

PLANNING AND MANAGEMENT EXECUTIVE

Summary minutes of the meeting of 7 October 2004

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

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)
Prof F G Priest, Head of School, LS

In attendance: Mr R McGookin, Director of Planning
Mr S Kay, Director Campus Services, SBC
Mr K Mallett, Group Financial Controller

Mrs M Cook, Director of HR
L Kirkwood-Smith, SEO (clerk)

Apologies: Dr R Wardman, Acting Head, School, TEX
Mrs M Thornton, Director of CAMS

Prof P Corbett, Head, Institute of PE
Prof J D C Jones, Head of School, EPS

ACTION:
who (with whom)
when

M2984 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting on 23 September 2004.

LK-S
Oct 04

M2985 MATTERS ARISING

ESTATE OFFICE: ANNUAL REPORT TO COURT 2003/04

Noted confirmation in response to an issue raised at the meeting, that a customer satisfaction analysis would be included in future Annual Reports of the Estate Office.

PLW et al
ongoing

M2986 MODIFICATIONS TO ORDINANCES AND REGULATIONS

Noted papers for consideration at the Ordinances and Regulations Committee on 11 October 2004 including proposals to:

- Modify Regulation 5: Higher Degree of Master
- Modify Regulation 9: Accreditation of Prior Learning
- Modify Ordinance 9: Student Discipline
- Modify Ordinance 37: Approved Teachers and Approved Tutors
- Review Regulation 9: Assessments and Examinations

Noted the requirement for more detailed work on drafting which will be the responsibility of the O&R Committee. PME was invited to provide comments and

recommendations on matters of broad principle and policy.

Noted:

- In respect of Regulation 9, Para 10 on Invigilation, the remaining policy issue concerning potential use of externally hired invigilators which the University might wish to consider further. Other issues associated with invigilation, in particular the number required in particular circumstances would be given further thought by the O&R Committee with a view to developing recommendations;
- Regulation 9 covered on-campus examinations only. Off-campus examinations were covered in a set of procedures and guidance notes. There was a need for the O&R Committee to review both in terms of consistency. An appropriate regulation covering off-campus examination procedures could be developed in the future.

Agreed to recommend:

- Regulation 9, Para 2.2.- "(by published research)" should not be presented in a way that it can be mistaken as part of the title Doctor of Philosophy;
- Regulation 9, Para 3.5.2:- the need for flexibility such that a synoptic assessment should not necessarily involve written examination;
- Ordinance 37:- the need for clarity in what should be construed by the terms "on-campus" and "off-campus" approved teachers/tutors. In terms of the Ordinance a more correct differentiation would be whether the teachers/tutors were employed by the University or were employees of another institution;
- Ordinance 37, Para 6.6.1:- as the obligations of an Approved Support Centre should be clearly defined in the contract agreed between the University and the ASC, this paragraph is not required, but could perhaps be replaced by a reference to the contractual requirements;
- Guidelines should be developed which clarify and ensure consistency across the University in terms of final examination resit opportunities, in particular at postgraduate level. These were permitted in some Schools, for example to allow progression from Postgraduate Diploma to Masters level or to help students to meet thresholds for exemptions, e.g. for external professional bodies; however, the results of such resits should not be permitted to create any material advantage in terms of the class of the end award.

VC/O&RC
Oct 04 ongoing

Feedback from PME members on Ordinance 9 Student Discipline was invited.

PME
Oct 04

M2987 OPERATIONAL UPDATE

SBC UPDATE

Noted an update from the Vice-Principal and the Director of Planning. Noted that the recommendations presented to Court at its meeting on 4 October 2004 had been approved.

JELS et al

Noted priorities and next steps:

- To clarify all details of potential solutions to the Residences issue;
- To continue detailed engagement with the co-location plan embedding planning in Finance and Estates functions, and to support Borders College in its business case proposal for capital investment to support FE at SBC;
- To clarify HWU's level of financial commitment to the co-location project -ultimately subject to Court approval. The University did not intend that this should extend beyond the maximum level of capital receipt from a potential deal struck on the Residences. No disproportionate investment or preferential allocation of resources was planned. Space and facilities at SBC should be made as cost effective as possible, and there would be considerable reliance on the abilities of current existing staff to meet future challenges and to contribute to income growth.

Noted also:

- The decision of the Funding Councils on the bid by Borders College was likely to be confirmed following a Council meeting in February 2005;
- Court's view that the University should continue to explore further the NWP's proposals made to Court at its last meeting and centred around the establishment of a Development Company as a vehicle for managing future campus developments;
- The University had moved into phase of lessening uncertainty. Major decisions had already been taken and whilst there would be a smaller commitment required in terms of collective PME time, it was nevertheless important to engage in open

discussion on developing plans whenever appropriate.

- It was important whilst focusing on the shorter term strategy for (non-technical) Textiles to retain sight of the longer term strategy. Developments in the short term should provide incremental progression towards meeting clear longer term goals. A horizon of up to 15 years might be viewed as realistic.

M2988 OPERATIONAL UPDATE (continued)

STUDENT NUMBERS UPDATE

Noted an update report on student numbers as at 5 October 2004 from the Director of Planning. Noted that this first "snapshot" following student registration provided only a rough indication of likely student numbers in 2004/05. A number of students would for various reasons register late and were not included. The number of late registrations could not be known in detail but could be estimated in rough terms based on past experience. Noted that only around one-half to two-thirds of PGR students were registered at this stage, and so were not considered in the report.

Noted a currently indicated shortfall in FT UG Home/EU numbers of 89. There was some evidence of two discrepancies between centrally reported numbers and higher numbers reported in particular by two Schools which would need further investigation, and late registrations were to be expected. In addition, in a typical year 40-60 HEU late registering students might be added to the student role between October and December. Noted that the gap in numbers was likely to narrow significantly, however it was uncertain at this stage whether it would close entirely.

As regards overseas students, noted a currently indicated shortfall of 59 and 57 UG and PGT student numbers respectively. The material accuracy of the numbers was accepted by Schools, and past experience showed that late registration at a level approaching that expected of the Home/EU student population was unlikely. Noted evidence of visa difficulties affecting non-EU overseas students. In some cases this might still be resolved quickly and this was clearly a matter of urgency. Agreed to check whether other UK HEIs were experiencing similar problems this year.

Thus noted potential for a short-fall against budgeted student numbers of between £0.7m and £1m which if realised would inevitably impact on budgets across the University in the current year.

Noted early evidence of increasing non-retention issues affecting both HEU and OS UG numbers. The Director of Quality Development/Convener LTB emphasised the need for further work on student retention to address performance in this area which appeared highly variable across Schools.

Agreed need to do further detailed work on student numbers and associated budget figures with a view to updating PME at its meeting on 21 October 04.

RMcG/ACW et al

MACS BUILDING EXTENSION

Noted the ongoing delay in completion of the MACS building extension which was not now expected to be finished before December 2004. Noted that the Secretary of the University and the Head of the School of MACS were expected to meet the Managing Director of Yorkon in the coming week with a view to pressing for completion as soon as possible. Noted that the University had entered the period when penalty payments for late delivery could be claimed and there was a need to ensure continuing close engagement with the Finance Office in respect of associated financial transactions.

PLW/KJC K Mallett Oct-Dec 04
Oct-Dec 04

M2989 REPORT FROM THE LEARNING & TEACHING BOARD

Noted a report from the Learning & Teaching Board for September 2004. In discussion the following matters were highlighted in particular:

- The Board's proposal to establish a Flexible and Distance Learning Forum as a sub-group of LTB. Noted that this informal group would bring together existing expertise in flexible and distance learning, providing a mechanism for this expertise to be widely disseminated to other interested parties in the University.

The Forum would not be a decision-making group, but would provide a vehicle for discussion on matters related to flexible and distance learning. Similarly the Forum would not be responsible for developing the University's strategy for flexible and distance learning but would have a role in supporting that strategy development.

- The Board's planned fixed key events, and other activities for 2004/05 as detailed in a 'Schedule of Business' paper:- PME members were encouraged to contact the Convener of LTB if they had any suggestions for topics which should be included in the planned schedule of business. (Action: PME)

- A reminder that the HWU E-Learning Conference would take place on 12 November 2004. All members staff were invited to register for the Conference and to encourage their colleagues in registering and offering session proposals. Agreed to double-check that an invitation to the Conference had been sent to Prof Roy Leitch of IU. (Action: RJMC Oct 04) (Addendum: it was subsequently confirmed that IU staff had been invite; some as attendees and others including Prof Leitch involved in presentations).

M2990

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Noted a Report from the Research Co-ordination Board for September 2004. In discussion the following matters were highlighted in particular:

- Research Pooling and Partnerships:- In addition to reported recent developments on the Edinburgh Research Partnership and the Physics and Chemistry Pools, outline bids for Civil Engineering and Economics had been submitted to the Funding Council.

Noted the need for a cautious approach to managing additional staff numbers realised as a result of proposal successes. This growth should not impact negatively on Schools' abilities to manage their staffing levels, and to pursue their longer term strategies. Noted that the DP(Resources) would work with Schools on this aspect of planning. Noted also that the outcome of RAE2008 in terms of the resulting level of central funding available to HWU would be a major influence on the University's future decisions on the longer-term sustainability of activities.

- Headline trends in HWU research:- Noted KPIs associated with submission rates for PhD students. The indicator applied by the Research Councils was at least 90% submission of PhD theses within 4 years. Noted that the University was unable at present to report on its performance in this respect; however there was a need to maintain and make best use of internal data/reporting available.

Noted vis-a-vis research proposals and awards, that the "strike rate" was relatively low across the University, and between Schools, highly variable. The DP(Research) emphasised the need for planned improvement in the University's performance in this area to be given a high priority in every School. Noted that a proposal writing staff development programme would be available to help relevant staff.

- "Mock RAE" arrangements:- Noted HR issues associated with the ongoing review of research in Schools and the assessment of staff contributions in terms of the University's capabilities in RAE 2008. Agreed that it was important to discuss and report the outcomes of the exercise in terms of staff numbers - not named individuals. The assessment should be approached positively in terms of staff contributions regardless of their nature, as many staff made excellent non research contributions to their School or made less direct contributions to the value of research. Heads of Schools were encouraged to discuss these issues with the DP(Research). Noted also the need for awareness of DPA legislation when sharing information/data relating to particular individuals. (Action: DP(Research)/Schools et al)

M2991 REPORT FROM SUPPORT SERVICES BOARD

Noted a report from the Support Services Board. In discussion the following matters were highlighted in particular:

- A range of policies was being developed to conform with changes to external legislation. Noted that HR would be giving a presentation on legislative changes and policy development to Heads of Schools and other senior staff in the near future.
- A recommendation from the Principal that KPI information should be regularly included in the reports from Support Services Board as a matter of ongoing business.

PLW

S.S.B.

M2992 DRAFT POLICY ON EQUALITY AND DIVERSITY

Noted and approved for onward presentation to the Staffing Strategy Committee a draft Policy on Equality and Diversity, previously approved by the Support Services Board. Noted that the new Policy took into account recent changes in legislation, and the recommendations of the Equality Challenge Unit.

PLW

KW

Oct 04

M2993 HE FEES, STUDENT SUPPORT AND RELATED FUNDING ISSUES: BRIEFING

Noted a summary of HE fees, student support and related funding issues outlining differences in current arrangements across different parts of the UK and changes arising from the introduction of "top-up" fees in 2006. Noted as a matter of correct terminology that the Graduate Endowment which applies in Scotland is in legal terms not a "tax", but rather a one-off contribution.

M2994 ANY OTHER COMPETENT BUSINESS

SPENDING REVIEW 2004: BUDGET ANNOUNCEMENT

Noted that the Scottish Executive's spending plans for the next three years had been recently released. A budget increase of 30% in spending in further and higher education by 2007/08 was announced, taking total annual expenditure to over £1b. Noted that increases would be focused heavily on capital expenditure in particular in the first of the three years. The largest step increase was expected in 2006/07 with an 11% boost mirroring the additional funding which will be released in England with the introduction of "top-up" fees in 2006. The funding level in Scotland in subsequent years would be determined by future Spending Reviews with an onus on the sector to carry on a campaign for real incremental growth building on recent positive developments.

SHEFC FINANCIAL MEMORANDUM

Noted Funding Council plans to establish a new form of Financial Memorandum with institutions. Planned developments pointed in the direction of increased emphasis on the responsibilities of governing bodies and the adoption of good practice. There were indications that the revised Financial Memorandum would in some respects be less prescriptive, offering greater flexibility, and, in due course, it would be necessary for the University to develop a detailed understanding of how internal governance and management roles and responsibilities can be properly managed under the revised agreement.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting of 21 October 2004

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Prof F G Priest, Head of School, LS
Prof J D C Jones, Head of School, EPS

In attendance: Mr R McGookin, Director of Planning
Mr K Mallett, Group Financial Controller

L Kirkwood-Smith, SEO (clerk)

Apologies: Dr R Wardman, Acting Head, School, TEX
Mrs M Thornton, Director of CAMS
Prof K G Lumsden, Director, EBS

Mrs M Cook, Director of HR
Prof B G D Smart, Deputy Principal
(International Academic and Business Development)

ACTION:

who
when

(with whom)

M2995 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting on 7 October 2004.

LKS
Oct 04

M2996 MATTERS ARISING

SCHOOL OF MACS EXTENSION

Noted, with reference to M2988 at the last meeting, that the Secretary of the University and the Head of the School of MACS had had a positive meeting with the MD of Yorkon. A further meeting with the MD and the Estate Office was planned in coming days. Noted that whilst it was still planned to move into the new building by Christmas 2004, there were critical factors which could impact on this target date.

FEEDBACK AND COMMENTS ON ORDINANCE 9: STUDENT DISCIPLINE

PME colleagues were reminded, with reference to M2986 at the last meeting, to feedback any comments on Ordinance 9: Student Discipline.

PME
Oct 04

LEARNING & TEACHING BOARD: LEARNING AND SKILLS FOR SUSTAINABLE DEVELOPMENT

Noted with reference to M2989, and consideration of a University-wide approach to the integration of learning and skills for sustainable development into courses of study, by the Learning and Teaching Board in consultation with others, that the Board was at an early stage in what would be a longer process involving an audit of current activities, and through ongoing discussions/consultations in the University, assessment of the advantages and disadvantages of embedding sustainable development into the curricula. Considerations would take into account the requirements of external professional bodies; however there was a wide range of other key issues and options to be explored in the process of consultation.

M2997 OPERATIONAL MATTERS AND BURNING ISSUES

SBC PROJECT UPDATE

Noted a brief update on the SBC project from the Vice-Principal.

JELS et al

Agreed need to establish a firm timeframe for key short-term decisions, i.e. on solutions to the Residencies issue, and the co-location project. Clear decisions should be made early in 2005, and appropriate PME and Court meeting dates should be identified for discussion and conduct of this business. In the mean-time further detailed planning and negotiations would continue.

Oct/Nov 04

Noted that the 'Centre of Excellence' working group had held its final meeting. Agreed that whilst NWP's continued to use reference to a "Centre of Excellence", the term was potentially confusing and its use should be discontinued by the University in its forward planning.

STUDENT NUMBERS UPDATE

Noted a report on student numbers as at 18 October 2004 from the Director of Planning. This showed registered undergraduates and taught postgraduates on that date compared with the previous year's numbers and with targeted/budgeted numbers for the current year.

HoSs

Oct 04

Noted that in aggregate Home and EU numbers were on track. However, while Overseas undergraduate and postgraduate taught course student numbers had been maintained at last year's (high) level, targeted further growth did not appear to have been realised. A short fall of 85+ students across UGs and PGTs combined was evident, and there was a possibility that the overall shortfall might be increased further in PGR numbers; only 80% of this group had registered by this stage. Noted that late registrations of UG and PGT students were expected to have a minimal impact on current numbers reported. Noted that the pattern of shortfall was uneven across Schools, and there would be significant implications for fee budgets which should be re-forecast in November 04.

Noted that the reasons for the shortfall were likely to be complex. Further investigations would continue; however, there was some evidence that retention rates and visa issues were significant factors. Heads of Schools with notable shortfalls in their targeted Overseas numbers; i.e. EPS, MACS and SML were encouraged to feedback any helpful information on likely reasons to the Director of Planning.

ALLOCATION OF "CENTRAL" COSTS TO SCHOOLS/PGIs

Noted recent clarification through budget advice to Schools/PGIs of the level of "central" costs allocated to each. Allocation of costs was a complex process, and one which was of necessity carried out at a late stage; nevertheless, the magnitude of costs was also something which needed to be kept under continual review. Agreed that the DP(Resources) and the Group Financial Controller would discuss further how more helpful information might be provided to Schools/PGIs on the nature of and rationale for costs.

ACW/KM

JOB VACANCIES ON THE WEB

The Secretary of the University agreed to check out with colleagues in HR a report that some recently advertised job vacancies were not included on the relevant University web-pages.

PLW

Oct 04

PG TAUGHT COURSE FEES: GRANT SUPPORT FROM RESEARCH COUNCILS

Noted an issue related to PG taught course fees which were above the level to which Research Councils provide funding support to students. Noted the option of using discretionary hardship funding to help support students with difficulties in meeting the balance. Noted however, the wider issue of the need to ensure that the Research Councils are aware of the level of the University's fees. If the full fee amount cannot be met by the Councils, students should be made aware of this in advance.

SERVICE TEACHING ARRANGEMENTS

Noted ongoing work by the Learning & Teaching Board on revised arrangements for Service Teaching. Work to develop clearer policy guidance should continue. In the meantime any related issues or problems arising between Schools which cannot easily be settled could be referred to the Vice-Principal for further advice.

M2998 FINANCIAL UPDATE

Noted advice from the University's auditors confirming the option to include £250K of identified additional costs relating to pensions, early retirements and corrections

KM

on the period of interest payments in either of the sets of accounts for 2003/04 or 2004/05.

Oct-Nov 04

Agreed to include in the final accounts for 2003/04 thus revising downwards the previously reported out-turn of a surplus of £1.53m, and to confirm this arrangement in the final accounts which will be presented to the Finance Committee in November 04.

M2999 REPORT AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 JULY 2004

Received and discussed reports and financial statements for the year ended 31 July 2004 for:

- Edinburgh Business School
- Edinburgh Conference Centre Ltd
- Heriot-Watt Trading Ltd
- Heriot-Watt Sports Village Ltd.

Noted that these would be forwarded to forthcoming meetings of the Finance and Audit Committees subject to completion of any outstanding approvals through the relevant Management Boards.

Noted issues of presentation which should be given further consideration in respect of preparation of subsequent years' accounts.

Agreed that it was necessary to establish a process for PME receipt of appropriate reports on companies in which the University had a <50% shareholding.

KM/ACW

M3000 ALLOCATION OF SHEFC MAIN TEACHING GRANT

Noted and approved in principle a proposal developed in consultation with Heads of Schools for an approach to allocating SHEFC Main Teaching Grant across Schools and Institutes. This would be introduced through a phased approach from 2005/6 with full implementation in 2006/7.

ACW/RMcG

PME et al

ongoing

Agreed need for further discussion at PME about target numbers and the process and timing of implementation ahead of any moves to implement this new approach.

M3001 POLICY ON MANAGEMENT OF STUDENT FEES AND CHARGES

Approved a draft Policy on Management of Student Fees and Charges with recommendation that further clarity was required at PME in the following areas prior to finalisation/dissemination:

KM/KAP

- “due dates”/“over-due” dates should be more precisely stated in date terms,
- making allowances for the different arrangements which may apply to distinct student groups;
- the process of handling late payments should include an invitation to the student to discuss their situation with (an independent) member of staff of their own School prior to any sanctions being applied.

Oct-Nov 04

Agreed also:

- the need for a process for preventing student presentations at examinations and assessments where this is appropriate. It was important also to be clear in the Policy about the kind of fees default to which this sanction can be applied; in particular legal advice should be sought if it could apply to students who have paid

full tuition fees;
-implementation of the Policy would rely on timely reporting to Schools by the Finance Office. This information should be provided as early as possible in each New Year, and significantly earlier than hitherto;
-template reminder letters to students should be prepared for comment/input from Schools.

M3002 INTERNAL REVIEW OF ECONOMICS, SCHOOL OF MANAGEMENT AND LANGUAGES

Agreed to consider a summary report at a later meeting pending further consultation between the Review Team and the School of Management & Languages.

RJMC/School et al

Oct-Nov 04

M3003 ANY OTHER COMPETENT BUSINESS

QUEEN'S ANNIVERSARY PRIZES FOR HIGHER AND FURTHER EDUCATION:
SIXTH ROUND

PME

PME members were reminded, following a previous alert, of the new round of Queen's Anniversary Prizes (closing date 23 March 2005), and were encouraged to respond to a note which would be sent out by the Director of CAMS in the near future.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting of 4 November 2004

Present:	Prof J S Archer, Principal (chair) Prof A C Walker, DP (Resources) Prof J A Swaffield, Head of School, BE Prof RJM Craik, Convener of the LTB Prof D R Hall, DP (Research) and Convener of the RCB Dr R Wardman, Acting Head, School, TEX Prof J D C Jones, Head of School, EPS	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 F G Priest, Head of School, LS Prof B G D Smart, Deputy Principal (International Academic and Business Development)
In attendance:	Mr R McGookin, Director of Planning Mr K Mallett, Group Financial Controller Mrs M Thornton, Director of CAMS	Mrs M Cook, Director of HR L Kirkwood-Smith, SEO (clerk)
Apologies:	Prof K G Lumsden, Director, EBS Prof J E L Simmons, Vice-Principal	Prof P Corbett, Head, Institute of PE

M3004 MINUTES OF THE PREVIOUS MEETING	ACTION:	(with whom)
	<i>who</i>	
	<i>when</i>	
<p>Approved the minutes of the meeting on 21 October 2004 subject to the following alterations:</p> <p>- M2996 'Learning and Skills for Sustainable Development'. In the fourth line from the bottom of the paragraph insert "and disadvantages" after "advantages".</p> <p>- M2997 'Allocation of "central" costs to Schools/PGIs' – In accordance with discussion at the meeting, this was subsequently reworded with the approval of the Chair to read: "Noted recent clarification through budget advice to Schools/PGIs of the level of "central" costs allocated to each. Allocation of costs was a complex process and one which was of necessity carried out at a late stage; nevertheless the magnitude of costs was also something which needed to be kept under continual review. Agreed that the DP(Resources) and the Group Financial Controller would discuss further how more helpful information might be provided to Schools/PGIs on the nature of and rational for costs."</p> <p>- M3000 'Allocation of SHEFC Main Teaching Grant' – In accordance with discussion at the meeting, the second para was subsequently reworded with the approval of the Chair to read: "Agreed need for further review at PME about target numbers and the process and timing of implementation ahead of any moves to implement this new approach."</p> <p>- M3001 'Policy on Management of Student Fees and Charges' – In accordance with discussion at the meeting and with the approval of the Chair the first paragraph was amended to read: 'Approved a draft Policy on Management of Student Fees and Charges with recommendation that further clarity was required at PME in the following areas prior to finalisation/dissemination:"</p>	LK-S	Nov 04

M3005 MATTERS ARISING

JOB VACANCIES ON THE WEB

Noted with reference to M2997 at the previous meeting that the Secretary of the University had investigated matters with HR. The reported exclusion of job vacancy information on the University's web pages appeared to be a timing issue, and in the case Reported, the relevant vacancy information had been posted in the period following The School's check of the web-site.

M3006 OPERATIONAL UPDATE

SHEFC INSTITUTIONAL VISIT 2004

Noted background information and pre-visit briefing documentation relating to the formal visit of SHEFC to the University on 15 November 2004. The visit to the

University was part of a wider programme of visits to all SHEFC funded Scottish HEIs by the Council with the purpose of providing and opportunity for open dialogue on the aspirations and progress of the institution, and to enable the Council to satisfy itself that institutions were committed to meeting SHEFC "conditions of grant".

INTERNATIONAL REVIEW OF ENGINEERING RESEARCH

Noted an EPSRC/RAEng – led International Review of Engineering Research including a planned visit to Heriot-Watt on 15 November 04. Noted also in conjunction with the review that a showcase event including themed displays developed by the academic community, and titled 'A Celebration of UK Engineering Research & Innovation' would take place in London in the same week. Displays from the Schools of EPS and SBE and the Institute of PE would be included.

Schools/MT
Nov 04 et al

Agreed to take forward arrangements for a subsequent internal showcase of the University's work featured in the exhibition for the benefit of HWU staff and students.

IU PAYMENTS TO HWU

Noted that in line with credit terms agreed with IU, the amount of £329K had been paid to HWU by IU at the end of October 2004. Payment related to Management Programme and SCHOLAR England royalties and secondee payment.

IU: SECOND 'ANNUAL REPORT'

Agreed to invite a representative from IU to update PME at a meeting in the near future. This could take the form of a presentation with the opportunity for discussion.

ACW
Nov-Dec 04

STUDENT NUMBERS UPDATE

Received an update report on student numbers as at 1 November 2004 from the Director of Planning. The report showed that Home/EU numbers were ahead of budget overall; however it was estimated that aggregated undergraduate, postgraduate taught course and postgraduate research overseas numbers would fall short of budget by approximately 60. Noted that the deficit was centred almost entirely on undergraduate numbers. Visa issues, student retention and market competition appeared to be significant contributory factors. Heads of Schools were encouraged to maintain efforts to finalise PG Research student numbers.

Noted that the "worst-case" budgetary shortfall of £0.75m was likely to be reduced to closer to £0.5m, with this deficit figure offset by over-recruitment in other areas.

M3007

OPERATIONAL UPDATE (continued)

RECRUITMENT STRATEGY

Agreed to invite the Director of Recruitment & Admissions to give an update on Recruitment Strategy at the next meeting of PME.

RMcG
Nov 04

FRAMEWORK AGREEMENT FOR MODERNISATION OF PAY STRUCTURES

Noted an update from the Director of HR. Noted that a small advisory group had been established to take forward planning in respect of implementation of the Framework Agreement for Modernisation of Pay Structures (Framework Agreement). A first meeting had been held with trade unions to discuss partnership working. Noted also indications that SHEFC would allocate £5m of non-recurrent grant to assist institutions with the programme of modernisation to meet implementation by 1 August 2006. The allocation would take the form of a minimum allocation of £100K with the addition of a formula-driven element. (Addendum: In SHEFC Circular Letter HE/43/04 on 8 November 04, the Council confirmed a total allocation to HWU of £243K).

INTERNATIONAL CENTRE FOR MATHEMATICAL SCIENCES

Noted that the International Centre for Mathematical Sciences (ICMS), owned jointly by HWU and the University of Edinburgh had been awarded grants of approaching £1m from EPSRC (~£0.75m) and SHEFC (~£0.25m) which would support the work of the Centre for the next four years, and confirmed ICMS as a significant centre in the UK for international research specialising in workshops and conferences. Noted that an MoU between HWU and ICMS was in the process of being developed.

RMcG

MACS OPEN DAY

Note that the School of MACS would hold an open day on Wednesday 17 November 2004 to which all colleagues were invited.

M3008 REPORTS AND FINANCIAL STATEMENTS FOR YEAR ENDED 31 JULY 2004

Received and approved for presentation to the Finance Committee at its meeting on 22 November, and Court at its meeting on 13 December, reports and financial statements for the year ended 31 July 2004. These included the consolidated University accounts and subsidiary companies including:-Edinburgh Business School; Edinburgh Conference Centre Ltd; Heriot-Watt Trading Ltd; Heriot-Watt Properties Ltd; and Heriot-Watt Sports Village Ltd.

KM

Nov/Dec 04

Noted that the consolidated accounts of the University including EBS showed a surplus of £1.3m. Without inclusion of the EBS surplus the University had therefore operated at a break-even.

Agreed that the Group Financial Controller in consultation with Ernst & Young should proceed with the institution of minor presentational changes to wording in the background notes of the full consolidated accounts prior to presentation to the Finance Committee and Court. Subsidiary company accounts were in their final form.

M3009 REVIEW OF IMMINENT STAFF APPOINTMENTS

Noted and endorsed plans to review imminent staff appointments in the light of the expected shortfall in income in the current year as a result of failure to meet budgeted targets on student numbers.

ACW

Nov/Dec 04

Agreed that the DP(Resources) should liaise with relevant Schools/Sections and work with them through the planning round to identify areas of potential saving. Noted the usefulness of the role of the DP(Resources) in maintaining a broad view across the University of the relative values of planned academic and non-academic appointments in terms of the needs they would address and the opportunities they would offer to the University as a whole.

M3010 RISK REGISTER

Received and endorsed an updated Risk Register as at 13 October 2004 from the Risk Management Strategy Group.

JELS/PLW

R.M.S.G./PME

Noted that an updated Register would be presented to the PME on at the next available opportunity following each meeting of the Risk Management Strategy Group. Noted also that the University's auditors had carried out an audit on the University's Risk Management process and would report back formally. Whilst broadly content with the University's overall progress in this area, the auditors had highlighted in particular the need for the Risk Management Strategy Group to have a clear remit. Noted also that individual Schools/Sections should maintain their own Risk Registers, and the Secretary of the University would advise Heads further on this.

Agreed that it would be useful if in future reports the risk areas highlighted included an indication of directional change from the previous month.

M3011	SICKNESS ABSENCE POLICY AND PROCEDURES		
	Noted and approved revised Policy and Procedures on Sickness Absence for dissemination and implementation.	PLW/H.R. Nov 04	
	Agreed that it would be helpful if relevant information from job applicants' forms accompanied the medical questionnaire forwarded to the University's Occupational Health Adviser so that consistency in information supplied might be checked.	MCC Nov 04	
	Agreed also that the Director of HR should consider an appropriate way of collecting information on an applicant's previous attendance record via the application form, obtaining legal advice as necessary.		
M3012	POLICY ON ALCOHOL AND SUBSTANCE ABUSE		
	Noted and endorsed a revised Policy on Alcohol and Substance Abuse which had been approved by the Support Services Board for dissemination and implementation. Agreed, in terms of student welfare support, that it would be useful to share the Policy with the HWU Students' Association.	PLW/H.R. Nov 04	
	Noted the need for clear guidance for Heads in using the Policy. Training in this area would be beneficial. Agreed to invite the Director of HR to give this further consideration.	MCC	
M3013	IMPROVEMENT OF TEACHING EFFICIENCY USING A FIT-FOR-PURPOSE APPROACH		
	Noted and discussed a paper developed by the Head of MACS in consultation with MACS staff outlining steps towards improvement in teaching efficiency through application of a "fit for purpose" approach. The paper highlighted the need to consider all costs factors which applied to teaching rather than emphasis on academic aspects alone.	KJC/RJMC et al	PME
	The paper highlighted some key issues such as student retention rates and inefficiencies in module registrations which the University needed to address. It highlighted also the need to better understand how HWU compares in the sector in respect of the amount of teaching delivered, as well as related issues of internal culture and attitudes. Noted that the Director of Quality Development would provide an analysis of "drop-out" rates at a forthcoming meeting of PME. Noted also the opportunity to consider what sorts of "packages" of support the University might offer to incoming students, in future, in particular, those from overseas.		
	Agreed that the issues highlighted should be kept live for further consideration and discussion at PME.		
M3014	ANY OTHER COMPETENT BUSINESS		
	UNIVERSITY INSURANCE AND FOREIGN TRAVEL		
	Noted the issue of potential invalidation of the University's insurance cover for travel to particular countries, or parts of countries, featured in advice by the Foreign and Commonwealth Office (FCO) as areas to which the FCO advised against all travel, or advised against all but essential travel. Rapidly changing FCO advice in the light of political events was a complicating factor.	KM/Lloy Nov 04	

Agreed that it was essential that all sections of the University adhere to risk assessment processes which ensure that appropriate checks can be carried out by the Insurance Section, referring to FCO advice in advance of travel to potentially difficult regions with appropriate consultations undertaken with the University's insurers. It was also necessary to establish in each case whether the reason for travel constituted "essential" or "non-essential" business. Agreed that Heads must not sign-off risk assessments for travel advised against by FCO, and for which insurance may be invalid.

Agreed need for continual monitoring in accordance with FCO advice, noting also advice was available from the ECS and the British Council. Noted in the meantime, that the Group Financial Controller would ask the Insurance Officer to provide an update on the status quo for Heads of Schools/Sections.

Action: Group Financial Controller to liaise with Insurance Officer to ensure clear processes for assessing risk including monitoring travel plans against FCO advice and to provide an update on the status quo. (Addendum: on 17 November 2004, travel advice was emailed to Heads of Schools/Sections).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting of 25 November 2004

Present:	Prof J E L Simmons, Vice-Principal (chair) Prof A C Walker, DP (Resources) Prof J A Swaffield, Head of School, BE Prof RJM Craik, Convener of the LTB Prof D R Hall, DP (Research) and Convener of the RCB Dr R Wardman, Acting Head, School, TEX Prof J D C Jones, Head of School, EPS Prof V Craig attended for M3017	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 F G Priest, Head of School, LS Prof P Corbett, Head, Institute of PE Prof K G Lumsden, Director, EBS Prof P Jowitt, Director, SISTech and Kate Beckmann Senior Project Manager, SISTech attended for M3018
In attendance:	Mr K Mallett, Group Financial Controller Mrs M Thornton, Director of CAMS	Mrs M Cook, Director of HR L Kirkwood-Smith, SEO
Apologies:	Prof J S Archer, Principal Mr R McGoekin, Director of Planning	Prof B G D Smart, Deputy Principal (International Academic and Business Development)

	ACTION:	
	who	(with whom)
	when	
M3015 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting on 4 November 2004 subject to the following amendments:		
- In M3008 REPORTS AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 JULY 2004: In second paragraph include "surplus" immediately following "EBS".	LK-S	
		Nov 04
- In respect of M3010 RISK REGISTER, noted that the Risk Management Strategy Group was likely to meet every 4-6 weeks. A "monthly" report to PME was not therefore guaranteed and the wording of the minute should be amended accordingly. (It was subsequently agreed to amend the wording to read: ... "an updated Register would be presented to PME at the next available opportunity following each meeting of the Risk Management Strategy Group").		
M3016 MATTERS ARISING		
INTERNATIONAL REVIEW OF ENGINEERING RESEARCH		
Noted, following the visit to HWU on 15 November of the Review Team forming part of the EPSRC/RAEng – led International Review of Engineering Research, that positive informal feedback had been received by the University from the visiting Team. Noted that the Director of CAMS would proceed to consult with relevant Schools to plan an internal exhibition of display material which was included in the associated showcase event in London.	MT	IPE/EPS/SBE
		Nov 04-Jan 05
ANALYSIS OF "DROP OUT" RATES		
Noted that the Director of Quality Development was working with colleagues to define the raw data which should form the basis of "drop-out" rates analyses. A report to PME, as raised in the previous meeting, would be delayed for a short period pending completion of this necessary work.	RJMC	
		Early 2005
TEACHING EFFICIENCY		
Noted, with reference to M3013, emphasis by the HoS of MACS on a point raised at the previous meeting concerning the general reduced accountability and level of awareness of central support sections of the resource implications of decisions which might impact on other areas of the University.		
RECRUITMENT STRATEGY		
Noted that the Director of Recruitment and Admissions had been invited to give a presentation on strategy for recruitment of home students and widening access at	ELister	
		17 Dec 04

the meeting of PME on 17 December 04. An update presentation on strategy for overseas recruitment would be invited at a later date.

M3017 AMENDMENTS TO ORDINANCES AND REGULATIONS

Noted and endorsed proposals for consideration by the Senate including modifications to the following Ordinances and Regulations:

- Regulation 6: Degree of Doctor of Philosophy (PhD);
- Regulation 17: Standing Committees of the Senate;
- Regulation 23: Certificates for Degrees, Diplomas and Certificates;
- Ordinance 9: Student Discipline;
- Ordinance 17: Duties of Academic Staff

VC

Dec 04

Agreed that the Convener of the Ordinances & Regulations Committee should confirm PME's endorsement of the modifications proposed. No additional particular comments were suggested for reporting to Senate.

Noted in respect of Ordinance 9: Student Discipline, revisions included, inter alia, establishment of a Minor Discipline Board as a sub-committee of the Discipline Committee, which would be convened by the Academic Registrar to deal with minor disciplinary incidents raised by University Wardens and Residence Security Patrol Officers, and also the option of a "Summary Hearing" convened by the Vice-Principal or his nominee where a major offence is admitted by a student. These changes were expected to have the beneficial result of speeding up disciplinary processes.

M3018 HWU TRAVEL PLAN

Noted an update on the HWU Edinburgh Campus Travel Plan by the Director and the Senior Project Manager of SISTech, outlining activities to date and a proposed framework for a car park charging scheme. PME colleagues commented individually on the proposals. Key points raised by individuals included:

PJ/KB

S.S.B.

Nov 04 ongoing

- need for a simple system which minimised administrative costs
- scheme should focus on an "efficient" system - why not more expensive parking close to buildings and cheaper parking at a distance?
- free car parking was an attractive option for prospective students - the potential impact on student recruitment was therefore an important consideration;
- the impact on staff, in particular on patterns of home- v. office-based working would need to be fully considered;
- there could be significant resistance amongst staff and students to proposals for a charging scheme;
- there was potential for the University to be penalised by city planners if it were not to succeed in reducing future campus traffic. Failure in this respect could also jeopardise plans for campus development more widely, e.g. the Research Park; the University should be clear about the scale and nature of future growth on campus which the Travel Plan should be tailored to meet.

Approved in principle further development of the Travel Plan towards a car park charging scheme, noting that through the process of forming a proposal for a "fit-for-purpose" scheme, significant issues would require detailed consideration. These included: HR issues and the views of staff; student recruitment and student needs and expectations; estate issues; and external pressures, in particular from Edinburgh city planners who expect the University to take active steps to manage the future volume of traffic to and from the campus. This was against a background of rising demand for car parking places on the Edinburgh campus and conflicting areas of need regarding other aspects of campus development.

Agreed that further development of a plan for charging should be progressed through the Support Services Board and subject to a rigorous process of consultation and discussion before coming back to PME.

M3019 OPERATIONAL UPDATE

UPDATE ON ORACLE FINANCE SYSTEM IMPLEMENTATION

Noted an update from the Group Financial Controller on implementation of the Oracle Finance System and the current status of various aspects of its functionality. Noted that core software was stable and performing in accordance with specification. Progress was also being made in the processing of backlogs and in data input.

KM J

ELS/ACW/ PLW et al

Nov 04

Noted, however, two key areas of concern, and approved a request for additional resources to address these: the University was unable to get from the system in an acceptable timescale the reports required to enable effective monitoring of its financial position; and, there was a need to progress quickly with the business process re-engineering required so that the University could optimise benefits from the new system. Noted also a recent joint meeting of the Finance and Audit Committees had emphasised the need for University Management to resolve implementation issues, and to ensure that resources are in place accordingly. Heads of Schools voiced concern that undue further delay in providing the level of reporting required to properly monitor and manage budgets could jeopardise the University's ability to implement corrective measures to address, in the remaining part of the financial year, any negative deviation from budget which becomes apparent. Noted that additional resources would allow the University to bring forward the timescale for delivery in the two areas highlighted.

Approved two full-time fixed-term consultancies/appointments including: a 3 months appointment of an individual with technical/programming skills for development of reports; and a 6 months appointment to work on business process re-engineering. The combined cost of the appointments was anticipated to be in the region of £50K.

Agreed that the Group Financial Controller should consult further with the Vice-Principal, the DP (Resources) and the Secretary of the University to establish a scheduled plan of work against which progress can be monitored.

SCIENCE RESEARCH INFRASTRUCTURE FUND (SRIF) 3

Approved a proposal that the Research Co-ordination Board should act on behalf of PME to develop proposals for research investments under the SHEFC SRIF 3 Scheme. The recommendations of the Board would be presented to PME in due course. Noted a May 2005 deadline for institutional submissions. Further details were yet to be advised by the Funding Council.

DRH

R.C.B.

Dec-Mar 04

EXAMINATIONS SPACE: DECEMBER 2004 DIET

Noted problems experienced by Registry of identifying a sufficient number of large examination rooms to accommodate the December diet of examinations. Similar problems were expected in the next Easter diet. This shortage was the result of increased demand for examination slots, the reasons for which were not yet fully understood. Noted that in the short term alternative options, e.g. teaching lab space, could be considered. The option of utilising lecture theatres was considered inappropriate. Noted that the Secretary of the University and the Academic Registrar would consult with other colleagues to identify appropriate solutions in the near future.

M3020 OPERATIONAL UPDATE (continued)

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted an update report from the Learning & Teaching Board, the main body of which was given over to a discussion paper on the structure of the academic year (see M3024 below).

Noted the suggestion from the Head of EPS, with reference to the recently reported Learning and Teaching Survey and review/use of results, that it would be helpful to understand the level of disaggregation of results, which might identify participating individuals, which was possible or intended.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted an update report from the Research Co-ordination Board.

REPORT FROM THE SUPPORT SERVICES BOARD

Received and noted an update report from the Support Services Board.

M3021 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2004 (FIRST QUARTER)

Noted a summary update on Management Accounts for the period to 31 October 2004 highlighting the already anticipated shortfall against budget for the first quarter. The report confirmed:

ACW
Dec 04

Schools/Support
Sections

- A shortfall against budgeted income associated with the fall in anticipated student numbers and also in terms of research income. Currently incomplete data in Oracle meant that very accurate reporting was not yet possible; therefore, the figures reported should be treated with caution;
- Staff costs were running less than budget, mainly as a result of unfilled vacancies and 1.25% assimilation costs; however this would be offset by some unbudgeted costs in EBS and SML. Noted that most variances in central support sections had yet to be investigated, and the exclusion in the accounts of the Pay budget for the Library had the effect of suppressing the favourable variance;
- A favourable variance in Non-Pay was most likely the result of timing differences, i.e. expenditure running out of synch with budget phasing for the period.

Agreed with reference to the communication from the DP(Resources) to Heads of Schools and planning units and budget holders on 5 November 2004 relating to cost savings that the DP(Resources) should report to PME at its meeting on 17 December 2004 firm plans agreed through the current planning round to secure savings in the current year.

M3022 VARIATION ON BUDGET: FEASIBILITY STUDY ON A PROPOSAL TO BUILD A 'CENTRE FOR TECHNOLOGY OUTREACH'

The paper requesting a variation on budget to support a feasibility study on a proposal to build a 'centre for technology outreach' was withdrawn from the Agenda on the request of the DP(Research).

M3023 DRAFT POLICY STATEMENT ON RESEARCH GRANTS AND CONTRACTS, CONSULTANCY AND COMMERCIAL ACTIVITIES

Noted a draft Policy Statement bringing together current University practices in relation to research grants and contracts, consultancy and commercial activities. Noted that the draft included updates to elements of existing policies which had not been subject to consultation with Schools, or through the relevant Boards of PME.

GMcF
Dec 04-Feb 05

Schools/PME
Boards

Agreed that the Policy Statement should be discussed at the Research Co-ordination Board and the Support Services Board, and that Schools should discuss the document within their respective Management Groups. Feedback should be provided to the Director of TRS with the final draft Policy Statement presented at a meeting of PME in February 2005. Agreed that following PME approval the Policy Statement should be presented to Court.

M3024

STRUCTURE OF THE ACADEMIC YEAR

Noted a discussion paper from the Learning & Teaching Board on draft outline proposals for the structure of the academic year, and endorsed plans to take forward further discussion at Senate and through the Boards of PME. It was expected that any firm proposal submitted for consideration by PME would be presented in the context of business and implementation plans.

RJMC

Senate/PME Boards

PME members commented on the need for any future firm proposal to be presented in terms of resources required as well as benefits. Costs including, inter alia, staff time should be taken into account fully. The point was raised that restructuring of the academic year, if it were to proceed, should be undertaken as cost effectively as possible and with pragmatism. Some concern was expressed that any future effort should focus on creation of a fit-for-purpose structure, addressing the key needs of the University, and avoiding non essential, resource-demanding initiatives. Further consideration should be given to the feasibility of positive incremental change which may be possible within current frameworks. The speed of any future change would ultimately depend on option(s) that the University might choose to adopt.

M3025 REPORTS TO COURT FROM AUT AND EIS-ULA JOINT NEGOTIATING & CONSULTATIVE COMMITTEES

Received and noted reports to Court from the AUT and EIS-ULA Joint Negotiating & Consultative Committees. The former reported on the period 2003/4, the latter, on the periods 2002/3 and 2003/4.

M3026 ANY OTHER COMPETENT BUSINESS

REPORT INCLUDING RECOMMENDATIONS TO MANAGEMENT BY THE UNIVERSITY'S EXTERNAL AUDITORS

Noted a report including recommendations to University Management arising from audit for the year ended 31 July 2004 by the University's external auditors, Ernst & Young,.

PME

Nov 04

PME members were requested to provide their comments on the main observations and actions agreed with management as detailed in the draft report to the Group Financial Controller so that these may be reported to the Finance Committee ahead of subsequent transmission of the Report to the meeting of Court in December 2004.

STUDENT ACCOMMODATION AT SCOTTISH BORDERS CAMPUS

Approved, in connection with recent Court-approved planning developments relating to SBC, a request from the Secretary of the University for a commitment by the University to underwrite to the value of £25K HWU's (25%) share of the cost of working up a scheme which would involve the potential development by Eildon Housing Association of new campus residency blocks at SBC and establishment of a lease agreement with the University. Noted that if plans developed to fruition, Eildon Housing Association would accept liability for these initial costs.

PLW

Nov-Dec 04

MOCK-RAE EXERCISE

Noted that the RCB would report to PME, at a forthcoming meeting, the outcomes of the recent mock-RAE exercise.

DRH

Dec 04-Jan 05

R.C.B.

ICIT: INITIATIVE IN RENEWABLE ENERGY

Heads of relevant Schools were encouraged actively to support efforts towards development of renewable energy teaching and research in Orkney.

IU MEMBERSHIP

Noted that Robert Gordon University had recently joined IU as a full partner.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 17 December 2004

Present:

Prof J S Archer, Principal (chair)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof J A Swaffield, Head of School of the Built Environment (SBE)

Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Prof J E L Simmons, Vice-Principal
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof B G D Smart, Deputy Principal, International Business and Academic Development (DP(IBAD))
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mr R McGookin, Director of Planning
Ms L Kirkwood-Smith, (clerk to PME)

Mrs M Cook, Director of Human Resources (HR)
Mr K Mallett, Group Financial Controller
Mr I J Laing, Assistant Director of Finance, was present for M3030

Apologies:

Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof F G Priest, Head of School of Life Sciences (SLS)

Prof K G Lumsden, Director of Edinburgh Business School (EBS)

ACTION:
who (with whom)
when

M3027 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 25 November 2004.

LK-S

M3028 OPERATIONAL UPDATE

SBC UPDATE

Noted an update from the Vice-Principal and the Secretary of the University on the Scottish Borders Campus project and progress made towards bringing forward proposals relating to co-location with Borders College, and student accommodation at SBC. Work was reported to moving forward on a positive basis. Noted that:

- increasing co-operation, resource sharing and sustainable provision were key aspects of planning towards potential full co-location between the University and Borders College;
- following the meeting of the Funding Councils' Property and Capital Investment Committee which was attended by the University and Borders College on 3 December 2004, a recommendation would be submitted for consideration of the full Further Education Funding Council meeting on 10 February. Confirmation of the Council's position was expected to follow soon after;
- the co-location project depended, inter alia, on a mutually satisfactory agreement between the University and Borders College as regards ownership/lease tenancy of the main building of the campus, and the University in seeking to protect its interests would seek appropriate legal advice on this aspect. Noted that whilst ownership of the main building might in an agreed arrangement transfer to Borders College, the High Mill would remain in the ownership of the University;
- the Secretary of the University would continue to liaise with external colleagues to assist development of a scheme, as approved at the last meeting of PME, which would involve the potential development by Eildon Housing Association of new campus residency blocks at SBC;
- work and discussions were ongoing to determine in detail the respective space

needs of the School of Textiles and Design and Borders College.

NEWEWABLE ENERGY CENTRE, ORKNEY: UPDATE

Noted that Orkney Islands Council (OIC), at its General Meeting on 7 December 2004, had approved the recommendations of the OIC Development Committee vis-a-vis launch of our centre of teaching and research in Renewable Energy. Noted that eight teaching modules would be developed over the next year with the aim of receiving the first students in autumn 2005. Materials for distance learning delivery would be developed in 2006. As reported previously, the new venture would be supported initially through use of funds previously provided to ICIT by the Council. Noted that the Secretary of the University and the Head of the Institute of Petroleum Engineering were expected to meet with colleagues in Orkney Council in the coming week to take forward negotiations for years two and three funding including funding for distance learning materials development, and to consider accommodation requirements over the same period. Noted that accommodation owned by the University had recently been sold, raising £86k after payment of selling fees.

The Head of IPE reported that HWU operations at Orkney were thought currently to be close to being financially self-sustainable, and that activities should be viewed in the context of strategic investment for longer term sustainability.

SISTECH BOARD UPDATE

Noted an update on SISTech from the Secretary of the University following a meeting of the SISTech Board on 14 December 2004 at which the company's financial position was discussed. This highlighted an anticipated deficit by the financial year end of the company in March 2005. The reported "worst case" shortfall could be expected to approach £80k. Noted that at a SISTech Board meeting scheduled in February 2005, the past success rate of proposals would be reviewed, and, on the basis of whether new funded projects were realised in the interim, a decision would be taken on the future of the company beyond early summer 2005. Noted that any decision leading to folding of the company would have an inevitable impact on staff. Noted that no further funding to support the company was expected from the University or from Scottish Enterprise.

DEVELOPMENT OF LINKS WITH IMPERIA INSTITUTE OF TECHNOLOGY, MALAYSIA

Noted a brief update from the DP(IBAD) concerning development of the University's links with the Imperia Institute of Technology in Malaysia and future opportunities in the area of open learning which would be taken forward through the International Business and Academic Development Forum.

PLANNING ROUND: COST SAVINGS UPDATE

Noted confirmation from the DP(Resources) of an overall positive response from Schools/Support Sections in respect of plans to identify potential savings across the University. Planning had been based on a £700k "worst case" shortfall in income related to student numbers, and Schools/PGIs were working to central costs contribution targets which would eliminate the shortfall.

M3029

OPERATIONAL UPDATE continued

RESEARCH GRANTS & CONTRACTS: AWARDS TO 30 NOVEMBER 2004

Noted a summary report of Research Grants and Contracts Awards for the period August-November 2004 inclusive from the DP(Research). This highlighted a significantly lower than expected value of awards compared to the previous year. It was, as yet, unclear whether this reflected a timing issue or if high rates of rejection were the cause.

HoSs

Dec 04-Jan 05

Heads of Schools were asked to investigate causes and to advise the DP(Research). In the light of findings Schools might also have to revisit their assumptions and, if appropriate, their targets in terms of volume of proposals in the period up to RAE 2008.

Agreed need for clarity as to reporting route of letters from Research Councils confirming the outcomes of research grant proposals, in particular rejections. It appeared that neither originals or copies of these were received by Heads of Schools.

KM
Dec 04-Jan 05 et al

M3030 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2004

Received and noted Management Accounts for the period to 30 November 2004 (period 4) including Schools and Postgraduate Institutes (PGIs), Support Service Sections, the Research Park and Edinburgh Business School. The Accounts, which included assumptions on income from distance learning programmes, highlighted the following:

- a consolidated surplus of £1.014m in the four months against a budgeted surplus of £684k. This was an improvement on the previous month's accounts. Noted that the figures should be treated with some caution as reporting from the new finance system was, as yet, insufficiently robust to provide highly reliable reports;
- a shortfall against budget of £461k for income of which Schools/PGIs which combined, were broadly on budget, contributed £90k. Research grants and contracts were reported to be £222k behind budget with income standing at £4.806m against budgeted income for the period of £5.028m. Catering and Residences, including the Edinburgh Conference Centre (ECC), was running behind budget by £389k, however there was some optimism by conference management that the current shortfall could be recovered in the spring and summer. Agreed that the DP (Resources) and the Group Financial Controller should look at the accounts in further detail.
- Pay costs were less than budget by around £367k, mainly as a result of unfilled vacancies and 1.25% assimilation costs; however, there were unbudgeted staff related costs affecting Edinburgh Business School and the School of Management & Languages which would reduce this positive variance;
- the consolidated bank balance as at the end of November was £7.255m against a budgeted bank balance of £7.673m.

Heads of Schools present at the meeting were invited to raise any issues or questions regarding the accounts presented.

Noted a query over inclusion of fee abatements in Support Section accounts which required further investigation by the Group Financial Controller.

Noted that development of management reports to PME, reporting on VAT and Research Grants & Contracts had been given top priority by the Finance Office. PME colleagues were invited by the Group Financial Controller to make suggestions for improvement in the clarity of reporting.

PME
Dec 04 - Jan 05

M3031 INCOME AND EXPENDITURE ACCOUNTS 2003/4

Received and noted income and expenditure accounts for Schools/PGIs and Catering & Residences for 2003/4, split between 'Teaching', 'Research' and 'Other' headings, and details on the allocations of "Central Costs" assumed in determining the final surplus/deficit figures.

Agreed that it would be useful in future to detail financial performance against the original plan. This exercise should help ensure that the budget outcome is considered in the context of the University's strategy, and serves to help inform future planning. Agreed that the Principal, the DP (Resources), the Director of Planning, the Director of Finance and IS/IT and other colleagues from the Finance Office should give further consideration to development of an appropriate framework for financial University-level planning and performance review.

M3032 CITY BASED STUDENT ACCOMMODATION

Received and noted an outline of a plan by the company AMA Construction, which had secured the rights to develop a site at Fountain Bridge, Edinburgh, and which offered a block of accommodation comprising 200 en suite rooms, 18 purpose-

PLW et al

built two and three bedroom flats. A food retail outlet would also form part of the block. The proposal presented an option which could help address over-subscription to University-owned residencies, with the additional potential advantage of enabling the University to offer accommodation to married students and their families.

from Dec 04

Noted the proposed broad terms of the agreement based around an institutional lease of 20-30 years, and the risks and advantages to the University as outlined in the paper and gave its support in principle for the Secretary of the University with relevant colleagues to continue to explore further the possibility and cost effectiveness of such a scheme.

M3033 DRAFT ANNUAL REVIEW 2004

Received and noted draft text for the Annual Review 2004, and noted visual material indicating the design of the report which was shown at the meeting. PME members were asked to identify important omissions, provide contributions for the supporters/donors list, and give their general feedback by Wednesday 22 December 04. Noted that the report would go to print in the early part of January 2005.

PME

MT et al

22 Dec 04

M3034 ANY OTHER COMPETENT BUSINESS

DIRECTOR OF FINANCE AND IS/IT

Noted that an offer had been made to a prospective new Director of Finance and IS/IT, and had been accepted. The University expected to make an announcement soon. (Addendum: It was subsequently confirmed that Mr Phil McNaull would take up the position on 24 January 2005.) The Principal expressed appreciation on behalf of colleagues for the valuable contribution of Mr Kevin Mallett, Group Financial Controller in covering for the absence of a Director of Finance over recent months.

SBE: ROYAL BANK OF SCOTLAND TRAINING FACILITY

Noted that SBE had been selected, through a competitive process, as a partner with the Royal Bank of Scotland to provide specialised senior management training. Noted that the Royal Bank had agreed to support the University in the development of a new Engineering Doctorate in Workplace Innovation which would start in October 2005. Noted that the Head of School and the Director of CAMS would discuss PR arrangements associated with this very positive news in coming days.

SCOTTISH HIGHER EDUCATION FUNDING COUNCIL (SHEFC): EARLY STATISTICS RETURN

Noted the census date of 1 December 2004 for student numbers data which would be compiled for submission to SHEFC in the Early Statistics Return later in December. Noted overall buoyancy in student numbers. The University would once more breach by a small margin SHEFC's consolidation limit on numbers, and expected the normal penalty to be applied as a result.

FREEDOM OF INFORMATION (FOI)

Colleagues were reminded that the Freedom of Information (Scotland) Act 2002 would come into force on 1 January 2005. Noted the intention of the University's FOI Co-ordinator in coming days to issue guidance to Schools/PGLs/support sections on handling requests for information under the Act. Noted also guidelines on recording of University committee business were in the process of being drafted.

UNIVERSITY SIGNAGE

Noted the near completion of work to install the main University sign at the Avenue entrance.

MOCK-RAE EXERCISE

Noted the expectation that the Research Co-ordination Board would report to PME at its meeting on 16 February the outcomes of the recent mock-RAE exercise

DRH/RCB
16 Feb 05

conducted across the University. Noted associated concerns and expectations of staff which would require careful consideration over coming months, and major uncertainty about main grant funding through a transition period and beyond.

Noted the recent release of guidance for main panels and sub-panels from the RAE team available at: <http://www.rae.ac.uk>

M3037

OPERATIONAL UPDATE

REPORT FROM THE LEARNING AND TEACHING BOARD

Received and noted a report from the Learning & Teaching Board relating to December 04 and January 05 meetings.

Noted, with regard to ongoing consideration of the 'Structure of the Academic Year', the agreement of the Board to establish a Steering Group as a sub-group of the Board to co-ordinate the production of a development plan and implementation strategy. Three further working groups would support progress to the next stage. The Convener of the LTB was advised that a representative of the Finance Office should be included in membership of the working group considering the business plan. Noted that the final plan would be discussed by the Board in mid-April 2005 and should be presented for consideration by PME shortly after.

Noted ongoing consideration of a proposal for an Academic Doctoral Programme (Graduate Teaching Fellow Scheme), which would provide a self-funding four-year PhD route for a limited number of places to prepare students for academic careers. Further discussions with the Research Co-ordination Board were to be undertaken.

Noted an oral report on Virtual Learning Environment (VLE) developments. The VLE working group had been evaluating options for IS/IT support and a pilot study involving EPS was underway. Further work was also underway on creation of a business plan for future developments informed by ongoing information gathering to determine the potential nature and scale of use of VLE resources in each School and the potential division between local and central elements of the VLE structure.

Noted, as yet unbudgeted or owned, financial and training implications associated with plans. Noted also, with particular regard to financial implications, and voiced by the Head of EPS, the need, in the context of robust business planning, to demonstrate the rationale for development of a VLE in terms of potential cost savings and/or income growth.

REPORT FROM THE SUPPORT SERVICES BOARD

Received and noted a report from the Support Services Board relating to December 04 and January 05 meetings.

Noted a further oral update on University signage at the entrance to the Avenue. A third delivery of the section incorporating the University logo was awaited following earlier damage. Realignment of 'welcome' lettering and other finishing jobs including flood-lighting were also expected to be carried out in the near future.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Noted a report from the Research Co-ordination Board for December 04.

STAFF NUMBERS UPDATE

Noted an update from the DP(Resources) on staff numbers including a report of snap-shot numbers taken at intervals from December 2001 to October 2004 from the DP(Resources).

M3038 OPERATIONAL UPDATE (continued)

ELIR

Noted that the Director of Quality Development would provide a briefing at the next meeting of PME on the Enhancement Led Institutional Review (ELIR) to take place in two parts over January and February 2006.

M3039 MANAGEMENT ACCOUNTS TO 31 DECEMBER 2004

Noted management accounts for the period to 31 December 2004 (period 5) including: Schools/Postgraduate Institutes, Support Sections and Catering and Residences. Noted also consolidated balance sheets and cashflow for 2003/04.

The Management Accounts reported the following:

- A consolidated surplus of £1.8m against a budgeted surplus of £0.9m. Budget phasing and timing differences were reported to have a distorting effect on the period comparison. Noted, however, that the previously reported backlog of invoice processing had been cleared;
- budget out-turns were included in the report for the first time. A projected out-turn deficit of £81K for central costs would be looked at in further detail;
- staff costs of £22.7m for the period against a budget of £22.8m.

Risks to the accounts were highlighted. It was agreed in respect of Orkney figures that the Secretary of the University and the Head of IPE should review these in finer detail.

Noted for information a tabled paper from the DP(Resources) highlighting income and expenditure profiles for each month of the financial year for Schools/Postgraduate Institutes, Catering & Residences and Support Sections for 2002/03, 2003/04 and to December 2004/05.

Noted the potential for EBS to create adverse competition with courses offered by other Schools in the University in order to recover its financial position (highlighted by the Head of SBE). The University continues to encourage positive collaborations.

PME members were invited to direct any further questions on the accounts to the Group Financial Controller or the Assistant Director of Finance following the meeting.

PME

M3040 UNIVERSITY NETWORK INFRASTRUCTURE

Noted and discussed issues associated with a request for commitment of resources necessary to support future replacement of University Network Infrastructure as part of the next phase of the IS/IT strategy. Views expressed focused on financial implications, the need for evidence of savings resulting from the proposed capital investment, and issues of risk assessment of timing/phasing of the project.

JELS et al

Jan 05 ongoing

Approved in principle and as a "working assumption", budgeting of capital expenditure in 2005/06 and 2006/07 of £500K and £600K respectively for central and Schools/PGI network infrastructure, and agreed to make a decision on allocation of future capital expenditure in this area on the basis of a business plan and risk analysis to be developed in the interim.

There was an expectation that the new Director of Finance & IS/IT joining the University on 24 January 2005 would engage with this process as a priority.

M3041 POLICY ON THE USE OF FIXED-TERM CONTRACTS (STAFF)

Approved a draft Policy on the use of Fixed Term Contracts (Staff) which had been previously approved by the Support Services Board. Noted that the new Policy aimed to ensure that staff employed on a fixed term contract have similar terms and conditions of employment to colleagues in the University in comparable jobs with open ended contracts. Noted that the Policy would be forwarded for consideration by the Staffing Strategy Committee.

PLW

Jan 05

Noted, with particular regard to the Policy, the need to develop promotions criteria, processes and procedures for Research Associates. It was expected that these cases would be considered by the Academic Promotions Board in the autumn.

MCC et al

Jan 05 ongoing

Noted that it would be helpful to provide more detailed guidance on the policy and its implications through a staff training session, and noted a potential opportunity to incorporate this into HR training sessions for senior managers in February.

MCC et al

Feb 05

M3042 HIGHER EDUCATION PERFORMANCE INDICATORS 2004 - EXTRACTS

Noted and discussed issues arising from a summary report of Performance Indicators as published annually by the HE funding councils and Higher Education Statistics Agency. The paper focused on HWU's position relative to the Scottish sector and benchmark indicators in the areas of: participation of groups under-represented in UK higher education; non-continuation following year of entry; projected learning outcomes; and graduate employment, highlighting relative performance over the years reported.

Agreed need to maintain current high awareness of performance information, and noted the central role of the Learning & Teaching Board through established task groups, in further detailed analyses, in development of internal performance indicators, and in development of strategies/policies aimed at improving the University's performance in key areas.

RJMC/LTB

RMcG et al

Noted that following a period of discussion on appropriate methodology, the Convener of LTB would be in a position to provide an analysis of student progression at a meeting of PME in the near future.

M3043 ANY OTHER COMPETENT BUSINESS

SPORTS ACADEMY DEVELOPMENT

Noted that the Secretary of the University was working with SportScotland to develop a plan for a Sport and Conditioning Centre as part of future Sports Academy development for which capital investment would be made by SportScotland. Noted a relatively modest impact on Sports Centre running costs which already appear to be over budget. Further detailed consideration of running costs in the context of a wider review of income/expenditure projections for the Sports Centre was required.

PLW

ACW et al

TSUNAMI DISASTER SUPPORT

PME members were reminded of the Tsunami Appeal Concert on Sunday 23 January at 5.00 pm.

MINOR WORKS ISSUES

Noted minor works issues raised by the Heads of SLS and SBE and agreed that these should be discussed further with the Secretary of the University and through the relevant committee.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 3 Feb 2005

Present:

Prof J S Archer, Principal (chair)	Prof J E L Simmons, Vice-Principal
Prof A C Walker, Deputy Principal (DP) (Resources)	Prof F G Priest, Head of School of Life Sciences (SLS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)	Prof J Fernie, Head of School, Management and Languages (SML)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)	Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)	Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)	Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IBAD))
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)	

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)	Mrs M Cook, Director of Human Resources (HR)
Mr R McGookin, Director of Planning	Ms L Kirkwood-Smith, (clerk to PME)
	Mrs E Lister, Director of Recruitment & Admissions, and, Simon Oldknow and Rosemary Stamp of Euro RSCG Riley were present for M3048
Apologies:	
Prof K G Lumsden, Director of Edinburgh Business School (EBS)	Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Mr Phil McNaull, Director of Finance and IS/IT	

ACTION:
who (with whom)
when

M3044 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 20 January 2005.

LK-S
Feb 05

M3045 MATTERS ARISING

RECORD OF UNIVERSITY DONORS AND SUPPORTERS

Noted that the Director of CAMS had received some input from colleagues following a request made at the last meeting for validation of the draft list or reports of omissions. Heads of Schools/PGIs who had not already responded were encouraged to do so as soon as possible.

HoSs/PGIs
Feb 05

RESEARCH GRANTS & CONTRACT AWARDS

Discussed the apparent decrease in the value of Research Grants & Contracts awards in the first part of the current financial year, noting the following:

DRH PME
16 Feb ongoing

- applications appeared not to have dipped significantly in the 6-9 month period before a decrease in awards became evident;
- varying degrees of success across Schools/PGIs in converting applications to awards;
- the most recent HAST survey had revealed that "unfunded" research activity was still high in certain areas of the University;
- likelihood of continuing trend of larger and fewer research grants awards by Research Councils;
- limited numbers of current academic staff with experience in proposal writing.

Noted that expectation that issues associated with the University's record in this

area should be integral to discussions on the outcomes of the mock-RAE exercise and associated HR issues which would be discussed at the meeting on 16 February 2005.

M3046 OPERATIONAL UPDATE

Noted oral updates on current news from Schools/IPE from respective Heads present.

QUEEN'S ANNIVERSARY PRIZE

Noted and endorsed preparation of a bid based around the University's SCHOLAR Programme for the 2005 round of the Queen's Anniversary Prize for Higher and Further Education.

MT et al
from Feb 05

GEORGE DAVIES PROGRAMME

Noted an update from the Head of Management & Languages on exploratory discussions between senior University colleagues and Dr George Davies on a potential academic collaboration in the area of retail.

STUDENT RECRUITMENT UPDATE: OCTOBER 2005 ENTRY

Noted that an update on undergraduate student applications would be provided by the Director of Planning at the meeting of PME on 16 February 05.

M3047 ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

Noted a summary of preparations to be made for the institutional review of the University in 2005/06 from the Director of Quality Development. Noted that the two-part review would involve visits on 18/19 January and 20 February 2006 preceded by submission of a written self-assessment (Reflective Analysis) by the University in October 2005.

JELS/RJMC
et al
from Feb 05

Endorsed a draft timetable, and proposals to manage the process of preparation for ELIR through establishment of a Steering Group led by the Vice-Principal to monitor progress, with day-to-day management by the Director of Quality Development who will also be responsible for development of the Reflective Analysis.

It was expected that PME would receive regular updates on progress throughout the year.

M3048 HERIOT-WATT UNIVERSITY: COMPETITIVE POSITIONING STATEMENTS

Received a presentation from the Group Brand Director and the Brand Director: Education of Euro RSCG Riley, and received and endorsed the associated report of the company which detailed the outcomes of commissioned work to develop draft vision and mission statements for the University. Noted that the project involved refinement of work previously undertaken by the University to develop statements that will define HWU in a market context and achieve competitive advantage. Noted that the contents of the report would provide the base for further refinement of strategic messages and implementation of an updated marketing communications plan.

PME
from Feb 05

Noted an invitation to PME colleagues to provide further feed-in to the process via the Director of CAMS, Head of School of Management & Languages or the Director of Recruitment & Admissions.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 16 February 2005

Present:

Prof J S Archer, Principal (chair)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Mr Phil McNaull, Director of Finance and IS/IT
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Prof J E L Simmons, Vice-Principal
Prof F G Priest, Head of School of Life Sciences (SLS)
Prof J Fernie, Head of School, Management and Languages (SML)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mr R McGookin, Director of Planning

Mrs M Cook, Director of Human Resources (HR)
Ms L Kirkwood-Smith, (clerk to PME)
Mrs E Lister, Director of Recruitment & Admissions attended for M3052

Apologies:

Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)

Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)

ACTION:
who
when

(with whom)

M3049 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 3 February 2005.

LK-S
Feb 05

M3050 MATTERS ARISING

UNIVERSITY POSITIONING STATEMENTS

Noted, with reference to PME's endorsement on 3 February of competitive positioning statements, that the Director of Planning and the Director of Finance & IS/IT would join the Marketing Strategy Group to take forward - consulting with the Principal, other members of PME, and PME Boards as work progresses. Noted that a full report would be presented to PME in due course.

Mark.Strat.Grp

From Feb 05

SCIENCE RESEARCH INFRASTRUCTURE FUNDING (SRIF 3) FOR 2006/7 AND 2007/8

Noted SRIF indicative allocations for 2006/7 and 2007/8. This detailed a two year total for HWU of £4.84m against the Scottish total allocation of £102.94m. Noted a decrease of 4% of the allocation to the University against 2004/6 SRIF 2 funding. This compared with an overall rise in Scottish funding of 5% . This drop appeared to be the result of reduction in the University's "share" of Research Grants & Contracts income which, together with RAE 2001 performance, contributed to the University's formula-derived share.

RECENT PRESS COVERAGE

Noted recent negative newspaper coverage relating to pass marks required for awards of first class degree, which was being handled by the Director of CAMS and the University's Press Officer with the involvement of Universities Scotland.

GEORGE DAVIES PROGRAMME
Noted an update on prospects for a new programme.

M3051 OPERATIONAL UPDATE

HOME/EU (HEU) UNDERGRADUATE APPLICATIONS FOR 2005 ENTRY: UPDATE

RMcG

Noted an update report on HEU undergraduate applications for 2005 entry as at 28 January 2005 from the Director of Planning.

from Feb 05

Noted that the first general closing date for applications through UCAS was on 15 January. Applications received and processed by the end of January typically represented over 80% of the eventual total with some variation by School/Programme.

Noted:

- overall the numbers highlighted a probable levelling off in the trend following several years of above average growth, with a 1% increase in applications by the date reported compared to the same period last year. The associated percentage change in applications across Schools varied considerably with significant reductions in some areas;
- evidence of volatility in science, engineering and management disciplines such that further comparison of the HWU trends and national trends was necessary;
- the University's policy of seeking improvement in aggregate entry scores was showing some limited success; however difficulties for further progress may well be exacerbated by the latest applications position.

Agreed to keep PME informed of the evolving situation in the light of wider comparative data, and also to consider overseas student applications at the earliest opportunity.

M3052 STRATEGY DISCUSSION: RECRUITMENT & ADMISSIONS, AND UNDERGRADUATE APPLICATIONS UPDATE

Noted and discussed a presentation on recruitment and admissions from the Director of Recruitment & Admissions, considered in conjunction with an update of Home/EU undergraduate applications as at 28 January 2005 from the Director of Planning.

ACW/RMcG/ EL Schools
from Feb 05

Agreed that the issues discussed, encompassing both student recruitment and retention and their impact on population targets, should be addressed through the current year's planning round. Issues included, for example: opportunities for non-Scottish EU recruitment; local market competition; attractiveness and visibility of HWU in the market; flexibility and innovation in future development of courses; access and articulation routes and their effectiveness; opportunities associated with SCHOLAR; gender balance issues; maintaining/enhancing entry scores; issues affecting/influences on student retention; effective use of incentives e.g. scholarship schemes.

M3053 STRATEGY DISCUSSION: MOCK RAE 2008

Noted and discussed a presentation from the Deputy Principal (Research) on the

background to and the outcomes of a mock-RAE 2008 exercise concluded in autumn 2004.

Re-affirmed a research-led academic strategy across the majority of the University's subject portfolio and noted recommended actions, next steps and issues for further consideration:

- 1)The main recommendation for an increase in management-led strategic focus on research, reflected in behaviour, communications and actions;
- 2)Re-affirm the research imperative in the University's academic recruitment;
- 3)Align HWU investment decisions with capacity to perform at the highest levels in RAE2008;
- 4)Carefully consider the HR implications of the inevitable increase in selectivity at RAE2008.

For DP (Research):

- 5)Seek to fully exploit opportunities of current and future research pooling initiatives to generate new investments sources, and to consider possible collaborative RAE submissions.

For the Research Co-ordination Board):

- 6)Develop process for light-touch annual iteration of Mock RAE including the School of Textiles & Design;
- 7)Continue to identify specific issues and actions in support of PME (1));
- 8)Seek to address Unit of Assessment (UoA) issues by end 2005;
- 9)Develop detailed plan and schedule for RAE administration, and create an RAE2008 Steering Group.

For School Management Groups:

- 10)Identify optimum contribution potential of individual colleagues with HR and formulate corresponding HR plans e.g. ensure that all measurable positive indicators are utilised;
- 11)Consider seeking appropriate external advice re iterative Mock RAE exercises;

- 12)Work with the Research Co-ordination Board on detailed RAE2008 administration plans.

For each research-active academic:

- 13)Maximise personal research outputs such as research grant winnings, PhD student completions, evidences of esteem etc, and support more junior colleagues in same;
- 14)Note: Progress is possible at all boundaries.

For non-academic units:

- 15)Focus on support of identified administrative priorities of the research strategy, including timely, accurate and relevant provision of information on research grant and contracts proposals (TRS), new winnings (Finance/Contracts office) and expenditure (Finance office); research publications database (TRS and Corporate Information Services); Postgraduate Research student data (Registry/Graduate School administration);
- 16)Identify effective ways to support PME (1)) above.

Agreed, that the university should move towards a transparent, structured framework for the assignment of duties in teaching and in research in order to optimise its performance in RAE 2008 and in ELIR in 2006. Agreed that the Director of HR and the Secretary of the University should consider the initial implementation issues of this policy and report back to PME in a timetable to be agreed.

MCC/PLW
Feb-Mar 05

(A section of the full recorded minute of the above item relates to closed business, and is not included in the published record. (ref: section 30 of FOI Scotland Act)

M3054 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2005 (MID-YEAR)

Received and noted Management Accounts for the period to 31 January 2005 (mid-year) highlighting the following:

- a consolidated surplus of £1.3m in the period against a budgeted surplus of £1.4m;
- gross income for the period of £46.9m against a budget of £47.5m. Outturn gross income was projected at £93.4m against a budget of £94.3m;

- staff costs for the period of £27.1m against a budget of £27.5m. Outturn pay costs were projected at £54.6m against a budget of £54.9m;
-non pay costs for the period of £16.3m against a budget of £16.8m. Outturn non pay costs were projected to match the budget of £34.2m. Noted the opportunity for increased centralisation of purchasing resulting in purchasing agreements on more cost-effective terms;
- depreciation costs, not included in non-pay above, of £2.1m for the period against a budget of £1.7m. Outturn depreciation costs were projected at £3.3m against a budget of £3.5m;
- reported risks to the accounts related to realisation of forecast income relating to Orkney activities; a potential short-fall in research overheads in IPE; uncertainties relating to distance learning income in SBE, and estimations on depreciation costs.

Heads of Schools/PGIs were encouraged to continue to review the accuracy of projections in the accounts.

HoSs

(A section of the full recorded minute of the above item relates to closed business, and is not included in the published record. (ref: section 30 of FOI Scotland Act)

M3055 ALLOCATION OF SHEFC MAIN TEACHING GRANT

Noted and approved implementation of an approach to the internal allocation of SHEFC Main Teaching Grant across Schools and Postgraduate Institutes as proposed by the Deputy Principal (Resources) following consultation with relevant Heads and other senior colleagues, noting the student numbers and financial implications for each School and IPE.

ACW et al

from Feb 05

Noted that plans would be phased with two-thirds implementation in 2005/06 and full implementation by 2006/07.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 7 March 2005

Present:

Prof J S Archer, Principal (chair)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)
Mr Phil McNaull, Director of Finance and IS/IT
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof K Cornwell, Head of School, Mathematical and
Computer Sciences (MACS)
Prof J D C Jones, Head of School, Engineering and Physical
Sciences (EPS)

Prof J E L Simmons, Vice-Principal
Prof F G Priest, Head of School of Life Sciences (SLS)
Prof J Fernie, Head of School, Management and Languages (SML)
Mr P L Wilson, Secretary of the University and convener of the
Support Services Board (SSB)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Prof B G D Smart, Deputy Principal, International Academic and
Business Development (DP(IABD))
Prof J A Swaffield, Head of School of the Built Environment (SBE)
(latter half of meeting)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management
Services (CAMS)
Mr R McGookin, Director of Planning

Mrs M Cook, Director of Human Resources (HR)
Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof K G Lumsden, Director of Edinburgh Business
School (EBS)

Prof D R Hall, Deputy Principal (DP) (Research) and
Convener of the Research Co-ordination Board (RCB)

ACTION:

*who
when*

(with whom)

M3056 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 16 February subject to the following amendments:

- the Head of the Institute of Petroleum Engineering should be recorded under apologies;
- the section under M3053 detailing conclusions of the exercise designated closed business;
- PME reaffirmation of a research led strategy in M3053 to be recorded as having been confirmed;
- Discussion on the DL BSc and MSc in IT in M3054 designated as closed business.

M3057 MATTERS ARISING

RAE 2008

Noted with regard to the agreed first action arising from discussion on preparations for RAE 2008 at the last meeting, that the Secretary of the University and the Director of HR would present a statement of policy/implementation issues to the meeting of PME on 17 March 2005.

PLW/MCC

17 Mar 05

Noted also the intention of the project team to provide a discussion document for wider dissemination in Schools.

SHEFC CONSULTATION ON THE FINANCIAL MEMORANDUM

Noted that the Director of Planning was co-ordinating the University's response to the ongoing SHEFC consultation with the sector on the review of the financial

RMcG

17 Mar 05

et al

memorandum between the Council and its funded bodies.

ANNUAL REPORTS TO COURT

Noted a recommendation that it would be desirable if future annual reports to Court were presented in a consistent style.

PLW

M3058 OPERATIONAL UPDATE

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report from the Learning & Teaching Board relating to the Board's February 2005 meeting.

HoSs

Mar 05

Noted and discussed issues arising from targets for 4% growth highlighted in Section 5 of the report, noting a general view that it would be sensible to couch growth targets in terms of income. In this context, PME colleagues were reminded of the decision in December 2004 to establish an appropriate framework for financial University-level planning and performance review.

Noted, as regards section 9 of the report, that Heads of Schools were encouraged to give feedback to the Director of Quality Development regarding item 9 and participation in the HE Academy Conference so that a decision can be made on the planned internal teaching and learning conference.

REPORT FROM THE SUPPORT SERVICES BOARD

Received and noted and report from the Support Services Board relating to the Board's 2005 meeting.

STUDENT NUMBERS UPDATE

Noted a report on student numbers as at the census date of 1 December including 2003/04 and 2004/05* numbers (*actual and budgeted), from the Director of Planning. Noted that the report included for the first time external programmes/distance learning student numbers which were expressed in terms of module credit FTEs.

IS/IT NETWORK INFRASTRUCTURE

Noted concerns of colleagues in the School of MACS relating to IS/IT network infrastructure which were relayed by the Head of the School . It was confirmed that no decisions had been taken beyond those which were recorded in the minute of the meeting on 20 January 2005 at which this subject was considered. The Head of the School was advised that any concerns which the School wishes to raise should be fed into the IS/IT Steering Group for further discussion.

KJC/School

JOINT MEETING OF COURT AND SENATE

Relevant colleagues were encouraged to attend the Joint Meeting of Court and

Court/Sen
16 Mar 05

members

Senate on 16 March 05 (3.30pm, LT4) at which the recommendation of the joint committee to consider the appointment of a Chancellor will be received and a recommendation prepared for Convocation which will meet later the same day.

M3059 OPERATIONAL UPDATE (continued)

NATIONAL FRAMEWORK AGREEMENT

Noted and discussed an update from the Director of HR on plans towards implementation of the Framework Agreement by 1 August 2006.

Noted that whilst the Management Steering Group should have a degree of autonomy in undertaking the necessary day-to-day communications and negotiations involved in implementation, recommendations relating to core issues of strategy and policy in areas such as criteria for advancement, terms and conditions etc would be subject to PME consideration. Agreed that terminology used e.g in the 'Reward Principles' section of the paper presented should include reference to "academic" strategy. Noted the importance of involvement of the

Director of Finance & IS/IT at an early stage.

Noted that PME would receive regular updates on progress.

SRIF 3 BIDS

Noted a request for assurance from the Head of the School of Life Sciences that the results of the internal SRIF 3 outline bid ranking exercise will be subject to further consideration by PME at a forthcoming meeting.

DRH/RMcG
17 Mar 05

PME

PROPOSED MODIFICATIONS TO THE STATUTES

Noted that the Senate had approved for recommendation to the Court at its meeting on 21 March 2005 changes to Statutes XI1: The Court and XIII: The Senate.

RESEARCH COUNCILS: DUAL SUPPORT REFORM

Noted that the University had received an announcement letter from the Research Councils indicating that interim funding under the new dual support arrangements. Based on the University's research grant income, we shall receive around £1m towards the sustainable operation of our research programmes. This will spread over the start-up period during which the full economic costing methodology is being introduced. Around £300K will be recognised as income for 2004/05 in line with budgeted expectations.

OPENING OF COLIN MACLAURIN BUILDING

Colleagues were encouraged by the School of MACS to join the opening of the new Mathematics building on 9 March 05. Help to support hosting of VIPs at the event would be appreciated.

M3060 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted proposed amendments to Ordinances & Regulations on: Modular First Degrees; Students Association; Accreditation of Prior Learning; Degree of Doctor of Science & Doctor of Engineering; Assessment & Examination, and review of Ordinances 10 - Departmental Committees and 11 - Faculties and Faculty Boards and Regulation 10 - Honorary Degrees.

Endorsed a proposal that proposals for modification to the Regulation on Accreditation of Prior Learning should be considered further by the Learning & Teaching Board.

Agreed as a general point of principle regarding proposed changes to Students Association Bye Laws; that established process should be followed allowing for practical institution of changes only after Court approval; however, in the case of urgency on any matter a meeting of the Emergency Committee of Court could be arranged. The O&R Committee could however manage its business in relation to this Regulation by correspondence when necessary.

VC

Noted, following restructuring that the wording in the Charter & Statutes no longer accurately reflected the structure of the University. Agreed that the Secretary of the University should review the Charter & Statutes to identify any areas which might require future change subject to Privy Council agreement. Noted however that any requirement for significant redrafting would need to be considered against more pressing shorter term priorities.

PLW
Mar-May 05

Noted the matter of dissemination of information on changes to Ordinances & Regulations to the wider university and agreed that Corporate Affairs & Management Services would give further consideration to how this information should best be broadcast through an existing mechanism e.g. Monthly Summary/Network/Web. It was agreed also that changes should be reported to the Support Services Board for dissemination in Schools through School Directors of Administration.

MT/PLW et al
Mar 05

M3061 POLICY ON MANAGEMENT OF STUDENT FEES AND CHARGES

Approved a Policy on Management of Student Fees and Charges subject to the following amendments:

PMcN/KM

PLW

- the Policy should include an explicit statement of the help and support available to students;

Mar 05

- in the third paragraph of section 1, delete "matriculated";

- the wording of the Policy should confirm the campus locations to which it applies. Noted that the Policy related to on-campus students only at Edinburgh, SBC, and at Orkney.

- review and if necessary alter section 2(i) first bullet point in the light of legislation and accepted wider practice.

Agreed that the Students Association and the Director of Recruitment & Admissions should be invited to comment on the Policy if they have not already been consulted.

Agreed that further amendments should be approved by the Secretary of the University prior to presentation for information to the Finance Committee in the first instance.

M3062 NO SMOKING POLICY

Noted and approved as a live document, subject to change in the light of changes to legislation, an updated No Smoking Policy for dissemination and implementation.

PLW

et al

Mar 05

Agreed that that Students Association should be encouraged to include the Policy on their website.

M3063 CHAPLAINCY ANNUAL REPORT TO COURT

Received and endorsed the Chaplaincy Annual Report for onward submission to the Court at its meeting on 21 March 2005.

PLW

21 Mar 05

M3064 WELFARE FORUM ANNUAL REPORT TO COURT

Received and endorsed the Welfare Forum Annual Report for onward submission to the Court at its meeting on 21 March 2005.

PLW

21 Mar 05

M3067 RISK MANAGEMENT AT APPROVED SUPPORT CENTRES

Noted and approved a policy on risk management at Approved Support Centres (ASCs) presented by the Director of Quality Development. Noted that the policy was designed to reduce risks associated with ASCs in countries/regions to which non-essential travel was been advised against by the Foreign and

RJMC

Mar 05 ongoing

Commonwealth Office (FCO). It was confirmed that approval would not normally be considered for new ASCs in regions thus affected, and that where this FCO

advice relates to a region within which there is an existing ASC, arrangements should be considered on a case by case basis with appropriate steps taken to minimise risks.

Agreed that the Director of Quality Development should take forward dissemination and implementation of the Policy.

M3068 CORPORATE IS/IT SECURITY STRATEGY AND POLICY

Approved in principle a Corporate IS/IT Security Strategy and Policy presented by the Director of Finance & IS/IT as an aspirational statement of future policy and practice, noting that a gradual process of implementation should be affected through further engagement with Schools against and agreed timescale for full implementation.

PMcN

School
representatives

Agreed that areas of the strategy which can be implemented immediately should be identified/agreed in conjunction with relevant School representatives.

M3069 OPPORTUNITY IN DUBAI

Noted a potential significant opportunity for development of a campus in Dubai outlined in a paper presented by the Deputy Principal (International Academic & Business Development).

BGDS et al

Mar 05

Approved a proposal in the first instance to proceed with the evaluation of the opportunity with the expectation that a formal proposal will be presented to PME at its meeting on 17 March 05. Noted that consultation will be undertaken with the Finance Committee, Principal & Deans Committee and Senate at their March meetings. In the meantime there was considerable time pressure associated with the process of evaluation and development of a business plan including assessment of resource implications in consultation with Schools. This would be managed by a project team including, inter alia, the Principal, DP(IABD), the Secretary of the University and Directors of Planning, CAMS and Finance.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 17 March 2005

Present:

Prof J S Archer, Principal (chair)
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, Management and Languages (SML)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mr R McGookin, Director of Planning

Mrs M Cook, Director of Human Resources (HR)
Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof A C Walker, Deputy Principal (DP) (Resources)

Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))
Prof F G Priest, Head of School of Life Sciences (SLS)
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)

ACTION:

*who
when*

(with whom)

M3071 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 7 March 2005.

LK-S
Mar 05

M3072 MATTERS ARISING

PME ATTENDANCE

The Principal, with reference to the greater than normal number of notes of apology for the meeting, reminded PME members of importance of maintaining a high level of attendance so that relevant areas of responsibility may be properly represented in discussions.

PME to note.

MOCK RAE CONCLUSIONS AND NEXT STEPS

Noted that the conclusions and other details of the report presented on the Mock RAE had been designated closed business - this status reflected in the relevant PME minutes agreed at the previous meeting. It was expected that a revision of the report would form the basis of a new document, including a restatement of the conclusions of the exercise, for wider dissemination to colleagues in Schools.

DRH/RMcG et al
Mar 05

NETWORK INFRASTRUCTURE PLANS

Noted with reference to Network Infrastructure planning, the plan for enhanced active representation from Schools on the IS/IT Steering Group. In response to an issue raised about expertise within the School which had not hitherto been called on, the Head of School was invited to propose a nominee to the Director of Finance & IS/IT. (Addendum arising from 31 March meeting:- The Head of School confirmed that Mr Steve Salvini had been nominated by the School to join the IS/IT

KJC/PMcN
Mar 05

M3073 OPERATIONAL UPDATE

PROGRESS REPORT ON SCOTTISH BORDERS CAMPUS

Noted a progress report on Scottish Borders Campus encompassing three key strands of activity: co-location plans with Borders College; the feasibility study for new residences undertaken by Eildon Enterprise Ltd (EEL); and examination of the case for a Conference Centre as part of the Netherdale complex also by EEL.

SK/JELS et al

Mar 05

Agreed that:

- work should progress without undue delay to accommodate the co-location exercise;
- the Joint Strategy Working Group should proceed with work on the transfer of ownership of the main campus buildings at SBC to Borders College, subject to satisfactory arrangements for continued use by the University of that portion which it requires at reasonable ongoing and future costs. Agreed need over the coming weeks to progress with development of high level financial plans in respect of key options open to the University as negotiations proceed and as the value of assets and costs for necessary work are determined;
- the University representatives on the Residences and Conference Centre projects should continue to co-operate fully towards a final feasibility study on the Residences, and an interim study on the Conference Centre, both to be reported to PME and Court in June 2005. Agreed that the Conference Centre project should be considered a project independent of and following completion of the main project including co-location and residences;
- the University should examine in further detail and formalise the future shape of involvement and co-operation in the operation of the Residences with EEL;
- Court should be updated on progress at its meeting on 21 March 2005 with the expectation that a full report and recommendations will be presented to Court at its meeting in June 2005.

Noted that a brief update would be presented at the meeting of PME on 31 March, and agreed that the project should be subject to further detailed discussion at the meeting of PME on 20 April 2005.

Agreed, that in the light of the discussion, the paper should be subject to minor revision in consultation with the Vice-Principal.

NATIONAL FRAMEWORK AGREEMENT: ADVICE TO HEADS OF SCHOOL/INSTITUTE

Received and discussed 'Advice to Heads of School/Institute on HR Implications of RAE 2008' presented by the Director of HR and proposed amendments in the following sections:

MCC/PME

31 Mar 05

- wording of the 'Academic Recruitment' section, para 1, should suggest flexibility as there may be valid reasons why an appointment might fall outside the strictly defined criteria;
- a suggested alternative form of wording in para 2 of 'Academic Recruitment'.

Discussed issues arising from preparations for RAE 2008 in the context of the guidance from HR, and agreed that the paper with proposed revisions should be brought back for further discussion at the meeting of PME on 31 March at which fuller attendance was expected.

SHEFC ANNOUNCEMENT OF MAIN GRANTS FOR TEACHING AND RESEARCH 2005/06

Noted and discussed the announcement of SHEFC main grants for 2005/06 released on 16 March, including an initial high level analysis of allocations to HWU. In summary the announcement highlighted:

RJMC/LTB

Mar-May 05

- an overall increase in resources for teaching, research and knowledge transfer of 3.4% across the sector as a whole;
- total resources for Heriot-Watt amounting to £32.874m - a rise of 2.5%.
- a penalty of £94.8K in the current year for breach of the consolidation limit.

Noted that HWU funding for teaching would rise 2.65% - matching the sector average. The contributors to the overall shortfall against the sector average were in research, and to a greater extent, in knowledge transfer. Noted that the rewards for research graded 4 – majority of our research, would remain unchanged; however the financial weightings for 5 and 5* departments have been increased in next year's budget. In the first year of knowledge transfer grant allocation last year, the University had received a relatively high proportion of the sector share (8%), which would reduce to a more realistic share of 5.5% in the coming year. Research Grants & Contracts, consultancy and CPD income are key components. Noted that whilst the University had done less well than the sector average on research, losses were expected to be more than matched by gains from top-sliced funding for research pooling partnerships.

Noted Learning & Teaching Infrastructure Fund (LTIF) formula allocations for 2005/06 confirming an allocation to HWU of a little over £1m. Noted a deadline date of 30 May 2005 for submission of capital expenditure plans to SHEFC in relation to LTIF allocations.

Agreed that the Learning & Teaching Board was the most appropriate vehicle to progress with identification of suitable project bids for LTIF, and with support from the Estate Office, to coordinate development of bids on behalf of PME.

Noted that the Director of Planning would carry out more detailed analysis of the budget in coming days.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted and report from the Research Co-ordination Board relating to the Board's February 2005 meeting.

Noted with reference to the recently received informal communication indicating that the SHEFC Council had agreed that a conditional offer of grant could be awarded to the HWU and UoE proposers of the Edinburgh Research Partnership, that official notification was expected within the next few weeks.

SCIENCE FESTIVAL CHURCH SERVICE

PME members were asked to consult with colleagues to encourage University

representation at a forthcoming Edinburgh International Science Festival Church Service on 3 April at St Giles' Cathedral.

PME
Mar 05

Secretary

M3074 TOWARDS KEY PERFORMANCE INDICATORS: REPORT TO COURT

Noted and approved an update report on Performance Indicators for presentation to Court at its meeting on 21 March 2005 and agreed to invite the DP(Research), DP(Resources) and the Convenor of the Learning & Teaching Board give presentations on their respective areas of responsibility.

ACW/DRH/RJMC RMcG

21 Mar 05

Agreed that the paper should be returned to the meeting of PME on 31 March 05 for more detailed discussion.

RMcG
31 Mar 05

M3075 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2005

Received and noted Management Accounts for the period to 28 February 2005 (Period 7) highlighting the following:

- a consolidated surplus of £2.0m in the period against a budgeted surplus of £1.4m. Noted timing differences were still an issue;
- a bottom line out-turn of £1.2m - unchanged from the previous month. This out-turn was a prudent projection, and it was expected that the University would achieve the budgeted surplus;
- gross income to date was £54.5m against a budget of £55.2m. The scale of

shortfall remained unchanged from the previous month;
- out-turn gross income was projected at £93.2m against a budget of £94.3m;
- out-turn pay costs were expected to represent an underspend of £0.2m, with out-turn depreciation and other non-pay costs underspent by £0.1m and £0.3m respectively.

Highlighted risks and opportunities focused on forecast income from Orkney activities; a potential short-fall in research overheads in IPE; uncertainties relating to distance learning income; estimations on depreciation costs; scale of potential underspend by estates; and several other particular factors affecting individual Schools.

Noted an accompanying summary update on changes to central cost allocations which were effective from the February Accounts. This followed re-calculation of central costs distribution on the basis of latest knowledge on the actual costs being incurred, adjusted cost drivers and the actual values of the drivers. The effect of this change had led to a significant shift to some of the relevant overall School/Unit bottom lines with savings occurring in each with the exception of IPE and Catering & Residences.

Noted also that whilst no further changes to the drivers were planned; the mid-year space update was yet to be completed. The outcomes of this exercise may lead to further variations.

Noted that colleagues who would like to discuss the detail of their revised allocations further should communicate with the Deputy Principal (Resources).

M3076 OPPORTUNITIES IN DUBAI

Noted and discussed in respect of development of a branch campus in Dubai a proposal and recommendations accompanied by an early draft financial model.

BGDS/JELS/ PLW et al

PME considered the potential risks and opportunities associated with the proposal noting that the project was aligned with the strategic direction of the University and offered a potentially significant opportunity. Agreed that the University should proceed with development of plans towards an agreement.

Agreed need to:

- progress through the proposed Dubai Project Team including appropriate representation from Schools and in consultation with relevant committees/boards;
- consult with relevant colleagues in Schools as a matter of priority;
- progress with due diligence and detailed consideration of all relevant procedural, infrastructural, financial, resource and contractual requirements;
- develop plans towards participation at the GETEX recruitment event in Dubai in April 2005;
- give detailed consideration to potential courses which might be offered from year one with a view to agreeing a relatively modest initial launch;
- progress with negotiations towards development of an agreement with the proposed partner.

M3077 SRIF 3 – RESEARCH CO-ORDINATION BOARD RECOMMENDATIONS TO PME

Noted the report and recommendations from the Research Co-ordination Board following the evaluation of outline bids for SRIF 3 funding, and noted the deadline date of 31 May 2005 for submissions of full proposals to SHEFC. Proposals were summarised and presented in rank order according to scoring against agreed criteria.

DRH/RMcG RCB
Mar-May 05

Following substantial discussion, agreed to recommend to the Research Co-ordination Board that in the current round, bids 1 to 6 as detailed should be progressed further including necessary detailed costings. Agreed, that in parallel, plans should be developed in respect of the graduate school as a potential bid in the current SRIF round with a view to leveraging further funding from within the ERP, SUPA LTIF etc. Further progress of cases represented by items 7-11 on the list was not excluded.

M3078 ANY OTHER COMPETENT BUSINESS

SHEFC CONSULTATION ON REVISIONS TO THE FINANCIAL MEMORANDUM
Endorsed a proposal to be made to Court at its meeting on 21 March 2005 that the University should, in terms of response to the current SHEFC consultation on the review of the Financial Memorandum with SHEFC, confirm endorsement of the sectoral response led by Universities Scotland. This would reject the current document and call for a return to the core principles of an earlier draft consultation document.

JSA/RMcG

21 Mar 05

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 31 March 2005

Present:

Prof J S Archer, Principal (chair)
Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof F G Priest, Head of School of Life Sciences (SLS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, Management and Languages (SML)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

In attendance:

Mr R McGookin, Director of Planning

Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mrs M Cook, Director of Human Resources (HR)

ACTION:

*who
when*

(with whom)

M3079 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 17 March 2005 with the following amendments:

- M3077 para 2 add: "Following substantial discussion, agreed to recommend ..."

LK-S

- M3072 'Network Infrastructure Plans' – Addendum. "The Head of the School confirmed that Mr Steve Salvini had been nominated by the School to join the IS/IT

Apr 05

M3080 MATTERS ARISING

OPPORTUNITY IN DUBAI

Noted a brief update from the Deputy Principal (IABD). Noted immediate plans included preparations for the recruitment event in Dubai in April which provided a market testing opportunity. Noted that due diligence was being undertaken and a draft academic business plan which would cover a range of internal and external options was in the process of development. Noted, however, that no firm commitment had yet been made beyond HWU's subsidised participation in the recruitment event, and financial risk to the University remained minimal.

BGDS

April 05 ongoing

Noted that there would be a Dubai Project Team meeting on 1 April 2005 to review the current situation and to agree any immediate actions. Noted preparation of a paper by the Director of Quality Development focusing on academic issues.

Noted, in terms of the University's potential academic profile in Dubai, and with reference to a pledge by the Dubai authorities for certain exclusivity in topics offered by respective institutions, an indication of emphasis on engineering in

connection with HWU; however, further clarification on the proposed discipline focus of the University and those of other academic parties in the Dubai initiative would be sought by the DP(IABD).

LEARNING & TEACHING INFRASTRUCTURE FUND

Noted that a special meeting the Learning & Teaching Board with other relevant colleagues had been scheduled to take place on Friday 6 May to consider potential projects for LTIF funding.

RJMC et al
6 May 05

M3081 OPERATIONAL UPDATE

SCOTTISH BORDERS CAMPUS PROJECT

Noted a progress report on the SBC project from the Vice-Principal, the Secretary of the University and the Director of Campus Services.

JELS/PLW et al

Mar 05 ongoing

Noted negotiations were ongoing as regards the transfer of assets and lease-back arrangements. Further advice would be sought from the University's solicitor at a meeting on 31 March.

Noted ongoing communications as regards the feasibility study for new residences by Eildon Enterprise Ltd. Noted that the model currently proposed by the company suggested a balance of risk which was loaded too far on the side of the University; and noted the need for the University to maintain consistency in its previously articulated position, and to prepare a response to EEL accordingly.

2004/05 PLANNING ROUND

Noted an update on the progress of the planning round from the Deputy Principal (Resources). The planning team through its meetings with Schools and Support Sections had moved a good way through the process, however further detailed discussions will be required in the course of developing affordable budget allocations for 2005/06. Noted that budget proposals will be presented to PME in due course.

ACW et al
Mar-May 05

M3082 ADVICE TO HEADS OF SCHOOL/INSTITUTE ON HR IMPLICATIONS FOR RAE 2008

Noted, and approved subject to further minor amendments, updated draft 'Advice to Heads of School/Institute on HR implications for RAE 2008'.

HoSs

PLW/MCC

Heads of Schools/Institutes were invited to input further comments on the draft to the Director of HR or the Secretary of the University and, if necessary, to seek further advice directly from the Director of HR on any particular issue affecting them.

Early Apr 05

Noted the following suggestions for revision to the current paper which were raised at the meeting:

- The second para under the section 'Academic Recruitment' does not read properly and should be reworded or shortened to end at the word "rigour";
- The first paragraph under section 'Selectivity of RAE Submission' – consider rewording to something along the lines of "...submit all staff who satisfy the criteria for submission."

The Secretary of the University agreed to pass on comments made at the meeting to the Director of HR.

Noted the intention to consult further with the Trade Union.

M3083 RESPONSIBILITY PAYMENTS

Noted and discussed a draft policy on arrangements for managing Responsibility Payments in 2005/06. Noted that the payments were designed to cover "special responsibilities" beyond the scope of those identified in an individual's primary description of employment. The draft Policy included the possibility of such payments being extended to cover staff in non-academic areas of the University. PME noted that currently Heads of Schools/Institute of Pet Eng had the authority and were granted the resources to make responsibility payments to their staff. Support/service units would not have a similar structured facility until - either an appropriate reward system is established within the new Framework Agreement in 2006 or, in the interim period, a policy which incorporates non-academic sections is approved.

MCC/ACW
PME
20 Apr 05

Agreed that the Policy should be discussed again at the meeting of PME on 20 April 2005 at which the Director of HR should further advise PME of options available in the context of the Framework Agreement. Noted particular aspects raised in the course of discussion which would require further consideration in the context of potential future arrangements encompassed by the new Framework, for example, the University's overall approach to performance-related rewards, and decisions which could influence the balance of activities between consultancy and research grants and contracts work.

M3084 OFF-CAMPUS PARTNERSHIPS

Noted the issue, highlighted by the Director of Quality Development, of current arrangements for recording and tracking of agreements with off campus individuals/institutions.

Noted the current respective responsibilities of Academic Registry and TRS for holding relevant records; however, there were insufficient measures in place for tracking and monitoring agreements, and managing the communication processes associated with these. There was an evident need to clarify roles and responsibilities of the sections involved including the Secretary's Office, to ensure that all relevant agreements are properly recorded and managed so that: appropriate risk assessments can be undertaken; quality assurance processes can be applied; and ELIR self-assessment documentation can be completed.

Agreed that Heads of Schools/PGIs, with the exception of two who had already responded to an earlier invitation to supply information, should consult with their School/PGI colleagues and by FRIDAY 15 APRIL 2005 provide confirmation on whether the list of ASCs held by Academic Registry and the list of exchange student centres held by the International Office are accurate and complete. Where there may be omissions details of other external arrangements which are in place should be confirmed so that these contractual arrangements can also be

HoSs
SS
15 Apr 05

Agreed that the Secretary of the University should consult with the Director of Quality Development and other relevant colleagues to review information gathered RJMC and to develop a proposed structure and processes for future management of all relevant agreements. A proposal should be presented to PME in due course.

PLW
Apr-Jun 05
Apr-Jun 05

Agreed that PME should receive an update on progress at its meeting on 20 April 2005.

RJMC
20 Apr 05

Noted that a draft template compliance schedule for application to all new contracts was being considered by the Legal Services Manager, TRS, with the expectation of implementation across the University where equivalent working models are not already in use.

M3085 EXECUTIVE SUMMARY OF PROGRAMME REVIEW OF MATHEMATICS AND ACTUARIAL MATHEMATICS & STATISTICS

Received and noted an Executive Summary of the Programme Review of Mathematics and Actuarial Mathematics & Statistics forwarded by the Quality Enhancement & Standards Forum. This highlighted the conclusion of the Panel, "that they had broad confidence in the ability of the School to deliver high quality programmes of an appropriate standard in Mathematics and Actuarial Mathematics and Statistics."

RJMC

Noted that in the case of this particular Programme Review there were no actions arising in respect of PME, and suggested that it would be helpful if similar future papers submitted included a prominent statement confirming arising actions - or otherwise on PME.

Noted the intention to present the Executive Summary to the Senate Council for information.

M3086 PERFORMANCE INDICATORS: STUDENT RECRUITMENT AND LEARNING & TEACHING

Noted and discussed performance indicators relating to student recruitment and learning and teaching. These encompassed quantitative measures relating to the University's targets for growth and to qualitative measures relating to teaching quality and output in terms of graduate first destinations.

GROWTH

Noted also illustrative charts distributed at the meeting which showed the 20 year pattern of compound growth comprising different student categories to 2004/05 and the relative distribution of Schools' shares in growth categories - the latter chart highlighting very large differences among Schools in the extent to which growth opportunities were being realised. It was suggested that further analyses showing the position normalised to the overall scale of Schools could be informative as would parallel figures showing associated income and costs. Colleagues were reminded of the recent agreement of PME that growth targets should be formulated in terms of sustainable" i.e. "profitable" growth of income faster than costs.

Noted, in terms of student recruitment, evidence that growth had levelled off in 2004/05. Furthermore, future growth which would enable the University to meet the existing growth target of ~4% was not thus far evident in current School/PGI planning. Noted, that if the University wished to retain its current target level for growth, positive action must be taken through the planning round to encourage development of robust plans which will make this achievable. These should focus on "profitable" growth. The discussion also referred to the option to maintain the University's current scale in a growing sector and the risk that failure to grow could drive the University into an unsustainable position.

UNDERGRADUATE RETENTION AND PROGRESSION

The report also highlighted the significant challenge of deteriorating performance in student retention and progression over recent years. Noted, that performance varied considerably between Schools and among programmes within the same School. Possible factors in the University's current performance were discussed; however, it was acknowledged that issue was a complex one and a range of possible factors required further investigation. The structure and frequency of examination assessments provided one example. The need for Heads with their colleagues to look in further detail at factors affecting progression and retention in their own Schools was emphasised.

UNDERGRADUATE ENTRY STANDARDS

Noted relatively slow progress towards increasing entry standards and clear evidence that the University remained in an unfavourable position. Noted the possibility that this was one further contributor to the University's current performance in progression, retention and graduate employability. It was therefore important to maintain the current policies toward increasing standards.

"GOOD DEGREES"

The report highlighted a welcome upturn in 2003/04 in the proportion of 1st and 2.1 degrees awarded which moved the University closer to the UK average.

GRADUATE EMPLOYMENT

Noted reduced competitiveness in terms of first destination graduate employment, and noted that from 2005/06 focus on this area would form one of the four cornerstones of the learning and teaching strategy. There was an intention that there would be strong engagement of the Careers Advisory Service with the Learning & Teaching Board which was responsible for leading on developments to address this issue.

GENERAL DISCUSSION

Colleagues were reminded of an earlier agreement on the need for a robust corporate process of assessment of School Plans. It was suggested that plans and the assumptions upon which they were based might benefit from more rigorous testing if the University wishes to retain growth targets at their current level. There were also issues of optimising deployment of resources to those areas of greatest potential growth. Appropriate discussions with Schools and in PME should continue to identify potential investment opportunities and sources to support future development potential.

DRH/RMcG/PME

Agreed to discuss performance indicators for Research and Knowledge Transfer in detail at the meeting of PME on 20 April 2005, to be followed as in the paper by financial performance indicators, leading to further discussion, conclusions and recommendations.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 April 2005

Present:

Prof J S Archer, Principal (chair)
 Prof P Corbett, Head, Institute of Petroleum Engineering (IPE)
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof F G Priest, Head of School of Life Sciences (SLS)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof J E L Simmons, Vice-Principal
 Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

In attendance:

Mr R McGookin, Director of Planning
 Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)

Ms L Kirkwood-Smith, (clerk to PME)
 Mrs M Cook, Director of Human Resources (HR)

Apologies:

Prof J Fernie, Head of School, Management and Languages (SML)
 Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)

Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

ACTION:

who
when

(with whom)

M3088 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 31 March 2005.

LK-S
Apr 05

M3089 MATTERS ARISING

SCOTTISH BORDERS CAMPUS PROJECT UPDATE

Noted oral reports from the Vice-Principal and the Secretary of the University confirming positive recent meetings and ongoing negotiations and financial planning towards further progress in the two core project areas focused on student accommodation and transfer of assets and associated lease-back arrangements.

JELS/PLW et al

CAMPUS OPPORTUNITY IN DUBAI

Noted that further exploratory discussions with the relevant authorities in Dubai would take place over the coming weekend period including the Vice-Principal, Secretary of the University, Deputy Principal (IABD) and the Academic Registrar. A meeting would be convened following the return of the group with a view to consolidating all progress made to date and reporting back to PME in the near future.

JELS/BGDS/
May 05

PLW/KAP et al

KEY PERFORMANCE INDICATORS: STUDENT GROWTH

Noted with regard to the discussion on performance indicators relating to growth of student numbers at the meeting of PME on 31 March 2005, a report from the Director of Planning providing additional information including: student numbers showing distribution by level, mode and fee status; and School shares in the "growth categories" compared with shares in the "capped" category. An analysis

of Research Grants & Contracts income by School compared with respective SHEFC main "QR" grant provided supporting background information to the later discussion on Research Performance Indicators.

Noted, arising from discussion, a proposal by the Head of the School of MACS for potential development of "packages" of support for prospective overseas student applicants. Noted the general view that this would be a useful area for future discussion and there was support in principle for a co-ordinated University-wide approach. Further consideration of this proposal should be undertaken as part of broader strategic planning for student recruitment.

ACW with others
Apr 05 ongoing

M3090 OPERATIONAL UPDATE

COURT AWAY DAY

Noted and endorsed an outline programme as a basis for the structure of the Court Away Day on 16 May 2005 at which all members of PME were expected to participate. Agreed that discussion sessions should be supported by short presentations focusing on strategic issues, key risks and options, and it was agreed that members of PME should attend a rehearsal/discussion on Wednesday 11 May at 4.00 pm in Leonard Horner Conference Room.

JELS et al

11 May 05

Noted the key aims of preparations to provide a structure for effective debate, supporting Court members with PME in discussion about the roles and responsibilities of Court, and engagement with strategic issues including exploration of current challenges and opportunities. Noted that a meeting of Court members would take place at the end of the programme for the day at which Court would review operations of Court and its committees, and review issues arising from the "Combined Code on Corporate Governance" and the latest guide from the Committee of University Chairmen.

Agreed that the overview, learning & teaching and research presentations should be led by the Principal, Vice-Principal and Deputy Principal (Research) respectively. Options for the format of the fourth discussion session should be considered further. No more than 7-10 minutes time allocation for each of the introductory presentations was envisaged.

Agreed that the Vice-Principal, in consultation with others, should lead on the co-ordination of preparations for the day, included in which should be preparation of pack material for distribution ahead of the event. The material should include, inter alia, one page summaries of key risks. Noted also the potential value of including an overview of the Framework Agreement.

GENERAL ELECTION

Heads of Schools were alerted to the possibility of campaign VIP visits to the University in the run up to the General Election. Any such visit might be at short notice and Heads were asked to be supportive if called to assist with an approach. Expressions of the University's key strategic objectives and frequently discussed key external issues impacting on HWU/HE were expected to form the basis of any response the University should make.

MT

HWU POSTGRADUATE APPLICATIONS FOR 2005 ENTRY

Noted, and discussed in detail, an update on HWU postgraduate applications for 2005 entry as at April 2005. Noted that this provided useful supporting information for further discussions on the learning and teaching strategy in terms of growth, research strategy – with some focus on the graduate school proposal, and the internationalisation strategy.

HoSs/IPE
from Apr 05

Noted that total applications as at 7 April compared with approximately the same period in the previous year showed an increase of 33%. This represented an acceleration of growth compared with 2003 to 2004 growth in entry numbers. The current increase comprised growth of 13% in Home/EU applications and a 37% growth in overseas non EU applications. Large scale of increases in overseas applications were evident across all schools and virtually all programmes; however, the pattern of change in Home/EU applications was considerably more variable across Schools. Noted that the figures suggested that the improved 2004/05 aggregate Home/EU numbers were on track to be at least maintained in 2005 entry. Noted also application trends in top countries by current population

size at HWU.

Noted that whilst the current picture appeared encouraging it was too early to draw any solid conclusions. Home/EU and Overseas applications in April 2004 represented ~30% and ~50% of the final total respectively. Noted also that the applicant/entrant conversion rates were expected to be very low amongst students from certain countries. The reasons for this merited further investigation. Noted the suggested "package" of support to prospective overseas students which might help to improve conversion rates; however wider consideration of options/opportunities towards meeting profitable growth objectives was required.

Schools/IPE were encouraged to consider the report in detail in the context of plans towards increasing profitable growth and elimination of non-viable programmes.

PLANNING ROUND: 2005/06 BUDGET

Noted work ongoing to agree affordable budget allocations for 2005/06. Noted that this would involve further discussions with Schools/Section to agree areas of potential saving and increased income.

ACW/PMcN
Apr-May 05

M3091 OPERATIONAL UPDATE (continued)

EDINBURGH RESEARCH PARTNERSHIP

Noted that official confirmation had been received from SHEFC of its award of £9.8m for the Edinburgh Research Partnership in Engineering and Mathematics (ERP). Noted that the total funding package worth £24m, comprising SHEFC SRDG funding, OST and partner universities' contributions would be shared equally between HWU and the University of Edinburgh.

GUARDIAN LEAGUE TABLE

Noted a summary analysis by subject area of the University's position in the Guardian University Guide league table published in 2005 against the previous year. Noted that the University's overall position had moved from 69th in UK (9th in Scotland) in 2004 to 24th in UK (3rd in Scotland). A range of factors was likely to have contributed to the University's improved position, the most significant of which was probably the discontinuation of use of old TQA scores in favour of a "staff score" based on grades and qualifications of staff.

HWU PUBLICITY AND PROMOTION

Noted an instance raised by the Head of IPE of the absence of HWU on course lists/other published material held by a mainstream Scottish secondary school.

Agreed that Recruitment & Admissions should be alerted to ensure gaps in the University's promotional coverage were filled. Noted also that the Director of CAMS would arrange publication of a press release on the University's position in the Guardian University Guide league table for posting on the University's website and for dissemination to local press.

MT
Apr 05

M3092 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2005 AND FINANCIAL TRENDS

Noted, and discussed in detail, Management Accounts for the period to 31 March 2005 (period 8) together with a paper reporting on Financial Trends which focused on Research (proposals, awards, turnover and overhead recovery) and the University's underlying operating position.

ACW/PMcN

HoSs

The Management Accounts highlighted:

- continuing volatility in the year to date variance between actual and budget suggesting that there were budget phasing issues still to be resolved;
- the overall out-turn projection had worsened by £215K from the previous month.
- key areas of risk and opportunity

The financial trends report highlighted: oscillating monthly figures for recognised recoveries of overheads which reflected the incomplete nature of research financial data; accumulated figures which suggested significant shortfalls in research grants and contracts income and surplus; an evident downturn in both research grants and contracts Proposals and Awards; and potential for reversal of restructuring progress.

Noted a need to improve the overall quality of financial forecasting, and noted concerns of the Research Co-ordination Board about the deficiency in management information to support research activities. Noted that priority had been given by the Finance Office to focus on establishing the real position of research grants and contracts which are due to end in the current year.

Discussed short-term actions, i.e. those which will have a significant positive affect on the out-turn trajectory for the current year, and issues of enhanced efficiency, accountability, management accounting technical and professional support, planning for both short- and long-term profitability in subsequent years and the priority for expansion of research programmes.

Noted, that whilst volatility in the accounts was at least in part affected by budget phasing issues, the threat to the University's budgeted outturn was clearly evident. The currently projected out-turn of ~£1m might yet be too optimistic in the light of possible over-optimism concerning projections for research income.

Agreed that actions must be taken as a matter of priority to reverse the downward shift in performance in the current year; central to which, Heads of Schools should aim for significantly improved contributions the University by the current year end. The importance of a robust process of consolidation and review of School plans from the current year was emphasised once more.

ACW/PMcN

HoSs

M3093 TREASURY POLICY

Agreed to review a proposed Treasury Policy and re-finance plan at a future meeting of PME once there is greater certainty on the quality of the cash-flow from the planning process. The establishment of a Treasury Committee as detailed in the paper presented was approved.

PMcN

PME

May 05

M3094 RESPONSIBILITY PAYMENTS

Agreed to consider this paper at the next meeting of PME at which the Director of HR will be in attendance.

MCC/ACW
3 May 05

M3095 POLICY ON PAYMENT FOR ADDITIONAL MODULES

Noted and approved a Policy on Payment for Additional Modules for implementation in 2005/06. Noted that the Policy agreed by the Fees Working Group had been considered and approved by the Learning & Teaching Board at its March meeting.

ACW

Acad.Registry

from Oct 2005

M3096 STRATEGIC GROWTH VIA CREATION OF HWU GRADUATE SCHOOL

Noted and discussed in detail a draft proposal outlining plans for the creation of a HWU Graduate School.

JELS/DRH et al

Agreed that the proposal was aligned to the University's strategy for the generation of profitable growth encompassed by both the learning and teaching and research strategies, and noted the potential of the Graduate School to achieve enhanced delivery with efficient use of resources.

Apr-May 05

Agreed that a project planning group should be established to take forward development of a detailed case with a financial and business plan. Agreed that the membership of the group, convened initially by the Vice-Principal, should include the Director of Quality Development and Convenor of the Learning & Teaching Board, the Dean of the University (Science & Engineering) and Convenor of the Postgraduate Studies Committee who had been delegated associated responsibilities in this area, the DP(Resources), a representative from finance, e.g. a School Financial Controller, and representatives of Schools/Institutes. Noted that School representation should include individuals with interests and expertise in off-campus as well as on-campus postgraduate learning, and that it would be desirable to include some younger staff who might identify their future opportunities in the development of postgraduate activities, as well as more senior established colleagues.

Agreed that the chair, membership and terms of reference for the group and a target reporting schedule should be confirmed to PME. The Vice-Principal agreed in due course to distribute to members of PME a draft paper for further comment. Noted in respect of the remit of the group, some possible areas of focus, activity and responsibility:

- assessment should be made of associated developments in the current planning round and currently identified resource needs to determine the foundation from which further growth and development will be established;
- further analysis of potential profitability of on-campus and off-campus growth opportunities should be undertaken and the optimum balance of these, taking into account all relevant resource issues (staff, finance and estate) market size/distribution and potential opportunities, and impact of both modes of delivery on other priorities;
- overseas legislative frameworks and potential future changes would need to be understood in detail;
- the University should aim to increase the competitiveness of postgraduate offerings;
- targeting the international overseas student market;
- there should be strong focus on subject areas where the University's research and reputation is strong so that maximum synergy with research can be developed and exploited.

M3097 RESEARCH INDICATORS

Discussed in detail, Performance Indicators relating to Research as reported to the previous meeting of PME and to Court in March 2005 focusing on the following:

RMcG

DRH/RJMC

- significant increases in research grants and contracts income in recent years which had slowed in 2004 and halted in the current year. This was against a background of accelerating research growth throughout the sector, and a HWU subject profile which suggested that a higher level of winnings should be achievable. Noted the imperative to establish competitive levels of research income per capita depending on subject area for staff to qualify as fully research active, and to communicate these clearly. Noted also implications for HR policies, e.g. performance management, promotion and reward structures;
- following a long period of growth from a low base, the recruitment and population of postgraduate research students peaked from 2002 - 2004, falling back in 2004/05. PhD graduates per academic member of staff were still increasing to a

more competitive level. Noted that further progress was likely to be related to the Graduate School proposal and to research pooling developments.

Agreed that the implications of the most significant performance indicators relating to Research should be summarised on a single page together with the proposed courses of action - similar in style to the University's Risk Register. It was further agreed that a similar summary should be prepared of implications and proposed actions relating to Teaching and Learning.

Agreed as recorded in the minutes of the meeting on 31 March that Financial Indicators should be discussed at the meeting of 3 May 2005. Following this there should be further discussion, conclusions and proposed courses of action.

ACW/PMcN

M3098 ADVICE TO HEADS OF SCHOOLS ON HR IMPLICATIONS FOR RAE 2008

Noted concern about the wording of the second sentence of the paragraph 'Selectivity of RAE Submission', the recently amended version of which was not a transcription of what had been intended following the previous meeting. Agreed that a revised form of wording should be relayed to the Director of HR. (Addendum:

MCC

Apr 05

The suggested wording, "The University will not necessarily submit all staff who satisfy the criteria for submission." was subsequently relayed by the PME clerk and copied to the Head of School, EPS).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 3 May 2005

Present:

Prof J S Archer, Principal (chair)
Prof R J M Craik, Convener of the Learning and Teaching Board (LTB)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

Prof J E L Simmons, Vice-Principal
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)

In attendance:

Mr R McGookin, Director of Planning
Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)

Ms L Kirkwood-Smith, (clerk to PME)
Mrs M Cook, Director of Human Resources (HR)
Professor V Craik, Convener of Ordinances and Regulations Committee for item M3103

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

ACTION:

*who
when*

(with whom)

M3099 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 20 April 2005, noting that attendee information should be amended in respect of the Director of HR.

LK-S
May 05

M3100 MATTERS ARISING

HERIOT-WATT UNIVERSITY GRADUATE SCHOOL/OTHER POTENTIAL SHEFC LTIF AND SRIF 3 PROJECTS

Noted a summary of a discussion held on 27 April 2005 by a Project Planning Group convened on the request of PME to consider the potential creation of a Postgraduate Centre within the University, and to explore the case for a Heriot-Watt Graduate School as an important and strategic element in the achievement of enhancement of the student experience, of growth in student numbers and of income to the University.

Noted the terms of reference of the Group, to provide in outline a building plan, financial plan and business case for a dedicated building/area for postgraduate activities, likely to include learning facilities, IT infrastructure/resources and social space for postgraduate taught course and research students. The requirements on the University associated with existing and potential pooling activities should be taken into account.

Noted also the proposed membership of the Group to be chaired by the Dean of the University (Science & Engineering), and comprising appropriate representatives drawn from Schools and the centre.

Agreed that outline plans for the HWU Postgraduate Centre should be submitted to PME at its meeting on 26 May 2005.

JELS et al
May 05

Outline plans for other potential LTIF projects currently being considered by the Learning & Teaching Board should also be submitted for consideration by PME at its meeting on 23 June 2005.

RJMC/L.T.B.
May-Jun 05

SUMMARY OF KEY PERFORMANCE INDICATORS

Noted a summary of Key Performance Indicators and PME review actions arising from PME discussion at the meetings of 31 March and 20 April 2005 from the Director of Planning.

ACW/PMcN
9 Jun 05

Noted the proposal that detailed discussion on key performance indicators in respect of finance and resources be reserved for discussion at the meeting of PME on 9 June 2005. This deferral would allow issues to be discussed in the context of the consolidated 2005/06 School and Support Section budget plans which will be considered on the same date.

OFF-CAMPUS PARTNERSHIP AGREEMENTS

Noted that the Deputy Registrar had received responses from Schools/PGIs to the invitation to confirm the accuracy of central records of partnership agreements and to notify the centre of any omissions. LTB was expected shortly to review the information gathered.

M3101 OPERATIONAL UPDATE

REPORT FROM THE LEARNING AND TEACHING BOARD (LTB)

Received and noted a report for Senate Council from the Learning & Teaching Board on issues relating to discussions at meetings held in March and April 2005.

Agreed, with regard to the Board's ongoing consideration of potential bids for Learning and Teaching Infrastructure Funding (LTIF), that outline plans should be submitted to PME for consideration and final approval at its meeting on 26 May 2005. Noted the deadline date of 30 May for submission of outline plans to SHEFC.

RJMC/LTB

Noted, with regard to plans towards implementation of an institutional Virtual Learning Environment (VLE), the expectation that a plan would be forwarded to PME in the near future. Noted also the expectation that expenditure plans would be integrated appropriately into the budget planning process via the Deputy Principal (Resources)/Planning Team.

RJMC/LTB et al

Noted that, following the meeting of the Board on 19 May, LTB recommendations on the structure of the academic year would be presented to PME for consideration at its meeting on 26 May 2005.

RJMC
May 05

M3102 OPERATIONAL UPDATE (continued)

REPORT FROM THE RESEARCH CO-ORDINATION BOARD (RCB)

Received and noted a report for Senate Council from the Research Co-ordination Board on issues relating to discussions at the meeting of the Board held in April 2005.

Noted, with reference to preparations for RAE 2008, encouragement to Heads of Schools/IPE to give as much support as possible to School Directors of Research vis-a-vis efforts to optimise the submission of work for publication, and to provide support to relevant PhD students towards successful completion of their studies.

HoSs/IPE
from May 05

Noted an update from the Director of Finance & IS/IT with regard to RCB concerns about insufficient management reporting to support financial monitoring of research activities. Noted that the Research Grants & Contracts Office had established a strict order of work priorities in order to manage grant deadlines and establish, as a first priority, the financial position of contracts due to end in the current year. In the short-term enquiries to the office were being routed through a single point of contact, and requests would be reviewed twice daily by the senior administrator to ensure efficiency of response.

M3103 OPERATIONAL UPDATE (continued)

REPORT FROM THE SUPPORT SERVICES BOARD (SSB)

Received and noted a report for Senate Council from the Support Services Board on issues relating to discussions held at meetings in March and April 2005.

Noted, in particular, recent developments on the Travel Plan for Edinburgh Campus. Noted that the Board had received an update from SISTech on the proposed Travel Plan for Edinburgh Campus. Members had been asked to consult with colleagues in Schools/PGLs/Sections on the proposals and to look at measures they consider would be effective in reducing car use by 10-15%. Noted a further update from the Secretary of the University confirming pressure from Edinburgh City Council for contributions from the University relating to planned new, and existing roadways surrounding the Park and Ride scheme currently under development at the Hermiston junction.

DUBAI PROJECT

Noted a summary report from the Secretary of the University of positive outcomes of meetings held in Dubai from 22 to 25 April 2005 involving a small group of University representatives and relevant representatives from Dubai authorities. Noted that a detailed record of discussions was available on request to members of PME from the Secretary of the University.

Discussed issues arising from ongoing project work, and noted that further significant meetings were scheduled to take place over coming days.
(Reserved minute: Ref: FOI Act Sections 31 and 33)

Approved in principle, further development of plans towards establishment of an agreement on condition that financial viability of the initiative can be clearly demonstrated. A detailed review of the financial viability of plans, of which realistic student recruitment projections were a critical aspect, was of utmost priority. Agreed that the principle of reduction of risk to the University should apply as far as possible.

PLW/JELS/BGDS/PMcN May 05

Noted an invitation to members of PME to input any further comments to the Vice-Principal.

PME
May 05

M3104 OPERATIONAL UPDATE (continued)

UNDERGRADUATE STUDENT APPLICATIONS

Noted an update of undergraduate student applications to HWU as at mid-April 2005 and comparative national figures/trends from the Director of Planning.

HoSs/IPE

May 05 ongoing

Noted that, in aggregate, figures showed a 3% reduction on the same period last year. This comprised an overall reduction of 2% on Home/EU applications and a 4% reduction on applications from overseas. Noted that performance across Schools and between programmes was variable, but the current trend for the majority of HWU programmes compared unfavourably with the UK trend for the relevant subject.

Noted comparative national figures taken from a January 2005 snap-shot which highlighted:

- an increase in applications of 9.7% for UK students applying to UK institutions (9.7% increase in applications to Scottish institutions);

- an increase of 10.8% in other EU students applying to UK institutions (11.1% increase in applications to Scottish institutions);
- a reduction of 3.1% in the number of other overseas students applying to UK institutions (7.1% increase in applications to Scottish institutions).

Noted that the current year's snapshot for HWU followed 3 to 4 years of above average growth.

Heads of Schools/IPE were asked to consider the report in detail and to encourage discussion in their respective Schools in the context of plans towards realising potential new opportunities and increasing profitable growth.

ADVICE AND SUPPORT AVAILABLE TO PROSPECTIVE INTERNATIONAL STUDENTS

Noted that a short-life working group chaired by the Head of the School of MACS had recently been established to explore and make recommendations on the University's competitiveness in terms of the attractiveness to overseas students of the services and advice offered to them.

KJC et al
May 05 ongoing

2005/06 BUDGET

Noted work ongoing led by the DP(Resources) with the Director of Finance and

ACW
PMcN
May-Jun 05

May-Jun 05

IS/IT to agree affordable budget allocations for 2005/06. School and central planning units had been invited to consider areas of potential saving and increased income. Noted that budget plans for 2005/06 would be presented for consideration and approval at the meeting of PME on 9 June 2005.

SUBMISSIONS TO THE VACANCY MANAGEMENT GROUP (VMG)

Noted a report from the Head of the School of MACS on the impact of current delays affecting the process of approval to recruit to staff vacancies.

Noted confirmation from the Deputy Principal (Resources) of deferral of VMG consideration of cases pending the outcomes of current efforts to achieved a planned scaling down of draft budget plans for 2005/06. Any urgent cases should be notified to the DP(Resources).

M3105 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted and provided some comments on proposed amendments to:

- Regulation 3: Modular First Degrees (Core Degrees);
- Regulation 5: Higher Degree of Master;
- Regulation 17: Degree of Doctor of Engineering; and

reviews of:

- Ordinances 14: Appointment of Members of Senate to the Court;
- Ordinance 41: Grievance Procedures;
- Regulation 13: Ceremonial Processions; and
- Regulation 16: Representation on a Faculty Board of Departments, Centres, Institutes which are not part of the Faculty.

Noted, with regard to further consideration of Ordinance 41: Grievance Procedures through the committee cycle, difficulties arising from the timing of forthcoming Joint Negotiating & Consultative Committee (JNCC) and Staffing Strategy Committee (SSC) meetings. Noted that the next meeting of SSC was scheduled to take place in June and the following meeting of JNCC would take place only after a gap of some months. The Secretary agreed to arrange revision of the committee timetable in future years so that JNCC meetings are scheduled to follow behind those of SSC. The Secretary agreed, with regard to the current matter, to make appropriate arrangements to speed up the process of deliberation. Noted that the Ordinances & Regulations Committee would undertake fine tuning of the wording of the Ordinance following consideration by JNCC.

PLW
May-Jun 05

M3106 RECOMMENDATIONS OF THE TECHNICAL STAFF REVIEW BOARD 2005

Noted and approved the recommendations of the Technical Staff Review Board 2005, and agreed that HR should proceed as soon as possible to notify Heads of Schools/Sections and candidates of the outcomes.

H.R.

May 05

Noted a request to Heads who were present not to advise candidates of the results ahead of official notification from HR. The Convener of the Technical Staff Review Board requested that, as a matter of courtesy, all candidates should be advised by HR of the outcome of their case, whether successful or unsuccessful.

PLW/MCC

H.R.

May 05

Noted that the Secretary and the Director of HR would consider and advise on a communications process in respect of the small proportion of candidates unaware that they had been submitted for Review Board consideration.

Noted that the 'Blue Book' job evaluation and grading system for technical staff would be replaced with a new system agreed within the structure of the Framework Agreement.

M3107 RECOMMENDATIONS OF THE SECRETARIAL, CLERICAL AND LIBRARY STAFF REVIEW BOARD 2005

Noted and approved the recommendations of the Secretarial, Clerical and Library Staff Review Board 2005, and agreed that HR should proceed as soon as possible to notify Heads of Schools/Sections and candidates of the outcomes.

H.R.

May 05

Noted a request to Heads who were present were asked not to advise candidates of the results ahead of official notification from HR.

PLW/MCC

H.R.

May 05

Noted that the Secretary and the Director of HR would consider and advise on a communications process in respect of the small proportion of candidates unaware that they had been submitted for Review Board consideration.

M3108 RECOMMENDATIONS OF THE ACADEMIC-RELATED STAFF REVIEW BOARD 2005

Noted and approved the recommendations of the Academic-Related Staff Review Board 2005, and agreed that HR should proceed as soon as possible to notify Heads of Schools/Sections and candidates of the outcomes.

H.R.

May 05

Noted a request to Heads who were present were asked not to advise candidates of the results ahead of official notification from HR.

PLW/MCC

H.R.

Noted that the Secretary and the Director of HR would consider and advise on a communications process in respect of the small proportion of candidates unaware that they had been submitted for Review Board consideration.

M3109 RESPONSIBILITY PAYMENTS

Noted, and approved for implementation in 2005/06, for one year only, a proposed policy on Responsibility Payments. Future similar arrangements were expected to be incorporated within the Framework Agreement due to be implemented in August 2006. The payments were designed to cover "special responsibilities" beyond the scope of those identified in an individual's primary description of employment. The draft Policy included the possibility of such payments being extended to cover staff in non-academic areas of the University.

ACW/MCC

from May 05

Noted that funds to be allocated for disbursement in the coming year should be clarified, and that the Deputy Principal (Resources) would consult with Schools/IPE on the use to which funds should be put.

M3110 POLICY ON DEPENDANTS EMERGENCY LEAVE

Noted and approved a Policy on Dependants Emergency Leave for onward presentation to the Staffing Strategy Committee. Noted that the Policy implemented the legal requirement on the University by The Employment Relations Act 1999 which introduced the right for employees to take short-term leave for domestic emergencies that involve dependants.

PLW/H.R.

Jun 05

M3111 UNIVERSITY NETWORK INFRASTRUCTURE PROJECT

Approved in principle, inclusion in the budget of £500K and £600K in financial years 2005/06 and 2006/07 respectively, to replace core data network equipment as the first phase of the University Infrastructure Project involving: from July 2005, the replacement of core data network equipment; and from July 2006, replacement of voice switch equipment. Further investment broadly estimated to be in the region of £1m over a full migration period of 3 or more years was anticipated in Schools/IPE. Noted that a proportion of spend was expected to fall within normal technology refresh and capital replacement investments over the period. Noted that investment plans sought to align Schools' and central replacement programmes, and provide more cost effective and coherent services.

PMcN et al

May-Jun 05

Agreed that the final decision on investment plans should be taken at the meeting of PME on 9 June when they will be considered again in the context of capital expenditure priorities and the consolidated draft budget for 2005/06.

M3112 GUIDELINES FOR RECORDING UNIVERSITY COMMITTEE BUSINESS AND HANDLING COMMITTEE DOCUMENTS

Noted and approved guidelines for recording University committee business and handling committee documents, and recommended that standing orders should be produced to help support implementation. Agreed also that it would be useful to receive further guidance, based on practical examples, of the kinds of committee documentation to which specific exemptions may be applied.

LK-S et al

AEJ

May 05

PLANNING AND MANAGEMENT EXECUTIVE

Item of business conducted by correspondence, 18 May 2005

Prof J S Archer, Principal (chair)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

Prof J E L Simmons, Vice-Principal
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)

attendees:

Mr R McGookin, Director of Planning

Mrs M Cook, Director of Human Resources (HR)
Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)

ACTION:

who
when

(with whom)

M3113 CONFERMENT OF THE TITLE OF PROFESSORIAL FELLOW

Approved, through a process of correspondence, the recommendation of the Principal & Deans Committee that, under the terms of Ordinance 25, the title of Professorial Fellow be conferred upon Dr Roger Wardman, Acting Head of the School of Textiles & Design with effect from 1 July 2005.

Noted the intention to report this decision to the meeting of Senate Council on 18 May 2005. In terms of the Ordinance 25, the recommendation should be presented by PME to the meeting of Court on 27 June 2005.

PME
Jun 05

LK-S

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 26 May 2005

Present:

Prof J S Archer, Principal (chair)
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Mr Phil McNaull, Director of Finance and IS/IT
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof J Fernie, Head of School, Management and Languages (SML)

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB) (called away after first half of meeting)
Prof A C Walker, Deputy Principal (DP) (Resources)

In attendance:

Mr R McGookin, Director of Planning
Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS) (called away after first half of meeting)

Ms L Kirkwood-Smith, (clerk to PME)
Mrs M Cook, Director of Human Resources (HR)
Professor Brian Wherrett was in attendance for items M3116 - M3118

Apologies:

Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Prof J E L Simmons, Vice-Principal
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

ACTION:

who
when

(with whom)

M3114 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 3 May 2005 and the minute of the item conducted by correspondence on 18 May 2005.

LK-S
May 05

M3115 MATTERS ARISING

STAFF REVIEW BOARDS: NOTIFICATION OF NEGATIVE DECISIONS OF THE BOARD

The Head of the School of the Built Environment expressed concern about the lack of feedback from technical, academic-related and secretarial/clerical/library staff review boards, detailing reasons for the decision of the board in cases where the submission had been unsuccessful. Noted that the Framework Agreement would provide a new structure through which this issue would be addressed; however, there could be an opportunity ahead of implementation of the Agreement to utilise information forming the record of the boards' deliberations to provide helpful advice to Heads of Schools/Sections and unsuccessful candidates.

PLW/MCC

from May 05

Agreed that the Secretary of the University and the Director of HR would consider further.

M3116 STRUCTURE OF THE ACADEMIC YEAR

Noted and discussed recommendations from the Learning & Teaching Board regarding proposed restructuring of the academic year. Noted the potential pedagogical benefits of a two-block structure, in particular enhancement of the student learning experience, and the view of the Board that the intended benefits of semesterisation could not be achieved within current operating constraints.

Noted detailed reports from LTB working groups on: Academic Structure; Business Processes; and Learning, Teaching & Assessment.

Agreed that:

- a two-block academic structure should follow the implementation of the necessary supporting IS/IT infrastructure, i.e. the new student records system. For planning purposes it was assumed that implementation of a two-block structure across the University should be in place by the start of academic year 2008/09;

RJMC et al
from May 05

- the most appropriate structural model for the University to adopt would involve two 12 week teaching blocks followed by periods of assessment. The proposed indicative model incorporated a three week vacation period following block 1 teaching and assessment and a three week vacation period following block 2 teaching and preceding block 2 assessment. In this model, in 2008/09, the academic year would start on 15 September 2008 and end on 22 May 2009;

- discussions/consultations should continue to finalise the various structural and curriculum design issues highlighted in the report of the Board with a view to early resolution;

- in addition to the supporting IS/IT infrastructure detailed above, University-wide implementation of a two-block structure by 2008/09 would depend on redevelopment/streamlining of business processes to improve efficiency and effectiveness through the transition period; for example, processes and procedures relating to course and module approval;

- a phased approach should be taken in preparing for the introduction of the two-block structure across all Schools by 2008/09, with Schools taking individual responsibility for the pace of change in their courses through the intervening planning period. Appropriate support mechanisms should be available to assist this process;

- the Convener of the Learning & Teaching Board with the DP(Resources) Director of Finance & IS/IT and others, should progress with development of a detailed implementation plan which should include specification of the required resources and full evaluation of benefits and costs. Noted that realisation of the recommendations of the Learning & Teaching Board was predicated on appropriate resources, facilities, planning, infrastructure developments and timescales; therefore, detailed project planning and management was crucial. Agreed that the Convener of the Learning & Teaching Board, working with the Board and others, will be responsible for co-ordinating development and implementation of the project plan through a Project Team to be established;

- a summary paper based on the Learning & Teaching Board's paper should be presented to the meeting of Senate Council on 15 June 2005, supported by a presentation from the Convener of the Board. The approvals of PME as detailed above should be reported at the same meeting.

M3117 POSTGRADUATE CENTRE

Noted and approved a recommendation from the Graduate Project Planning Group for the building of a Postgraduate Centre on the University's Edinburgh campus in time for the 2008/09 student intake.

Agreed that the proposal was aligned with the strategic objectives of the University, and would support future growth of postgraduate taught course and research

student numbers, as well as providing facilities which could be used for CPD provision and by RAs and undergraduate students. Noted the proposed facilities to be incorporated in the new building, the total cost of which, as detailed in preliminary indicative costings, would be in the region of £6m. Noted also financial plans for the period to 2010/11 based on additional student numbers from 2008/09.

Noted proposed sources of funding including: SRIF 3 - £1m, LTIF £2m, UK Research Council "Roberts" funding - £50K, Research Pooling initiative funding - £1m, HWU/other - £2m.

Noted that the Director of CAMS would undertake some feasibility testing in respect of fundraising potential.

Noted that the proposal as it stood contained insufficient detail to be presented to the forthcoming meeting of the Finance Committee for approval; however, LTIF and SRIF 3 bids both of which comprised an outline bid for development of the Postgraduate Centre should be reported to the Committee at its next meeting.

from May 05

BSW/Project Group
from May 05

M3118 LEARNING & TEACHING INFRASTRUCTURE FUND (LTIF)

Noted and discussed recommendations of the Learning & Teaching Board with respect to a submission to SHEFC for LTIF funding over three years from 2005 – 2008. Noted the budgeting assumption of £6m of LTIF funds over the period.

Agreed that the projects proposed were aligned to the University's strategic objectives, and approved the recommendation that the University should submit outline bids for the following LTIF contributions by the deadline date for submission of 30 May 2005:

- Postgraduate Centre (new build) - £2.0m
- Teaching Rooms refurbishment and upgrade - £2.5m
- IT Network Infrastructure upgrade and VLE/MLE project - £1.5m

Agreed that the Convener of the Learning & Teaching Board with the Board/others should prepare to submit outline bids to SHEFC by the due deadline date and

should report LTIF plans to the June meeting of the Finance Committee. Senate Council should receive a report at its next meeting through usual reporting routes.

RJMC/L.T.B.
others
30 May 05

30 May 05

M3119 SCIENCE RESEARCH INFRASTRUCTURE FUNDS THIRD ROUND (SRIF 3)

Noted revised costings for project bids ranked 1 to 6 against criteria agreed by the Research Co-ordination Board (RCB) which were approved for development by PME at its meeting on 17 March 2005 and for two further bids ranked 7 and 8. Noted also inclusion of a proposed SRIF 3 funding allocation to support the Postgraduate Centre development.

Agreed that outline bids for the following should be submitted to SHEFC by the due deadline date (subsequently extended to 3 June 2005):

- CO2 Storage (IPE)
- Enabling Chemical Sciences (EPS)
- Centre for Flow Assurance Research (IPE)
- Intelligent environments and future workplaces (MACS)
- Micro-nano fabrication & characterisation facility (EPS)
- Research in inclusive, visual and social issues (SBE)
- NAUTILUS – Facilities for underwater research (EPS)
- Structural and Wind Engineering facilities (SBE)
- Postgraduate Centre

Agreed that the Deputy Principal (Research) and Director of Planning with RCB should prepare to submit outline bids to SHEFC by the due deadline and report plans to the June meeting of the Finance Committee. Senate Council should receive a report at its next meeting through usual reporting routes.

DRH/RMcC
3 Jun 05

R.C.B

M3120 OPERATIONAL UPDATE

FRAMEWORK AGREEMENT: UPDATE

Noted an update presentation on the Framework Agreement by the Director of HR. PME members were reminded of the key features of the Agreement and the process of planning and preparation for implementation by August 2006. Noted key areas of progress to date: following selection of the HERA job evaluation tool, "benchmark" jobs had been selected and the relevant paperwork for evaluation was in the process of being developed; a communications programme involving briefing seminars open to all staff was underway.

MCC/PLW et al

Noted the recent suspension of discussions with the HWAUT resulting from disagreement on the provision of information on the grade structure ahead of completion of the job evaluation process. A meeting was due to be held with the Trade Union on 27 May with a view to reaching agreement on this issue.

Noted that the Framework Agreement did not cover Senior (ALC6 and Professorial Staff) for whom separate proposals would need to be developed.

Noted the expectation that further progress will continue according to schedule in order that the Agreement is implemented from August 2006.

DUBAI PROJECT

Noted that there had been a recent meeting with representatives from Dubai focusing on academic and quality issues, and noted that papers prepared for the ELIR review could provide a source of further information on the University's quality procedures.

Agreed that a paper providing an update of progress of the Dubai Project should be circulated ahead of the next meeting of PME.

PLW/BDGS/
JELS et al

early Jun 05

STUDENT NUMBERS UPDATE UNDERGRADUATE STUDENT APPLICATIONS/ACCEPTANCES

Received an update on undergraduate student applications as at April 2005 and acceptances as at May 2005. This highlighted:

- a total of 7,381 applications received, representing an overall reduction of 2.6% on the same period in the previous year. This comprised a reduction of 4.3% in applications from overseas applicants and a 2.5% reduction on applications from Home/EU applicants;
- this interim result compared with a 10% aggregate increase in applications in the same subjects in the UK as a whole;
- applications were variable across Schools, and within the same School - across programmes. The Schools of the Built Environment, Textiles & Design, Mathematical & Computer Sciences and Life Sciences showed aggregate increases whilst applications to Engineering & Physical Sciences and Management & Languages had fallen compared with the same period last year;
- combined 'unconditional' and 'conditional' acceptances as at 14 May 2005 were 7% down overall on the same period last year with the pattern across Schools and Programmes variable. The Schools of Mathematical & Computer Sciences and Textiles & Design showed increases over last year's figures whilst others were reduced.

RMcG

Jun 05 ongoing

Noted that since the previous update to PME, postgraduate applications in particular taught course applications had continued to grow at a healthy pace.

Noted that further updates would be provided throughout the summer period.

ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR) UPDATE

Noted an oral update on preparations for ELIR from the Director of Quality Development. Noted that work led by the ELIR Steering Group was underway. A first draft of the Reflective Analysis (RA) would be circulated in the near future and subsequent iterations would follow over the summer period. There were no major problems to report and preparations at this stage were progressing as planned.

RJMC/JELS et al
ongoing

M3121 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 05 (THIRD QUARTER)

Noted Management Accounts for the period to 30 April 05 (third quarter). These highlighted:

- continuing volatility between actual and budget, highlighting budget phasing issues still to be resolved;
- an improvement in out-turn of £171K from the previous month;
- the outturn surplus represented a shortfall of £400K on budget. Whilst the out-turn might yet be optimistic due to uncertainties about potential loss of net income for research, it was likely that there was an element of over-caution in the forecasts for salaries;
- contributions from Schools/PGIs and central units;
- key areas of risk and opportunity.

M3122 CORPORATE IS/IT SECURITY STANDARDS MANUAL

Noted and approved proposed amendments to the introductory sections of the Corporate IS/IT Security Standards Manual and Policy. This followed discussion at the meeting of PME on 7 March 2005. The changes clarified the purpose of the document as defining the aspiration to achieve the desired standards, thus avoiding any concerns that an imminent and expensive upgrade programme would be required if compliance was made mandatory immediately.

PMcN
from May 05

Noted the need to reorder the contents of the paper to correctly attribute old and new sections to respective parts of the documentation.

M3123 REALISATION OF UNIVERSITY EQUITY SHAREHOLDINGS

Noted a proposal to cap the level of costs to be subtracted from any sale of equity in a University spin-out company before apportionment of income from that sale.

DRH/PLW
GMcF et al
May-Jun 05

Agreed, in the absence of the Secretary of the University and the DP(Research), not to discuss the proposals in their current form at this meeting and to refer the paper to a subsequent meeting. Further consultation should take place with the Director of Finance & IS/IT and the DP(Resources).

M3124 SIGnet SUSTAINABILITY INTEGRATION GROUP FOR POST-SCHOOL EDUCATION

Noted information on SIGnet, Sustainability Integration Group for post-school education which had been the focus of a meeting in London hosted by Forum for the Future, and attended by Dr Roy Webb and Prof Patrick Corbett. Noted also a consultation document 'Strategy for Sustainable Development', published by the Learning & Skills Council.

PC et al

Noted opportunities for the University sector in terms of embedding principles of sustainability - so called "sustainable literacy", and noted that further discussion would be encouraged further through LTB, SSB, SISTech and HR.

M3125 ANY OTHER COMPETENT BUSINESS

LOAN REPAYMENT: EBS/UNIVERSITY LOAN AGREEMENT

Approved a proposal by the Director of Finance & IS/IT to arrange payment to Edinburgh Business School in June 2005, to reduce the value of the outstanding loan owed by the University to the School and thereby reduce interest payments. This is permitted by the terms of the loan agreement established with the School in 2003.

RESERVED ITEM

(Ref Section 30 Exemption FOI Act).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 23 June 2005

Present:

Prof J S Archer, Principal (chair)
 Prof J E L Simmons, Vice-Principal
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

In attendance:

Mr R McGookin, Director of Planning
 Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
 Prof Brian Wherrett, Dean of the University attended for M3139 and M3140

Mrs M Cook, Director of Human Resources (HR)
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof F G Priest, Head of School, Life Sciences (SLS)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof J Fernie, Head of School, Management and Languages (SML)
 Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

ACTION:

who
when

(with whom)

M3135 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 9 June 2005 with the addition in the last sentence of M3129 to read "net home-funded base capital expenditure ...".

LK-S
 Jun 05

M3136 MATTERS ARISING

IS/IT NETWORK INFRASTRUCTURE: SUPPORTING RATIONALE

Noted and accepted additional information provided by the Director of Finance & IS/IT which, as detailed in M3130, clarified the rationale for the recommendation of supplier.

PMcN
 from Jun 05

FRAMEWORK AGREEMENT: DISCUSSIONS WITH THE AUT

Noted a brief update from the Director of HR on progress on Framework Agreement discussions, in particular, relating to relations with the AUT. Noted ongoing moves to re-establish positive relations with the Union with a joint meeting scheduled to take place in the coming week.

MCC et al

Noted a brief update on the SBC project. Noted that the project team were engaged in an ongoing period of intensive discussions with the Funding Council

JELS/SGK/
 RMcG et al
 7 Jul 05

7 Jul 05

and Borders College, and would be in a stronger position to evaluate future prospects, in particular in relation to the co-location project, at the next meeting of PME. Noted that discussion on Borders College's position, vis-à-vis the co-location project, would be the feature of a meeting of the Board of Governors of the College on 23 June.

Noted that the SBC project would be discussed at the meeting of Court on 27 June

2005 to which colleagues from Eildon Enterprise Ltd had been invited to give a presentation on the residences project.

M3137 STRATEGIC PLANNING DOCUMENTS 2005

Received and approved for onward presentation to Court at its meeting on 27 June 2005 draft Strategic Planning Documents 2005 and financial PIs information to be incorporated into the body of the document. Noted, that following the meeting of Court, the Strategic Plan including Financial Commentary and Plan information must be submitted to SHEFC by the end of June 2005.

RMcG/PMcN

Jun 05

Noted that the document was a reflection of the University's current position in the middle of a settled period in its strategy; therefore, it presented an update on last year's Plan with no significant or unexpected changes in direction or priorities highlighted.

Noted the absence from the Strategic Plan of the University's strategy for Estate/Infrastructure, although certain aspects of this were embedded throughout the document. Noted plans to articulate these areas more clearly in the Strategic Plan in future. This work should be considered in conjunction with updating of the University's 25-year Estate Plan highlighted by the Secretary of the University.

Noted that work would progress throughout the summer period to develop a summary version of the Strategic Plan. This should be published in time for the Staff Congress planned to take place in the autumn period.

M3138 IS/IT STRATEGY

Noted and approved an updated IS/IT Strategy, noting core principles and implementation objectives within two core strategy areas of support and development. Noted a consolidated list of IS/IT projects as at June 2005, against which agreed criteria in line with the Strategy would be applied. Noted that investment plans would be taken forward on the basis of emerging project priorities and funds available.

PMcN et al

Jun 05

M3139 PROPOSAL TO ESTABLISH THE HERIOT-WATT UNIVERSITY DUBAI CAMPUS

Noted and approved a proposal from the Dubai Project Group for the establishment of the HWU Dubai Campus.

KJC/JELS et al

Noted the current position vis-à-vis:

from Jun 05

- the building which the University would occupy: This was nearing completion;
- initial programmes in Management and Information Technology offered by the Schools of SML and MACS. A local recruitment office had been established;
- more detailed work was required to set a workable timetable for the introduction of further courses.

Noted that the proposal was underpinned by a substantial amount of due diligence and business scoping work which had been undertaken over recent months. Risks associated with this initiative had been carefully assessed and were currently considered to be containable. Noted the assessment of key associated risks highlighted by the Project Group.

Noted that much detailed work remained to be done to establish a final agreement

acceptable in its terms to protecting the interests of the University, and to put in place all the necessary academic and administrative support infrastructure required. Agreed, however, that the opportunities that this development presented to the University were potentially significant.

Agreed that PME's decision should be reported to Court at its meeting on 27 June 2005.

Agreed that the Director of CAMS should co-ordinate with the Vice-Principal on publicity relating to this development.

MT/JELS
Jun 05

M3140 POSTGRADUATE CO-ORDINATION

Noted, development of a proposal by the Graduate Planning Group, for a Strategy for Postgraduate Studies focused on establishment of a Postgraduate Centre.

Noted that a significant amount of scoping work for this strategic development had been achieved in a relatively short period since the meeting of PME on 26 May at which approval to proceed had been confirmed. The current document provided an interim report of work in progress in lieu of further detailed consultation.

Agreed that the proposal should be considered further in consultation with the Learning and Teaching and Research Co-ordination Boards and other key stakeholders. Agreed that the timescale for reporting back to PME with a final proposal should be advised by the convener of the Planning Group, if possible ahead of the next meeting of PME.

BSW
from Jun 05
Proj Grp

M3141 OPERATIONAL UPDATE

ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

Noted an update, including a presentation by the Director of Quality Development on preparations for ELIR. This highlighted a range of issues which the University must consider and act on within the period of preparation for the Review. Noted that the period from October to December 2005 would involve briefings and detailed preparation for the Review visit in January 2006.

RJMC
Jun 05 ongoing
PME

Noted a first draft summary version of the Reflective Analysis (RA). PME colleagues were invited to provide their comments on this to the Director of Quality Development as soon as possible. Noted the timescale for development of the RA. Following the first draft, which provided a broad picture of the structure and content, a second much more detailed draft would be completed in September. Discussion of key issues by PME would help to shape the final document which must be submitted to the QAA by October 2005.

Noted that a further ELIR update would be provided in the late summer period.

RISK REGISTER

Noted a brief oral update on the Risk Register from the Vice-Principal. Noted that a full update would be available following a meeting of the Risk Strategy Group in July and would be presented to the meeting of PME on 25 August 2005. A revised form of presentation incorporating "gross and net risk" was proposed for the next report. The only significant change to the register in the meantime - which reflected the important phase reached in the project in question - was the inclusion, at a high position in the Register of the Dubai project. Noted, however, that risks associated with this project were now well understood and containable.

JELS/R.S.G.
Aug 05

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report for Senate Council from the Learning & Teaching Board on issues relating to discussions of the Board in June 2005. Noted also a 'Schedule of Activities' of the Board for 2005/06.

M3142 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2005

Received and noted Management Accounts for the period to 31 May 2005 (Period 10). These highlighted:

- continuing volatility in the year to date variance between actual and budget, highlighting budget phasing issues yet to be resolved;
- an improvement in the out-turn from the previous month with a forecast net consolidated surplus of £1.32m;
- respective contributions from Schools/PGIs and central units;
- key areas of risk and opportunity.

M3143 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2005

Received and approved, recommendations of the Academic Promotions Board (Senior Promotions) 2005. The Director of HR was notified of an error in the recording of the designation of one candidate, which should be corrected.

H.R.

Jun 05

Noted that HR would arrange communication of the results to candidates and relevant Heads of Schools/PGIs. Noted also that recommendations for promotion to Professor, Professorial Fellow and Reader should be referred by PME to the Principal & Deans Committee on behalf of Senate, and would be presented subsequently to Court for approval.

H.R.

Jun 05

LK-S

M3144 CONFERMENT OF THE TITLE OF RESEARCH FELLOW

Received and approved recommendations from the Principal & Deans Committee for the conferment of the title of Research Fellow on the following members of staff in the Institute of Petroleum Engineering for a period of two years from 1 August 2005:

LK-S

Jun 05

- Dr R Van Dyke
- Dr M Jamiolahmady
- Mr E MacKay
- Dr M Sohrabi
- Dr K Stephen

Noted that the recommendations should be forwarded by PME to the forthcoming meeting of Court for approval.

M3145 APPROVAL AND ACCREDITATION OF CPD AND OTHER SHORT COURSES

Noted and approved, a recommendation for revision to the process of approval and certification of short courses such that these will be approved by Senate in the same way as other courses and judged against the Scottish Credit and Qualification Framework. In consequence of this change, the University's Training Accreditation Board should be disbanded.

RJMC et al

from Jun 05

Noted that approved short courses should normally be at least 20 credits, and Studies committees should consider the evidence that they might need to credit rate a course of studies.

M3146 DELEGATED AUTHORITY - REMINDER

Noted a reminder that the Secretary of the University has delegated responsibility and authority to Technology & Research Services (TRS) to sign proposals, tenders,

bids, contracts and other documents of a commercial nature. No other School, department, unit or individual has such authority.

Noted that documents of a commercial nature or containing costed elements must be submitted in good time, using the current processes within Schools/PGIs and with appropriate supporting documentation to TRS for signature on behalf of the University. All items with a costed element should be sent to the TCS Manager. All contracts and other documents of a commercial nature should be sent to the Legal Services Manager. Noted, in the case of non-academic units/senior management, documentation should be approved by the Head of Unit/Principal, endorsed by the appropriate Financial Controller and ideally discussed with TRS before a signature is required. Noted TRS signatories including: the Director; Head of Research & Legal Services; Legal Services Manager; and IP & Contracts Adviser.

M3147 RENAMING OF MANAGEMENT BUILDING

Noted, that from 1 August 2005, the School of Management Building will be known as the Mary Burton Building. Noted plans to hold an event in the next academic year to promote the School of Management & Languages and to celebrate Mary Burton who was a leading figure in education in Edinburgh in the 19th century with significant past connections to Heriot-Watt.

JF/MT

05/06

M3148 APPROVED SUPPORT CENTRES: PROPOSED WORKSHOP

Noted plans to organise a workshop for Approved Support Centres in November 2005 to coincide with the Graduation Ceremony in Kuala Lumpur, noting that the latter would already be attended by relevant members of staff. Noted the purpose and potential benefits of the workshop which might be followed by a UK event in spring 2006.

RJMC/MT

Schools et al

Jun-Nov 05

M3149 ANY OTHER COMPETENT BUSINESS

PME STRATEGY DISCUSSION DAY

Noted support for a proposal to hold a PME Strategy Day in autumn 2005 at which Heads of Schools/other key colleagues might share and discuss their strategic goals. Agreed to consult with PME members to fix on a convenient date.

JSA/JELS

LK-S

Jun-Jul 05

SUBMISSION OF PME PAPERS

Noted a reminder to PME members of the need to adhere, as far as possible, to agreed deadlines for submission of PME agenda papers. Agreed, in order to help support the process of tightening up procedures, to revisit the PME annual schedule of business and standing orders.

LK-S with others

Jun-Jul 05

JULY GRADUATION CEREMONIES

Heads of Schools were asked to encourage the attendance of their colleagues at the forthcoming Graduation ceremonies and receptions in July.

HoSs/PGIs

July 05

RESERVED ITEM (Ref section 33 exemption of the FOI Scotland Act).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 9 June 2005

Present:

Prof J S Archer, Principal (chair)
Prof J E L Simmons, Vice-Principal
Mr Phil McNaull, Director of Finance and IS/IT
Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof J A Swaffield, Head of School of the Built Environment (SBE) (until 11.00 am)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

In attendance:

Mr R McGookin, Director of Planning
Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mr S Kay, Dir of Campus Services SBC was present for item M3128

Mrs M Cook, Director of Human Resources (HR)
Ms L Kirkwood-Smith, (clerk to PME)
Mr Peter Lee and Mr Laurence Cox of Eildon Enterprise Ltd attended for the residences discussion in M3128

Apologies:

Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

ACTION:

who
when

(with whom)

M3126 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of 26 May 2005.

LK-S
Jun 05

M3127 MATTERS ARISING

RESERVED ITEM (Ref Section 30 Exemption FOI Act)

FRAMEWORK AGREEMENT: DISCUSSIONS WITH AUT

Noted a brief update from the Director of HR on progress on the Framework Agreement. Noted that a meeting with the local AUT had been scheduled to take place on 13 June 2005, and it was hoped that positive discussions with the Union on the Framework Agreement would be re-established soon. In the meantime work was progressing as planned.

MCC et al

SCHOOL OF THE BUILT ENVIRONMENT

Noted an update from the Head of the School of the Built Environment and others following the gas booster explosion and fire at the School on 3 June.

The University's Emergency Procedures were reported to have worked very well with some minor areas highlighted for future improvements. Thanks was

expressed to those staff who had attended the University over the weekend of the incident to help support the immediate recovery process, and to others still supporting this process.

The School reported that the priorities over the next three months included ensuring that heating facilities are working by the autumn period and that the currently affected fire exit route is opened up by the start of the new academic year. Staff whose offices have been affected have been allocated temporary alternative accommodation.

M3128 SBC PROJECT UPDATE

Noted and discussed updates on the Scottish Borders Campus Project with reference to progress to date and issues arising from the two core project areas: the residences project which had been the subject of a feasibility study; and the co-location project with Borders College. Noted a presentation in support of the former by colleagues from Eildon Enterprise Ltd.

Noted the need for more detailed work and negotiation in relation to both arms of the project.

Agreed that the Finance Committee should be invited to discuss financial aspects, in particular of the residences project, at its meeting in June, and discussion will be invited at the June meeting of Court following which work on the residences project might progress to the next phase of contract development. Noted the expectation of Eildon Enterprise Ltd of a decision by the University by the end of September 2005 on the establishment of an agreement to proceed with the residences building project. The terms under which the agreement might be reached would be the subject of ongoing detailed negotiation and evaluation over the intervening months.

Noted the principal objective of the residences project was to replace the current student residences with new accommodation for 245 students at minimal cost and risk to the University. Funding of the construction project would come from future cash flows of the residences through student and tourist/conference letting. Full occupancy of three new blocks would be in place for 2009/10 with the possibility of phased occupancy ahead of that date. Noted costs, risks and a likely shift from the original conditions set by the University highlighted by and arising out of the feasibility study. These would need to be considered in detail.

The Director of CAMS and the Head of the School of Management & Languages, agreed to contribute their assessments of the business case for residences in terms of inherent market assumptions.

MT/JF
Jun 05

Noted that a considerable amount work has been progressed to rationalise space and to shape a footprint for the School of Textiles & Design at SBC, and an

JELS/SGK/
RMcG/ PMcN
Jun 05 ongoing

Jun 05 ongoing

acceptable design in outline had emerged from the process. Noted the basis of arrangements, overviewed by the Funding Council would be the sale of the Main Campus, Incubator Units (subject to necessary consents) and appropriate land to Borders College with recoup of the value of the sale through rent-free lease of the space occupied by the University. Noted the broad configuration of proposed respective areas of HWU/Borders College ownership. Noted that the arrangement would provide an estimated 17 years of rent free occupancy to the University, and noted that negotiations were proceeding with the necessary legal procedures and agreements in conjunction with the University's lawyers and land agents.

Noted that discussions were continuing with the College and the Funding Council to discuss, inter alia, an identified gap between currently committed funding and the estimated cost of the proposed specification for the co-location. PME still held the view that a properly funded co-location exercise would be in the interests of both institutions and for further and higher education in the Borders.

Approved a partnership statement proposed to be signed by the Principals of Heriot-Watt and Borders College with the proposal that this should be approved by

Court at its meeting in June 2005.

M3129 THREE YEAR FINANCIAL PLAN AND BUDGET 2005/06

Received and discussed a draft three year financial plan incorporating the budget for 2005/06, noting the various planning assumptions upon which plans were based.

Approved the draft financial plan and budget for 2005/06 for further preparation and presentation to the June meetings of the Finance Committee and Court, and subsequently, by the end of June 2005, to SHEFC. Noted the potential, in the final iterative stages of budget preparation, for a moderate (possible <£100K) reduction in the value of the target overall surplus in 2005/06.

PMcN/ACW/RMcG
Jun 05

Noted the need for a review of research performance in terms of research grants and contracts income. Accurate reporting of the University's financial position in this respect was a fundamental first priority.

Noted also general encouragement from the Director of Finance & IS/IT for the development of investment plans able to provide financial returns within the planning period.

Noted a report detailing capital requests for 2005/06 excluding SRIF 2/3 and LTIF capital expenditure items, noting a priority scoring for each item. It was expected that the priorities set in Estates & Building Services list would be subject to change. Agreed that the Dir of Finance & IS/IT and the DP(Resources) should be jointly responsible for final sign-off approval of each project. Noted that the draft budget for 2005/06 assumed net home-funded base capital expenditure of £2m.

PMcN/ACW
ongoing to Jul 06

M3130 UNIVERSITY NETWORK INFRASTRUCTURE PROJECT

Noted a recommendation from the IS/IT Steering Group for the purchase of equipment to replace and upgrade the University's network infrastructure, noting details of the methodology of the tender process, the evaluation process, and a summary of the outcomes of technical and cost evaluations. This project was considered essential for the future delivery of all key elements of the University's strategy.

Approved the recommendation subject to receipt of a summary providing a concise and explicit description of the Committee's rationale for its recommendation for supplier. Noted that the first phase of IS/IT infrastructure investment would take place in 2005/06.

Agreed, in addition to providing the summary report as requested, that the Director of Finance & IS/IT would provide further clarification on two points raised in the course of discussion by the Head of EPS (addendum: The Director of IS/IT provided a revision of page 2 of the document presented to the meeting. This summarised the 'Value for Money' considerations which had formed the basis of the recommendation. This revised section of the paper to be forwarded to PME under matters arising at its meeting on 23 June 2005.

PMcN
Jun 05

M3131 OPERATIONAL UPDATE

DUBAI PROJECT UPDATE

Noted and discussed an update on the establishment of the Dubai Campus of Heriot-Watt University. Noted that the update included a number of reference points to the success of the project once fully agreed. On a number of these more detailed advice would need to be sought, e.g. arrangements concerning staff. In summary, other key points were:
- Heriot-Watt University Dubai would be a University Campus not merely an Approved Support Centre;

- Schools and Institutes would be invited to offer courses at the Campus following positive market analysis indicators;
- Purely Distance Learning courses would not be acceptable to the Dubai Authorities; however electronic and web-based material would be very acceptable as part of campus-based delivery;
- All courses available at Edinburgh and SBC are potentially on offer in Dubai;
- Non-lab-based courses may be offered initially with lab-based courses developed for future years;
- Initial courses should include PG engineering/science subjects in addition to some UG courses;
- Course modules should be adequately supported by locally-based approved teachers and tutors;
- The teaching structure at Dubai will be sufficiently flexible to reflect the wide range of UG and PG courses available;
- The Development Plan involves limited start-up in October 2005; however it may be possible for some courses to start in January 2006. A good portfolio of PG and UG courses should be established by October 2006;
- The Financial arrangements in the Agreements between relevant parties will be based on full student fees; though there may be under a separate agreement introductory HWUD scholarships;
- Schools should ensure from the start that courses are financially viable. A costing model will be available to aid financial assessment;
- Schools should determine the minimum acceptable student numbers for viability;
- The management structure for the initial stage will consist of a Project Director responsible for operational and financial matters and an Executive Dean responsible for Dubai academic development. Administrative staff in Dubai will be employed by and locally responsible to Merit International;
- A small Dubai Project Group based at the Edinburgh campus to support and advise the Project Director and liaise with the Executive Dean and staff in Dubai should be established;
- Risks should be constantly monitored and assessed.

Agreed that a further Project paper should be considered at the meeting of PME on 23 June 2005.

KJC/JELS/BGDS
23 Jun 05

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report for Senate Council from the Learning & Teaching Board on issues relating to discussions of the Board in May 2005.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted a report for Senate Council from the Research Co-ordination Board on issues relating to discussions of the Board in May 2005.

REPORT FROM THE SUPPORT SERVICES BOARD

Received and noted a report for Senate Council from the Support Services Board on issues relating to discussions of the Board in May 2005.

M3132 ACADEMIC STAFF PROMOTIONS BOARD (LECTURER A) 2005 RECOMMENDATIONS

Noted and approved the recommendations of the Academic Staff Promotions Board (Lecturer A) 2005.

MCC

H.R.

Colleagues were reminded of the need for confidentiality pending official notification of the results from HR to Heads of Schools/PGIs and to individual candidates.

June 05

M3133 PhD WITH GRADUATE TEACHING FELLOWSHIP SCHEME

Agreed to invite the Learning & Teaching Board (LTB) to establish a working group to further develop the proposal for a PhD with graduate teaching fellowship scheme. Noted the support for the proposal of LTB, and reservations expressed by the Research Co-ordination Board.

RJMC

L.T.B.

from Jun 05

Agreed that the proposal should be developed further on the basis that the scheme can be offered/ marketed for a limited number of postgraduate students as a potential opportunity for interested Schools and prospective PhD students. The Scheme should not place an unwelcome obligation on any School, or confer automatic rights to PhD students already enrolled, to study on this programme; however, it could provide a more formal structure within which prospective students with an interest in a higher education teaching career in other institutions might investigate the potential for a four year programme of study leading to a qualification in academic practice in addition to a PhD.

M3134 ANY OTHER COMPETENT BUSINESS

SCIENCE INNOVATION AWARDS SCHEME

Noted a recent invitation from the Engineering & Physical Sciences Research Council (EPSRC) for bids under the Science and Innovation Awards scheme to enhance capacity through fostering of research groups in key national areas within the remit of EPSRC (closing date 30 June 2005). Noted that approximately five awards of around £3m each were envisaged nationally.

DRH

R.C.B.

30 Jun 05

Agreed that the Research Co-ordination Board (RCB), on behalf of PME, should co-ordinate the University's submission under the scheme and report back the Board's decision to PME.

JOINT RESEARCH INSTITUTE (JRI) DEVELOPMENT

Noted, in respect of the Edinburgh Research Partnership, plans to take forward the development of a sixth Joint Research Institute with the University of Edinburgh in the area of Civil Engineering.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 23 June 2005

Present:

Prof J S Archer, Principal (chair)
 Prof J E L Simmons, Vice-Principal
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Dr R Wardman, Acting Head of School, Textiles and Design (TEX)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

In attendance:

Mr R McGookin, Director of Planning
 Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
 Prof Brian Wherrett, Dean of the University attended for M3139 and M3140

Mrs M Cook, Director of Human Resources (HR)
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof F G Priest, Head of School, Life Sciences (SLS)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof J Fernie, Head of School, Management and Languages (SML)
 Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

ACTION:

who
when

(with whom)

M3135 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 9 June 2005 with the addition in the last sentence of M3129 to read "net home-funded base capital expenditure ...".

LK-S
 Jun 05

M3136 MATTERS ARISING

IS/IT NETWORK INFRASTRUCTURE: SUPPORTING RATIONALE

Noted and accepted additional information provided by the Director of Finance & IS/IT which, as detailed in M3130, clarified the rationale for the recommendation of supplier.

PMcN
 from Jun 05

FRAMEWORK AGREEMENT: DISCUSSIONS WITH THE AUT

Noted a brief update from the Director of HR on progress on Framework Agreement discussions, in particular, relating to relations with the AUT. Noted ongoing moves to re-establish positive relations with the Union with a joint meeting scheduled to take place in the coming week.

MCC et al

Noted a brief update on the SBC project. Noted that the project team were engaged in an ongoing period of intensive discussions with the Funding Council

JELS/SGK/
 RMcG et al
 7 Jul 05

7 Jul 05

and Borders College, and would be in a stronger position to evaluate future prospects, in particular in relation to the co-location project, at the next meeting of PME. Noted that discussion on Borders College's position, vis-à-vis the co-location project, would be the feature of a meeting of the Board of Governors of the College on 23 June.

Noted that the SBC project would be discussed at the meeting of Court on 27 June

2005 to which colleagues from Eildon Enterprise Ltd had been invited to give a presentation on the residences project.

M3137 STRATEGIC PLANNING DOCUMENTS 2005

Received and approved for onward presentation to Court at its meeting on 27 June 2005 draft Strategic Planning Documents 2005 and financial PIs information to be incorporated into the body of the document. Noted, that following the meeting of Court, the Strategic Plan including Financial Commentary and Plan information must be submitted to SHEFC by the end of June 2005.

RMcG/PMcN

Jun 05

Noted that the document was a reflection of the University's current position in the middle of a settled period in its strategy; therefore, it presented an update on last year's Plan with no significant or unexpected changes in direction or priorities highlighted.

Noted the absence from the Strategic Plan of the University's strategy for Estate/Infrastructure, although certain aspects of this were embedded throughout the document. Noted plans to articulate these areas more clearly in the Strategic Plan in future. This work should be considered in conjunction with updating of the University's 25-year Estate Plan highlighted by the Secretary of the University.

Noted that work would progress throughout the summer period to develop a summary version of the Strategic Plan. This should be published in time for the Staff Congress planned to take place in the autumn period.

M3138 IS/IT STRATEGY

Noted and approved an updated IS/IT Strategy, noting core principles and implementation objectives within two core strategy areas of support and development. Noted a consolidated list of IS/IT projects as at June 2005, against which agreed criteria in line with the Strategy would be applied. Noted that investment plans would be taken forward on the basis of emerging project priorities and funds available.

PMcN et al

Jun 05

M3139 PROPOSAL TO ESTABLISH THE HERIOT-WATT UNIVERSITY DUBAI CAMPUS

Noted and approved a proposal from the Dubai Project Group for the establishment of the HWU Dubai Campus.

KJC/JELS et al

Noted the current position vis-à-vis:

from Jun 05

- the building which the University would occupy: This was nearing completion;
- initial programmes in Management and Information Technology offered by the Schools of SML and MACS. A local recruitment office had been established;
- more detailed work was required to set a workable timetable for the introduction of further courses.

Noted that the proposal was underpinned by a substantial amount of due diligence and business scoping work which had been undertaken over recent months. Risks associated with this initiative had been carefully assessed and were currently considered to be containable. Noted the assessment of key associated risks highlighted by the Project Group.

Noted that much detailed work remained to be done to establish a final agreement

acceptable in its terms to protecting the interests of the University, and to put in place all the necessary academic and administrative support infrastructure required. Agreed, however, that the opportunities that this development presented to the University were potentially significant.

Agreed that PME's decision should be reported to Court at its meeting on 27 June 2005.

Agreed that the Director of CAMS should co-ordinate with the Vice-Principal on publicity relating to this development.

MT/JELS
Jun 05

M3140 POSTGRADUATE CO-ORDINATION

Noted, development of a proposal by the Graduate Planning Group, for a Strategy for Postgraduate Studies focused on establishment of a Postgraduate Centre.

Noted that a significant amount of scoping work for this strategic development had been achieved in a relatively short period since the meeting of PME on 26 May at which approval to proceed had been confirmed. The current document provided an interim report of work in progress in lieu of further detailed consultation.

Agreed that the proposal should be considered further in consultation with the Learning and Teaching and Research Co-ordination Boards and other key stakeholders. Agreed that the timescale for reporting back to PME with a final proposal should be advised by the convener of the Planning Group, if possible ahead of the next meeting of PME.

BSW
from Jun 05
Proj Grp

M3141 OPERATIONAL UPDATE

ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

Noted an update, including a presentation by the Director of Quality Development on preparations for ELIR. This highlighted a range of issues which the University must consider and act on within the period of preparation for the Review. Noted that the period from October to December 2005 would involve briefings and detailed preparation for the Review visit in January 2006.

RJMC
Jun 05 ongoing
PME

Noted a first draft summary version of the Reflective Analysis (RA). PME colleagues were invited to provide their comments on this to the Director of Quality Development as soon as possible. Noted the timescale for development of the RA. Following the first draft, which provided a broad picture of the structure and content, a second much more detailed draft would be completed in September. Discussion of key issues by PME would help to shape the final document which must be submitted to the QAA by October 2005.

Noted that a further ELIR update would be provided in the late summer period.

RISK REGISTER

Noted a brief oral update on the Risk Register from the Vice-Principal. Noted that a full update would be available following a meeting of the Risk Strategy Group in July and would be presented to the meeting of PME on 25 August 2005. A revised form of presentation incorporating "gross and net risk" was proposed for the next report. The only significant change to the register in the meantime - which reflected the important phase reached in the project in question - was the inclusion, at a high position in the Register of the Dubai project. Noted, however, that risks associated with this project were now well understood and containable.

JELS/R.S.G.
Aug 05

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report for Senate Council from the Learning & Teaching Board on issues relating to discussions of the Board in June 2005. Noted also a 'Schedule of Activities' of the Board for 2005/06.

M3142 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2005

Received and noted Management Accounts for the period to 31 May 2005 (Period 10). These highlighted:

- continuing volatility in the year to date variance between actual and budget, highlighting budget phasing issues yet to be resolved;
- an improvement in the out-turn from the previous month with a forecast net consolidated surplus of £1.32m;
- respective contributions from Schools/PGIs and central units;
- key areas of risk and opportunity.

M3143 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2005

Received and approved, recommendations of the Academic Promotions Board (Senior Promotions) 2005. The Director of HR was notified of an error in the recording of the designation of one candidate, which should be corrected.

H.R.

Jun 05

Noted that HR would arrange communication of the results to candidates and relevant Heads of Schools/PGIs. Noted also that recommendations for promotion to Professor, Professorial Fellow and Reader should be referred by PME to the Principal & Deans Committee on behalf of Senate, and would be presented subsequently to Court for approval.

H.R.

Jun 05

LK-S

M3144 CONFERMENT OF THE TITLE OF RESEARCH FELLOW

Received and approved recommendations from the Principal & Deans Committee for the conferment of the title of Research Fellow on the following members of staff in the Institute of Petroleum Engineering for a period of two years from 1 August 2005:

LK-S

Jun 05

- Dr R Van Dyke
- Dr M Jamiolahmady
- Mr E MacKay
- Dr M Sohrabi
- Dr K Stephen

Noted that the recommendations should be forwarded by PME to the forthcoming meeting of Court for approval.

M3145 APPROVAL AND ACCREDITATION OF CPD AND OTHER SHORT COURSES

Noted and approved, a recommendation for revision to the process of approval and certification of short courses such that these will be approved by Senate in the same way as other courses and judged against the Scottish Credit and Qualification Framework. In consequence of this change, the University's Training Accreditation Board should be disbanded.

RJMC et al

from Jun 05

Noted that approved short courses should normally be at least 20 credits, and Studies committees should consider the evidence that they might need to credit rate a course of studies.

M3146 DELEGATED AUTHORITY - REMINDER

Noted a reminder that the Secretary of the University has delegated responsibility and authority to Technology & Research Services (TRS) to sign proposals, tenders,

bids, contracts and other documents of a commercial nature. No other School, department, unit or individual has such authority.

Noted that documents of a commercial nature or containing costed elements must be submitted in good time, using the current processes within Schools/PGIs and with appropriate supporting documentation to TRS for signature on behalf of the University. All items with a costed element should be sent to the TCS Manager. All contracts and other documents of a commercial nature should be sent to the Legal Services Manager. Noted, in the case of non-academic units/senior management, documentation should be approved by the Head of Unit/Principal, endorsed by the appropriate Financial Controller and ideally discussed with TRS before a signature is required. Noted TRS signatories including: the Director; Head of Research & Legal Services; Legal Services Manager; and IP & Contracts Adviser.

M3147 RENAMING OF MANAGEMENT BUILDING

Noted, that from 1 August 2005, the School of Management Building will be known as the Mary Burton Building. Noted plans to hold an event in the next academic year to promote the School of Management & Languages and to celebrate Mary Burton who was a leading figure in education in Edinburgh in the 19th century with significant past connections to Heriot-Watt.

JF/MT

05/06

M3148 APPROVED SUPPORT CENTRES: PROPOSED WORKSHOP

Noted plans to organise a workshop for Approved Support Centres in November 2005 to coincide with the Graduation Ceremony in Kuala Lumpur, noting that the latter would already be attended by relevant members of staff. Noted the purpose and potential benefits of the workshop which might be followed by a UK event in spring 2006.

RJMC/MT

Schools et al

Jun-Nov 05

M3149 ANY OTHER COMPETENT BUSINESS

PME STRATEGY DISCUSSION DAY

Noted support for a proposal to hold a PME Strategy Day in autumn 2005 at which Heads of Schools/other key colleagues might share and discuss their strategic goals. Agreed to consult with PME members to fix on a convenient date.

JSA/JELS

LK-S

Jun-Jul 05

SUBMISSION OF PME PAPERS

Noted a reminder to PME members of the need to adhere, as far as possible, to agreed deadlines for submission of PME agenda papers. Agreed, in order to help support the process of tightening up procedures, to revisit the PME annual schedule of business and standing orders.

LK-S with others

Jun-Jul 05

JULY GRADUATION CEREMONIES

Heads of Schools were asked to encourage the attendance of their colleagues at the forthcoming Graduation ceremonies and receptions in July.

HoSs/PGIs

July 05

RESERVED ITEM (Ref section 33 exemption of the FOI Scotland Act).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 7 July 2005

Present:

Prof J S Archer, Principal (chair)
 Prof J E L Simmons, Vice-Principal
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof F G Priest, Head of School, Life Sciences (SLS)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof R Wardman, Acting Head of School, Textiles and Design (TEX)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
 Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
 Ms L Kirkwood-Smith, (clerk to PME)

Mrs M Cook, Director of Human Resources (HR)
 Mrs B Travers, Head of Development and Alumni Relations attended for M3152

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)

Prof J Fernie, Head of School, Management and Languages (SML)
 Mr R McGookin, Director of Planning

ACTION:

*who
when*

(with whom)

M3150 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 23 June 2005.

LK-S
Jul 05

M3151 MATTERS ARISING

ELIR: FIRST DRAFT OF REFLECTIVE ANALYSIS (RA)

With reference to M3141, members of PME were invited to provide the Director of Quality Development/Vice-Principal with their comments on the first draft of the RA as soon as possible.

PME

POSTGRADUATE CO-ORDINATION

Agreed, with reference to M3140, that the Principal and Vice-Principal would consult with the Project Director, and would propose a PME colleague to be invited to "champion" the project.

JSA/JELS
Jul 05

BSW

SPORTS CENTRE EXTENSION: PROJECT GROUP

Agreed, that a Project Group led by the Secretary of the University, should be established to manage the project involving extension to the Centre for Sport and Exercise to provide a free weights area.

PLW
Jul 05 ongoing

M3152 FUNDRAISING STRATEGY

Noted and endorsed an update of the Fundraising Strategy, focusing in particular on current lead projects for the 150th Watt Club Anniversary Campaign. Noted that next steps would involve the launch of a series of prospecting events with activity lead/co-ordinated through the Principal's Fundraising Working Group.

PF Working Grp
Jul 05 ongoing

Noted and endorsed plans to pursue fundraising for redevelopment of the library as the lead project in a fundraising project "package", noting that this project was

aligned with the University strategy, and early feasibility and professional advice confirmed capacity to attract donors. Noted that planned first phase developments in the development of a Learning and Knowledge centre were already the subject of a SHEFC LTIF bid. Future planning would be dependant on SHEFC and University's decisions relating to the first phase, and seed funding of a feasibility study to provide budget estimates for the remaining phases of the project. Agreed that next steps will necessarily be informed by the University's decisions on capital expenditure priorities, particularly in the light of a recent announcement by SHEFC which had confirmed the minimum institutional allocations of LTIF funding available in 2006/07 and 2007/08. Noted that the Director of Corporate Affairs & Management Services (CAMS) would be included in the proposed Capex Planning Group which would consider capital investment priorities over the planning period.

M3153 LEARNING & TEACHING INFRASTRUCTURE FUND (LTIF) AND CAPITAL EXPENDITURE PLANS

Noted a summary update on minimum levels of institutional LTIF allocations in 2006/07, 2007/08 as recently announced by SHEFC, and a possible "worst case" revision of LTIF expenditure plans in the light of the advice received. Noted that confirmed "top-slicing" of total funds by the Funding Council had impacted on the University's LTIF budget planning assumptions.

ACW et al

Jul 05 ongoing

Approved a proposed approach to determining future Capex plans/funding, and agreed that:

- the Deputy Principal (Resources) would convene a summer planning meeting with Estates to review their prioritised list of capital works;
- the IS/IT Steering Group would cost and prioritise the various components of the IS/IT Plan including the University Network Infrastructure Project and the new system investments (e.g. student records system);
- a Capex Planning Group should be established to review all capex projects and to make proposals to PME as to the order of priorities and associated funding allocations. The Group should review capital project plans and make recommendations on this basis at least annually.

M3154 (Reserved item: reference Section 30 of FOI Scotland Act)

M3155 OPERATIONAL UPDATE

SCOTTISH BORDERS CAMPUS PROJECT

Noted an update on the Scottish Borders Campus project. Key points included confirmation that:

- Court, at its meeting on 27 June 05, had confirmed its view that co-location with Borders College represented the best way forward for the future of the campus, and towards better educational provision in the Scottish Borders. Court had noted the current level of the funding gap identified, and had asked that negotiations continue with Borders College and the Funding Council to resolving. A financial contribution towards closing the gap, against a proper business case had not been ruled out;
- it had been agreed, in a tri-partite meeting held on 1 July 2005, that a further review of the proposal be carried out by a senior FE manager and a construction professional to review the project as presently scoped. This would be carried out over the summer with potential for development of a fresh business case.
- efforts were being made by Borders College to extend the deadline for spending EU ERDF grant to allow proper consideration and discussion to take place, and other aspects of the project including, inter alia, the residences project had been put on hold for the next 2-3 month period.

JELS/SGK/RMcG et al

Jul 05 ongoing

Noted that PME would receive further updates as work proceeds.

DUBAI PROJECT

Noted an update on the Dubai Campus project. Noted that:
- recruitment of students into the areas of Management and IT was progressing;
- priority will need to be given to arrangements for providing appropriate staff. The Secretary of the University highlighted the need to ensure that the Dubai Authorities are kept up to date with the University's intentions vis-à-vis provision of academic staff in Dubai.

Dubai Proj Grp
Jul 05 ongoing KJC

ENHANCED PAYMENTS FOR WORK ABROAD

Noted and approved a proposed framework for providing additional payments to all staff who participate in activities abroad which are of strategic importance to the University. Within the framework, PME will consider and approve those projects/developments which fall into this category, and will decide on the level of additional payments. Noted the aim of the enhanced payment scheme to encourage the participation of any group of staff and to recognise the disruption caused by asking them to work abroad on a project of specific strategic importance. The additional payments would be based on a specified daily rate; and would apply to all Heriot-Watt University staff normally based at Edinburgh or Scottish Borders Campus. Projects/developments will be assessed by PME on a case-by-case basis.

MCC/PME

Agreed that the Dubai Project fell within the criteria as outlined. Enhanced payments would therefore apply in this case.

It was further agreed that the proposed policy did not cover CPD activities in international locations.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted a report for July from the Research Co-ordination Board.

M3156

TRAVEL POLICY

Noted a draft Travel Policy which set out the University's policy and procedures in respect of business travel, and had been previously formally approved by the Support Services Board (SSB).

Noted significant issues raised by members of PME which indicated that consultation with Schools through relevant SSB representatives had not been effective in this case. This was an issue which needed to be addressed by the Board.

PLW/PMcN
Jul 05 PME

Agreed need for issues raised to be considered further. In particular, these referred to:

- need for clarity in respect of the range of travel arrangements covered by the procedures. Administrative costs should not be incurred unnecessarily and there could be instances of travel costs below a certain level where full procedures -if applied - would outweigh any benefits brought by the Policy;
- the cheapest flight travel could be found on a self-search/booking basis thus cutting out additional charges levied by a travel agent. The Director of Finance & IS/IT advised that he would consult further with the Director of Purchasing & Supplies on this subject.

PME members were invited to provide any further comments in writing to the Secretary of the University as Convener of SSB who would take these back for further discussion with the Director of Purchasing & Supplies and the Purchasing Manager.

M3157 POLICY ON USE OF JAMES WATT CENTRE FACILITIES BY SCHOOLS/ INSTITUTES/ SECTIONS

Approved a Policy on use of James Watt Centre facilities by Schools/Institutes/Sections. This clarified use of James Watt Centre facilities by the University, providing information on charges, access issues and related

PLW/TD MT

Noted that the Policy will be introduced with effect from 1 August 2005 and details would be published in the next edition of 'Network'.

M3158 ENERGY ACADEMY SUBMISSION TO THE ROYAL SOCIETY OF EDINBURGH INQUIRY FOR SCOTLAND'S ENERGY SUPPLY

Noted and endorsed the submission from the HWU Energy Academy to the Royal Society of Edinburgh Inquiry for Scotland's Energy Supply with the suggestion that it would be sensible, time allowing, for counterparts in the relevant Joint Research Institute to have an opportunity to see the planned submission before it is made.

PWMC

et al

Jul 05

M3159 ANY OTHER COMPETENT BUSINESS

UNIVERSITY CHAPLAIN: VISIT TO CHINA

Approved a recommendation from the Secretary of the University that appropriate arrangement be made to permit the Chaplain of the University to undertake a five-week trip to Shanghai University. Noted that the University had invited The Rev Taylor, as a follow up to a lecture last year, to deliver a series of lectures on the theme of science, philosophy and theology.

PLW

Jul 05

150TH WATT CLUB ANNIVERSARY DINNER

Heads of Schools were asked to contribute to a high level of attendance at the planned dinner on 7 October. Booking of full tables for School colleagues and distinguished alumni connected with Schools would be encouraged. Colleagues were also reminded that "Brightest Watt" nominations were still being sought. Colleagues should contact the Alumni Relations Officer.

HoSs

from Jul 05

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 July 2005

Present:

Prof J S Archer, Principal (chair)
Prof J E L Simmons, Vice-Principal
Mr Phil McNaull, Director of Finance and IS/IT
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

Prof R Wardman, Acting Head of School, Textiles and Design (TEX)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Ms L Kirkwood-Smith, (clerk to PME)

Mrs M Cook, Director of Human Resources (HR)
Mr R McGookin, Director of Planning

Apologies:

Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

Prof RJM Craik, Convener of the Learning and Teaching Board (LTB)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

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

M3160 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 7 July 2005.

LK-S
Jul 05

M3161 MATTERS ARISING

ELIR REFLECTIVE ANALYSIS

Heads of Schools were reminded to input any comments on the draft Reflective Analysis to the Director of Quality Development as soon as possible. The Clerk to the PME agreed to relay this request to members of PME not present at the meeting.

HoSs/PME PME Clerk
Jul 05

RESERVED ITEM (Ref Section 30 exemption of the FOI Scotland Act)

DUBAI PROJECT UPDATE

Noted an update from the Project Director/PME members, noting in particular the growing urgency relating to staff planning and recruitment.

KJC/JELS
25 Aug 05

Agreed that an Action Plan update should be presented to PME at its meeting on 25 August 2005, or ahead of that date if this would be more helpful.

FUNDRAISING STRATEGY UPDATE

Noted, with reference to M3152, an update from the Director of CAMS and the Deputy Principal (Resources). £7.3M had been identified from LTIF, SRIF and University funds for a Learning and Knowledge Centre, Postgraduate Centre and teaching space refurbishment programme. The fundraising goal would be in the region of £4.7M over a three-year period.

MT et al
25 Aug 05

Agreed expenditure of £60K to allow scoping, design and costing of the fundraising plan to proceed. Noted that an update would be provided at the meeting of PME on 25 August 2005.

Agreed that a steering group chaired by the Secretary of the University should be established to oversee the planning and delivery of the fundraising plan.

Agreed need for co-ordination between fundraising activities in respect of the plan and any parallel activities undertaken to identify external sources of funding to support the planned Postgraduate Centre.

DRH/BSW et al
Jul 05 ongoing

M3162 MATTERS ARISING (continued)

SCOTTISH BORDERS CAMPUS: UPDATE

Noted that there were no significant developments on the Scottish Borders Campus Project to be reported following the last update. Noted, with regard to the decision to proceed with a further review of the proposal over the summer period, that this next significant part of the process would be launched with a meeting with property consultants in the coming week.

M3163 OPERATIONAL UPDATE

UNDERGRADUATE AND POSTGRADUATE STUDENT RECRUITMENT

Noted an update on undergraduate and postgraduate applications and acceptances as at late-June-early July from the Director of Planning. This detailed the potential shortfall in undergraduate student recruitment in October 2005. Applications to postgraduate taught courses and postgraduate research study had increased on the same period last year; however, conversion rates were a significant factor for consideration, particularly as applications from some countries with historically low conversion rates had increased. Considered issues arising and recommended short-term actions.

HoSs/IPE
from Jul-Aug 05

RESERVED SECTION (Ref section 33 exemption of the FOI Scotland Act)

NATIONAL FRAMEWORK AGREEMENT (ANNUAL DEVELOPMENT REVIEW)

Noted an update from the Director of HR on work in progress to develop Annual Development Review (ADR) procedures as part of the University's aims to implement good practice staff review processes and to comply with the National Framework Agreement.

STAFF NUMBER TRENDS

Noted an update from the Deputy Principal (Resources), noting the need for the

University to obtain a correct balance between controlling staff numbers so that they do not grow faster than income, and investment decisions that require staff increases ahead of further income.

Noted need for further discussion and advice on development of cases for staff recruitment in a planning context.

RISK REGISTER

HoSs/PGIs
12 Aug 05

Noted an update from the Vice-Principal and the Deputy Principal (Resources) including movements in the Register associated with student recruitment and research grants and contracts income, and plans to consolidate School's and the central Register to construct a full University Register.

Noted a request to Heads of Schools/PGIs to provide a copy of the latest version of their Register to the Director of Finance and IS/IT by 12 August 05.

Noted that it may be necessary to review the Strategic Plan for 2005/06 with particular regard to planning assumptions made in respect of research grants and contracts income. Current evidence gave grounds for concern that there would be a significant shortfall of income against budget in the current year, and planning assumptions for the coming year had been compromised by insufficient planning data.

M3164 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 JUNE 2005 (PERIOD 11)

Received and noted Management Accounts for the period to 30 June 2005 (Period 11). These provided a summary of:

- continuing volatility in the year to date variance between actual and budget figures;
- a surplus for the 11 month period of £2.6m, an improvement of £0.5m on the previous month;
- an improvement on the out-turn of £167k from the previous month to £1488K;
- comparison of outturn against annual budget;
- forecast movements in period 12;
- risks and opportunities identified.

M3165 ANY OTHER COMPETENT BUSINESS

EDINBURGH RESEARCH PARTNERSHIP (ERP): NAMING OF CHAIRS

Discussed and agreed need to give further consideration to a proposal which could lead to confusion in University policy in respect of naming of Chairs. This arose in the context of a new Chair associated with the ERP in the School of MACS and was prompted by differing policy in the University of Edinburgh.

Agreed that the University should not seek to alter its Policy in this respect; however, a pragmatic solution might be identified if real market disadvantage through not having a named Chair became evident. Noted that discussion on this matter would be raised at a forthcoming ERP board meeting.

UPDATING OF MEDIA GUIDE/LIST OF EXPERTS

Noted a report by the Director of Corporate Affairs & Management Services on progress on updating of the University's Media Guide/List of Experts.

Noted an invitation to Heads of Schools/PGIs to encourage their colleagues to support the process of collection of information on Guide experts, to recognise that they were experts and to take advantage of the media training facility available.

SHEFC FINANCIAL MEMORANDUM

Noted the conclusion of work by SHEFC in consultation with the sector on renewal of the Financial Memorandum. A copy of the proposed new Memorandum had been recently received. (Institutions' governing bodies are expected to consider this in the autumn and it is anticipated that the new Memorandum will be brought into effect on 1 January 2006.)

Noted that the Memorandum in part reflected the responsibilities of the Council and Institutions to assist the delivery of Scottish Executive policies including best value for investment of funds, e.g. the Efficient Government Initiative which sought efficiency gains by 2007/08 and beyond.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 25 August 2005

Present:

Prof J E L Simmons, Vice-Principal (chair)
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof J Fernie, Head of School, Management and Languages (SML)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

Prof R Wardman, Head of School, Textiles and Design (TEX)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
 Prof RJM Craik, Deputy Principal (Learning and Teaching)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
 Mr I J Laing and Mr K Mallett attended for M3170

Mrs M Cook, Director of Human Resources (HR)
 Mr R McGookin, Director of Planning
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof J S Archer, Principal
 Prof F G Priest, Head of School, Life Sciences (SLS)

Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

ACTION:
who (with whom)
when

M3166 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 20 July 2005.

LK-S
 Aug 05

M3167 MATTERS ARISING

INTERNAL APPOINTMENTS

Noted recent internal appointments, news of which would be relayed directly to Heads of Sections and included in the next issue of 'Network':

- Professor Bob Craik had been appointed as Deputy Principal (Learning & Teaching). Noted that the Director of the Educational Development Unit would report to the Deputy Principal (Learning & Teaching);
- Professor Roger Wardman had been appointed as Head of the School of Textiles and Design;
- Professor Keith Cornwell had been reappointed as Head of the School of Mathematical & Computer Sciences.

MT
 Aug 05

SENIOR SALARIES REVIEW 2005

Noted preparations were underway to ensure that the Senior Salaries Review process in 2005 was completed timeously. Noted that the Vice-Principal and the Secretary of the University, in consultation with the Principal, would be responsible for preparing recommendations for the Senior Salaries Review Board.

HoSs/PGIs et al
 9 Sep 05

Heads of Schools/PGIs and other relevant senior colleagues were reminded that cases for Senior Salaries Review 2005 must be submitted to HR not later than 9 September 2005.

M3168 OPERATIONAL UPDATE

UNDERGRADUATE AND POSTGRADUATE STUDENT RECRUITMENT

Noted an update from the Director of Planning and discussed issues arising. Noted:

- Schools were broadly on target to achieve UG Home/EU target numbers with a small shortfall in SML and significant over-recruitment in TEX. An aggregate unfunded excess of ~80 above the Funding Council consolidation "cap" was anticipated;
- the most likely outcome for UG Overseas recruitment was 30-50 short of overall target;
- the University was on track to achieve a targeted small increase in the overall quality of UG entry qualifications;
- an expectation that targets for FT PGT Home/EU would be achieved;
- all Schools with one exception were confident of at least achieving the significant growth targets for Overseas PGT recruitment;
- both Home/EU and Overseas PGR applications were running ahead of the same point in the previous year; however, it was too early to provide a meaningful forecast of final numbers;
- it remained uncertain whether the overall outcome for student recruitment would require any re-forecasting for the coming year. Noted that the DP(Resources) would report back to PME on budget issues in due course.

HoSML/Dir of Planning

Aug-Sep 05

Endorsed, with regard to undergraduate recruitment to SML, a recommendation that due to low numbers of acceptances to courses at Scottish Borders Campus for October 2005 entry, appropriate arrangements should be made for the transfer of prospective students to study at the Edinburgh campus.

DUBAI PROJECT

Noted an update from the Project Director and discussed issues arising. Noted that:

- the project was on track to meet short-term objectives;
- both student recruitment and staffing arrangements were on track;
- the DP(IABD) was now based in Dubai and a Project Manager currently working from Edinburgh campus had been appointed;
- progress on the detail of contractual and financial matters were proceeding satisfactorily.

Approved a recommendation relayed by the Director of HR that the enhanced payments for work undertaken abroad as approved in principle on 7 July 2005 be set at £130.00 per day for the Heriot-Watt Campus in Dubai.

MCC et al
from Aug 05

Agreed in principle that the University should seek to assist the Dubai Authorities in the appropriate relocation of students whose home institution had recently ceased operations in Dubai. Agreed that appropriate caveats should apply and answers should be sought to key questions. Issues arising related to ensuring that any students transferring to HWU would meet appropriate entry standards, consideration of the number of staff required to deal with the additional numbers. Agreed that there could not be transfer of any undertakings made to students by their previous institution. Agreed also that the potential for reversal of the institution's cessation of activities in Dubai would need to be explored.

KJC
25 Aug 05

M3169 OPERATIONAL UPDATE (continued)

SCOTTISH BORDERS CAMPUS PROJECT

Noted an update from the Director of Planning. Noted meetings of the Funding Council review team. The two main areas of focus for the review team were resource issues and the educational rationale for the project.

RMcG/SGK/JELS

Sep-Oct 05

Noted that there would be a substantive discussion on the SBC Project at the meeting of PME on 22 September 2005, ahead of the meeting of Court on 3 October 2005. By then the outcomes of the ongoing Funding Council review would be known.

ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

Noted an update from the Deputy Principal (Learning & Teaching).

PME
9 Sep 05

Noted that broad consultation had been undertaken on the first draft of the Reflective Analysis (RA) document. Colleagues were reminded of the deadline date of 9 September 2005 for comments on the second draft.

Agreed that the next draft version of the RA should be presented to the meeting of PME on 22 September with a view to signing off the final version at the meeting of PME on 6 October 2005.

RJMC
Sep-Oct 05

M3170 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2005

Received Management Accounts for the period to 31 July 2005 (full year) and noted supporting presentations by the Dir of Finance & IS/IT, the Group Management Accountant and the Group Financial Controller. The accounts highlighted:

- a consolidated surplus of £1,672K for the year - £44K above budget;
- the overall small positive variance for the year was the net result of some significant budget variances, the most significant of which was a shortfall against budget in Research Grants & Contracts Income. Noted also a supplementary report profiling RG&C trend data on overheads, turnover, announced and expected grants to 2005/06. It was anticipated that there would be greater focus on Research Grants & Contracts Income reporting in the coming year;
- the accounts were yet to be audited and the figures may be subject to amendment. Nevertheless, it was anticipated that the University would meet its agreed budget for the year; an achievement made possible by the efforts of staff across the University in response to calls earlier in the financial year to control costs.

Heads of Schools/PGIs were encouraged to consult with the Director of Finance & IS/IT or relevant senior colleagues if they wished to discuss their accounts in detail.

Noted also that the DP(Research) and others would be involved with further consultation with Schools as regards future handling of accounts for research pooling projects.

Noted a report from the Group Financial Controller confirming that the implementation phase of the Oracle Finance System was now complete and that the backlogs reported earlier in the year had been cleared. The Director of Finance & IS/IT highlighted staff training associated with input processes which would be addressed in the coming year.

M3171 INTERACTIVE UNIVERSITY (IU) CHINA INITIATIVES

Noted and discussed recommendations from the IU in respect of initiatives in China.

ACW

Agreed in respect of the key recommendations presented by the DP(Resources) that:

Aug 05

- recommendation 1) the University should proceed with exploration of opportunities to expand international programmes into China. Agreed, however, that this should be progressed in line with development of HWU's international strategy. In terms of China as a centre for the University's activities this was not yet clearly articulated;
- recommendation 2) proposals for new ASC's could be processed using

established quality processes; however, further research was required to establish whether the partnerships suggested were in the longer term strategic best interests of the University;

- recommendation 3) HWU should agree to proceed for the time-being. This need not represent a firm commitment on the part of the University; however, in the meantime the nature of HWU's potential involvement would be the subject of further research and thorough consideration;

- recommendation 4) Schools should discuss the opportunity presented and report back to the DP(Resources) on their level of interest in the proposal by 7 September.

In general, PME agreed that a cautious but nevertheless open-minded approach to the proposals should be adopted, whilst the strategy for the international activities is under development and strategic priorities are yet to be fully established.

Noted that the Vice-Principal would work with relevant colleagues to develop a basis for discussion on the international strategy at the PME strategy day on 17 October 2005.

JELS et al
Aug-Oct 05

M3172 RISK REGISTER

Received and approved an updated Risk Register presented by the Vice-Principal on behalf of the Risk Management Strategy Group.

Noted a request to colleagues who had not yet provided the Director of Finance & IS/IT with copies of their School's/Section's most up to date Risk Register, as invited at the last meeting, to do so as soon as possible.

Noted the suggestion that it would helpful if in future updated versions of the Risk Register were to include reference to highlighted risks which had been reported in the previous version but which no longer had a place in the top ten risks reported.

Relevant Heads
Aug 05

RMGroup

M3173 TRAC DEVELOPMENT AND RESOURCE MODELLING GROUP (TDRMG)

Received and discussed a report from the TRAC Development Group for the period August 2004 – July 2005. This highlighted:

- completion of the TRAC 3 exercise. Noted that whilst the JCPSPG website would continue for the foreseeable future the Group, following completion of its work, had been disbanded;

- the TRAC 3 full economic costing (fEC) methodology had been incorporated into a new internal Research Proposal Costing (RPC) form;

- since the last TRAC/fEC Report to PME, the Research Councils had concluded that they could afford to set the percentage of fEC fundable at 80%. The University has since received additional overhead payment in respect of the existing grant portfolio. It was suggested that the University should spread this payment over the years 2004/05 - 2007/08 to better match relevant income and expenditure during the transition phase. On the basis of the current level of grants, future Research Council income to the University was expected to correspond to an additional £1m per annum;

- issues concerned with treatment of own-funded research. The DP(Resources) highlighted the difficulties of handling this matter through a central monitoring/approval system and proposed instead that it should be a matter for Schools to ensure that academic staff are: performing their full range of required duties; maximising their opportunities for research to be supported by external funding; and not over-stating the level of own-funded research they are carrying out in their HAST returns;

- the University was expected to carry out an academic staff-time survey every three years. As the last HAST survey corresponded to the academic year 2003/04, the next one should be taken forward from October 2006.

Noted and approved a recommendation for the merger of the TRAC Development Group with the pre-existing Resource Modelling Group, and approved the proposed membership and remit of the proposed new TDRMG.

M3174 HAST-3 REPORT

Received and noted a report of the HAST-3 survey from the Deputy Principal (Resources). This highlighted the background, procedures, response rates and overall results of the survey. The overall result highlighted minimal change over HAST-2 outcome (however, there were variations at subject level), highlighting pay cost distributions deduced for the University as a whole as: Teaching - 49%; Research - 39%; Other Activities - 2%; and General Support - 10%.

M3175 150th ANNIVERSARY CAMPAIGN

Noted and endorsed an update report setting out the vision for the fundraising campaign to transform the student learning experience at the University over the next five years. Noted the establishment of a Student Learning Environment Steering group to oversee the planning and delivery of the integrated programme and a Campaign Board with the support of the Chairman of Court.

PLW/Steering Grp
ongoing

Noted the scale of the fundraising target, and agreed that further consideration would need to be given by the Steering Group in establishing not only which developments would be possible if this target was reached, but how plans might be reshaped if fundraising were to fall short of target.

M3176 QUALITY ASSURANCE AGENCY (QAA) REVIEW OF PARTNERSHIPS WITH CHINA

Noted confirmation from the Deputy Principal (Learning & Teaching) that the QAA was undertaking a review of UK partnerships with China. As part of the review process, HWU's partnership through Edinburgh Business School with Shanghai, Kiao Tong would be included. Noted that the University was required to undertake a self assessment commentary by October 2005. This would be followed by a visit to Shanghai in the spring of 2006.

RJMC with EBS et al
from Aug 05

Noted, that following negotiations, EBS and Jiao Tong had decided not to continue their partnership, but an alternative "teach-out" agreement had been established.

M3177 NEW FINANCIAL MEMORANDUM BETWEEN FURTHER/HIGHER EDUCATION INSTITUTIONS AND SFHEFC

Noted, following a period of consultation with the sectors, a new 'Financial Memorandum' between further and higher education institutions and the new joint Scottish Further & Higher Education Funding Council (SFHEFC). Noted the proposed implementation date of 1 January 2006, and agreed that the document should be presented to the next meetings of the Finance Committee and for formal consideration by Court at its meeting on 3 October 2005.

A.G.Hood

Noted that a summary of the consultation was available at www.shefc.ac.uk (circular letter HE/30/05).

M3178

ANY OTHER COMPETENT BUSINESS

ScotCHEM LAUNCH

Noted that ScotCHEM would be formally launched at an event on 14 September 2005 and the Royal Museum, Edinburgh.

AGENDA ITEMS FOR NEXT MEETING OF PME

Colleagues were requested to ensure that papers for the meeting of PME on 22 September are received by the due deadline and alerted that this was the last meeting of PME at which items could be discussed prior to presentation to Court at its meeting on 3 October 2005.

PME
Sep 05

POSTGRADUATE PROSPECTUS

Noted the recent publication of the new Postgraduate Prospectus 2006/07.