDATE

Noted ongoing technical problems encountered in respect of implementation of the new finance system, and associated with security issues arising from movement of system across fragmented University networks. Additional software and external expertise had been deployed and work was ongoing to identify a solution. It had been agreed to focus in the core finance part of the project whilst wider issues were being addressed as it was imperative that further delay on this area is minimised. This would be implemented on the same security platform as CFACS. The finance system was expected to be operational by early April.

RMF et al

Mar-Apr 04

M2894 MINISTERIAL GUIDANCE TO SHEFC FOR 2004/05

Noted a copy of correspondence from Jim Wallace, Deputy First Minister, to SHEFC outlining his main priorities for the Council's funding allocation to the sector for the coming year.

PLANNING AND MANAGEMENT EXECUTIVE

Summary notes of the meeting of 18 March 2004

Present: Prof J S Archer, Principal (chair)
 Mr P L Wilson, Secretary of the University
 Prof J E L Simmons, Vice-Principal
 Prof J Fernie, Head of School, ML (latter part of meeting)
 Mr R Fraser, Director of Finance
 Prof J A Swaffield, Head of School, BE
 Prof B G D Smart, Deputy Principal (Acad.Dev.)

Prof D R Hall, DP (Research)
 Prof J D C Jones, Head of School, EPS
 Prof A C Walker, DP (Resources)
 Prof K Cornwell, Head of School, MACS
 Prof P Corbett, Head, Institute of PE
 Prof K G Lumsden, Director, EBS
 Prof F G Priest, Head of School, LS

In attendance: Mr R McGookin, Director of Planning
 Mrs K Patterson, Dir of SS attended for M2896
 Miss K Wallace, HR Manager attended for M2896 & M2897

Mrs M Thornton, Director of CAMS
 L Kirkwood-Smith, SEO (clerk)

Apologies: Dr R Wardman, Acting Head, School, TEX
 Prof RJM Craik, Convener of the LTB

ACTION:
who (with whom)
when

M2895 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 3 March with amendment to M2889 'Sports Academy' to state that, "A further £150K was likely to be secured from SportsScotland".

LK-S

Mar 04

M2896 OPERATIONAL UPDATE

MARCH DIET OF EXAMINATIONS

Received an update on progress of the March diet of examinations from the Director of Student Services with particular regard to invigilation arrangements, and discussed issues arising.

HoSs/KP

Agreed that Heads of relevant Schools/PGLs should provide advice to the Registry in good time confirming the examinations which will be ready to proceed from April 2004 so that invigilation arrangements can be made and students advised appropriately.

The Vice-Principal agreed to review the University Regulations to determine the level of flexibility currently available to the University to modify modes of final year assessment should the need arise. It was reaffirmed that summer graduations will proceed as planned.

JELS
 Mar 04

AUT INDUSTRIAL ACTION

Received an update on AUT industrial action from the HR Manager, and discussed issues arising.

PLW/JELS
 1 Apr 04

1 Apr 04

KW

Agreed to await the outcomes of a national meeting of AUT Council on 26 March 04 before considering further any action or contingency arrangements the University might need to put in place. At this meeting AUT was expected to decide whether the current phase of action short of a strike should continue.

Agreed to consider further at the PME meeting on 1 April 04.

SBC PARTNERSHIP PROPOSAL

Received an update on the SBC partnership proposal by the Vice-Principal, the Director of Planning and the Director of CAMS on behalf of the Project Group.

JELS/RMcG/SK/MT et al
 Mar-Apr 04

Endorsed a proposal to circulate to Court at its meeting on 22 March 2004 an updated copy of the report which was presented to the Court orally at its meeting on 5 February 2004.

Endorsed a proposal that arrangements should be made in liaison with relevant colleagues such that written submission(s) from key external representatives might be accepted for presentation at a future meeting of Court.

RECRUITMENT OF ACADEMIC STAFF, SCHOOL OF MACS

Noted potential difficulties in recruitment of academic staff by the School of MACS to a number of vacancies that had arisen. The Head of School raised the possibility that additional support from the "centre" might be required in coming months to help resolve these ongoing problems.

PROSPECTS FOR POTENTIAL MASTERS COURSE IN RENEWABLES BASED AT ORKNEY

Noted a brief update from the DP(Academic Development) confirming that it should become clearer in coming months the viability of prospects for a potential masters course in the area of renewables. Meanwhile, there were ongoing HR issues associated with staff at ICIT. It was further confirmed that the MSc in Marine Resource Management will not be offered by the University in 2004/05.

SYRIAN CAPACITY BUILDING PROGRAMME

Noted a brief update on development of studentships/projects under the Syrian Capacity Building Project. In this context the DP(Academic Development) was engaged in the development of plans for a workshop(s) on university/business interaction and was seeking examples of good practice.

M2897 DISTANCE LEARNING POLICY

Noted and discussed a draft policy on the creation, ownership and delivery of distance learning materials presented by the Director of HR.

Agreed that the development and delivery of flexible, open and - where appropriate - "distance learning" materials was fundamental to the University's ability to deliver on its mission and strategy, and must therefore be considered core activities. It followed that there was an expectation that academic colleagues would contribute to the development of teaching materials in flexible modes as part of their normal contracted duties.

Noted, however, differing views on the matter of additional rewards to staff engaged in this work, focused in particular on development of "distance learning" materials. The experiences and needs of each School were different in respect of ODL development and delivery, and over time different contractual agreements with relevant staff had developed. Whilst on the basis of their own experience some Schools/PGIs believed that incentives and rewards were appropriate, others were equally strong in their view that additional rewards were inappropriate and furthermore not available to other colleagues who made different but equally important contributions to the core business of the University.

Agreed that a great deal more discussion was required to take forward development of the detail of the policy. Noted in the first instance that the Principal would consult further with the Vice-Principal and the Director of Quality Development (convener LTB).

JSA/JELS/RJMC
Mar-Apr 04

M2898 RISK MANAGEMENT STRATEGY AND RISK REGISTER

Noted and approved a Risk Management Strategy and Risk Register developed by the Risk Management Strategy Group, and approved a proposal that the Risk Management Strategy Group be retained as a working group reporting to PME.

JELS et al

From Mar 04

Agreed that the Risk Register should be considered a live document which will be reviewed and updated at six monthly intervals by the Risk Management Strategy Group. Agreed also that the effectiveness of the Risk Strategy should be reviewed annually by PME.

Noted recommendations for particular areas of risk which merited further consideration; i.e. external policy(ies) and supported learning delivered through Approved Study Centres.

M2899 SHEFC MAIN GRANTS FOR 2004/05

Noted SHEFC Main Grant allocations for 2004/05 which were released on 17 March 04. The Summary Tables highlighted the following:

- HWU's total allocation of main teaching and research grants related to an increase of 5.3% over 2003/04. This compared to an increase across the Scottish sector as a whole of 5.0%, excluding special provision for the UHI Millennium Institute, (5.3% including UHIMI);
- In terms of the Main Grant for Teaching, HWU's increase of 2.87% was comparable to an increase for the sector, including UHIMI provision, of 2.82%.
- In the current year the University was liable for a penalty of £83.6K for breaching the SHEFC consolidation cap on funded numbers;
- Part-time Incentive Grant had increased by 37.7% from a low base as against a sector increase of 5.3%*, Access Premium had increased 8.3% against a sector increase of 14.1%* and Disabled Premium had increased 34.9% against a sector increase of 24.1%* (*excl UHIMI provision);
- In terms of the main Quality Research Grant, HWU's increase of 6.8% over 2003/4 compared to an increase across the sector of 10.5%. The University's relative under-performance in the rate of change of QR grant was mainly due to the re-weighting of funding for 4s, 5s and 5*s in 2004/05. Grade 4s retained a 1.55 weighting whilst 5s changed from 2.80 to 3.07 and 5*s changed from 3.20 to 3.68;
- The University's allocation of Knowledge Transfer Grant had increased by approaching 149% from £308K in 2003/04 to a £766K allocation in 2004/05. This compared to a sector increase of around 46%. The overall increase on combined Research and Knowledge Transfer grants allocated to the University were marginally above the sector average.

Noted that further analyses and consideration of the University's allocation and issues arising would be taken forward by the DP(Resources), Dir of Finance/IT and the Dir of Planning with relevant colleagues. This would include inter alia consideration of the Knowledge Transfer Grant allocation, and apportioning of KT income/costs.

ACW/RMF/RMcG et al
from Mar 04

M2900 PHASE 3 REVIEW OF HIGHER EDUCATION PUBLICATION

Noted publication of a summary of the Scottish Executive Phase 3 Review of Higher Education, 'The Competitiveness of Higher Education in Scotland'.

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting of 1 April 2004

Present: Prof J S Archer, Principal (chair)
 Prof A C Walker, DP (Resources)
 Prof J E L Simmons, Vice-Principal
 Prof J Fernie, Head of School, ML
 Mr R Fraser, Director of Finance and IS/IT
 Prof J A Swaffield, Head of School, BE

Prof D R Hall, DP (Research)
 Prof P Corbett, Head, Institute of PE
 Prof K G Lumsden, Director, EBS
 Prof F G Priest, Head of School, LS
 Prof RJM Craik, Convener of the LTB
 Dr R Wardman, Acting Head, School, TEX

In attendance: Mr R McGookin, Director of Planning
 Miss K Wallace, HR Manager attended for M2903 (AUT Industrial Action)

Mrs M Thornton, Director of CAMS
 L Kirkwood-Smith, SEO (clerk)

Apologies: Prof B G D Smart, Deputy Principal (Acad.Dev.)
 Mr P L Wilson, Secretary of the University

Prof K Cornwell, Head of School, MACS
 Prof J D C Jones, Head of School, EPS

ACTION:
who (with whom)
when

M2901 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 18 March 2004.

M2903 OPERATIONAL UPDATE

AUT INDUSTRIAL ACTION

Received an update on AUT industrial action and the Union's decision to conclude the current phase of action short of a strike from the HR Manager. Noted that AUT would ballot its members in April on their views on the final offer from the university employers.

ACW/KAW

Apr 04

Noted that the DP (Resources) would consult further with the HR Manager with a view to determining the potential financial impact on the University of a move to the AUT's preferred national pay model from August 2004.

IS/IT SYSTEMS DEVELOPMENT

Noted an opportunity to take advantage of a proposal presented by Oracle for fulfilment on favourable terms of additional elements of planned new integrated IS/IT systems, of which the new finance system formed core initial investment. Associated work by the University would represent a considerable commitment in the short-term, both in financial terms and in reconfiguration/systems re-engineering work.

RMF et al
 from Apr 04

Endorsed initiation of scoping discussions taken forward by the Director of Finance & IS/IT with relevant colleagues in particular those in administrative support services. Agreed that a presentation to and detailed consideration by SSB in the near future will be important early steps in this process.

Noted ongoing security and technical problems with implementation of the Finance System. The system was due to go live within the month.

INTERMEDIATE TECHNOLOGY INSTITUTES: DISCUSSIONS WITH SECTOR

Noted an update from the DP(Research) confirming the near conclusion of recent sectoral discussions with senior colleagues associated with Intermediate Technology Institutes through ITI (Scotland), to consider the terms for universities' participation in the institutes in particular with regard to universities' control of IP. matters of recent concern were in the process of being resolved and a guidelines document was being drafted.

DRH

EPSRC COLLABORATIVE TRAINING ACCOUNTS (CTAs)

Noted an update on the outcome of the University's bid as on of the pilot group of institutions under the new EPSRC Collaborative Training Account (CTA) scheme for supporting postgraduate training in universities under a single new grant. It had been confirmed that HWU would receive in the region of £7.7m over the next 4

ACW

years. Almost all existing programmes detailed in the University's bid would be supported as well as planned development of new ones.

SCOTTISH EXECUTIVE SCHOLARSHIP SCHEME

Noted an oral update on broad plans for a new Scottish Executive Scholarship Scheme to be administered by British Council Scotland, and designed to attract more international postgraduate level students to Scotland. Noted that the Principal would share further information with PME members as and when he was able to do so. (Addendum: An email with further information attached was released in the week following the meeting).

JSA

M2904

MANAGEMENT ACCOUNTS FOR THE PERIOD TO 29 FEBRUARY 04

Noted Management Accounts for the period to 29 February 04 (period 7), highlighting the following:

- A surplus for the 7 months of £714K which was better than budget by £866K. This represented an improvement on the previous month's results of £222K. Noted the cumulative budget trend over the whole of 2003/04 in graph form. A favourable variance was reported for Schools of £700K against £632K favourable variance reported in the previous month, and a favourable variance in "central" costs of £109K compared to a favourable variance of £101K in the previous month;
- Residences and Catering showed a favourable variance of £322K, as against a favourable variance reported in the previous month. Conference income was reported to exceed budget for this first time this year;
- Exceptional space restructuring costs resulting in an adverse variance of £92K represented delayed and unbudgeted space costs of the Edinburgh campus restructuring programme and were unchanged from the previous month;
- An adverse variance for Edinburgh Business School of £173K;
- An out-turn surplus of £1,238K which was worse than budget by £421K. This represented an improvement of £106K on the previous month's figure;
- The comparison of out-turn with annual budget showed a positive swing from an adverse variance of £527K in January to an adverse variance in February of £421K. Although an adverse variance remained forecast, this translated to an underlying healthy position compared to budget after removal of exceptional non-budgeted items. The delay in receipt of IU fees from the current year to 04/05 contributed £300K to the adverse variance. In addition one-off adjustments in MACS for ICMS Associated Life Office spend that should have been accrued last year and IU bad debt provision accounted for ~£225K.

Noted the remaining apparent anomaly between the University's current position, and the projected end of year out-turn which suggested a worsening of the University's position over the coming five months. This appeared to be a repeat of last year's pattern of projections, indicating a very cautious approach by Schools in determining income levels. Agreed that further consideration was required to determine the best way of handling those elements of income projection which are subject to substantial uncertainty/risk, eg. speculative DL income, and to a lesser extent research grants & contracts income.

DRH/ACW
from Apr 04

There was some discussion as to whether the University as a whole was setting sufficiently challenging targets in terms of research income. In this connection, the issue was raised of apparent lack of full closure of the loop between RCB which was concerned with the positioning of the University at a higher strategic level, and the final budgets agreed in Schools. Agreed need for the wider engagement of RCB with the latter phases of budget setting for research.

Risks to the University's end of year results which were highlighted included remaining uncertainty over short-term cash requirements of IU; the possibility that EBS will fail to recover to its budgeted position in the remaining 5 months of the year; no allowance had been made for the short-term costs of Freedom of Information compliance which could be of the order of £20K in 2003/04; and the challenge by Customs and Excise to our partial exemption calculation of VAT, if successful could result in an estimated loss of income this year of approximately £60K.

M2905	FUNDING COUNCIL SECOND POST-MERGER EVALUATION OF MERGER OF HWU AND SCOT	
	Noted a summary of the Funding Council's second post-merger evaluation of the merger of HWU and SCOT which was provided to the Minister for Enterprise and Lifelong Learning.	JELS/RMcG et al Apr 04
	Agreed that whilst the University is not required to provide a formal response to the report, it would be appropriate to provide a letter of response confirming that PME welcomed the report and found helpful the comments contained within it.	
 M2906	 150TH ANNIVERSARY OF THE WATT CLUB	
	Noted and approved a proposal that the University should take the opportunity in 2004 to mark the 150th anniversary of the founding of the Watt Club. The proposal included the launch of a year-long programme of events beginning with a publicity event on 12 May 04. Agreed to invite the Director of Corporate Affairs and Management Services to develop plans in consultation with relevant internal and external colleagues.	MT et al from Apr 04
 M2907	 UNIVERSITY PROSPECTUSES	
	Received copies of the newly produced magazine format undergraduate "alternative prospectus", which had been researched and written with the help of six undergraduate students, and which was supplementary and complementary to the University's full undergraduate prospectus.	
	Noted, with regard to the Undergraduate Prospectus, the option of delaying the normal three-yearly re-design which was due to fall in the coming year, and directing additional resources instead into re-development of the Postgraduate Prospectus. Noted, however, that there was still scope for developing some of the content of the Undergraduate Prospectus; for example further thought should be given to emphasising lifelong learning opportunities including prospects for undergraduate progression into postgraduate level courses.	MT et al from Apr 04
 M2908	 ANNUAL STATISTICS REPORT 2004	
	Noted the HWU Annual Statistics Report 2004 which would be subject to wider distribution in coming days.	LK-S Apr 04
 M2909	 ANY OTHER COMPETENT BUSINESS	
	STAFF CONGRESS	
	Noted that a Staff Congress will be held on 31 May 2004, and agreed to set aside time in a forthcoming meeting of PME to consider suggestions for structure and focus of the event.	PME Apr-May 04

PLANNING AND MANAGEMENT EXECUTIVE

Summary Minutes of the meeting of 22 April 2004

Present: Prof J S Archer, Principal (chair)
Prof A C Walker, DP (Resources)
Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, ML
Mr R Fraser, Director of Finance
Prof J A Swaffield, Head of School, BE
Prof B G D Smart, Deputy Principal (Acad.Dev.)

Prof D R Hall, DP (Research)
Prof K G Lumsden, Director, EBS
Prof RJM Craik, Convener of the LTB
Dr R Wardman, Acting Head, School, TEX
Mr P L Wilson, Secretary of the University
Prof J D C Jones, Head of School, EPS
Prof K Cornwell, Head of School, MACS

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

L Kirkwood-Smith, SEO (clerk)

Apologies: Prof F G Priest, Head of School, LS

Prof P Corbett, Head, Institute of PE

ACTION:
who (with whom)
when

M2910 MINUTES OF THE MEETING ON 1 APRIL 2004

Noted and approved the minutes of the meeting of PME held on 1 April 2004.

LK-S
Apr 04

M2911 MATTERS ARISING

UPDATE ON ORACLE FINANCIAL SYSTEM

Noted an update on the Oracle Financial System from the Director of Finance & IS/IT. Noted that following a technical review of the production machine of the new Finance System by Oracle it was concluded that the underlying technical software had been loaded and configured in a non-standard and unstructured manner. The software had not been removed following failure to achieve a clean implementation, and had not been disabled in an auditable manner. The resulting system had been found to be unstable with ongoing implications in two areas: any software updates released by Oracle and other would be tested only on standard software configurations, and would be unsafe to install; and as a result of the system not being cleaned down after the security layer had been switched off, it would be virtually impossible to install this later as partial implementation still existed. Noted that the security layer would be needed in the future to facilitate broad access to accounts, and on line student registration.

RMF
Apr-Jun 04

Noted plans to proceed with rebuilding of the production unit. This was the less costly of two options, the other being an expert clean out of current software which could prove a lengthy process with no guarantee of success. Noted that Oracle and Patech had agreed to rebuild the production unit at no cost to the University, however this was expected to take approximately eight weeks, moving the go live date to mid-June. The proposed solution was to contract Oracle to redo the technical build with the company managing the system remotely. Paytech would be retained to configure the application software.

Noted also implications for the University in terms of employment of staff with the necessary technical skills to manage the new system.

M2912 OPERATIONAL UPDATE

UNIVERSITY MAIN SIGN

Noted and endorsed plans for installation of University signage at the gait 1 entrance to the University. Noted that the University had recently received Edinburgh City planning approval for the design, and that a sign-off on recent communications concerning use of the land on which the sign would be installed was expected shortly. It was anticipated that the University would be in a position to tender for the project in early May with a June start for the two to three month build/installation. The new sign was expected to be in place by the beginning of the new academic year. Total costs were expected to remain within £50,000.

MT et al

Oct 04

FUNDRAISING STRATEGY

Noted that a full update on fundraising strategy by the Dir of Corporate Affairs & Management Services would be given at the next meeting of PME on 5 May 2004.

SBC PARTNERSHIP PROJECT: UPDATE

Noted an oral update on the SBC partnership project by the Vice-Principal and the Director of Planning, and agreed to include on the agenda for discussion at the meeting of PME on 5 May 2004. It was anticipated that in the interim period the University would receive further advice from the Funding Councils. The discussion should focus on options in the light of potential opportunities and barriers presented, next steps and a review of timescales.

JELS
5 May 04

PME

Noted colleagues' awareness of issues of staff morale at SBC, emphasising the importance of continued engagement through the current period of uncertainty with colleagues there.

RESIDENCES TELEPHONY/INTERNET SERVICES

Noted and approved a recommendation that the University should contract with ForeVision to supply voice telephony services and high speed internet access services to the Riccarton residences. The services would be available to both students and to conference guests, deliverable through the existing cable infrastructure in newer residences and by conversion of single to double outlets in the older residences.

PLW/RMF
Apr 04

Noted that the annual cost of the fully managed ForeVision service would be in the region of £125K. The likely rent increase per room would be of the order of £72.00 per annum. The company had also offered to take on management of the Definity Switch subject to the University continuing to pay the lease and maintenance. The total ongoing costs for the voice service which the University had taken on since termination of the Keycomm service was approximately £250K per annum.

Agreed that the Secretary of the University and the Director of Finance & IS/IT should seek Finance Committee approval to proceed to a contract with ForeVision.

STUDENT RECRUITMENT- APPLICATIONS AND ACCEPTANCES: UPDATE

Noted an update on undergraduate applications and acceptances as at 14 April 2004 presented by the Director of Planning. The update highlighted:

UG Home and EU applicants:-

- An overall increase of 2% in HEU applications over the previous year. Noted within the 2% increase in HEU student numbers, significant variations in performance across Schools with increases seen in SML EPS, SBE, TEX. A small reduction was noted in SLS and a more significant one in MACS which was entirely attributable to a significant reduction in applications to Computer Science, in the case of the latter the reduction was further amplified in overseas applications;
- A decrease of 9% in conditional and unconditional firm offers (CFs and UFs) over the previous year, broadly corresponding to the agreed policy of reduced HEU intakes in accordance with the "consolidation capping" and enhanced intake quality. Only MACS, Computer Science was of concern where falling applicant numbers were compounded by reduced conversion rate.

UG Overseas applicants:-

- An increase in applications of 14% over the previous year. It was too early to judge acceptances.

Combined applications from HEU and Overseas prospective students had increased by 2.7% overall. The level of acceptances at this mid-April point represented about 40% of the eventual total.

PGT HEU Applicants:

- An increase of 2% on the previous year.

PGT Overseas Applicants:-

- An increase of 9% on the previous year

Combined applications from HEU and Overseas prospective students had increased by 8% overall. Most notable increases were achieved by SBE and SML, the latter with a particular focus on increasing overseas applications to SBC which might suggest some risk. A reduction was evident in applications to MACS, again focused on IT/Computer Science in both HEU and Overseas.

The overall level of PGT acceptances at this mid-April point represented about 30% of the likely eventual total, and was on-track with expectations.

Noted comments on key issues which the update brought once again into prominence: recruitment trends across subject areas demonstrated a high degree of unpredictability in the market, and the need to capitalise on new and attractive course opportunities within more traditional disciplines, highlighting the need for flexibility in planning and in the use of space and other resources including teaching resources. There was a need to allocate resources to develop new areas of potential growth through resource reallocation rather than reliance on wholly new additional resources.

ACTUARIAL MATHEMATICS & STATISTICS: SPACE ISSUES

Noted issues of space constraints highlighted by the School of MACS which were

AWC/S.R.G.
from Apr 04

impacting on the School's ability to grow masters level provision in Actuarial Mathematics & Statistics. Problems were compounded further by difficulties in recruiting and retaining staff in this area. Noted confirmation from the DP(Resources) that the Space Restructuring Group, would as the appropriate vehicle for initial discussions, give detailed consideration to physical space issues. The Principal confirmed the University's commitment to supporting the School in its efforts to find solutions to current space and staffing issues, and it was emphasised that the University must take a strategic view of potential areas of growth as had been presented in this case, to ensure that opportunities are fully realised.

RESEARCH GRANTS & CONTRACTS

The Director of Finance/IS/IT agreed to investigate the reasons for a possible backlog in Finance Office processing of grant awards. (Addendum: Robert Fraser confirmed subsequently that initial enquiries had revealed there had been some confusion regarding the interpretation of award values, whilst Research Grant Office staff were engaged with other priorities. Consequently an understatement of awards might have been reported. This would be investigated further and corrected as a matter of urgency.)

RMF Apr 04

M2913

MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2004

Noted Management Accounts for the period to 31 March 04 (period 8), highlighting the following:

- A surplus for the 8 months of £1,449K which was better than budget by £837K. This represented a small deterioration of £29K on the previous month's results.

HoSs

F.Controllers/Man.
Teams

from Apr 04

Noted a table showing cumulative budget trend over the whole year;

- A favourable variance against budget for the period of £203K for Catering & Residences;

- An adverse variance against budget for the period of £230K for Edinburgh Business School;

- A projected out-turn surplus of £1,136K which was worse than budget by £523K.

This was £102K worse than reported in the previous month and closely comparable to projections detailed in January 04 accounts. Projections nevertheless represented an underlying healthy position compared to budget when exceptional non budgeted items were removed. These were detailed in the previous month's summary. In addition, in March 04, a loss of £84K SHEFC grant resulting from the University's breach of consolidated student numbers cap had been factored into the outcome.

Reported risks to the out-turn remained; uncertainty surrounding potential short term cash requirements of IU; costs of Freedom of Information legislation

compliance; and a challenge by Customs and Excise to the University's partial exemption calculation of VAT which if successful could result in loss of income this year of approximately £60K.

Heads of Schools were requested to maintain awareness within their respective School management teams of the apparent anomaly between the University's current position and the projected end of year out-turn which suggested a substantial worsening of position over the coming four months. Further consideration was needed as to development of planning mechanisms for handling those elements of income projection subject to uncertainty/risk, and improvements in budget profiling overall.

Action: Heads of Schools with management teams/Financial Controllers.

M2914

UNIVERSITY POLICY ON INTELLECTUAL PROPERTY, CONFIDENTIAL INFORMATION AND COMMERCIALISATION

Noted and approved a draft University Policy on Intellectual Property, Confidential Information and Commercialisation and accompanying Policy guidelines, with the following amendments:

- Extension of references to Heads of Schools to include Heads of Administrative Support Sections;
- Insertion of explicit reference to the necessary process of approval by Heads of Schools/Sections;
- Para 5:- Needs further expansion;
- Para 7.2 & 7.3:- Further thought should be given to whether the role of carrying out IP Audits should more appropriately be carried out by HR;
- Para 15.2:- Should be reviewed to ensure no confusion will arise in the definition of 'new company';
- Para 15.6:- Provision should be made so that, where appropriate, in addition to reimbursement of employment costs, reasonable overheads might be charged;
- Further expansion/clarification of ownership of IP by the University of teaching materials, in particular within the body of the Policy. This required however to carry the rider that IP will belong to the University unless otherwise specified in a prior agreement.

Agreed need to establish a formal process for defining and recording the appointment of "visiting" colleagues as there appeared to be inconsistency of practice across the University. Agreed also to check on the progress of the Conflict of Interest Policy presented to PME in Autumn 2003.

PLW
Apr 04

Agreed that the document should be considered live and subject to revision as and when required over time. Agreed to invite the DP (Research) to consult with relevant colleagues, to arrange amendment to the draft Policy and Guidelines in accordance with the recommendations, and to make arrangements for implementation.

DRH/GMcF et al
Apr 04

M2915 GUIDELINES FOR THE RENTAL OF UNIVERSITY FACILITIES

Noted and approved draft guidelines for the rental of University facilities, with recommendations that references to Heads of School should be extended to include Heads of administrative support sections, and that guideline prices for rental of facilities should be included in a periodically updated appendix. The guidelines applied to spin-out companies developing commercial applications from research work, trading units providing commercial services to industry, and external organisations requiring facilities to develop their own products or services.

DRH/GMcF et al

ANY OTHER COMPETENT BUSINESS

OPEN MEETING ON TEACHING SPACE

The Deputy Principal (Resources) provided a notice reminding colleagues of a half-day Open Meeting on Teaching Space to be held from 2.15 pm on 29 April 04 in the Court Room LBB.

SENATE COUNCIL MEETING ON 12 MAY 2004: SEMESTERISATION DEBATE
PME colleagues were reminded that there would be a discussion on semesterisation at the meeting of Senate Council on 12 May 2004. Contribution to the debate was encouraged.

CHURCH SERVICES

The Secretary of the University reminded colleagues of the need for senior academic representation at University attended church services which take place six times per year.

HoSs

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting on 5 May 04

<p>Present:</p> <p>Prof J S Archer, Principal (chair) Prof A C Walker, DP (Resources) Prof J E L Simmons, Vice-Principal Mr R Fraser, Director of Finance Prof J A Swaffield, Head of School, BE Miss K Wallace, HR Manager attended for HR items in M2918 Mr D Hurst attended for M2920</p>	<p>Prof F G Priest, Head of School, LS Prof P Corbett, Head, Institute of PE Dr R Wardman, Acting Head, School, TEX Mr P L Wilson, Secretary of the University Prof K Cornwell, Head of School, MACS Prof B G D Smart, Deputy Principal (Acad.Dev.) Mr A L Richardson attended for the Fundraising Update in M2918</p>
<p>In attendance:</p> <p>Mr R McGookin, Director of Planning Mrs M Thornton, Director of CAMS</p>	<p>L Kirkwood-Smith, SEO (clerk) Mr S Kay, Director of Campus Services, SBC</p>
<p>Apologies:</p> <p>Prof K G Lumsden, Director, EBS Prof RJM Craik, Convener of the LTB Prof J Fernie, Head of School, ML</p>	<p>Prof D R Hall, DP (Research) Prof J D C Jones, Head of School, EPS</p>

ACTION:
who (with whom)
when

M2917 MINUTES OF THE PREVIOUS MEETING

Noted and approved the minutes of the meeting on 22 April 2004.

LK-S
 Apr 04

M2918 OPERATIONAL UPDATE

NATIONAL PAY FRAMEWORK AGREEMENT

Noted a framework plan for implementation of the new pay framework agreement by 1 August 2006.

RMF/KW

From May 04

Agreed following recent acceptance by AUT and EIS members on the National Framework agreement, to implement a 3.44% pay rise, backdated to 1 August 2003 for academic, academic-related, research and other related staff. This should be included in the May 2004 payroll.

Noted the importance of developing a Scottish sector-wide guidance on/approaches to implementation of the Framework. The HR Manager was encouraged to play an active role with Martin McCrindle/other sector colleagues in this regard.

DRAFT STAFF SURVEY ACTION PLAN

Noted a draft Staff Survey Action Plan from the Action Group established by PME, addressing those areas of outcome of the Staff Survey reported in autumn 2003 which received a negative score (i.e. less than 4 on a scale of 1-7), and other issues which arose during the presentations of the Survey results to staff. Proposed actions on named groups/units were endorsed, and agreed in respect of actions on the Executive to establish an ad-hoc sub group to make recommendations on how best the relevant action points might be taken forward.

PLW
 May 04

FUNDRAISING UPDATE

Noted an update on current fundraising activity and priorities and proposed strategies for fundraising success. Endorsed plans for further development towards a fundraising strategy document which should be taken forward as part of the University's Strategic Plan.

HoS MT/ALR
 31 May 04 - from May 04

Heads of Schools/PGIs were asked to report any other fundraising activities which are not already included in the document, and to make a response, including any

confirmed "nil" responses by the end of May 04.

Noted suggestions/points made in relation to the structure and organisation of activities which will be required for the effective delivery of the University's fundraising strategy. These included an effective campaigns board; understanding of external initiatives and new opportunities; detailed knowledge and effective co-ordination of current contribution/investment receiving activities across the University; use of benchmark data; development of clear plans for investments and returns; and pursuit of potential opportunities for levered funding.

Agreed to invite the Director of CAMS and the Head Development & Alumni Relations to take forward with relevant colleagues.

SBC: UPDATED OPTIONS APPRAISAL

Noted and discussed an updated Options Appraisal for Scottish Borders Campus from the Vice-Principal, the Director of Planning and the Director of Campus Services, SBC. This provided an update on the current state of developments as regards SBC, reviewed the options available to the University; and outlined the proposed timetable towards a definitive decision by the Court of the University. A series of papers were tabled by the Head of SoTD on recent staff discussions at SBC. Noted also a paper summarising views from the recent student meeting.

JELS/JELS et al
PME
May-Jun 04

Agreed:

- That fair and proper consideration must be given to alternative solutions offered by the "New Ways Forum" in the first instance through the scheduled meeting with Court members and senior management on 13 May 2004;
- That Court should be updated at its meeting on 24 May 2004;
- To undertake further iterations as may be required with the "New Ways Forum" and PME during June 2004;
- To make a final recommendation for debate and decision by Court at its meeting on 28 June 2004.

Noted a series of decisions in principle involved with the option of relocation of SoTD which would need to be addressed in the period up to the meeting of Court on 28 June.

STAFFCONGRESS 2004

Noted an invitation by the Principal to members of PME to input their thoughts on

PME
JSA/MT
May 04

the structure and content of the Staff Congress on 31 May 2004. Agreed that members of PME should share the stage at the event. Topics and key messages that might feature included: restructuring two years on; positive achievements; the University's strategic vision; and current challenges. Further input from PME members was invited.

Agreed to give further consideration to holding a second staff congress at SBC.

M2919

MATTERS ARISING

Noted an update paper from the Director of Finance & IS/IT on the Oracle Finance system including current project status and ongoing issues.

RMF

Approved a proposal that:

May 04

- Oracle be contracted to redo the technical build and manage the system on a local box owned by HWU at a cost of £120K p.a. This would remove the need for additional on site staff, and transfer the risks relating to the technical build to Oracle; Patech be retained to rebuild the application software at no cost and complete the implementation within the original fixed price of £74K;
- The University should accept an offer from Oracle which will enable the University to purchase now at a considerable discount the software licenses as detailed in the paper presented at a cost of £92K (capitalised).

Noted that the net result of the agreed solution will be a total project cost in the region of £925K with a net increase in annual support costs of £40K.

Agreed that once the Finance System is in place, planning/prioritisation of the implementation of further software should be undertaken by the IS/IT steering group in the context of the wider strategic imperatives of the University.

ISIT St.Grp.
from May 04

ACTUARIAL MATHEMATICS & STATISTICS

Noted ongoing space issues reported by the Head of the School of MACS.

CHURCH SERVICES

Noted the likelihood that the University would not be represented at the forthcoming Church of Scotland General Assembly as a result of failure to receive any intimation of attendance from a senior academic colleague. Noted that the current system of self nomination would be retained for the future, and PME colleagues were asked to give further consideration to options for ensuring that the University is able to be represented at key church services/events in the future.

PME
from May 04

M2920 SUSTAINABLE STRATEGY FOR INSTITUTIONAL PHOTOCOPY AND DIGITAL PRINT

Noted a proposed University strategy for institutional photocopy and digital print produced in consultation with the University's Cost Saving Working Group and in response to the Group's request that Printing Services assume responsibility for institutional photocopying and digital print, and develop a clearly defined strategy for these activities. Noted that the key aim of the developments proposed was to achieve substantial and sustainable institutional savings, and to take advantage of latest developments in digital print.

PLW/DH
from May 04

Noted the significant impact on ways of working across the University that the proposals would bring about, and noted concerns raised inter alia by the School of EPS in this regard. Agreed that further consideration/consultation would be required; however it was important in the first instance to understand the full financial cost to the University of the status quo.

Agreed to invite the Secretary of the University and the Director of Graphic & Printing Services to proceed with a University-wide audit to quantify all current costs and to determine full costs associated with the model proposed in the strategy, and to report back to PME. Supported a proposal from the Secretary of the University that the University's internal auditors be invited to assist with the audit exercise.

Supported developments towards consolidated institutional billing which would substantially reduce the number of invoices received each year.

M2921 POSTGRADUATE/GRADUATE DIPLOMA IN OCCUPATIONAL HEALTH & SAFETY

Noted a report outlining the background to changes in the postgraduate award in Occupational Health & Safety from a Postgraduate Diploma to a 'Graduate Diploma' award brought about as a result of advice from the SCQF, and the consequent impact on the last cohort of HSE students (30% of the overall total number), who were currently studying on the course. Noted that the paper would be considered at the meeting of the Principal & Deans Committee on 6 May 2004 and that PME members had an opportunity to provide their comments.

JELS
6 May 04

Agreed to convey to P&DC its support for the decision to re-classify the award taken on academic grounds by the Senate; however, in the light of clear potential for legal challenge, it was recommended that the HSE programme should be treated as a 5-year 'closed' course managed under contractual arrangements with the HSE, and therefore should continue to award the Postgraduate Diploma in Occupational Health & Safety to the final cohort of students.

Agreed that the Vice-Principal should confirm the view of PME at the meeting of the Principal & Deans Committee on 6 May 04.

M2922 GUIDELINES ON DISCLOSURE OF INFORMATION ABOUT STUDENTS

Noted Guidelines on Disclosure of Information about Students which had been approved by the Support Services Board.

KP

Recommended that the guidelines be disseminated as soon as possible and presented for information to the Staffing Strategy Committee.

May 04

M2923 POLICIES: ADMISSION OF EX-OFFENDERS AS STUDENTS; HANDLING, HOLDING & DESTRUCTION OF DISCLOSURE INFO

Noted Policies on Admission of Ex-Offenders as Students and Handling, Holding and Destruction of Disclosure Information which had been approved by the Support Services Board.

KP

May 04

Recommended that the policies be disseminated as soon as possible and presented for information to the Staffing Strategy Committee.

M2924 REPORT FROM THE LEARNING & TEACHING BOARD

Noted an update report from the Learning & Teaching Board for March/April 2004.

M2925 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Noted an update report from the Research Co-ordination Board for April 2004.

M2926 ANY OTHER COMPETENT BUSINESS

2004/05 BUDGET DEVELOPMENT

Noted an update on development of budget plans for 2004/05 from the Deputy Principal (Resources). Noted that total budget requests for support service units amounted to £23.7M, an increase of more than 13% on the 2003/04 budget already adjusted for inflation. Contributions from Schools/PGIs excluding service teaching amounted to approaching £20.9M. The overall position suggested at this stage in budget planning was a deficit of £1.5M which would be offset against an anticipated £1.18M additional income from SHEFC Grant (over an above 3%

ACW/RMF

May-Jun 04

inflation increase), and Research Councils.

Noted that steps would be taken throughout a further round of budget planning meetings in May/June 04, to achieve reductions in planned 2004/05 budgets with the larger share of these focused on administrative support sections. Noted the aim of achieving a planned out-turn in 2004/05 of a surplus of at least £2M.

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting of 27 May 04

Present:

<p>Prof J S Archer, Principal (chair) Prof A C Walker, DP (Resources) Prof J E L Simmons, Vice-Principal Mr R Fraser, Director of Finance Prof J A Swaffield, Head of School, BE Prof D R Hall, DP (Research) Prof J D C Jones, Head of School, EPS Prof RJM Craik, Convener of the LTB Prof V Craig, Convener O&RC attended for M2931</p>	<p>Prof F G Priest, Head of School, LS Prof P Corbett, Head, Institute of PE Dr R Wardman, Acting Head, School, TEX Mr P L Wilson, Secretary of the University Prof K Cornwell, Head of School, MACS Prof B G D Smart, Deputy Principal (Acad.Dev.) Prof K G Lumsden, Director, EBS Prof J Fernie, Head of School, ML</p>
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In attendance:

<p>Mr R McGookin, Director of Planning Mrs M Thornton, Director of CAMS</p>	<p>Mr S G Kay, Dir of Campus Services SBC L Kirkwood-Smith, SEO (clerk)</p>
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M2927 MINUTES OF THE MEETING ON 5 MAY 2004	ACTION:	(with whom)
	who	
	when	
Approved the minutes of the meeting of PME on 5 May 2004.	LK-S	
	May 04	

M2928 MATTERS ARISING

FUNDRAISING STRATEGY

Heads of Schools/PGIs were reminded of the request to input comments to the Fundraising report presented at the last meeting of PME, noting that responses including "nil" responses should be made to the Principal by 31 May 04.

HoSs
31 May 04

CHURCH SERVICES

Noted with reference to M2919, a reminder of the previous suggestion, not formally minuted, that the University might consider inviting representation at church services from a wider section of the University's academic community. To date only very senior academic members of staff were invited to nominate themselves. Noted confirmation from the Head of the school of MACS the likelihood that his School could provide representation drawn from a wider group of academic staff in response to a future invitation.

KJC PLW

M2929 OPERATIONAL UPDATE

POLICIES UPDATE

Noted that the Support Services Board at its meeting on 25 May 2004 had approved minor modifications, led largely by external legislative changes, to the University's policies on Dignity at Work and Harassment and Bullying. Noted that the Board had referred a further policy on Alcohol and Substance Abuse for further modification. This would be approved at a later date.

PLW/S.S.B.
May 04 onwards

Approved a recommendation that in future, the Support Services Board should approve on behalf of PME, minor modifications to University policies and

guidelines. Acknowledged that, as SSB would be the only route through which Schools/PGIs would have input to minor policy modifications the onus was on Schools/PGIs to ensure effective communications with and through their representative members on the Board. Noted that PME would be notified of such modifications in updates from the Support Services Board.

CONFLICT OF INTEREST RETURNS FROM STAFF

Noted an issue raised by a Head of School relating to documentation supporting the University's Conflict of Interest Policy and returned statements from staff, highlighting possible error or ambiguity in the process. In particular this related to the sign-offs apparently requested from Heads, in which Heads relied on the veracity of statements from colleagues submitting them.

HoSs
May 04

PLW

Colleagues were invited to confirm with the Secretary of the University specific areas of concern, and to highlight any errors in documentation.

BUDGET DEVELOPMENT 2004/05: UPDATE

Noted details of a presentation on budget development presented by the DP(Resources) to the meeting of Court on 24 May 2004.

ACW/RMF
May-Jun 04

May-Jun 04 et al

Noted and endorsed:

- Plans towards finalisation of a budget for 2004/05 with an out-turn surplus of £2.0M (as targeted previously);
- Plans to constrain capital expenditure in the coming year within a cashflow of £4M maximum;
- Continued emphasis on the key message that the University as a whole must grow overall income ahead of additional costs;
- Ongoing efforts in the current round of budgeting/planning meetings to agree expenditure limits in non-School areas;
- A request that PME should be made aware of the nature of the two-year Business Plan which has been developed by IU and accepted by Scottish Enterprise, and that a schedule for reviewing IU's performance against the Plan should be set.

Noted in central areas as regards additional expenditure in the 04/05 budget - ie. expenditure over and above a 3% inflationary rise, it would be useful to identify those strategic elements representing short-term investment aimed at generating medium to longer term additional income. Noted that the Support Services Board had a key role to play in analysing the associated cost-benefits of planned investments including income projections, and in supporting PME in subsequent performance monitoring.

HEU UNDERGRADUATE APPLICATIONS & ACCEPTANCES

Noted Home/EU undergraduate applications and acceptances as at 14 May 2004. These showed:

- An overall increase in applications of 139 (2%), above the same point last year;
- An overall increase in unconditional and conditional acceptances (UFs and CFs) of 51 (5%), above the same point last year;
- As reported previously, there remained the risk of significant under-recruitment in the area of Computer Science/IT in MACS. Noted, however, that the School anticipated improvement in its rate of student retention in the current year.
- At this stage it was considered that there remained a small risk of the University overshooting the SHEFC "consolidated cap" on HEU student numbers, and therefore the policy of control of entrant numbers remained important.

Noted a proposal from the DP(Resources) that the University should undertake a wider strategic review of the allocation of main teaching grant across Schools.

SHEFC POOLING OF SCOTTISH RESEARCH: PILOT

Noted an opportunity to submit a proposal to SHEFC for a collaboration in Chemistry in the east of Scotland. Work would progress on the details of proposal for consideration by SHEFC in mid-June. Action: DRH et al

CATERING & RESIDENCES UPDATE

Noted an update from the Secretary of the University on ECC. Noted that arrangements were proceeding to recruit a Director with experience in conference business. Pending settling in of this appointment proposed refurbishment of bedrooms in LHH is likely to be delayed until 2005. However the refurbishment of the catering outlets is still planned to go ahead. Action PLW et al

MBA: TRANSLATION INTO ARABIC

Noted an agreement was in place to translate MBA DL materials into arabic. Currently there were some 27 MBA examination centres throughout the arab world and this initiative was expected to impact significantly on recruitment in these areas. The Director of EBS would report on plans for translation of the materials into Spanish later in the year

M2930 OPERATIONAL UPDATE (continued)

INTERNATIONAL ACADEMIC AND BUSINESS DEVELOPMENT FORUM

Noted that the DP(International Academic & Business Development) was in the process of developing proposals for the remit and membership of a new International Academic & Business Development Forum reporting to PME. The Forum would operate in an inclusive manner across disciplines and Responsibilities, building on existing achievements and delivering new ones. Action: BGDS

SBC PROJECT: UPDATE

Noted an update on recent developments of the SBC project, noting recent and planned meetings with various stakeholder groups. Noted agreement following a meeting with the New Ways Forum on 13 May to take forward further detailed consideration in three areas through working groups. HWU would lead further consideration of the development of the School of Textiles & Design as a centre of excellence; a second group would consider the partnership of FE and HE in the Borders including analysis of demand for HE in the area – reporting in September 2004; and a third group would consider finance.

JELS et al

May-Jun 04 onward

Noted evidence of significant opposition to the University's plans highlighted at recent meetings at SBC including meetings with staff and student representatives. This appeared to be fuelled to a significant degree by perceptions related to the "Scottish College of Textiles" brand, and it would be desirable for the University to give some priority to addressing these particular concerns as soon as possible.

JELS et al

May-Jun 04 onward

Noted also the positive value of establishing working group comprising relevant Heads of Schools and Directors of Research including colleagues from the School of Textiles & Design to share views on and to explore potential new interdisciplinary opportunities in research.

DRH/RCB

May-Jun 04 onward

Noted that there would be a presentation from the New Ways Forum to Court at its meeting on 28 June.

JELS et al

10 Jun 04

Noted that PME would receive a further update at its meeting on 10 June, prior to which a meeting with Borders College will have taken place.

M2931 AMENDMENTS TO AND REVIEWS OF ORDINANCES AND REGULATIONS

Noted proposed modifications to University Regulations on: Combined Studies; Combined Studies General Degree; Students Association; Standing Committees of the Senate; and PhD by published research, and reviews of Regulations on: Assessments and Examinations; and the Degree of Master, which would be considered by the Ordinances & Regulations Committee at its meeting on 31 May 2004. PME was invited to provide comments on these to be relayed to the Committee.

Noted some comments on particular amendments highlighted, and also wider issues raised. These arose from the ongoing review of Regulation 9: Assessments & Examinations where the current Regulation was at odds with actual practice across Schools. In particular, in the case of invigilation, it appeared

to be widespread practice to use invigilators who were not academic members of staff. Further, with respect to the proposal that there should be one male and one female invigilator assigned to the first fifty examination candidates, it was evident that some Schools were unable to provide the staff resources to comply. Noted a possible practical solution centred on the suggestion that invigilators be allocated to examination "sessions" – or venues - rather than individual examinations. This arrangement would, however, require additional central co-ordination.

It was acknowledged that the Regulations should follow and support policy and could not be used as a tool for developing policy; however, there was scope for developing Regulations in closer alignment with the wider strategic and policy directions of the University so that they might provide a more flexible and effective framework for regulating activity. Noted the view that the Regulations tended to be overly prescriptive, and that where practicable/possible, wording should be loosened and Regulations supported by more detailed guidelines.

Noted that the RCB, LTB and SSB had an important role to play in not only helping to develop policy, but also in providing advice on whether the University's Regulations are operable in practice and supportive in terms of policy direction. Noted also the key role of the Quality Enhancement & Standards Committee which, inter alia, was developing through a working group a code of practice on assessment. Agreed that the arrangement whereby papers are presented for PME comments ahead of meetings of the Ordinances & Regulations Committee was very useful, and noted a request that where possible, papers should be available to PME members further in advance to allow time for wider consultation.

VC/PLW/DRH
ongoing

RJMC et al

M2932 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2004 (PERIOD 9)

Noted Management Accounts for the period to 30 April 2004 (Period 9), highlighting the following:

- An out-turn surplus of £1362K which was less than budget by £297K, representing an improvement on the University's position of £226K over the previous month;
- A surplus for the nine months of £1887K which was better than budget by £1102K, representing an improvement on the March results of £265K. Noted a cumulative budget trend over the full year. In terms of comparison of actual with budget for the period, Schools showed a favourable variance of £720K, central support a favourable variance of £282K, Catering & Residences a favourable variance of £445K and EBS an adverse variance of £252K, and space restructuring representing delayed and unbudgeted costs an adverse variance of £93K;
- In terms of risk: potential short term cash requirements of IU remained uncertain; however this risk had been reduced following Scottish Enterprise approval of second round funding; no allowance had been made in the accounts for the cost of Freedom of Information legislation; the challenge by Customs and Excise to the University's partial exemption calculation of VAT with the potential loss of income of ~£60K reported earlier was considered no longer significant. The University had recently received an unexpected recovery of VAT of £88K from 2002/03; the School of the Built Environment had recently conducted a review of April recruitment to DL programmes. This had signalled a potential shortfall in tuition fee income of ~£100K. Attempts would be made to minimise the loss by identifying savings elsewhere.

Noted, the view of the Director of Finance & IS/IT that on the basis of previous experience it was still feasible that the University could achieve the end-of- year out-turn on budget. A result better than budget would be more welcome. Noted anecdotal evidence of encouragement of colleagues by their respective Heads to spend surplus elements of budgets in the period through to the close of the financial year. The Director expressed his view that this was unacceptable practice, and that there must be no unnecessary expenditure made in the remaining period.

HoSs/Sections
May-Jul 04

Noted further points raised in relation to IU and the University's engagement with "front-end" processes relating to arrangements/agreements with Approved Study Centres. The Director of Quality Development confirmed that the University had in place processes which operated in parallel with those of IU. The DP (International Academic & Business Development) was expected to meet with the CEO of IU in

BGDS

the coming week to discuss international opportunities.

M2933 REPORTS FROM STAFF REVIEW BOARDS 2004

Noted and approved recommendations of the 2004 reports from the Staff Review Boards for: Academic staff (lecturer advancements); Academic-Related staff; Technical staff; Secretarial, Clerical and Library staff.

PLW/H.R.

May 04

Noted that confirmation of the decisions would be mailed to relevant members of staff before the end of the week. All staff for whom cases were reviewed were expected to be in receipt of decisions by Monday 31st, following which Heads of Schools/Sections would free to have discussions with relevant staff members.

Agreed, on an issue of presentation, to recommend that provision for academic subsections within Schools should be discontinued in the Academic Staff (lecturer advancement) reports.

M2934 REPORT FROM THE DIRECTOR OF QUALITY DEVELOPMENT MAY 2004

Noted a report from the Director of Quality Development summarising key activities during the past year and ongoing activities to address strategic quality assurance issues. The report covered: key changes to quality assurance processes since February 03; ongoing revisions to the quality assurance process; schedule of reviews of academic programmes and schools; and quality assurance reports still outstanding. Noted that the report had been presented to the Quality Enhancement and Standards Committee and would be reported to Senate.

RJMC

M2935 ANY OTHER COMPETENT BUSINESS

EUA ANNUAL REPORT 2004-5 AND MEMBERS QUESTIONNAIRE

Noted an invitation from the Principal to members of PME to input into a questionnaire from the European University Association (EUA) on EUA policies, membership services and future activities. Any comments should be directed to Sarah Fairless at the Principal's Office.

PME members

May 04

TIMES UNIVERSITY LEAGUE TABLES

Noted a summary analysis of the University's position as reported recently in the Times and THES. Noted that analysis of league table reporting by the Guardian and questioning of the paper's interpretation of the data supplied was ongoing.

RMcG/LK-S

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting of 10 Jun 04

Present: Prof J S Archer, Principal (chair)
 Prof A C Walker, DP (Resources)
 Prof J E L Simmons, Vice-Principal
 Mr R Fraser, Director of Finance
 Prof J A Swaffield, Head of School, BE
 Prof D R Hall, DP (Research)
 Prof RJM Craik, Convener of the LTB

Prof F G Priest, Head of School, LS
 Prof P Corbett, Head, Institute of PE
 Mr P L Wilson, Secretary of the University
 Prof K Cornwell, Head of School, MACS
 Prof K G Lumsden, Director, EBS
 Prof J Fernie, Head of School, ML

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

L Kirkwood-Smith, SEO (clerk)

Apologies: Prof J D C Jones, Head of School, EPS
 Prof B G D Smart, Deputy Principal (Acad.Dev.)

Dr R Wardman, Acting Head, School, TEX

ACTION:
who (with whom)
when

M2936 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting on 27 May 2004.

LK-S
 May 04

M2937 MATTERS ARISING

FUNDRAISING STRATEGY

Heads of Schools/PGIs were reminded of the request to input comments to the Fundraising report presented at the meeting on 5 May 2004.

HoSs
 asap

EUA ANNUAL REPORT 2004-5 AND MEMBERS QUESTIONNAIRE

PME members were reminded of the invitation made at the meeting of PME on 27 May 04 to provide input to a questionnaire from the EUA.

PME members
 asap

CONFLICT OF INTEREST POLICY

Noted that the Secretary had received feedback from two members of PME, one relating to a typographic error and the other concerning process which had been highlighted at the last meeting. Noted that the Secretary of the University, Director of TRS and HR would review the wording of the Policy.

PLW/GMcF Jun 04 HR

STAFF SURVEY: PME WORKING GROUP

Noted that the Secretary of the University had established membership of the PME working group charged with developing plans to address issues emerging from the Staff Survey, and would set a first meeting shortly.

PLW Jun 04 et al

FINANCE SYSTEM

Noted that ongoing progress was being made.

M2938 OPERATIONAL UPDATE

SBC PROJECT UPDATE

Noted an update on the SBC project from the Vice-Principal and the Director of Planning.

JELS/RMcG/SGK et al
 ongoing

considerations by the three working groups looking at development of the School of Textiles & Design as a centre of excellence; the partnership of HE and FE in the Borders; and finance and resources, would be presented in brief written reports. The key objective of the work carried out by the working groups was to achieve "mutual understanding", and there was an expectation of clarity in terms of expression of the respective aims and commitments of stakeholders involved.

Noted that core membership of the three Working Groups shared by HWU and New Ways Forum had been confirmed and first meetings either had been or were about to be scheduled.

Agreed that it would be useful if SBC space/infrastructure needs formed a regular part of the Agenda of the Space Restructuring Group.

ACW
Jun 04 ongoing

S.R.G.

ORKNEY UPDATE

Noted an update on Orkney from the Secretary of the University.

PLW/BDGS et al Jun-Dec 04 PME
Jun-Dec 04

Approved, subject to written assurance from Orkney Island Council*, a request for an extension for 12 months from 1 August 2004 to the current period of ongoing discussions and business scoping work with the expectation that by the Christmas period the University is expected to have a clearer picture of the nature and scope of external financial support which would be available to support renewable energy resources in Orkney. PME expected to make a final decision by the end of the calendar year 2004. Noted that potential future Orkney Islands Council funding was not expected to be discussed at the meeting of its Board in June, any Council decision was therefore not expected until the autumn period. *The nature of the assurance centred on use of £106K remaining Council funding held by the University, to support the necessary ongoing business development scoping work carried out by the University. Noted work ongoing to validate the amount of remaining funding to be accounted for.

Noted that staff and running costs at ICIT will be reduced and there was an expectation that income would cover these reduced costs for the coming period. During the current period of extension four members of staff would remain employed by the University at Orkney, although the Head of the Institute of Petroleum Engineering indicated that they might fall under the umbrella of the Institute's energy initiatives.

Noted that discussions with Scottish universities with interests/potential interests in Orkney and in a renewable energy facility would continue, and agreed that whilst the University wished to retain and develop activities in these areas, it may not be willing to sustain future ownership or management of such a facility.

IU BUSINESS PLAN

Noted a reminder of the request made at the previous meeting that PME should be made aware of the nature of the two-year Business Plan which has been developed by IU and accepted by Scottish Enterprise, and that a schedule for reviewing IU's performance against the Plan should be set. Agreed also that the University should confirm the timescale for conducting a formal review.

ACW

PLW

Agreed that it would be helpful also to use the opportunity awarded by the University's yearly invitation to the Chairman of Court to attend a meeting of PME fairly soon. As the University's representative on the IU Board, it would be useful to include on the agenda discussion of IU at that meeting.

JSA/LKS

M2939

OPERATIONAL UPDATE (continued)

REPORT FROM THE LEARNING & TEACHING BOARD

Noted and discussed a report from the Learning & Teaching Board on the May 2004 meeting of the Board, in particular the ongoing consultation on

RJMC

discussion at the meeting of Senate Council on 16 June 04 and discussed further at the LTB on 17 June 04.

PME expressed its broad support for proposals to restructure the academic year, concluding that change should be viewed as a strategic issue which would enable the University to become better aligned to external academic structures adopted by many Scottish, UK, and overseas universities. Ultimately strategic imperatives should drive the initial decision, but it was important to tackle implementation issues which, it was acknowledged, appeared to form the basis of many colleagues' concerns. The University should consider a phased approach to changes and there appeared to be scope within the current structure to embark on moves in the direction of change. There was an opportunity for the Director of Quality Development/Convener of LTB to feed PME views into the consultation process.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Noted a report from the Research Co-ordination Board for June 2004, and noted and discussed the joint proposal from HWU and UoE to create five Joint Research Institutes within the Edinburgh Research Partnership (ERP). Noted that a presentation on ERP would be made to SHEFC on 25 of June.

DRH et al

REPORT FROM THE SUPPORT SERVICES BOARD

Noted a report from the Support Service Board on the May 2004 meeting of the Board. Noted as regards the ongoing consultation on 'Buildings Closed' definitions and lone-working guidance suggestions that there should be greater flexibility in the hours specified and in the process for managing out of hours activities.

PLW

S.S.B

EPSRC: VALUE OF TOTAL GRANTS LEAGUE

Noted that analysis of EPSRC's current grant portfolio revealed that HWU had regained its earlier position in the top twenty UK universities (16th) for total value of EPSRC grant awards.

M2940

BUDGET AND FINANCIAL PLAN 2004/05

Noted and approved a draft Budget and Financial plan for 2004/05 -2006/07 for presentation to the meeting of the Finance Committee at its meeting on 14 June 04, subject to moderation of budget targets. Agreed to recommend setting of target surpluses of £1.6M in 2004/05, £2.5M in 2005/06 and £3.5M in 2006/07. Agreed that the planning assumptions as regards tuition fees and education contracts in 2005/06 in the draft plan should be revised downwards accordingly. It was broadly agreed by Heads of Schools present that this could be achieved by moderation of all School/PGI projections in this area by a fixed proportion. Noted that the DP(Resources) would look in further detail at staff cost and capital expenditure projections.

ACW/RMF

Jun 04

Noted as regards the targeted outturn for 2004/05 a £2M target had appeared achievable in late May; however two major late changes made this unrealistic. The University was in the process of renegotiating its gas and electricity contracts. In line with current oil price increases these were expected to jump by 20-30% adding as much as £250K to costs next year – to be moderated as far as possible by energy efficiencies. In addition, given the budgeting gap in EBS actual and projected sales in the current year, a lower level of EBS sales should be budgeted for in 2004/05.

Agreed to present the revised Budget and Financial plan to the Finance Committee at its meeting on 14 June 2004 and to present it with the University's Strategic Planning documents to Court at its meeting on 28 June 04.

Received draft Strategic Planning Documents which would be developed for presentation to Court at its meeting on 28 June 2004, and to the Funding Council by 30 June 2004. A few amendments were agreed at the meeting, and PME members were invited to input further comments to the Director of Planning who would present a further draft to the meeting of PME on 21 June 04.

PME

RMcG

21 Jun 04

M2942 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2004

Noted and approved the report and recommendations of the Academic Promotions Board (Senior Promotions) 2004.

PLW/H.R.
June 04

Noted an invitation by the Vice-Principal to members of PME to provide comments on potential for improvements to the Academic Promotions Board processes.

PME
Jun 04

M2943 INTERNATIONAL ACADEMIC & BUSINESS FORUM

Noted an outline of developing plans for the remit and membership of an International Academic and Business Development Forum chaired by the Deputy Principal (International Business & Academic Development), the general aims of which will be to deliver an internationalisation programme winning income from abroad, building on rather than replacing current activities, and driven by emerging opportunities. PME endorsed suggested membership of the Forum, and were invited to provide further thoughts to the DP (International Business & Academic Development) who would present the proposal to the meeting of PME on 21 June 04.

BGDS

21 Jun 04

M2944 BRIEFING FOR PRINCIPALS AND GOVERNING BODY CHAIRS ON PROPOSED MERGER OF FUNDING COUNCILS

Noted a briefing paper produced by the SHEFC Principals and Chairs Forum for principals and governing body chairs on the on the proposed merger of the funding councils for higher and further education.

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting of 21 Jun 04

Present: Prof J S Archer, Principal (chair)
Prof A C Walker, DP (Resources)
Prof J E L Simmons, Vice-Principal
Mr R Fraser, Director of Finance
Prof J A Swaffield, Head of School, BE
Prof RJM Craik, Convener of the LTB
Prof J D C Jones, Head of School, EPS
Dr R Wardman, Acting Head, School, TEX

Prof F G Priest, Head of School, LS
Prof P Corbett, Head, Institute of PE
Mr P L Wilson, Secretary of the University and Convener of the SSB
Prof K Cornwell, Head of School, MACS
Prof J Fernie, Head of School, ML
Prof B G D Smart, Deputy Principal (International Academic and Business Development)

In attendance: Mr R McGookin, Director of Planning
L Kirkwood-Smith, SEO (clerk)

Apologies: Prof K G Lumsden, Director, EBS
Mrs M Thornton, Director of CAMS
Prof D R Hall, DP (Research) and Convener of the RCB

ACTION:

who
when

(with whom)

M2946 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 10 June 2004.

LKS

M2948 OPERATIONAL UPDATE

SBC PROJECT UPDATE

Noted an update on the SBC project, noting progress on development of the remits and planned programmes of the Working Groups which would continue over the next few weeks. Noted the expectation of an update from the Chair of each Group to Court at its meeting on 28 June to which New Ways Partners had been invited.

WARDEN/NIGHT PATROL COVER: EDINBURGH CAMPUS

Noted and discussed issues surrounding campus safety and security including protection from abuse of the fire alarm system and noted options and costs associated with reconfiguration of warden cover and possible expansion in night patrol cover. PME generally endorsed the view that wardens had important security and welfare roles to play; however it was evident that the University would need to consider resourcing of increased night patrol activity.

Agreed to invite the Secretary of the University to develop a proposal and present a paper for further consideration at a meeting of PME in the near future.

ACADEMIC YEAR CONSULTATION

Noted that the outcomes of the ongoing consultation on the academic year would be determined by the formal decision of Senate later in the year and subsequently and ultimately by PME. It was expected that a final decision would be taken by the end of the calendar year.

ORKNEY UPDATE

Noted as regards assurances, not yet forthcoming, concerning use of remaining Council funding held by the University to support the necessary ongoing business

PLW/BGDS et al

expected from Orkney Council in coming days. Noted also that a proposal would be submitted to Orkney Council in the near future (date to be advised) in respect of funding required to develop and sustain Masters level course provision in Renewables.

M2949 DRAFT STRATEGIC PLANNING DOCUMENTS

Noted and approved near final draft Strategic Planning Documents for presentation to Court at its meeting on 28 June 04 and subsequently to SHEFC by 30 June 04. Proposals for amendments included: review of descriptive wording in para 1; minor addition to the EPS "schools section"; review of wording in 'Sustainable Growth' section 1.3; minor amendment to 1.3.2 re FE colleges; and amendment to MACS "schools section" re timing of building completion. It was observed from the point of view of presentation that the Learning & Teaching Strategy filled a significantly larger proportion of the document than the combined Strategies for Research and Knowledge Transfer.

RMcG

28 Jun 04

Noted the deadline of mid-week for finalisation of the document which would be combined with the Budget and Financial Forecasts for 2004/05 – 2006/07 approved at the last meeting of PME.

Noted that the document would form the basis of discussions with SHEFC at the Institutional Visit planned for 15 November 04.

M2950 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2004 (PERIOD 10)

Noted Management Accounts for the period to 31 May 2004 (Period 10), highlighting the following:

- A surplus for the 10 months of £2309K which was better than budget by £1015K but represented a deterioration of the previous month's results of £87K;
- An out-turn surplus of £1232K which was less than budget by £427K. This was less than reported in the previous month due in the main to a downwards revision of the predicted EBS surplus. The result did not include a downward adjustment of £150K which would be made in the June accounts to remove the "surplus" on two ESF-funded projects in SLS which had been costed and awarded on a different basis from assumptions made in budget planning. As a result the projected out-turn was projected at £1082K. Noted that the Director of Finance & IS/IT would investigate further the issues surrounding communication of ESF funding arrangements.

Risks to the out-turn were reported to be: apparent lack of robustness in fee income estimates in IPE, particularly in CPD courses which was likely to result in a lower out-turn than reported in the accounts; and additionally there were a number of projects in capital work in progress which are competed or near to completion which would need to be capitalised. The affect of the latter on the Income and Expenditure Account in the form of depreciation and release of deferred grant had not yet been assessed.

Noted, regardless of set-backs reported for May, remaining optimism that the University would be able to achieve an out-turn position close to budget.

M2951 EXTERNAL AUDIT PLANNING OVERVIEW

Noted a request from the Audit Committee that PME review and comment on a SWOT analysis prepared by Ernst & Young as part of the planning work for external

RMF

PME

PME members were invited to input their comments to the Director of Finance & IS/IT who would consolidate PME's response.

Noted comments on the nature of the analysis which had the appearance of a generic report with some tailoring. Whilst many points in the analysis were a reasonably accurate representation, there were nevertheless some areas which could be open to misinterpretation or were considered to be poor or inaccurate representations. Noted the omission of the proposed pay review from the analysis. Noted also the suggestion that further detail in the analysis would be helpful, in particular inclusion of enumerative information/measures.

PME members were requested to input their comments to the Director of Finance & IS/IT as soon as possible.

M2952 INTERNATIONAL ACADEMIC & BUSINESS DEVELOPMENT FORUM

Noted and approved a proposal for the establishment of a new International Academic and Business Development Forum for the delivery of an internationalisation programme for the University with recommendations that:

- Membership should comprise the DP (International Academic & Business Development) as chair, one representative drawn from each School/PGI and the Director of Recruitment & Admissions. Other colleagues suggested for inclusion should be invited to be in attendance. These included Director of Quality Development, Director of Planning, Director of Corporate Affairs & Management Services, Director of TRS, Deputy Principal (Research) and Convenor of the Postgraduate Studies Committee.

- The proposed terms of reference of the Forum were accepted, with the proviso that it be made explicit that the Forum will not have formal delegated decision-making powers and that proposals will be developed and will be presented to relevant University committees as appropriate.

Noted in terms of existing resources referred to under (4) Terms of Reference, that in addition significant resources were also deployed in central areas, in particular, Recruitment & Admissions and in Public Relations.

Agreed to invite the Deputy Principal (International Academic & Business Development) to take forward.

BGDS

Jun 04

M2953 COURT REFORM PROPOSAL

Approved for onward presentation to Court - and in respect of changes to composition - the Privy Council, recommendations for changes to the composition and frequency of Court and its Executive Committee meetings in line with governance reform and operational efficiency. The proposed new timetable which

would be effective from August 2004 included recommendations that:

- The membership of Court be reduced from its current 34 members to 27, achieved opportunistically through non-replacement;
- There should be 5 meetings of Court each year one of which should be an away-day to consider review of University vision/strategy;
- The meetings of the Finance, Audit, Estates Strategy and Staffing Strategy Committees should be similarly reduced and planned to feed into the agreed Court meetings with consideration also of the cycle of PME meetings. Conveners should be empowered to call further meetings if deemed necessary;
- The Nominating (and Review) Committee should meet once per year reporting to the May or June meeting of Court dependent on which option is adopted. The

PLW

28 Jun 04

operation of Court, considering the effectiveness of Court and Committee members, and making recommendations to Court accordingly;

- The Remuneration Committee should meet in October or November each year to set salaries for the year and agree any performance bonuses for the previous year. The Committee should report in general terms to the December meeting of Court;

- The Vacation Committee should deal on an ad-hoc basis with urgent business which cannot await the next formal meeting of Court and will meet when deemed necessary by the Chairman of Court. It was recommended that consideration be given to changing the name of this Committee;

- The remaining Committees of Court, the Collection Committee, JNCC(AUT), JNCC(EIS) and the Joint Military Education Committee should meet on an as required basis submitting an annual report to the Court.

M2954 CAPABILITY POLICY

Approved a draft Capability Policy for onward presentation to the Staffing Strategy Committee and to Court. Noted the Policy had been previously approved by the Support Services Board and the relevant Trade Unions.

PLW

H.R.

Jun 04

Noted that the policy had been developed to assist managers in managing staff and to avoid inappropriate use of the University's Disciplinary Procedures where there may be an issue with performance or ability to carry out the job as a result of, for example, a training need, a health reason or a change in the individual's circumstances. Noted that the Policy was reflective of procedures already carried out by some managers, and its introduction would ensure a fair and transparent process for staff. Noted also that the Policy would apply to all Research, Other Related, Manual, Craft, Technical and Secretarial employees of the University. Academic, Administrative, Library and Computing Staff would remain covered by a separate procedure where Statute XXV applies.

Agreed that it would be useful if H.R. colleagues were to arrange sessions for Section Heads and Managers throughout the University to help familiarise them with recent new policies.

PLW
2004

KW

M2955 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2004

Noted and approved the report and recommendation of the Academic Promotions Board (Senior Promotions) 2004 in respect of one remaining member of staff.

PLW
Jun 04

H.R.

M2956 ANY OTHER COMPETENT BUSINESS

HEADS OF SCHOOLS/PGIs ATTENDANCE AT MEETINGS OF COURT
Heads of Schools/PGIs were reminded of the standing invitation to them to sit in attendance at meetings of Court. PME members were reminded that "in attendance" colleagues at Court are invited to take up seating in the side sections of the auditorium with the main body of seating reserved for Court membership.

HoSs/PGIs

PLANNING AND MANAGEMENT EXECUTIVE

Summary Minutes of the meeting of 8 July 2004

Present:

Prof J S Archer, Principal (chair)	Prof F G Priest, Head of School, LS
Prof A C Walker, DP (Resources)	Prof P Corbett, Head, Institute of PE
Prof J E L Simmons, Vice-Principal	Mr P L Wilson, Secretary of the University and Convener of the SSB
Mr R Fraser, Director of Finance	Prof K Cornwell, Head of School, MACS
Prof J A Swaffield, Head of School, BE	Prof J Fernie, Head of School, ML
Prof J D C Jones, Head of School, EPS	Prof D R Hall, DP (Research) and Convener of the RCB
Dr R Wardman, Acting Head, School, TEX	
Prof K G Lumsden, Director, EBS	

In attendance: Mr R McGookin, Director of Planning

Apologies: Prof B G D Smart, Deputy Principal (International Academic and Business Development)
Prof RJM Craik, Convener of the LTB

L Kirkwood-Smith, SEO (clerk)

Mrs M Thornton, Director of CAMS

ACTION:
who (with whom)
when

M2957 MINUTES OF THE LAST MEETING

Approved the minutes of the meeting of PME on 21 June 2004.

LK-S
Jul 04

M2958 MATTERS ARISING

ORKNEY UPDATE

Noted confirmation from the Secretary of the University that no communication had been received from Orkney Islands Council confirming use of remaining Council funding necessary to support further business scoping work by the University. It was possible that any such confirmation might not be forthcoming until after the next Orkney Council Board meeting in September 04. Noted that furthermore there remained some dispute over use of funds to date, the detail of which the University would have to work through with the Council.

PLW/BGDS
Jul-Sep 04

Noted PME's approval for an extension for 12 months from 1 August 2004 to the current period of ongoing discussions and business scoping work confirmed at the meeting of PME on 10 June 2004 was subject to receipt of written assurance from the Council. In the light of the possibility that this assurance will not be received by the University in the very near future, agreed that it was important that discussions related to the University's current situation are held with staff at Orkney as soon as possible. Noted that the HR Manager was expected to visit ICIT for this purpose early in the coming week.

Agreed that an updated proposal on future steps should be presented for further consideration by PME once the University's situation becomes more clear.

EXTERNAL AUDIT PLANNING OVERVIEW

Noted that the Director of Finance/IS/IT would feed comments back from the last meeting of PME and from the Risk Management Group to the Audit Committee in respect of the invitation to PME to comment on the Ernst & Young SWOT analysis of the University. No further comments from PME members aside from either meeting had been received.

RMF
Jul 04

MANAGEMENT ACCOUNTS REPORTING

Noted an issue raised by the Head of IPE regarding reporting of management accounts information, relating specifically to the issue of communication of a piece of information between the Institute and the Finance Office prior to publication of the last set of accounts. The Head of IPE, the Director of Finance & IS/IT and the DP (Resources) were invited to discuss further.

PC/RMF/ACW

DISCRETIONARY REMUNERATIVE REWARDS

Agreed that it would be helpful to clarify and if necessary develop the University's policy on use of discretionary remunerative rewards. Agreed to invite the DP(Resources) to take forward in consultation with colleagues and present policy proposals for further consideration by PME in the near future.

ACW
Jul-Aug 04

et al

ALLOCATION OF SHEFC FUNDED PLACES TO SCHOOLS

Agreed that a paper proposing broad principles which should be applied to the

ACW/RMcG

Jul-Sep 04

allocation of SHEFC funded places across Schools should be presented for consideration/discussion at a meeting of PME later in the year.

Noted that the University appeared to be on track for modest over-recruitment of Home/EU undergraduate students in 2004/05. Further updates would follow.

TRAINING/FAMILIARISATION WITH NEW POLICIES

Noted with reference to M2954 that H.R. on the request of the Secretary of the University had agreed to arrange training sessions for Section Heads and Managers throughout the University to help familiarise them with recent new policies.

M2959

OPERATIONAL UPDATE AND "BURNING ISSUES"

SCOTTISH BORDERS CAMPUS

Noted an update on recently held and planned forthcoming HWU/NWP working group meetings. Meetings had recently been held by groups considering campus infrastructure and FE/HE partnership. It had been agreed to establish a sub-group of the former to take forward detailed aspects as quickly as possible. The "Centre of Excellence" group including inter alia senior colleagues from SHEFC was due to hold a first meeting later in the month.

Noted a presentation had been made as planned by representatives of NWP to the University Court at its meeting on 28 June. This had not revealed to senior colleagues anything new in terms of NWP's appraisal of key issues.

Noted that the Vice-Principal had recently received communications from the CEO of SFEFC requesting particular co-operation in assessment of the University's buildings at SBC.

Noted the tenor of a report commissioned earlier in the year by NWP by Frontline Consultants. Noted that the Director of Planning would be co-ordinating the University's response to this.

POLICY/GUIDELINES FOR HANDLING CASES FOR EARLY RETIREMENT

Agreed that it would be useful to review/clarify the wording of the University's baseline policy/guidelines on handling cases for early retirement.

PLW
Jul-Aug 04

et al

CAREER DEVELOPMENT & PERFORMANCE REVIEW (CDPR) PILOT SCHEME

Agreed to check with H.R. when the outcomes of the recent CDPR pilot scheme will be fully evaluated and available.

PLW
Jul-Aug 04

FLEXIBLE AND DISTANCE LEARNING PROVISION IN AUSTRALIA

Noted new developments led by the Australian Government which will require registration with a Government department of awarding bodies whose courses are delivered in Australia. Following acceptance of an institution's registration and payment of a fee, the awarding body would be required to establishing a company with responsibilities for students on the relevant courses. Noted that these new arrangements would apply to all of the University's relevant activities in Australia including those managed by the IU. Noted that various means aimed at further regulation of standards and processes associated with delivery of teaching by overseas institutions were expected to be adopted by other countries in the short-

KGL/PLW/JELS
Jul-Sep 04

et al

to medium-term.

Agreed that the Dir of EBS would work with the Secretary of the University towards a position of compliance with new regulatory structures in Australia. In terms of academic processes there was a role for the proposed sub-committee of LTB, the remit of which would be further developed.

M2960 ACADEMIC REVIEW BOARD (SENIOR PROMOTIONS) 2004

Noted and approved the report and recommendations of the Academic Review Board (Senior Promotions) 2004 in respect of promotions to Professor.

PLW/H.R.
Jul 04

M2961 TITLE OF INDUSTRIAL FELLOW

Noted and approved a recommendation of the Principal & Deans Committee that the title of Industrial Fellow be conferred on Mr David H Guest.

JELS/SS
Jul 04

M2962 CAMPUS SECURITY

Noted and approved a proposal for enhanced control and security of students living on campus including a strong recommendation the University should employ an additional six Security Patrol Officers for night duties working 30 hours per week, these posts being offered on the basis of a two year fixed term contract. Approved the proposal that the number of campus Wardens should be reduced from 21 to 17 in the new academic year. Agreed that Wardens should retain recompense of free accommodation, however in future no free food would be provided with the exception of those covering Residences I where no self-catering provisions exist.

PLW
Jul 04

Noted that the total additional cost to the University of the new arrangement would be of the order of £60,000. As new rent levels for campus residences appear to have been set for the forthcoming year, agreed that the University may have to "absorb" these additional costs for one year reserving the option to review with the possibility that these costs will be met by rent increases in the future.

Agreed that further proposals should be developed as regards campus accommodation, focusing on population mix, allocation policy, options for additional accommodation provided in the city. In the meantime, the University should continue to review measures to help identify those responsible for committing offences, and use of existing penalties against those individuals.

PLW
Jul-Sep 04

et al

M2963 ESTABLISHMENT OF SUB-COMMITTEE OF LTB TO DEAL WITH MATTERS RELATED TO FLEXIBLE AND DISTANCE LEARNING

Agreed to invite the Vice-Principal to develop further a proposal for the establishment of a sub-committee of the Learning & Teaching Board to deal with matters related to flexible and distance learning.

JELS

Jul-Sep 04

M2964 ANY OTHER COMPETENT BUSINESS

STUDENT NON-PAYMENT OF TUITION FEES

Agreed need to review current advice to and contractual agreements with students regarding payment of tuition fees and the legal rights - or not - of students who have not paid tuition fees by a date agreed in the University's contract with them. It

PLW/RMF

et al

Jul-Sep 04

was proposed that the University should consider a date around the end of the calendar year or very early in the subsequent calendar year as a deadline for fees payments.

Agreed that the Secretary of the University should consult further including seeking legal advice, and following further consultation with the Director of Finance & IS/IT present a proposal which tightens up current arrangements.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting of 26 August 2004

Present: Prof J S Archer, Principal (chair)
 Prof A C Walker, DP (Resources)
 Prof J E L Simmons, Vice-Principal
 Mr R Fraser, Director of Finance
 Prof J A Swaffield, Head of School, BE
 Prof J D C Jones, Head of School, EPS
 Prof K G Lumsden, Director, EBS
 Prof R J M Craik, Convener of the LTB

Prof F G Priest, Head of School, LS
 Prof P Corbett, Head, Institute of PE
 Prof K Cornwell, Head of School, MACS
 Mr P L Wilson, Secretary of the University and Convener of the SSB
 Prof J Fernie, Head of School, ML
 Prof B G D Smart, Deputy Principal (International Academic and Business Development)
 Mr S Kay, Director Campus Services, SBC

In attendance: Mr R McGookin, Director of Planning
 L Kirkwood-Smith, SEO (clerk)
 Mr D Rundell, Dir of Comp. Services attended for M2967

Mrs M Cook, Director of HR
 Mrs M Thornton, Director of CAMS
 Mr P Gardner, CIS Manager attended for M2967

Apologies: Dr R Wardman, Acting Head, School, TEX
 Prof D R Hall, DP (Research) and Convener of the RCB

ACTION:
who (with whom)
when

M2965 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 8 July 2004.

LK-S
 Aug 04

M2966 MATTERS ARISING

ORKNEY UPDATE

Received an update on Orkney from the Secretary of the University. Noted that Orkney Islands Council had confirmed that the Council was prepared in principle to fund HWU up to 106K for twelve months, principally for the development of materials for an MSc in Renewable Energy. Noted that there were a number of conditions attached to the offer on which further negotiation would be sought with the Council. Key areas for further discussion centred on linking of the Council's proposed schedule with hoped-for ESF funding in 2005 and in the subsequent year, and IP issues.

ALLOCATION OF SHEFC FUNDED PLACES ACROSS SCHOOLS

Noted that the DP(Resources) and the Director of Planning would consult with Heads of Schools in relation to a model for allocation of SHEFC funded places with a view to bringing a paper to the meeting of PME on 7 October 04.

ACW/RMcG
 Sep 04

CAREER DEVELOPMENT & PERFORMANCE REVIEW (CDPR) UPDATE

Noted an update on the CDPR pilot exercise. Pilot trials had been completed in H.R. several areas for secretarial, academic-related and manual staff and were currently underway for the first pilot with academic staff, researchers and technicians in Petroleum Engineering. The output of the latter exercise combined with other completed pilots would provide an opportunity to evaluate together the outputs from the full range of staff groups. Noted there was a likely timescale of September/October 04 for SSB and trade union feedback on the evaluations with a subsequent presentation to PME likely in October or November 04.

PLW Oct-Nov 04
 Oct-Nov 04

FLEXIBLE AND DISTANCE LEARNING PROVISION IN AUSTRALIA

Noted with reference to M2959 and the need to move the University and IU towards a position of compliance with new regulatory structures in Australia, that a document was in the process of being prepared. It was expected that detailed advice would be available to University colleagues by December 2004.

PLW/KGL et al
 Dec 04

CAMPUS ACCOMMODATION

Noted with reference to M2962 on the need for further proposals to be developed

PLW et al

Oct-Nov 04

on campus accommodation focusing on population mix, allocation policy and options for additional accommodation provided in the city that the Secretary of the University would convene a small group to review the options for the longer term and present these to PME later in the autumn.

M2967 IS/IT STRATEGY

Noted an update on the IS/IT Strategy noting progress made against the 2 year IS/IT Plan agreed in 2002, and plans for the implementation of an IS/IT Development Programme from 2004. (Copy of presentation attached).

Dir Fin/ISIT

V-P

from Aug 04

Noted the IS/IT (systems) Strategy and implementation plans as encompassed by the IS/IT Development Programme. Approval was given to embark on a process of detailed planning and costing in relation to two projects. These included an update of the Corporate Network Communications Infrastructure with a target date of October 2005 and replacement of the ISS system with the Oracle Student System with a target date of October 2006.

Approved also:

- A proposal that Computing Services and Corporate Information Services should be restructured to form a single coherent unit from 1 November 2004. It was noted with surprise that these sections still had not been joined and they were encouraged to proceed with arrangements to form a single unit;
- A proposal that the University should recruit a Strategic Programme/Project Manager at an approximate full cost of £60K p.a. It was recommended that further consideration be given to the timing of this appointment in relation to the management of Phase 1 planning work. PME also highlighted, in respect of the additional costs created by this appointment, the need in the business plan to identify clearly the business benefits and future efficiencies that will result from the appointment. Noted that present staff do not have the necessary skill sets to deliver project management and it was therefore expected that efficiencies would be sought, for example, non-replacement of some current posts as they become vacant in future.

It was recommended that web infrastructure development should feature as a clearly identified project within the Plan, and noted plans to recruit to a new post in this area.

M2968 OPERATIONAL UPDATE AND "BURNING ISSUES"

SBC PROJECT

Noted an update on SBC from the Vice-Principal. Noted the expectation that outcomes of Working Groups would form discussion at the meeting of Court on 4 October 2004. There was an expectation that the University would make clear decisions by Christmas 2004.

JELS

PME

Agreed that there should be substantive discussion on SBC and Working Group outcomes at the meeting of PME on 23 September 04.

STUDENT NUMBERS UPDATE

Noted an update on student offers and acceptances for entry in 2004/05 highlighting the following:

RMcG

- On-campus undergraduate offers and acceptances:
As at 23 August 2004, 1,616 unconditional and conditional firm offers had been made as against a total entrant target of 1,570
- On-campus postgraduate taught course offers and acceptances:
As at 15 August 2004, 1,249 unconditional offers and acceptances had been made against a population target of 925.

Overall the University was on track to achieve budgeted UG and PGT student numbers with significant increases evident in acceptances from overseas students. A more gradual picture would emerge for postgraduate research student numbers, with distance learning numbers able to be confirmed throughout the course of the year.

STUDENT NON-PAYMENT OF FEES

Noted confirmation sought on sanctions which could be taken in respect of students owing fees. Wider clarification was expected to be provided in a policy currently under development.

RMF et al

M2969 MANAGEMENT ACCOUNTS (END OF YEAR)

Noted Management Accounts for the period to 31 July 2004 (full year) highlighting a surplus for the year of £1527K. This was worse than budget by £132K but better than the June outturn by £427K. This was in line with previous predictions given the general acceptance of over-prudence in the June out-turn. Noted that the out-turn included exceptional non-budgeted items costing some £670K which had been itemised in previous reporting. Acknowledged that credit for this result was due to significant efforts of staff across the University; however, it was clear also that sustained effort will be required to enable the University to build on this success and realise the level of surplus required for future investment.

M2970 CAPITAL EXPENDITURE 2004/05

Approved a proposed capital expenditure budget for 2004/05 of £1.545m, noting a list of indicative projects and associated costs. It was expected that the Deputy Principal (Resources) with the Dir of Finance & IS/IT and the Secretary of the University will manage the costs of individual projects within the total budget allocated. Noted that essential health & safety related projects are considered top priority areas.

DirFin&IS/IT

ACW/PLW

04/05

M2971 UPDATE ON FULL ECONOMIC COSTS OR RESEARCH AND DUAL SUPPORT REFORM

Noted an update on the full economic costs of research and dual support reform from the DP(Resources).

ACW et al

Approved proposals for the development of the membership and remit of the TRAC Development Group which will be responsible for taking forward implementation of new TRAC arrangements on behalf of and reporting to PME.

Agreed to invite the Research Co-ordination Board to give further consideration to the proposal that it would be appropriate to require Research Proposal Costing forms for all research projects, including "own-funded" research, and to consider what kind of controls it would be appropriate to place on "own-funded" research. Agreed, in respect of the second point, the need for close liaison with the Director of HR.

DRH/R.C.B.
Aug-Oct 04

MCC

M2972 RISK REGISTER

Noted and accepted an updated Risk Register. As a live document, this will be subject to ongoing development with an updated Register presented to the Audit Committee at six-monthly intervals. Noted some discussion on modification of language and a desire to reduce to non-emotive impacts.

JELS et al

PME members were invited to provide any detailed comments to the Vice-Principal, via Valerie Hallows.

PME
Aug 04

M2973 MARKETING EXCELLENCE MODEL

Endorsed proposals from the Marketing Strategy Group for adoption of MaXimizE, "Excellence Model and Benchmarking System for Marketing in Higher Education", a business process toolkit funded by the HEFCE Good Management Fund designed to enable self-assessment to evaluation whether or not institutions have the processes and structures in place to cope with competitive international markets and develop and deliver successful marketing results. Approved a list of proposed participants representing Schools and Postgraduate Institutes and relevant Support Services with the addition of the Director of HR.

MT/M.S.G.
From autumn 04

M2974 MILEAGE RATES

Approved a recommendation the car mileage rate payable be changed to a straight 40p for each mile, effective from 1 September 2004. This would enable easier adoption in the Financial Management model.

Dir Fin & IS/IT Fin. Office
from 1 Sep 04

Addendum: The Finance Office subsequently confirmed implementation from 1 September of mileage rate set at 40p per mile for the first 10,000 miles done in each tax year, thereafter reducing to 25p per mile for each subsequent mile. This was in accordance with the Inland Revenue's approved rates which state that these are the maximum amounts which can be paid to employees using their own cars for business purposes without having to pay tax and National Insurance.

M2975 STAFF SURVEY ACTION GROUP: OUTCOMES OF INITIAL MEETING

Noted outcomes of the initial meeting of the Staff Survey Action Group, indicating ways forward on the key issues which emerged from the Staff Survey, but noted that many things had also moved on since the Survey was conducted. Agreed instead of going back to "restructuring" issues it would be preferable if the focus were on future developments.

PLW/S.S.A.G.
ongoing

Noted the opportunity in the 2005 Staff Congress for wider discussion focusing on what's working well/not as well and future plans.

JSA/MT et a
2005

M2976 ANY OTHER COMPETENT BUSINESS

MoU WITH NAPIER UNIVERSITY

Approved a proposal that the University sign a Memorandum of Understanding with Napier University setting out the basis for co-operation between the parties in the event of business disaster recovery. In the event that either party suffered a business disaster, the other party would undertake to provide resources to help support the affected party. The MoU should not prevent either party from contracting with other institutions on a similar basis.

PLW
Aug 04