

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 22 September 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 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 RJM Craik, Deputy Principal (Learning and Teaching)
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
Ms L Kirkwood-Smith, (clerk to PME)

Mrs M Cook, Director of Human Resources (HR)
Mrs K Patterson, Academic Registrar attended for M3181: Arrangements for the new academic year

Apologies:

Prof J S Archer, Principal
Prof F G Priest, Head of School, Life Sciences (SLS)
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))
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)

ACTION:

who
when

(with whom)

M3179 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 25 August 2005 subject to the following amendments:

- M3168:- first bulletpoint, change to: "An aggregate unfunded excess of ~80..."
- M3168:- seventh bulletpoint, reword to: "it remained uncertain whether the overall outcome for student recruitment would require any re-forecasting for the coming year."
- M3173:- fourth bulletpoint, change to: "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."

LK-S

Sep 05

M3180 MATTERS ARISING

PRINCIPAL

Noted confirmation that the Principal would make a progressive return to the University from Monday 3 October 2005.

STUDENT RECRUITMENT

Noted a brief update from the Director of Planning, confirming continuing uncertainty about final numbers ahead of the main registration event. It therefore remained uncertain whether changes to the forecast for the current year would prove necessary.

INTERACTIVE UNIVERSITY (IU): CHINA INITIATIVES

Noted the intention to consider clear recommendations from the IU on China initiatives at the meeting of PME on 6 October 2005. Noted that IU had been asked to produce a business plan in good time to allow adequate review ahead of this meeting.

ACW/JELS et al
30 Sep 05

Noted, with regard to the Sino-Scottish Universities Programme, that details provided by the IU were being considered by the DP(Resources) and DP (Learning & Teaching) in consultation with Schools/others.

ACW/RJMC et al
3 Oct 05

RISK REGISTER

Noted that the next meeting of the Risk Management Group would be held on 3 October 2005. Noted the proposal of the Vice-Principal to include in the discussion consideration of best practice advice with particular reference to potential accessibility of Risk Register documentation under the Freedom of Information (Scotland) Act. Noted, as regards a recent request under the Act for a copy of the University's Risk Register, that legal advice had been sought. In consequence of the advice received an edited version of the Register excluding those areas considered exempt had been prepared for release.

JELS et al
3 Oct 05

M3181 OPERATIONAL UPDATE

ARRANGEMENTS FOR THE START OF THE NEW ACADEMIC YEAR

Noted an update on arrangements for the start of the new academic year from the Academic Registrar. Noted:

- time extensions had been given for submission by the University of HESA data returns which had been due by 23 September. IS/IT problems were cited as the main reason for the delays;
- Registry staff had been working long hours to process and release resit result letters. The inclusion of invoices in letters packs had impacted on the time normally involved in this activity;
- preparations for the main student registration event were on track. The postal registration pilot had been extended to all schools and a significant number of student registrations would be processed ahead of the main event. E-Registration remained a future priority;
- a welcome for students' families would be held on Saturday 24 September.

DUBAI CAMPUS PROJECT

Noted an update report from the Project Director confirming that the Campus would be operational shortly.

Noted that finishing touches were being made to the building in time for an initial entry of around 120 students in late September enrolled on undergraduate and postgraduate courses in Management and the postgraduate Masters course in Information Technology. It was expected that recommendations for courses to be brought on stream from September 2006 would be submitted to HWU Dubai Campus and the Dubai Knowledge Universities Authorities in early November.

Noted that staff arrangements were in place and it was now incumbent on the University to reassure relevant colleagues that they will be properly supported whilst in Dubai.

Agreed that the information sheet could - following advice on minor alterations from the Director of HR and consultation with the Project Director, form the basis of an update briefing for wider dissemination. This amended briefing should be distributed within the next two weeks.

MT
7 Oct 05

SCOTTISH BORDERS CAMPUS CO-LOCATION PROJECT UPDATE

SGK/JELS/RMcG
3 Oct 05

Noted an update from the Director of Campus Services, SBC. Noted that the report of the Funding Council Review of the Co-location Project had not yet been received. Following receipt of this it would be considered by the University Project Group and the equivalent Borders College group so that comments can be passed to the Funding Council. A meeting of all three parties would then be required to find a common position. In the meantime PME could not take any decision, and it appeared unlikely that any firm direction could be established before the end of 2005 or beginning of 2006.

Agreed that the current position should be reported to Court at its meeting on 3 October 2005 and updated as necessary if the Report is meanwhile made available.

ENHANCEMENT LED INSTITUTIONAL REVIEW (ELIR)

Noted an update from the Deputy Principal (Learning & Teaching).

Noted that in the light of detailed responses to the invitation to comment on the second draft of the Reflective Analysis (RA) document, a revision to the schedule indicated at the previous PME meeting was proposed. The final draft of the RA should be submitted to PME at its meeting on 6 October 2005 for comments, following which, the document will be sent for proof-reading and binding. The finished document should be received formally by PME at its meeting on 3 November 2005.

M3182 OPERATIONAL UPDATE (continued)

FRAMEWORK AGREEMENT

Noted an update from the Director of HR and discussed issues arising. Noted:

- the dispute with the AUT which had led to a temporary cessation of negotiations had been resolved. The timetable for negotiations was subject to revision, however the project timetable had been unaffected and in the meantime work had progressed to schedule;
- the deadline of 31 March 2006 for agreement with the Trade Unions on the whole framework document;
- staff members will shortly receive advice on the job evaluation exercise which would involve benchmarking of selected posts against which other relevant posts will be matched. Noted the end of year deadline for completion of this phase.

Reserved section (Ref section 30 exemption of the FOI Scotland Act).

M3183 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 AUGUST 2005

Noted Management Accounts for the period to 31 August 2005 (Period 1). This very early stage reporting highlighted a forecast outturn for the full year at the budgeted surplus. Members of PME were encouraged to direct any comments on the accounts to the Director of Finance & IS/IT.

Noted that an independent audit of certain aspects of the research grants and contracts process by Deloitte & Touche would be completed by the end of the coming week.

Agreed that the Director of Finance & IS/IT, the Director of Planning and the DP(Research) would consider how best to meet the need for regular management reporting on research grants and contracts income performance.

PMcN/RMcG/DRH
Sep-Oct 05

Noted also that the Director of Finance & IS/IT with the Director of Planning would give further thought to the potential for earlier reporting to Schools of indicative income figures associated with student numbers in 2005/06.

PMcN/RMcG
Sep-Oct 05

Noted, as regards the Annual Accounts for 2004/05, the intention that these would be presented to PME at its meeting on 3 November 2005 and thereafter to the Finance Committee and to Court at its meeting in December 2005.

PMcN
Nov-Dec 05

M3184 REPORTS ON INTERNAL PROGRAMME AND SCHOOL REVIEWS

Received and noted reports on the outcomes of internal programme and School reviews of: Economics; Urban Studies; Physics; Management; and the Built Environment. These summary reports outlined the Review Panel's judgement, areas of good practice, the Panel's recommendations, the School's response and actions to be undertaken both inside and outwith the School. Noted that the Review Panel for each review concluded that there was 'Broad Confidence' in the provision.

Noted that no actions had had been left unresolved and there was no particular action necessary on the part of PME.

M3185 ESTATE OFFICE DRAFT ANNUAL REPORT 2004/05

Received and discussed a draft Annual Report of the Estate Office 2004/05.

PLW/PMcN Est. Off.

Noted the potential for further editorial changes to the Report and options for changing the style of reporting in future years. Noted that the current Report was essentially a report of the activities of the Estate Office and should be titled accordingly.

28 Sep 05

Comments on the current document included reference to: shortage of reference to sustainability issues and outcomes of the Sustainability Campaign; recycling; other environmental issues such as biodiversity; and customer feedback.

Agreed that the Secretary of the University and the Director of Finance & IS/IT with the Estate Office should finalise the Report with a view to presenting it to Court at its meeting on 3 October 2005.

M3186 OCCUPATIONAL HEALTH & SAFETY COMMITTEE ANNUAL REPORT

Received and approved for presentation to Court at its meeting on 3 October 2005 an Annual Report 2004/05 from the Occupational Health & Safety Committee.

PLW
Sep 05

Noted, apropos fire safety, that the Director of Finance & IS/IT would investigate further the potential additional costs to the University of compliance with changes in legislation with the introduction of the Fire (Scotland) Act.

PMcN

M3187 HEALTH CENTRE ANNUAL REPORT 2004/05

Received and approved for presentation to Court at its meeting on 3 October 2005

M3188 POLICY ON REMISSION OF FEES

Noted and endorsed revisions to the University's Policy on Remission of Fees for implementation. Noted that changes included a definition of "member of staff" and was compliant with regulations on the prevention of less favourable treatment of fixed term employees.

ACW/KAP et al
from Sep 05

M3189 ANNUAL REVIEW 2005: CALL FOR CONTRIBUTIONS

Noted an invitation to contribute proposals for the Annual Review 2005, noting that these should be submitted to the University's Press Officer by 21 October 2005. Noted the proposed format, broad content and production schedule of the publication.

PME
21 Oct 05

Noted a suggestion that the Annual Review be consciously structured so that its content reflected the University strategy.

M3190 ANY OTHER COMPETENT BUSINESS

LAUNCH OF EDINBURGH RESEARCH PARTNERSHIP (ERP)

PME colleagues were reminded that the launch of the Edinburgh Research Partnership (ERP) would take place on 24 October 2005 at the Kings Building, Edinburgh. Formal invitations will be issued.

PME OPPORTUNITIES DAY

Agreed that discussion to establish the agenda and approach for the forthcoming PME Opportunities Day on 17 October 2005 should be included on the agenda for the next meeting of PME on 6 October 2005.

JSA/PME
6 Oct 05

ERASMUS MUNDUS PROPOSALS

Noted that the University had been successful in the recent third call for Masters courses under the Erasmus Mundus scheme with three courses involving Heriot-Watt in a total of 21 successful applications drawn from 150 submissions. The Heriot-Watt programmes are the Master in Photonics, the European Master in Vision and Robotics and the Masters in Strategic Project Management (European).

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 6 October 2005

Present:

Prof J S Archer, Principal (chair)
Prof J E L Simmons, Vice-Principal
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof F G Priest, Head of School, Life Sciences (SLS)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

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 RJM Craik, Deputy Principal (Learning and Teaching)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)

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

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

ACTION:

who
when

(with whom)

M3191 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 22 September 2005.

LK-S
Oct 05

M3192 MATTERS ARISING

RISK STRATEGY GROUP

Noted that the Risk Strategy Group had met on 3 October 2005. Noted also, as development of the programme of engagement with members of Court, that Mr David Brew had been invited to attend the next meeting of the Risk Strategy Group.

M3193 OPERATIONAL UPDATE

STUDENT NUMBERS

Noted and discussed an update on student numbers as at 5 October 2005 from the Director of Planning. Noted, as evident following the main registration event, a likely shortfall in student numbers against budget in 2005/06 affecting undergraduate and postgraduate taught numbers.

Agreed, as regards anecdotal evidence which suggested visa difficulties of some prospective overseas students, the need urgently to gather information from Schools to determine the scale of the problem. Schools should focus attention on

RMcG/ACW/PMcN/ Schools
Oct-Nov 05

cases where visa difficulties might be resolved quickly with their help and The British Council should be notified of current problems.

Agreed that a further update should be presented to the meeting of PME on 20 October 2005. By then further late registrations will have taken place and a more accurate picture of the scale of the shortfall should have emerged. It would be helpful at that stage to consider likely student numbers in 2005/06 in financial terms.

RMcG/ACW/PMcN Schools

Agreed need for further detailed consideration of the broader strategic issues connected with student population targets. In the meantime it was important for Schools to embark on a more detailed review of the courses/programmes which are likely to fall short of target.

Schools

M3194 OPERATIONAL UPDATE (continued)

DUBAI CAMPUS PROJECT

Noted an update on the Dubai Campus launch and issues highlighted for further consideration and discussion with the Dubai Authorities by the Project Director.

KJC/Proj Team

Issues included marketing of science and engineering provision and proposals for an English language foundation course.

Oct 05 ongoing

Noted that while the University had successfully launched the Campus and the first term was now underway, considerable planning and marketing effort must be got underway as soon as possible if the University is to realise a sustainable expansion of its activities from autumn 2006.

SCOTTISH BORDERS CAMPUS CO-LOCATION PROJECT

Noted a brief update from the Director of Planning. This confirmed status quo as the report of the Funding Council's Review was still awaited.

IU BUSINESS PLAN AND CHINA INITIATIVES

Noted an update on the IU business plan and IU initiatives from the DP(Resources).

Noted that the plan had been recently received. This would be subject to detailed review prior to being submitted with a commentary for discussion at the meeting of PME on 20 October 2005.

ACW/PMcN et al
20 Oct 05

REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report from the Learning & Teaching Board for Senate Council relating to the Board's meeting in September 2005.

REPORT FROM THE RESEARCH COORDINATION BOARD

Received and noted a report from the Research Co-ordination Board for Senate Council relating to the Board's meeting in July and recommended a few minor alterations to the report for clarity and in the light of more recent changes.

LK-S to relay
Oct 05

M3195 OPERATIONAL UPDATE (continued)

REPORT FROM THE SUPPORT SERVICES BOARD

Received and noted a report from the Support Services Board for Senate Council relating to its June and August meetings.

PME

27 Oct 05

Noted updated information on Policy developments. Colleagues were reminded of and encouraged to attend an information session for senior managers on 27 October 2005 (1.30pm Court Room, LBB) which would focus on new HR legislation and University policies.

M3196 ENHANCEMENT-LED INSTITUTIONAL REVIEW (ELIR)

Noted an update on preparations for ELIR from the DP (Learning & Teaching) and received a draft copy of the Reflective Analysis (RA) document with Case Study for comments. Noted that this was the last opportunity for substantive discussion/comment on the RA prior to it being sent for proof reading and prepared for printing.

RJMC

Oct 05

Noted recommendations for alterations to the draft RA and endorsed a proposal to include with the RA documentation a statement from the Students Association representing the student view.

Noted that the DP(Learning and Teaching) would prepare a paper on external partnerships for discussion at a meeting of PME in the near future.

RJMC

Oct-Nov 05

M3197 STORAGE AREA NETWORK (SAN) TECHNOLOGY – A CORPORATE APPROACH

Approved a recommendation from the IS/IT Policy Group for the adoption of a single Storage Area Network (SAN) policy and the establishment of a policy team with a remit to produce a draft policy and strategy document. In the meantime purchase of any further SAN equipment should be deferred until a policy has been defined and agreed.

PMcN/ISIT Pol Grp

from Oct 05

Noted that the proposed cost effective corporate approach was aimed to address the issues of rapid increases in demand for electronic file storage and the relative expense and inefficiency of multiple storage methods.

M3198 REVISED REMITS AND MEMBERSHIP FOR THE IS/IT POLICY GROUP AND SERVICE PROVIDERS GROUP

Approved proposals by the IS/IT Steering Group for a change of name to the IS/IT Policy Group, its remit and membership and the remit and membership of a Service Providers Group to be established. Noted that the proposals followed recommendations made in the consultancy report 'CS and CIS Merger and Realignment of Central IT Services' commissioned from Groupe Intellex earlier in the year.

PMcN/ISIT Pol Grp

from Oct 05

Agreed to give further consideration to the weighting of School representation on the Service Providers Group.

M3199 PROJECT MANAGEMENT METHODOLOGY

Noted and endorsed ongoing work to establish a best practice project management methodology for adoption across the University with the aim of helping to enable successful delivery of projects to plan. Noted that the Director of Finance & IS/IT was leading a small team working to develop prototype documentation.

PMcN et al
from Oct 05

M3200 PME OPPORTUNITIES DAY

Noted developing plans for PME discussions on 17 October 2005 focused on strategic opportunities. To help develop the agenda for the discussions, the Vice-Principal provided PME members with a worksheet to be returned with colleagues' input not later than Thursday 13 October 2005.

PME
13 Oct 05

M3201 ANY OTHER COMPETENT BUSINESS

INSTALLATION OF NEW CHANCELLOR AND FAREWELL TO THE CHANCELLOR

Noted a draft programme for the installation of the new Chancellor and the farewell dinner for Lord Mackay. It was proposed that the invitation list for the installation dinner might be extended to include the Principal & Deans Committee. Noted other options for inclusion in the draft programme.

PME/PLW
Oct 05

Any other comments or suggestions on arrangements for both events should be relayed to the Secretary of the University. In the meantime the Secretary would check the Chancellor's availability for a farewell event on the evening of 19 November 2005.

DIRECTOR OF COMPUTING SERVICES: CONSULTANCY

Approved, in terms of approved procedures for handling non-academic consultancy activity, a request to permit the Director of Computing Services to undertake work for the University of St Andrews.

PLW
Oct 05

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 October 2005

Present:

Prof J E L Simmons, Vice-Principal (Chair)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof F G Priest, Head of School, Life Sciences (SLS)
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 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 RJM Craik, Deputy Principal (Learning and Teaching)
Mr Phil McNaull, Director of Finance and IS/IT
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

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)

Mrs K Patterson, Academic Registrar and Director of Student Services
Mr S Kay, Director of Campus Services, SBC attended up to and including M2304, Scottish Borders Campus
Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

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

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

ACTION:

who (*with whom*)
when

M3202 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 6 October 2005.

LK-S

Oct 05

M3203 MATTERS ARISING

ACADEMIC REGISTRAR

The Academic Registrar and Director of Student Services was welcomed as a new attendee of PME.

VISA ISSUES IN RELATION TO PROSPECTIVE OVERSEAS STUDENTS

Noted a request to Schools from the Academic Registrar who is a member of the Home Office Joint Education Task Force looking at issues related to overseas student visas to keep her informed of any relevant issues which might be relayed back to the committee. The Academic Registrar confirmed that she would give periodic updates to PME on Task Force developments.

HoSs / Acad.Reg.
ongoing

FAREWELL EVENT FOR THE CHANCELLOR

Noted that the date of the evening of 19 November 2005 had been confirmed for the farewell dinner for Lord Mackay of Clashfern. The list of invitees had been agreed and planning for the event was underway.

CONTRIBUTIONS TO THE ANNUAL REVIEW 2005

PME members were reminded of the deadline of 21 October 2005 for contributions to the Annual Review 2005.

PME
21 Oct 05

M3204 OPERATIONAL UPDATE

IU BUSINESS PLAN AND CHINA INITIATIVES

Noted an update on a draft three-year IU Business Plan and associated China initiatives from the Deputy Principal (Resources).

JELS/PMcN/ACW/ PLW/RJMC
Oct-Nov 05

Noted that a core group comprising the Vice-Principal, Director of Finance & IS/IT, DP(Resources), Secretary of the University and DP (Learning & Teaching) would pursue with IU issues connected with the documentation on which further discussion and clarification was sought. Following this the group should prepare recommendations for consideration by PME at a meeting in the near future.

STUDENT NUMBERS AND FINANCIAL CONSEQUENCES

Noted and discussed update reports on student numbers as at 14 October 2005 with target numbers and anticipated financial consequences from the Director of Planning and the DP(Resources). Noted that the latter report included input on numbers from Schools, and was therefore considered a close representation of actual numbers expected.

Noted an estimated shortfall for full-time undergraduate and postgraduate taught course overseas numbers combined of 87 and an estimated shortfall of full-time postgraduate taught course home/EU numbers of 103. Results across schools were highly variable; however, it was evident that the shortfall in overseas students was shared predominantly between the Schools of MACS and SML whilst MACS and EPS shared the largest area of shortage in the home/EU category.

Noted the likely scale of the impact against the budget in 2005/06, currently estimated at approximately £1.2m and agreed:

- PME remained firmly committed to achieving the budget target of £1.3m surplus in 2005/06;
- in the light of the income shortfall it will be necessary for all schools/sections to take steps as soon as possible to optimise the University's position in 2005/06 in order that this end of year result is achievable. This will include identifying and implementing as early as possible any opportunities to make potential savings against additional planned expenditure in the year.

Agreed, as a first step, that Schools should provide estimates of their best expectations for savings achievable in their own Schools. The initial outcomes of this process - to be continued through the autumn planning round when more detailed information will be available, should be reported to the meeting of PME on 3 November. The results of this initial phase will provide an indication of the likely impact on "central" sections. (Reserved section: Ref Section 30 of FOI (Scotland) Act)

HoSs/IPE/ACW/PMcN/RMcG
Oct-Nov 05

Noted underlying trends in recruited numbers in categories across the last four year period which should help inform future target setting. Noted also a suggestion that it would be helpful to consider introducing an element of flexibility into the associated budget planning process. This need not be wholly tied to an annual planning cycle and might include planning against maximum and minimum budgets depending on the results of sensitivity analysis of likely student fees income achievable in the coming year.

Noted an invitation to the Director of CAMS to draft communications on the current situation. Agreed that it was important to strike a balance between noting the impact of the shortfall in budgeted income and the seriousness of the management action to be taken, and providing assurance that Heriot-Watt's underlying position was sound and that although not all ambitious targets had been met this year, the University is nevertheless still continuing to grow.

MT
Oct 05

M3205 OPERATIONAL UPDATE (continued)

SCOTTISH BORDERS CAMPUS PROJECT

Received and noted a briefing from the Vice-Principal, a draft of the Funding Council's Value for Money report, draft HWU commentary on the Report and the latest Finance Office view of SBC together with assumptions. Noted also an update on recent meetings with Borders College and with a representative of the Funding Council.

JELS/SGK/RMcG et al

Oct 05 and ongoing

Endorsed the view that the University should not divert from the negotiating position adopted since the summer following guidance from Court and PME and reported back to both bodies.

Endorsed draft HWU comments on the report, noting that the University's formal response to the report should be submitted in the coming week.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted a report to Senate Council from the Research Co-ordination Board relating to the Board's meeting in October 2005.

M3206 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 SEPTEMBER 2005

Received and noted Management Accounts for the period to 30 September 2005 (period 2). These highlighted an overall surplus of £942K against a budget for the period of £363K. This reported variance highlighted probable budget phasing issues at this early stage. Noted also particular adjustments which should be applied to the figures presented. The potential shortfall in tuition fees in the current year were not yet reflected in the accounts. It was also suggested that the projected level of income from research grants and contracts income should be considered further.

Noted work planned to make improvements to the existing format of reporting throughout the course of the year.

M3207 CAPITAL EXPENDITURE PLANS 2005/06

Received and noted a report consolidating capital expenditure plans into a unified "Capex Matrix". Noted that the list represented the outcomes of consideration by a Capex Working Group convened to review and prioritise proposed capex items. The list presented for approval represented the first year (2005/06) of a three year draft plan. Noted that the remainder of the Capex Plan would be subject to further development.

Approved for communication to relevant bodies the proposed capital expenditure plans for 2005/06 and agreed that a sub-group comprising the Secretary, the Director of Finance & IS/IT and the DP(Resources) be authorised on behalf of PME to make decisions on modest additional or substitute capital spend where this might be appropriate.

ACW/PMcN et al
Oct 05 ongoing

M3208 ORDINANCES & REGULATIONS AMENDMENTS

Noted and provided comments on proposed amendments to Ordinances & Regulations for feedback to the Ordinances & Regulations Committee.

RHW
Oct 05

The following items were noted or subject to recommendations:

- Ordinance 6 – Graduates Association: Noted only;
- Ordinance 9 - Student Discipline: Further advice could be sought on the necessity or advisability or stipulating that attendance for interview will be at the student's expense. Advised that at some point in the near future, phraseology in the Ordinances and Regulations which includes reference to on- or off-campus students will need to be revisited as these are increasingly confusing definitions;
- Regulation 9 – Assessments and Examinations: Noted in accordance with advice from the Academic Registrar that the O&R Committee should consider further the wording of the section to be amended;
- Regulation 12 – Safety: The Secretary of the University agreed to liaise with the Assistant Registrar (Learning Strategies) and other relevant colleagues to consider whether the Regulation should be extended to include appropriate HR policies, and whether in fact these matters should not more correctly be covered in an Ordinance of the University. This could be reviewed in the context of a wider review of the current full list of Ordinances and Regulations;
- Regulation 17 - Standing Committees of Senate: Noted only;
- Regulation 21- Students Association: the proposed change to the title of the Special Needs Officer should be checked for appropriateness against current legislative and professional terminology (addendum: it was confirmed a few days following the meeting that this check had been carried out and accordingly, the title of the Special Needs Officer would change to that of Disability Officer);
- Regulation 23 – Certificates for Degrees, Diplomas and Certificates: Noted only.

M3209 DRAFT TRAVEL POLICY

Noted and approved for implementation a Travel Policy & Guidelines setting out the University policy in respect of business travel. Noted that the Policy which will be included in the University's Risk Management Guide specified the procedures to be undertaken and considerations to be borne in mind when arranging all official University business travel.

PLW et al
from Oct 05

M3210 DRAFT PROGRAMME: STAFF CONGRESS ON 31 OCTOBER 2005

Endorsed a proposed programme for the forthcoming Staff Congress on 31

October 2005, noting the correct start time of a 2.00pm. Noted that the event was expected to last approximately one hour.

Noted the expectation that members of PME would attend the Staff Congress and agreed that copies of the presenters' slides should be circulated to members ahead of the event.

LK-S
Oct 05

M3211 ANY OTHER COMPETENT BUSINESS

PME OPPORTUNITIES DAY: REPORTED OUTCOMES

Noted that the Vice-Principal and the Director of Finance & IS/IT aimed to disseminate a summary of the key outcomes of the PME Opportunities Day within the coming week.

JELS/RMcG
Oct 05

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 3 November 2005

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Prof J E L Simmons, Vice-Principal
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Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

In attendance:

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

Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
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)
Mrs K Patterson, Academic Registrar and Director of Student Services

ACTION:

*who
when*

(with whom)

M3212 MINUTES OF THE PREVIOUS MEETING

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

LK-S
4 Nov 05

M3213 MATTERS ARISING

BUSINESS CASE: STUDENT RECORDS SYSTEM

Noted that the Business Case for the Student Records System had been withdrawn from the Agenda and would be presented at the meeting of PME on 24 November 2005.

PMcN
17 Nov 05

IU BUSINESS PLAN

Noted that recommendations would be prepared for consideration by PME at a meeting in the near future. Noted in this context ongoing communications between Scottish Enterprise and IU. The University should be engaged also in this dialogue.

ACW et al
Nov 05 ongoing

M3214 OPERATIONAL UPDATE

PROJECTED OUT-TURN AND COST SAVINGS

Noted an update on out-turn projections and identified savings from the Deputy Principal (Resources).

Noted that the raw data presented to PME on 20 October 2005 indicated that fee income would be reduced by ~£1.4m relative to budget. Since then all Planning Units had provided their financial projections for the year-end taking into account achievable savings or other improvements. Non-School Units had been asked to target savings of at least 2.5% on budgeted non-pay.

Noted In this first phase identified savings suggested a projected out-turn surplus of ~£1m against a targeted surplus for the year of £1.3m.

Approved a recommendation that the University should, for the time-being, adopt the projected out-turn surplus of £1m currently identified as achievable with the expectation that, as the year progresses, further savings and income opportunities are identified - wherever they can be realised without medium-term detriment. The budget for the year will effectively remain unaltered.

Agreed that the Deputy Principal (Resources), the Director of Finance & IS/IT, Heads of School and Heads of other Planning Units should implement, as a minimum, the agreed level of savings and work to reduce further any remaining shortfall relative to the budget.

ACW/PMcN
Nov 05 ongoing et al

Agreed that it would be useful to give Heads of Schools/institutes the opportunity to present their School strategies to PME.

ACW
Nov 05 et al

SBC PROJECT

Noted an oral update from the Vice-Principal. Noted that following a recent meeting with the Chief Executive of the Funding Council hopes were raised for the possibility of a decision by the Funding Council before the end of the year. Further discussions with the Funding Council and with Borders College were planned over coming weeks.

JELS et al

M3215 DRAFT CONSOLIDATED ANNUAL ACCOUNTS FOR THE YEAR ENDED 31 JULY 2005

Received and approved for onward presentation to the joint meeting of the Audit and Finance Committees at their meeting on 21 November 2005 and the Court at its meeting on 12 December 2005, the draft consolidated Annual Accounts and Financial Statement for the year ended 31 July 2005. Noted minor external audit amendments were still to be made.

Noted changes from past reporting and associated issues arising. Noted that the University's auditor had been diligent in reviewing and commenting on the University's compliance with the HE sector Statement of Recommended Practice (SORP), Financial Reporting Standard (FRS), UK Generally Accepted Accounting Practice and more general best practice reporting. Noted also an enhancement of the 'Operating and Financial Review' statement in line with anticipated Scottish Executive guidelines. As a result of these changes the Report had substantially increased in length over those of previous years.

Noted that the draft consolidated income and expenditure account for the year highlighted an increase in the University's surplus over the previous year of £400K to £1.7m. Turnover had grown by 4%.

Noted reporting on Pension Schemes. Noted, that from the current year, the University would have to comply with Financial Reporting Standard 17. This FRS required much greater disclosure of the actuarial valuation approach, assumptions and financial implications of Pension Schemes. Noted reporting on the Universities Superannuation Scheme, the Lothian Pension Fund and the Scottish Teachers Superannuation Scheme. A section reporting on the Scheme relating to a small number of employees at Scottish Borders Campus would be added in a further iteration. Noted the most recently reported positions of the Pension Schemes, noting the expectation of continued or emergent shortfalls in the value of these over coming years. This would have significant implications for the University and other associated employers in terms of the scale of their future contributions.

Agreed to invite the Director of Finance & IS/IT to make the necessary preparations for reporting to Audit/Finance Committees and Court.

PMcN
Nov-Dec 05

PME members were invited to put to the Director of Finance & IS/IT any further comments or questions over the next week or two.

PME
mid-Nov 05

M3216 INTERNAL AUDIT REPORT: ORACLE POST IMPLEMENTATION REVIEW

Received and noted a draft Internal Audit Report: Post Implementation Review Oracle Financials 2005/06 by Deloitte & Touche, noting the draft findings and recommendations of the Auditor.

PME

10 Nov 05

Endorsed the draft management responses to the recommendations of the report; however, colleagues were invited to take extra time to consider the report and proposed management response and, if necessary, to provide their comments to the Director of Finance & IS/IT over the coming week. At the end of this period the report would be prepared for presentation to the Audit Committee at its meeting on 21 November 2005.

Agreed that actual and budgeted costs mentioned in the report should be reviewed to confirm that both figures were presented on a consistent basis. To compensate for the overrun in the project, a deal had been struck with Oracle to provide additional software at no cost. Agreed that this should be given greater prominence at the front of the report. Reference should be made to PME minutes of the period.

PMcN
mid Nov 05

M3217 INTERNAL AUDIT REPORT: PROJECTS MANAGEMENT/PME REPORTING (RESEARCH GRANTS & CONTRACTS OFFICE)

Received and noted a draft Internal Audit Report: Review of Projects Management/PME Reporting 2005/06 by Deloitte & Touche, noting the draft findings and recommendations of the Auditor.

PME
10 Nov 05

Endorsed the draft management responses to the recommendations of the report; however, colleagues were invited to take extra time to consider the report and proposed management response and, if necessary, to provide their comments to the Director of Finance & IS/IT over the coming week. At the end of this period the report would be prepared for presentation to the Audit Committee at its meeting on 21 November 2005.

Agreed that it would be useful for the Research Co-ordination Board to consult through its membership and provide guidance on the University research community's view of core minimum requirements of the management reporting system for research. This information could form part of the management response to the report.

DRH
10 Nov 05

R.C.B.

Noted the potential for the review and testing of processes in respect of management of research grants and contracts which, in this instance, had been applied to the School of the Built Environment and formed the key area of focus of the audit, to develop into a more regular - perhaps quarterly - programme. The Director of Finance & IS/IT agreed to consider further the feasibility of this plan.

PMcN
Nov-Dec 05

M3218 INTERNAL AUDIT REPORT: PROJECTS MANAGEMENT INFORMATION PROCESS REVIEW (R G & C OFFICE)

Received and noted a draft Internal Audit Report: Project Management Information 2004/05 by Deloitte & Touche, noting the draft findings and recommendations of the Auditor.

PME
10 Nov 05

Endorsed the draft management responses to the recommendations of the report; however, colleagues were invited to take extra time to consider the report and proposed management response and, if necessary, to provide their comments to the Director of Finance & IS/IT over the coming week. At the end of this period the report would be prepared for presentation to the Audit Committee at its meeting on 21 November 2005.

M3219 IS/IT POLICY GROUP AND PROPOSAL FOR STRATEGIC MANAGEMENT OF H-WEB

Noted and approved proposals for management of the University's website including revised remits and membership of the IS/IT Policy Group and Service Providers Group. Recommended that a representative from Recruitment & Admissions must be included on the IS/IT Policy Group.

MT/PMcN
Nov 05 onwards

Noted and discussed the responsibility of the IS/IT Policy Group for prioritisation and resourcing of the agreed strategy through management of a budget which would comprise a baseline budget held by the Director of University Information and Computing Services (UICS) to cover all costs for existing services provided by UICS, and a development fund held by the Director of Finance & IS/IT which would be available for use on IS/IT developments through a process of bidding on project proposals. Current web development budgets would be consolidated appropriately and bids would be considered against an annually agreed budget.

A few members of PME highlighted the need for stringent appraisal of bids for new developments. These should demonstrate a clear cost/benefit case and be explicit about those who will be accountable for delivery of the expected benefit.

M3220 PLANNING FOR FUTURE CAMPUS DEVELOPMENTS

Noted a presentation on a vision for future campus developments based on a "village" concept by the Secretary of the University, and endorsed the view that the University needs to progress with planning for campus developments over the medium to long term. Noted a suggestion that it would be helpful to include the proposed Postgraduate Centre in the vision plans.

PME
ongoing

PLW

M3221 ANY OTHER COMPETENT BUSINESS

IU: STAFF SECONDMENT ARRANGEMENT

Noted that of recently there were no remaining HWU staff involved in a secondment arrangement with IU.

FORTHCOMING EVENTS

Noted a summary of forthcoming events in November and December 2005.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 24 November 2005

Present:

Prof J S Archer, Principal (Chair)
 Prof J E L Simmons, Vice-Principal
 Prof J Fernie, Head of School, Management and Languages (SML)
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
 Prof F G Priest, Head of School, Life Sciences (SLS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

Prof R Wardman, Head of School, Textiles and Design (TEX)
 Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof RJM Craik, Deputy Principal (Learning and Teaching)
 Mr Phil McNaull, Director of Finance and IS/IT
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 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)
 Mrs M Cook, Director of Human Resources (HR)

Mrs K Patterson, Academic Registrar and Director of Student Services
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Mr R McGookin, Director of Planning
 Prof B G D Smart, Deputy Principal, International Academic and Business Development (DP(IABD))

Prof K G Lumsden, Director of Edinburgh Business School (EBS)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)

ACTION:
who (with whom)
when

M3222 MINUTES OF THE PREVIOUS MEETING

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

LK-S
 25 Nov 05

M3223 MATTERS ARISING

BUSINESS CASE: STUDENT RECORDS SYSTEM

Noted that the Business Case for the Student Records System would be presented at the meeting of PME on 15 December 2005.

PMcN/KAP
 8 Dec 05

SCHOOL STRATEGY PRESENTATIONS

Noted that a broad common structure should be adopted as a guide for the School Strategy Presentations due to be delivered by Heads at meetings of PME in January, February and March. Noted also that a timetable would be advised shortly with the expectation that two short presentations will be made at each meeting.

ACW LK-S
 Nov-Dec 05

M3224 OPERATIONAL UPDATE

SBC CO-LOCATION PROJECT

Noted an update from the Vice-Principal, noting in particular, that the Funding Council had unexpectedly commissioned and received a second audit report, the findings of which suggested significantly higher overall project costs.

JELS/PMcN/PLW et al

Nov 05

Noted that there had been no consultation with the University in the preparation of this further report and agreed, as a first priority, that the University must consider the report in detail so that the basis of the cost estimates can be clearly understood. Noted that a request had already been made to the Funding Council to provide a copy as soon as possible.

XXX(Reserved section: Ref Section 30 of the FOI Scotland Act)XXX

Noted that an update report would be made to Court at its meeting on 12 December 2005.

DUBAI CAMPUS

Noted updates from the Vice-Principal and the Project Director.

Noted that the Vice-Principal and the Academic Registrar would visit Dubai Campus over the coming week-end to meet staff and students and share with them the academic plan for the coming year.

Noted that the focus of the next phase of developments would be on marketing and development of operational structures and processes. Noted that supporting infrastructure for students such as social and study space also needed to be developed.

Noted that work was underway to finalise the University's agreement with Eikon International Holdings.

INTERACTIVE UNIVERSITY

Noted an update from the Deputy Principal (Resources) confirming ongoing review of IU's Business Plan by a sub-group of PME, and areas of potential opportunity. Noted and discussed the need for the University, at institutional level, to move very soon towards firm decisions on future involvement with the company. An appropriate forum for discussions would need to be established.

ACW
Nov-Dec 05

Nov-Dec 05 et al

REPORT TO SENATE COUNCIL FROM THE LEARNING & TEACHING BOARD (NOVEMBER 05 MEETING) (ORAL)

Noted a very brief oral report from the DP(Learning & Teaching). As the meeting of the Board had been rescheduled to 23 November it had not been possible to produce a written report in the time available. (Addendum: A report was distributed to members on 25 November 2005. This included an Annual Review for 2004/05. The report will be considered further at the meeting of PME on 15 December.)

RJMC
8 Dec 05

LK-S

OPERATIONAL UPDATE (continued)

REPORT TO SENATE COUNCIL FROM THE RESEARCH CO-ORDINATION BOARD (NOVEMBER 05 MEETING)

HoSs

IPE

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

Nov 05

With reference to RAE 2008, Schools who had not already done so were requested to identify appropriate members of staff to provide administrative support to Directors of Research, and to join a new group chaired by TRS established to provide support for research data collection and other administrative functions relating to RAE preparations.

Agreed with reference to RCUK Academic Fellowship bids that securing at least "in principle" agreement from VMG should form part of the process of bid preparations. The DP(Resources) was invited to provide appropriate guidance.

ACW

Nov-Dec 05

M3226 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2005 (FIRST QUARTER)

Received and noted Management Accounts for the period to 31 October 2005 (First Quarter). These highlighted the current unacceptably high variance against budget for the period leading to doubts about the accuracy of budget phasing.

HoSs/IPE

Agreed that the factors contributing to variances at School level needed to be clearly understood. Heads were asked to support their Financial Controllers in the current budget rephasing exercise. The Director of Finance & IS/IT highlighted the importance of adherence to School/Section plans in relation, for example, to planned staff appointments. Failure to implement these at the agreed time had budgetary implications and also impacted on the ability of units to achieve agreed goals.

The Director of Finance & IS/IT confirmed his willingness to give additional support and guidance to Schools to help bring about a reduction in the scale of variance against budget. Noted that he would also consider giving a presentation to PME on Finance/Budgeting Strategy in the early part of 2006.

PMcN

Jan-Feb 06

Noted that the accounts now reflected the shortfall in tuition fees for the year and compensatory savings though discussions to finalise the latter were still ongoing through the planning round meetings.

Noted that accounts relating to the Dubai Campus would be presented at a future meeting.

M3227 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS FOR THE PERIOD TO 1 AUGUST 2005 TO 31 OCTOBER 2005

Received and noted as the first report in a regular programme of reporting on Research Grants & Contracts Proposals and Awards in respect of new business, a report on activity for the three-month period to 31 October 2005.

Noted an early indication of potential shortfalls against target for the year in the volumes of both Proposal submissions and Awards announced.

Agreed need for collective determination to and practical steps to optimise the University's performance in this area including, at institution level, development of clear statements of guidance and policy upon which Schools can take forward development of local policies and performance targets.

Agreed to invite the DP(Resources), the DP(Research) and the Director of HR to develop proposals in conjunction with the Research Co-ordination Board.

ACW/DRH/MCC/R.C.B.

Nov-Dec 05

Noted an invitation to PME members to input any suggestions for design and

M3228 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted and provided comments on proposed amendments to Ordinances & Regulations for feedback to the Ordinances & Regulations Committee and for the Convener to raise at Senate Council if required.

RHW

Nov-Dec 05

The following items were noted or the subject of recommendations:

- Ordinance 8 – Deprivation or Revocation of Degrees and Other Awards: In para 5 suggested "... shall be required to return ..."
- Ordinance 9 – Student Discipline: Noted;
- Ordinance 18 – Professor Emeritus: Noted;
- Ordinance 19 – Principal Emeritus: Noted;
- Ordinance 21 – Service of Notices: Noted;
- Ordinance 22 – Award of Degrees to Associates of the Heriot-Watt College: Section 5 should be reworded to avoid gender specific reference;
- Ordinance 24 – Visiting Professor: The Committee should further consider the necessity of stipulating a "full-time" basis;
- Regulation 8 – Doctor of Letters: Under 3.4 the Committee could consider whether the period quoted should be three years instead of four;
- Regulation 9 – Assessment & Examinations: Noted;
- Regulation 14 – Academic Dress: Noted;
- Regulation 17 – Standing Committees of the Senate: Noted;
- Regulation 18: Noted;
- Regulation 37 – Degree of Doctor of Engineering: In 12.1.2 reference to "Director of Centre" should be changed to Head of School. Recommended that more work should be done on the regulation in particular in respect of the means by which it is decided whether submission will be by portfolio or thesis;
- Agreed to recommend that a single regulation should be developed to incorporate the DEng, EngD and the DSc. At some point in the future a similar development might lead to a single regulation incorporating all Doctor of Philosophy degrees.

M3229 DRAFT OUTLINE ANNUAL REVIEW 2005

Noted a draft outline of the proposed Annual Review 2005 report. Noted that further relevant contributions from Schools were encouraged to close remaining gaps in reporting. Items should be submitted by the early part of the coming week.

HoSs/PGIs

28 Nov 05

M3230 SRIF 3 COLLABORATIVE PROCUREMENT

Noted that HWU Purchasing & Supply Services (P&SS) were this year engaged in leading a co-ordinated procurement programme for High Performance Computing equipment (HPC). Noted that P&SS had led collaborative procurement programmes over the years through the SEI, SRIF 1 and 2 and now SRIF 3 under which virtually all categories of equipment have been assigned a lead body to conduct the tendering. Noted the benefits to the University and more widely to the sector arising from these developments.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 15 December 2005

Present:

Prof J S Archer, Principal (Chair)
 Prof J E L Simmons, Vice-Principal
 Prof J Fernie, Head of School, Management and Languages (SML)

Prof F G Priest, Head of School, Life Sciences (SLS)
 Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof A C Walker, Deputy Principal (DP) (Resources)
 Prof RJM Craik, Deputy Principal (Learning and Teaching)

Mr Phil McNaull, Director of Finance and IS/IT
 Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 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)
 Mrs M Cook, Director of Human Resources (HR)
 Mr R McGookin, Director of Planning

Mrs K Patterson, Academic Registrar and Director of Student Services
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

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

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

ACTION:
who (with whom)
when

M3231 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 24 November 2005, noting a typographical error for correction in M3226 paragraph 2. "rephrasing" should read "rephasing".

LK-S
 16 Dec 05

M3232 MATTERS ARISING

STRATEGY PRESENTATIONS

Noted work ongoing to finalise a programme of Strategy Presentations to PME from Schools/PGLs and key Support Sections. Noted that confirmation of the schedule and a common template was expected to follow within the coming week.

RMcG/PMcN ACW
 22 Dec 05

RESEARCH GRANTS & CONTRACTS REPORTING

Noted, with regard to M3217 and the proposal that further consultation should be undertaken with a view to establishing requirements for the management reporting system for research, that the report on research grants and contract proposals and awards presented at the 15 December meeting of PME featured changes which reflected recent developments.

DUBAI CAMPUS

Noted a brief update from the Secretary of the University confirming the recent visit of Dr Reddy and discussion/resolution of issues leading to changes in arrangements from term two.

M3233 OPERATIONAL UPDATE

FRAMEWORK AGREEMENT

Noted an update from the Director of HR, and discussed various broad options which could be applied to various aspects of the Framework Agreement as it might be implemented locally. Noted that, whilst the University would not be in a position to implement every detail of the Agreement by August 2006, there was nevertheless a need to develop clarity about phased implementation plans beyond that date.

Noted and discussed key aspects of Framework Agreement implementation and issues arising including: progress made in the benchmarking process; near completion of a programme of advice seminars for University colleagues on the job evaluation/matching process; broad options for managing different types of progression and one-off performance-related rewards; defining and measuring contribution; options for centralised/de-centralised systems; and the need to develop common principles and guidelines.

Noted a contributory paper from the HoS of IPE on staff incentivisation and reward.

Agreed that the Director of HR should be guided by the comments arising from PME's discussion, and should consult further with colleagues in developing draft proposals for further consideration.

MCC et al
Dec 05-Feb 06

Agreed also, that the Director of HR working with the DPs Research and Teaching & Learning and the Director of Planning, should take forward development of draft

MCC DRH/RJMC/ RMcG et al Dec 05-Feb 06
Dec 05-Feb 06

proposals for appropriate metrics for benchmarking contributions in the areas learning and teaching and research. Further consultation should also be undertaken with relevant colleagues to develop proposals for metrics for non-academic roles.

M3234 OPERATIONAL UPDATE (continued)

SBC CO-LOCATION PROJECT

Noted an update report on the SBC Co-location project which had been presented to Court at its meeting on 12 December 2005. This confirmed that the "Value for Money" report commissioned by the Funding Council had been received in draft form by the University in October 2005, and that the University had welcomed the broad findings of the report, but had many detailed comments to make about costing and other issues. The update confirmed that the second report from the Project Architects which suggested considerably higher project costs was in the process of being reviewed in detail and consequently application to the Funding Council for approval of the project had been put on hold. Scottish Borders College and HWU had continued to co-operate in the preparation of a submission for the first phase of support through Strategy Change Grant funding from the Funding Council. Whilst the review process involving the report of the Project Architects was underway, alternative strategies were being considered but would remain at an early stage of development until the review work is concluded. The update report concluded with a recommendation that Court notes the situation and will await the outcome of the cost and specification review process before considering its next steps.

The Vice-Principal confirmed that review work would be concluded in the second half of January 2006 and that a progress report would be presented to PME at its meeting on 20 January.

JELS et al
20 Jan 06

Noted the possibility, depending on developments over the coming short period, that a special meeting of Court might need to be convened ahead of its meeting on 20 March 2006 if a decision by Court is required before then.

PLW
Jan-Feb 06

REPORT OF THE LEARNING & TEACHING BOARD (LTB)

Received and noted a report of the LTB for Senate Council relating to its meeting on 23 November 2005, an annual report of the Board for 2004/05 and the new Learning & Teaching Handbook.

M3235 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2005 (PERIOD 4)

Received and noted Management Accounts for the period to 30 November 2005 (period 4). Discussion focused on the continuing large variances affecting the period to date comparison of actual and budget. Noted a surplus for the period of ~£1.1m against a budget of ~£0.25m, and a projected surplus for the year of ~£1.5m - an improvement on the October forecast.

Noted that the accounts incorporated a ~£1m shortfall in fees income and a one-off payment associated with buy-out of a contract by EBS. Noted also work ongoing led by the DP(Resources) to secure savings which had been agreed to offset the shortfall in fees income.

Noted confirmation that the December meeting of the Financial Controllers would focus on the steps required to develop more robust period-to-date comparisons. Noted that there were plans to produce monthly forecasts to support the annual forecast which would begin in the January accounts. It was hoped that these measures would help to reveal those areas in which projections of performance over the remainder of the year were overly pessimistic.

Noted the impact of staff vacancies against budget which were reported at the level of 91. Budget holders were strongly encouraged to work with their financial controllers to address this issue.

Agreed that work should continue supported by Financial Controllers to develop more accurate budget phasing.

Agreed that progress should be discussed at the next meeting of PME on 20 January 2006.

HoSs/other budget
holders
Dec-Jan ongoing

PMcN
20 Jan 06

M3236 RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS (REPORT FOR NOVEMBER 2005)

Received and discussed a report on Research Grants & Contracts: Proposals and Awards for the period to November 2005, noting performance to date against year-end targets.

DRH/RMcG HoSs et al
ongoing

Noted the potential by the year-end for a shortfall in the value of proposals and awards against targets. Agreed that it would be useful for colleagues to better understand trends, to check areas of significant divergence of fEC and price, to establish whether proposals/income targets per academic head are realistic/sustainable, to compare HWU success rates with relevant national benchmarks and to fully understand external changes/impacts. Noted that the ability of newly recruited academic staff to attract grants would remain a crucial factor in determining the University's success in this area.

M3237 FUTURE COLLABORATION WITH INTERACTIVE UNIVERSITY

Reserved item. (Ref: Section 30 of FOI Scotland Act)

M3238 BUSINESS CASE FOR A NEW STUDENT SYSTEM

Noted and approved a project proposal incorporating the work of the Consultants Groupe Intellex, for investment in a new Student Administration System to replace the ISS system, noting the key drivers for and objectives of the new system.

Approved in principle a commitment to fund the development noting the estimated project costs and subsequent running costs as detailed in the 'Investment Appraisal'.

Noted the deadlines for phased implementation from September 2007 and agreed that plans should move ahead now to develop the system specification and to undertake tendering.

PMcN/KAP et al
from Dec 05

Noted that the Principal would confer further with colleagues on the establishment of a Project Board. The Board will progress to the next stage of developing a Project Initiation Document (PID) including improved costings and a more detailed project plan.

JSA/PMcN/KAP
Dec 05

M3239 CONFERMENT OF THE TITLE OF RESEARCH FELLOW

Approved the recommendation of the Principal & Deans Committee that the title of Research Fellow be conferred on Dr G Starrs, School of the Built Environment.

JELS/S Smith

Noted, that under revised procedures relating to Ordinance 25 which were agreed by Court at its meeting on 12 December 2005, the Principal and Deans Committee will have delegated authority to confer such titles in future.

Dec 05

M3240 ANNUAL REVIEW 2005

Approved the contents and design of the Annual Review 2005 publication, and noted the deadline date of 15 December 2005 for any further comments to the Director of Corporate Affairs & Management Services.

PME

15 Dec 05

Noted that the final sign off with the printers would be arranged within the next few days.

MT
Dec 05

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 January 2006

Present:

Prof J S Archer, Principal (Chair until 10.45 am)
 Prof J E L Simmons, Vice-Principal (Chair from 10.45 am)
 Prof F G Priest, Head of School, Life Sciences (SLS)
 Prof J A Swaffield, Head of School of the Built Environment (SBE)
 Prof R Wardman, 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 A C Walker, Deputy Principal (DP) (Resources)
 Prof RJM Craik, Deputy Principal (Learning and Teaching)
 Mr P McNaul, Director of Finance and IS/IT
 Prof K Cornwell, Head of School, Mathematical and
 Computer Sciences (MACS)

In attendance:

Mrs M Thornton, Director of Corporate Affairs and Management
 Services (CAMS)
 Mrs M Cook, Director of Human Resources (HR)
 Mr P Kerr, Director of Estates & Building Services
 attended for M3243 SBC Co-location Project

Mr S Kay, Director of Campus Services, SBC
 Mr R McGookin, Director of Planning
 Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof J D C Jones, Head of School, Engineering and Physical
 Sciences (EPS)
 Prof B G D Smart, Deputy Principal (DP), International
 Academic and Business Development (IABD)
 Mrs K Patterson, Academic Registrar and Director of
 Student Services
 Prof J Fernie, Head of School, Management and Languages (SML)

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

ACTION:

who
when

(with whom)

M3241 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 15 December 2005.

LK-S
 23 Jan 06

M3242 MATTERS ARISING

INSTALLATION OF THE NEW CHANCELLOR, 1 FEBRUARY 2006

Heads of Schools were requested to attend the installation of the new Chancellor
 and to encourage attendance from within their own Schools/PGIs.

HoSs/PGIs

Jan - 1 Feb 06

The Director of CAMS agreed to circulate a copy of the programme for the day to
 PME members.

MT
 Jan 06

FRAMEWORK AGREEMENT: CONTRIBUTION METRICS

RMcG/et al

Noted, with reference to M3233, that work by the Director of HR in consultation with
 others had begun to develop metrics for staff contributions in the areas of
 research, learning and teaching and in non-academic areas. Noted the deadline
 date of end of March for agreement on this aspect of Framework Agreement
 implementation plans. Noted that proposals will be developed for consideration

MCC/RJMC/DRH Mar 06

Mar 06

by PME by March 2006.

ACADEMIC REVIEW BOARD / JOB EVALUATION MATCHING PROCESS

MCC
Jan 06

Noted a request by a Head of School for further advice and guidance to Schools from the Director of HR to help clarify the concurrent processes in 2005/06 of the job evaluation/matching exercise and cases being prepared for the Academic Staff Review Board.

M3243 OPERATIONAL UPDATE

SBC CO-LOCATION PROJECT

Noted an update from the Director of Planning and the Director of Campus Services, SBC, noting ongoing cost-reducing iterations of the Project Architect's report supported by the Funding Council's Capital/Property Support Team with the aim, if possible, of reducing costs to no more than £28m (excl Hawick development). This was still significantly higher than the original project cost estimate.

Approved a recommendation that the University should continue to engage in the process with this target, and with the schedule to report conclusively on co-location costs to the Funding Council by the end of February 2006. Agreed that Heriot-Watt should continue to safeguard its position from assumptions by any party that it would be prepared to fill the funding gap.
(Reserved section: Ref Section 30 of FOI Scotland Act)

Endorsed SML's preferred strategy for the provision of Business/Management Education in the Borders, based on a transfer of responsibility for delivery of undergraduate programmes to Borders College, and endorsed a Strategic Development/Change bid invited by the Funding Council in connection with the co-location project and a proposed new inter-institutional model including the first steps in the integration of local Management Education provision.
(Reserved section: Ref Section 30 of FOI Scotland Act)

JELS/RMcG/SGK et al
Jan-Feb 06

INTERACTIVE UNIVERSITY

(Reserved: Ref Section 30 of FOI Scotland Act)

M3244 OPERATIONAL UPDATE (continued)

Noted an update from the Director of HR on AUT moves to ballot its members on industrial action on pay.

MCC/PME

Agreed that the University should consider the nature/content of communications with HWU staff following briefing from the Director of HR who will be attending a national meeting of employers in the coming week, and agreed that the Director of HR should update PME at its forthcoming meeting.

Jan-2 Feb 06

REPORTS FROM BOARDS OF PME FOR SENATE COUNCIL

Received and noted reports from the Learning & Teaching Board, Research Co-ordination Board and the Support Services Board for Senate Council. Received also an update from the DP(Learning & Teaching) on the ELIR visit on 18 and 19 January which was reported to have gone well, and broad plans for Part 2 of the visit in February 2006.

Noted, with regard to the Report from the LTB recent away-day, discussions in the area of sustainable growth, in particular on student entry standards and target

RJMC/L.T.B. spring 06
RMcG

setting. Endorsed a proposal for the development of the planning framework to integrate planning and target-setting for increases in quality of entry standards.

Agreed, with regard to the Report from LTB, to support a proposed Student Employability Event to be held in March 2006 and to be taken forward by a working group established by LTB.

RJMC et al
Jan-Mar 06

Noted that the Director of Planning would present updates on student applications in the coming period.

RMcG
Feb-Mar 06

M3245 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2005 (PERIOD 5)

Received and noted Management Accounts for the period to 31 December 2005 (period 5). These highlighted:

- a surplus for the five months of £767K against a budget of £386K;
- a forecast for the full year of £2,013K, a significant increase on the November forecast and an improvement on budget of £743K, reported as an encouraging result given that current year shortfall in fees income and unbudgeted Dubai costs were taken into account. Noted the reported main contributors to the latest forecast performance against budget;
- other key elements impacting on the performance of the accounts;
- reported risks and opportunities, noting in addition, progress reported by the Director of Finance & IS/IT towards improving understanding of details of the University's financial position, for example, through implementation of software for School reporting and ongoing work to improve Oracle processing.

Noted that a Dubai income and expenditure account would be included in forthcoming management accounts.

M3246 RESEARCH GRANTS AND CONTRACTS – PROPOSALS AND AWARDS (REPORT FOR DECEMBER 2005)

Received and discussed a report on research grants and contracts: proposals and awards to the end of December 2005, focusing in particular on continued underperformance in the value of proposals submitted and awards secured. Heads of Schools represented at the meeting gave summary oral briefings to PME on activities within their respective schools. Noted the potential impact of consultancy activity which should be considered further at University level.

Agreed, with reference to recent discussion at the Research Co-ordination Board and work ongoing to identify in detail causes and potential solutions, that the

DP(Research) with others should prepare a summary of proposed actions and measures to monitor progress for PME consideration at its meeting on 2 February 2006.

DRH et al
2 Feb 06

M3247 NEW STUDENT ADMINISTRATION SYSTEM

Approved the proposed composition of the Project Board for procurement and implementation of a new student administration system, and noted key work streams/likely nominees to implement the project and proposed project management team roles.

PMcN
Jan 06

The Director of Finance & IS/IT was invited to initiate the Project Board. The Director of Finance & IS/IT agreed also to review and revise the terminology used to describe elements of the structure taking forward management of the project to ensure consistency with standard naming conventions.

M3248 STAFF TRENDS

Received and noted a quarterly summary to the end of October 2005 on Staff Trends by category and schools/sections from the DP(Resources).

Noted that there was an ongoing review of personnel data focusing in particular on better reconciliation between HR (Rebus) and payroll data. Noted, in addition, development of Financial reporting including monthly comparisons against budgeted staff numbers.

M3249 ACADEMIC PROMOTIONS BOARD (LECTURER A) 2005 – AUTUMN MEETING AND RESEARCH STAFF REVIEW BOARD

Noted and approved the recommendations of the Academic Promotions Board (Lecturer A) 2005 - autumn meeting and the Research Staff Review Board, noting cases yet to be concluded.

MCC

Jan 06

Noted that recommendations were not to be divulged until formal letters have been prepared for the Heads of Schools and the candidates.

M3250 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted and provided comments on proposed amendments to Ordinances & Regulations for feedback to the Ordinances & Regulations Committee and for the Convener to raise at Senate Council if required.

RHW

Jan 06

The following items were either noted or the subject of recommendations from PME:

- Ordinance 9: Student Discipline – With reference to para 5.21, suggested that procedures relating to disclosure of information to a third party should be extended to any individual accompanying the student to the hearing. Further advice should be sought from the University's solicitor to determine whether and how a contract of confidentiality might be established with individuals in this position.
- Ordinance 25: Title of Professorial Fellow, Research Fellow, Teaching Fellow, Industrial Fellow and Honorary Fellow – Noted.
- Ordinance 41: Grievance Procedures – Noted.
- Regulation 5: Higher Degree of Master – Recommended in respect of para 2.1 that the specified list should be replaced by a generic description covering courses approved by Senate to avoid the need for future updating. Noted also that Regulation 5 which would be amended to refer to taught master degrees Higher Degrees of Master (taught) would be encompassed by a new Regulation 48. Regulation 5 will then be rescinded. Higher Degrees of Master (Research) would be covered by a new Regulation 49.
- Regulation 21: Students Association – Noted.
- Regulation 43: Degree of Doctor of Philosophy by Published Research – Noted.

M3251 MONITORING INSTITUTIONAL SUSTAINABILITY

Noted HWU's response made in December 2005 to a request by the Funding Council for HEIs to provide their framework towards achieving long term sustainability and to verify the accuracy of "trigger metrics" data for the years 2001/02 to 2003/04. The new arrangements had been established by the SFC Funders' Forum to monitor and evaluate the sustainability of the UK research base.

Noted that the documentation would be presented to the Finance Committee and to Court at its meeting on 20 March 2006, following which a final signed-off version should be submitted to the Funding Council.

RMcG
Mar 06

M3252 STRATEGIC OPPORTUNITY: HONG KONG POLYTECHNIC UNIVERSITY (HKPU)

Agreed to consider at a forthcoming meeting of PME a proposal for the further development of the University's partnership with HKPU. Agreed that this should be presented in the context of the University's developing international strategy. Noted HKPU's current status as an important academic partner.

Agreed that it would be helpful if the proposal include a financial plan, clear recommendations and further information on profiling the position of HKPU in the international HE environment.

BGDS/MT et al
Jan-Feb 06

M3253 MEDIA COVERAGE

Noted the key topics of media coverage of the University over the festive period.

M3254 ANY OTHER COMPETENT BUSINESS

CONSULTANCY PAYMENTS

Endorsed action led by the Director of Finance & IS/IT to assemble information on the level and spread of consultancy payments across the University to help inform future policy discussion.

PMcN

Jan-Mar 06

Noted and endorsed also action by the Director of Finance & IS/IT to complete checks on consultancy payments to ensure that any whose value is over relevant thresholds for authorisation by the Director of Finance/and additionally, for fee earnings in excess of £25K, endorsement by PME - as stipulated in Section 12.2 of the Financial Regulations, has been authorised/signed-off appropriately.

STRATEGY PRESENTATIONS BY SCHOOLS

Agreed to consider the possibility of setting a full/half –day session at which all Schools might present their strategies.

RMcG/PMcN et al
Jan 06

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 2 Feb 2006

Present:

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof D R Hall, Deputy Principal (DP) (Research) and
Convener of the Research Co-ordination Board (RCB)
Mr P L Wilson, Secretary of the University and convener of the
Support Services Board (SSB)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P 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 Fernie, Head of School, Management and Languages (SML)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

In attendance:

Mr Gavin Gemmell, Chairman of Court attended the meeting
Mrs M Cook, Director of Human Resources (HR)
Mrs K Patterson, Academic Registrar and Director of
Student Services

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

Apologies:

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

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

ACTION:

who
when

(with whom)

M3255 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 20 January 2006.

LK-S
3 Feb 06

M3256 MATTERS ARISING

The Principal welcomed the Chairman of Court to the meeting who was attending
on invitation.

INTERACTIVE UNIVERSITY

Noted an update from the DP(Resources) and the Director of Finance & IS/IT.
Reserved section: Ref Section 30, FOI Scotland Act.

ACW/PME sub com
Feb 06

RESEARCH GRANTS & CONTRACTS INCOME

Noted, with reference to M3246 and action on the DP(Research) working with
others to prepare a summary of proposed actions and measures to monitor
progress, that further discussions would take place at the meeting of RCB on 8
February 2006.

DRH et al
Feb 06

Proposals were therefore expected to be presented at a meeting of PME in the
near future.

AUT NATIONAL PAY DISPUTE

Noted an update on the outcomes of national meetings of employers' from the

PME

Director of HR and discussed implications for HWU of any ballot agreement for industrial action and the potential for sustained industrial action over the coming period.

from Feb 06

CONTRIBUTION METRICS: LEARNING & TEACHING AND RESEARCH

HoSs
early Feb 06

Noted consultations ongoing led by the Director of HR on contribution metrics for learning & teaching and research.: Heads of Schools were requested, if they have not done so already, to input their comments as soon as possible. Noted that proposals would be presented to PME at its meeting on 1 March 2006.

M3257 OPERATIONAL UPDATE

SBC CO-LOCATION PROJECT

Noted an update from the Vice-Principal and the Director of Planning, confirming no significant new matter to report since the previous meeting of PME. HWU's official position remained that the University would continue its engagement in the current process of iteration of the project plan as reported at the last meeting, and remained concerned about the affordability of the project.

HEU UNDERGRADUATE APPLICATIONS AND POPULATIONS/TARGET SETTING

RMcG/ACW/PMcN
Feb-Mar 06

Noted a report from the Director of Planning including applications by School for 2006 entry with comparison/trend information, and UG population and target numbers.

Noted that 6139 applications had been received as at 28 January 2006 - a reduction of 0.5% on the previous year. This compared with a 0.5% increase from 2004 to 2005, thereby confirming a fairly flat profile. Noted that national data from which comparisons of the current year might be drawn was not yet available. Noted significant variances between Schools/Programmes and three year trend data which highlighted areas of volatility, underlying growth and decline in numbers.

Agreed a proposed broad framework for establishing target populations for 2006/07-2008/09. This included an element of mixed assumptions which would need to be worked through in further detail. As agreed at the meeting of PME on 20 January 06, the planning framework should integrate planning and target-setting for increasing quality of entry standards.

Agreed to include discussion on frameworks for optimising student recruitment at the Strategy Discussion Day on 16 March 2006.

RMcG/others
Mar 06

SCHOOLS/PGIs STRATEGY DISCUSSION

Supported plans to reschedule PME business on 16 March 2006 to provide the opportunity for a shared full-day strategy presentation/discussion event.

JSA/RMcG et al
early Feb 06

Following discussion at which mixed views were aired, the Principal agreed to consult further with colleagues to agree composition of the participating group on the day.

Heads of Schools/PGIs were advised that strategy data/information should be provided ahead of the event to aid preparations. Noted that a blank template had been provided previously by the Director of Planning.

HoSs
early Mar 06

M3258 DRAFT WORK LIFE BALANCE AND JOB SHARE POLICY

Noted and discussed a Draft Work Life Balance and Job Share Policy and approved for presentation to the Staffing Strategy Committee, subject to the following changes:

PLW/MCC

- reference to "Sabbaticals" should be removed from the 'Career Break' section to avoid potential confusion as there was already a procedure covering Sabbatical Leave. Any further development of this procedure would be in consultation with RCB and the Principal and Deans Committee;
- the last sentence in the 'Compressed Working Week' was potentially confusing and it would be helpful if this was reworded. It would be helpful also if the Policy clarified that a compressed working week would apply to staff on defined hours of work;
- following the preamble, the Policy should include a statement confirming that the scope of the document is not all-encompassing. Key issues will be the subject of future discussions/consultation and, other than the Job Share Procedure, policies/procedures have yet to be developed for other areas encompassed by the work-life balance objective;
- spelling in the document should be checked to replace default US spellings and the University name presented with a hyphen.

Mar 06

Noted that different legal issues applied in the case of the Dubai Campus which had been excluded from the current Policy.

Agreed that the Secretary of the University and the Director of HR should arrange relevant revisions prior to presentation at the next meeting of the Staffing Strategy Committee.

M3260 RAE 2008 PREPARATIONS

Noted a summary report, list of groups/individuals with RAE 2008 responsibility and a timetable for the implementation plan presented by the DP(Resources).

ACW/SS

Approved a recommendation to bring forward the starting time of the March meeting of the Senate Council to accommodate a presentation on progress and discussion of outstanding strategy issues. The DP (Resources) agreed to arrange and publicise this change in liaison with the Deputy Registrar.

Feb 06

Noted plans for the development and PME approval of the RAE 2008 Selection, and related Equal Opportunities Policy. Agreed that the Deputy Principal (Resources) should make arrangements for these to be presented for discussion at the next meetings of the University/AUT and EIS JNCC.

ACW

Recommended that the remit/responsibilities of Unit of Assessment Co-ordinators should be clearly specified in the document outlining responsibilities.

ACW
Feb 06

M3261 ANNUAL ACCOUNTS 2004/05

Noted published Annual Accounts and Financial Statements for the year ended 31 July 2005.

M3262 UNDERLYING OPERATING POSITION TREND

Noted the University's underlying operating position trend for the six year period from 1999/00 presented by the DP(Resources) and agreed to commit to continuing improvement of this "underlying performance" metric. Noted the considerable challenge of growing income ahead of expenditure, in particular in the face of significant increases in payroll costs arising from the National

RMcG/ACW/PMcN et al

Framework combined with a possible cost of living increase.

Agreed need to include for discussion at the Strategy Discussion Day on 16 March 06.

All Heads of Budget Planning Unit were to work on developing a new 3-year plan according to guidelines and timetable to be issued.

M3263 ANY OTHER COMPETENT BUSINESS

LEADERSHIP FOUNDATION FOR HIGHER EDUCATION

Noted a 'Heads of Department Series in Scotland' course offered by the Leadership Foundation for Higher Education and designed for Heads of Academic Departments. Due to expected demand for places HEIs had been asked to prioritise nominees. HWU intended to nominate two individuals for delegate places in this round at a cost of £1,200 per delegate. The Director of HR confirmed that she could provide further information on request and should receive nominations by mid-February.

HoSs

Mid Feb 06

ACADEMIC PROMOTIONS BOARDS

Agreed that cases for discretionary increments and bonuses arising from preparation of cases for the Academic Promotions Boards should be dealt with in a second round after 1 August 06, scheduled around the same time as other Staff Review Boards which have been postponed until after the implementation date of the Framework Agreement. In the meantime the Academic Promotions Boards should proceed in the spring with concentration on substantial cases.

MCC

Feb 06

Agreed that the Director of HR would arrange for this plan to be publicised on the HR website.

HoSs were asked to advise their staff accordingly.

HoSs

Feb 06

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 15 Feb 2006

Present:

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof D R Hall, Deputy Principal (DP) (Research) and
Convener of the Research Co-ordination Board (RCB)
Mr P L Wilson, Secretary of the University and convener of the
Support Services Board (SSB)
Prof K G Lumsden, Director of Edinburgh Business
School (EBS)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
Prof B G D Smart, Deputy Principal (DP), International
Academic and Business Development (IABD)
Prof J D C Jones, Head of School, Engineering and Physical
Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof P Corbett, Head of Institute, 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 S Kay, Director of Campus Services attended the meeting

Mr R McGookin, Director of Planning
Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof K Cornwell, Head of School, Mathematical and
Computer Sciences (MACS)
Prof F G Priest, Head of School, Life Sciences (SLS)

Mrs K Patterson, Academic Registrar and Director of
Student Services

ACTION:

who
when

(with whom)

M3264 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 2 February 2006.

LK-S
16 Feb 06

M3265 MATTERS ARISING

INTERACTIVE UNIVERSITY

Noted an update from the DP(Resources) and the Director of Finance & IS/IT.

AUT BALLOT ON INDUSTRIAL ACTION

Noted an update from the Director of HR. The ballot would take place on 16 February and the results were expected to be known in the following week. The Director of HR notified PME of a further dispute over pension issues involving Unison.

Noted, depending on the outcome of the AUT ballot and the potential for disruption to final assessments, PME would be required to deliver clear advice in the very short term about contingency measures.

The Secretary of the University agreed as a first step to seek out the University Regulation which was prepared specifically to cover assessments affected by industrial action in 1988/89. It was confirmed that transference of duties from colleagues participating in industrial action was an option available to Schools.

PLW
Feb 06

Noted that it had been agreed that the Strategy Discussion event on 16 March would include PME members only except in cases where the Head of School/PGI is unable to be present in which case a nominee should be chosen to represent that School/PGI. It remained an option to schedule a wider meeting later in the year.

M3266 RESEARCH GRANTS & CONTRACT INCOME

Noted and discussed a draft report from the Research Co-ordination Board presented by the DP(Research). This provided analyses of research income growth over a ten year period since 1995/6, highlighting that HWU research income growth over the period had been lower than its competitors in particular for income from industry and commerce. (Reserved section: Ref Section 30 FOI Scotland Act).

Agreed to accept the principal recommendation that a clear and consistent set of research criteria should be applied to both the recruitment of new academic staff and in the promotion of staff who will be/are involved in research and, to ensure transparency, that the criteria should be related to quantitative RAE indicators associated with the relevant subject areas.

Agreed that appointment and promotion criteria relating to research activity should form part of a "basket" of indicators each relating to different aspects of an individual's responsibilities and duties and that these and other clear criteria, yet to be agreed - in particular for learning and teaching support - should form the basis of "contribution metrics" to be developed and proposed by HR for implementation as part of the Framework Agreement. Generic criteria were already in place through agreed academic role profiles.

MCC
late Feb 06

DRH/R.C.B./RJMC/
L.T.B.

Agreed that the Director of HR should develop proposals for presentation to PME on 1 March and that with the assistance of the DP(Learning & Teaching) and the Learning & Teaching Board this should include also the development of proposals for criteria – "contribution metrics" - relating to learning and teaching support.

Noted the responsibility of Heads of Schools for ensuring input to the current process of consultation led by the Director of HR.

HoSs
Feb 06

In respect of the RCB report the following observations by PME members and proposed remedial actions were endorsed:

- criteria should recognise the different skills sets and balance of contribution to key University aims and ambitions of staff who may be involved in teaching, research or, as in the case of the majority of academic staff, both;
- criteria should be embedded in frameworks for performance management as well as those associated with recruitment and promotion;
- the remuneration policy for research should include but not be limited to structured rewards for above average generation of research income and should address the anomaly between the financial consequence for individuals between excelling at consultancy income generation and those generating awards for "conventional" research;
- the University's policy on management of discretionary accounts should be reviewed to ensure that this is not a demotivating factor;
- flexibility and adaptability of research groups and individuals to manage change in the external environment associated with their areas of research are essential factors;
- research prominence is important in subject areas associated with the University's ambitions for the development of international PGT programmes;
- the academic role in research should be re-emphasised in the curriculum of the PG Certificate in Academic Practice;
- some highly performing staff in terms of grant/contract income generation have been lost in recent years and there is evidence of saturation in current strongly research active staff. Any prospects for growth are therefore likely to be associated with those whose contributions are currently moderate, low or absent;
- further consideration should be given to establishing a quality review system for

written proposals, including how such a system might best be resourced;

- there should be efforts to redirect some parts of the HWU subject portfolio to more fruitful (market strong) areas with re-launch supported by new investment in some areas;
- strong University-level support and direction, and enabling frameworks, e.g. such as the Energy Academy, are important;
- the University should implement earlier proposals for the introduction of a rolling research "bank account" for relevant academic staff;
- analysis of research grants and contracts income winning performance against target at School/individual level will continue to be important but, until sufficient IS/IT support is in place to allow regular detailed reporting, a full analysis can only be provided on an annual basis;
- all non strongly research active staff need to be made aware of the realities of modern, highly competitive research practices in the UK;
- management teams need to remove diversionary activities from staff where these prevent a greater contribution being made to agreed aims and objectives.

Agreed that preparations should be made for further focused discussion at the Strategy Discussion day on 16 March 06.

DRH/R.C.B./

RMcG/PME
Feb-Mar 06

M3267 OPERATIONAL UPDATE

SBC CO-LOCATION PROJECT

Noted an update report from the Director of Campus Services, SBC, the Vice-Principal and the Director of Planning. This confirmed, inter alia, that it was unlikely that final revisions would bring the cost of the project below £30m. A range of £30-32m was the most probable result, leaving a funding gap in the region of £16m.

JELS/SGK/RMcG

end Feb 06

Approved the recommendation that University management should seek an early meeting with the Funding Council to establish their mind as regards the project, and attend a joint meeting between Borders College and the Funding Council should one be called. Agreed that the project team working should complete the current phase of work by the end of February 2006 and that, if necessary, PME should start to consider alternative options thereafter.

150th ANNIVERSARY FUNDRAISING CAMPAIGN

Noted briefing papers as prepared for Lord Penrose who had agreed to chair the Fundraising Council for the 150th Anniversary Campaign. These set out the ambitions, strategic context of the 150th Anniversary Campaign in 2006 and the University's capital investment plans for teaching and research.

JSA et al
Feb 06

Noted the wish of Lord Penrose to meet with Heads of Schools and agreed to proceed with plans to fix a dinner date in the near future.

Heads of Schools were invited to comment on the briefings papers, and noted that further briefing material should be provided as required ahead of the meeting with Lord Penrose.

MT/PLW et al
Feb-Mar 06

Noted that Schools who had not responded to a request for information on the University's international contacts to inform current work by the International Academic and Business Development Forum were requested by the Director of CAMS to do so.

HoSs
Feb 06

Noted the need for an explicit statement of the University's international strategy and policies.

BGDS

IABD Forum

M3268

OPERATIONAL UPDATE (continued)

MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2006 (MID-YEAR)

Noted an oral update from the Director of Finance & IS/IT. Noted that the Accounts which would be presented at the meeting of PME on 1 March 2006 would show a positive variance of ~£1.1m against budget for the period, highlighting continuing volatility in the accounts. The Director of Finance & IS/IT reported re-forecasting efforts currently ongoing and the aim to reduce the ongoing frequency of such efforts from a monthly basis to three times per year but to enhance the quality of forecasting.

Noted work underway to negotiate revised terms with the University's partner in respect of the Dubai Campus. Noted total costs to the University to date had been higher than anticipated and the University's share of costs would remain higher in future than originally planned. Nevertheless, this would be balanced against income, the percentage share of which to HWU was a subject of current negotiations. Noted that in future, accounts for Dubai Campus activity would be presented as a subset of the Management Accounts.

Noted issues for further discussion at the Dubai Steering Group meeting and noted that the date of the next meeting of the Group was to be confirmed.

JELS
Feb 06

M3269 ANY OTHER COMPETENT BUSINESS

ANNUAL REVIEW 2005

Received copies of the new publication. The Director of CAMS confirmed that copies of the review would be distributed to all staff with a personal letter from the Principal.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 1 March 2006

Present:

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof A C Walker, Deputy Principal (DP) (Resources) until 10.00 am
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
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:

Mrs M Thornton, Director of Corporate Affairs and Management Services (CAMS)
Mrs M Cook, Director of Human Resources (HR)
Mr S Kay, Director of Campus Services attended the meeting

Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Director of Student Services
Ms L Kirkwood-Smith, (clerk to PME)

Apologies:

Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
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)
Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)

ACTION: *who* *when*

(with whom)

M3270 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 15 February 2006 and invited the Clerk to consult with the DP(Resources) for advice on confidential sections of the minute on Research Grants & Contracts Income for exclusion from the full published minutes.

ACW/LK-S
2 Mar 06

M3271 MATTERS ARISING

IU

Noted an update from the DP(Resources). (Reserved section: ref 30 of the FOI Scotland Act)

SUMMARY REPORT ON VISIT TO CHINA

Noted a tabled summary report from the DP(Resources) and the Head of the School of SML on a recent visit to China in the context of the Sino-Scottish Universities Programme.

STRATEGY DISCUSSION DAY

Noted that, in the light of impending changes in the Headship of the School of MACS, invitations were extended to both Prof Keith Cornwell and Prof Gavin Gibson to participate in the PME strategy discussion day on 16 March 2006.

PME MEETING PAPERS

The Principal reminded PME members of the need to observe due deadlines for the submission of PME meeting papers.

M3272 OPERATIONAL UPDATE

BORDERS CO-LOCATION PROJECT UPDATE

JELS/SGK

RMcG et al

Noted an update on the Borders Co-location Project from the Vice-Principal.

(Reserved section: Ref section 30 of the FOI (Scotland) Act)

Noted that the Funding Council was expected to advise both parties in mid-March on its intentions and that Court would be updated on developments at its meeting on 20 March 2006.

Colleagues were invited to input any comments/questions on the paper tabled on this item to the Director of Planning or the Director of Campus Services, SBC.

PME
Early Mar 06

DUBAI CAMPUS

Noted an oral update from Dubai Project Director. This highlighted aims for growth to ~400 students next year; campus staffing and the need for Schools to retain appropriate management responsibility for their respective members of staff while they are located in Dubai; the key role of Eikon International in marketing (the Dubai Project Director confirmed that he would discuss marketing issues with the Director of Recruitment & Admissions); cultural issues and the recommendation of the Dubai Project Director that there should be a separate cost centre to manage running costs associated with the Dubai Campus.

Noted that, from 20 March 2006, the Project Director would be formally appointed as Head of the Dubai Campus, based in Dubai.

Noted current work ongoing led by the Secretary of the University to agree the terms of the University's contract with Eikon International. Noted that contract principles had been agreed and work would proceed to finalise the detail.

REPORT TO SENATE COUNCIL FROM THE LEARNING & TEACHING BOARD (LTB)

RJMC
Mar 06

Received and approved, for presentation to Senate Council at its meeting on 8 March 2006, a report on its February 2006 meeting by the LTB.

Noted and discussed in particular:

- the endorsement of the Board in respect of module size across undergraduate and postgraduate courses with the expectation that the Board would develop a firm recommendation following the forthcoming discussion at Senate;
- the Board's support in principle for the establishment of a Lifelong Learning Unit to co-ordinate and market evening/weekend part-time provision in Schools, noting that a full proposal has yet to be developed;
- the Board's consideration of a draft policy on entry criteria for admission to the University and University-wide target minimum entry standards, noting that the Policy has to be further developed.

Noted also an update from the DP(Learning & Teaching) on the ELIR Review which concluded on 23 February 05. The University expected to receive correspondence from the QAA on 3 March indicating in broad terms the outcomes of the Review which would be reported on more fully in a Draft Report expected in April 2006.

REPORT TO SENATE COUNCIL FROM THE RESEARCH CO-ORDINATION BOARD (RCB)

DRH
Mar 06

Received and approved, for presentation to Senate Council at its meeting on 8 March 2006, a report for March 2006 by the RCB.

M3273

OPERATIONAL UPDATE (continued)

REPORT TO SENATE COUNCIL FROM THE SUPPORT SERVICES BOARD (SSB)

PLW

Received and approved, for presentation to Senate Council at its meeting on 8 March 2006, a report by the SSB on its January and February 2006 meetings.

Mar 06

NATIONAL FRAMEWORK AGREEMENT

Noted an update on preparations for implementation of the Framework Agreement from the Director of HR confirming that progress was on track.

MCC
Mar 06 ongoing

Agreed, for the time-being, to retain an updated on the Framework Agreement as a standing item on the PME Agenda. (Action: LK-S)

AUT INDUSTRIAL ACTION

Noted an update on impending AUT industrial action from the Director of HR, and noted the potential for industrial action by UNISON following a ballot to be held on 9 March 06.

MCC
Mar 06

Mar 06 HR. et al

Approved the recommendation that the University should deduct at a rate of 1/365 per day from the salaries of members of staff participating on the day of industrial action on 7 March 06, and that funds saved in this way should be donated to the HWU student hardship fund.

Agreed that, the Director of HR liaising with relevant colleagues, would arrange collation of relevant information on staff who had participated in the strike action.

Agreed to invite the Academic Registrar to check use of funds donated to the student hardship fund following the last episode of strike action in 2004. (Addendum: The Academic Registrar provided a written report on 3 March 2006 detailing the discharge of funds.)
(Reserved section: Ref Section 30 of the FOI (Scotland) Act)

KAP
Mar 06

M3274 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2006 (half-year)

Received and noted Management Accounts for the period to 31 January 2006 (half-year). These highlighted, inter alia, encouraging progress with a surplus for the period of £1,328K against a budget of £239K and a forecast for the full year of £2,133K - a small increase on the previous month's forecast. Noted that the results reflected the shortfall in fees income reported earlier in the financial year and unbudgeted Dubai costs prior to the negotiated settlement with Eikon.

Noted a change in the format of the management accounts to incorporate period figures with further refinements to follow.

M3275 FREE WEIGHTS FACILITY, CENTRE FOR SPORT AND EXERCISE

Approved a request for underwriting by the University of a further maximum of £10K potential shortfall in the externally funding project for the Free Weights extension to the Centre for Sport & Exercise. Noted that the request followed higher than budgeted tenders for the project which had been mitigated by efforts to lever further funds from external sources leaving a potential maximum shortfall of £10K. Noted that the shortfall was covered by the overall contingency fund for the project, and PME noted that efforts would be made to limit calls on the contingency.

JELS/PLW
Mar 06

M3276 FRAMEWORK AGREEMENT IMPLEMENTATION - CRITERIA FOR APPOINTMENT AND PROMOTION: TEACHING AND TUTORING

Noted and approved proposed criteria for the appointment and promotion of staff in posts where teaching or tutoring forms part of the contacted duties, endorsing also the recommendations of LTB in respect of obligations on academic staff to undertake scholarship, and the requirement for all permanent academic Staff to meet the minimum requirement for tutors even if their contract of employment requires them to undertake research.

Noted that where reference was made to "Professors" this should be interpreted to include Professorial Fellows also.

Agreed that, the Director of HR, working with relevant colleagues, should develop the recommendations for integration into wider proposals for implementation of the Framework Agreement which should come back to PME.

MCC et al
Mar-Apr 06

M3277 POLICY ON EARLY RETIREMENT (ALL STAFF)

Noted and approved a draft Policy on Early Retirement (all staff) which detailed the criteria against which a Head of School/Section should consider and applications for early retirement.

PLW/MCC
Mar 06

Agreed to invite the Secretary of the University/Director of HR to present the Policy to the next meeting of the Staffing Strategy Committee. (Addendum: The Policy was subsequently approved by the Staffing Strategy Committee and by Court at its meeting on 20 March 2006.)

M3278 DRAFT RAE STAFF SELECTION AND EQUAL OPPORTUNITIES POLICIES

Approved draft Policies on RAE Selection (Policy on selection of staff for inclusion in the RAE 2008) and RAE Equal Opportunities (Code of Practice on Equal Opportunities in RAE 2008) which were reported to have the support of the main Trade Unions. Agreed that the Policies should be regarded as working documents which may be subject to future refinement.

ACW/MCC
Mar 06

The Policy on selection of staff for inclusion in the RAE 2008 submission detailed: the new RAE quality definitions; the case for setting a minimum requirement for selection; the basis of selection; and equal opportunities issues. The RAE Equal Opportunities Policy: Code of Practice on Equal Opportunities in the RAE which should be read in conjunction with the policy statement on selection, detailed the equal opportunity factors to be taken into account when selecting staff for inclusion.

Agreed to invite the DP(Resources)/ Director of HR to present the Policies to the next meeting of the Staffing Strategy Committee. (Addendum: The Policies were subsequently approved by the Staffing Strategy Committee and by Court at its meeting on 20 March 2006.)

Noted, with regard to the numbered steps in the selection process, that conclusions reached in Step 4 of the process as detailed in the Selection Policy

would be recommended for approval by PME. Further subsequent approval by PME would be sought shortly before the University's final submission.

M3279 AMENDMENTS TO ORDINANCES AND REGULATIONS

Received and noted proposed amendments to Ordinances & Regulations. No comments or recommendations were made in respect of:

- Ordinances – 2, 25, 27, 29 32, 38;
- Regulations – 24, 25, 29, 30.

RHW

Noted the establishment of a small working group to review Regulation 29: Use of Computing Facilities in greater detail.

Noted that the Convener of O&R Committee would report to the next meeting of the Ordinances & Regulations Committee.

M3280 OFFICE OF STUDENT SERVICES: ANNUAL REPORT AND STRATEGY

Received and approved an Annual Report and Strategy from the Office of Student Services for onward presentation to Court at its meeting on 20 March 2006. (Addendum: The Report was approved by Court at its meeting on 20 March 2006).

PLW/KAP

10 Mar 06

M3281 ANNUAL REPORT FROM THE CHAPLAIN

Received and approved an Annual Report from the Chaplain for onward presentation to Court at its meeting on 20 March 2006. (Addendum: The Report was approved by Court at its meeting on 20 March 2006).

PLW/HTaylor

10 Mar 06

M3282 ANNUAL REPORT FROM THE WELFARE FORUM

Received and approved an Annual Report from the Welfare Forum for onward presentation to Court at its meeting on 20 March 2006. (Addendum: The Report was approved by Court at its meeting on 20 March 2006).

PLW/M Breaks

10 Mar 06

M3283 ANNUAL REPORT FROM THE UNIVERSITY COLLECTIONS COMMITTEE AND REVISED ACQUISITION AND DISPOSAL POLICY

Received and approved an Annual Report and revised Acquisition and Disposal Policy for onward presentation to Court at its meeting on 20 March 2006 with the request that an additional section should be appended, summarising acquisitions and disposals activity in the year reported. Noted that the Acquisition and

PLW/A Jones

10 Mar 06

Disposal Policy would be submitted subsequently to the Scottish Museums Council for approval.

The Director of CAMS agreed to request preparation by the Clerk of the Committee of the additional information requested.

MT

1 Mar 06

(Addendum: The Report and Policy were approved by Court at its meeting on 20 March 2006).

M3284 40th ANNIVERSARY OF GRANTING OF CHARTER: CELEBRATION PLANS

Noted plans to mark the University's 40th anniversary of the granting of its Charter.

M3285 DESIGN PLANS FOR THE POSTGRADUATE CENTRE AND LIBRARY REDEVELOPMENT

Received an update on the Postgraduate Centre. This confirmed that, following a tendering exercise, agreement had been reached on a design team for the project. Noted ongoing discussion on plans. Noted the expected on-site start date of February 2007 with occupancy from 1 August 2008 in time for new starts in autumn 2008.

Noted also a model of the proposed Library re-development.

M3286 ANY OTHER COMPETENT BUSINESS

UNIVERSITY ELECTRONIC NEWS SUMMARY

Noted the planned launch on 3 March of the weekly University electronic news summary. It was planned that this new bulletin would absorb, with the exception of the most urgent, all of the University's all- staff email messages.

PLANNING AND MANAGEMENT EXECUTIVE

Record of business conducted by correspondence: 15 March 2006

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K Cornwell, Head of School, Mathematical and
Computer Sciences (MACS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof B G D Smart, DP Academic and Business Development (IABD)
Prof D R Hall, Deputy Principal (DP) (Research) and
Convener of the Research Co-ordination Board (RCB)
Mrs M Thornton, Director of Corporate Affairs and Management
Services (CAMS)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
Prof J D C Jones, Head of School, Engineering and Physical
Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P L Wilson, Secretary of the University and convener of the
Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Director of
Student Services
Mrs M Cook, Director of Human Resources (HR)

M3287 PROPOSED TUITION FEES 2006/07

Proposed tuition fee rates for 2006/07 which had been considered by the Finance Committee at its meeting on 10 March were distributed to PME members by correspondence on 10 March 2006 with a deadline for comments of 15 March 2006.

PME approved the proposed tuition fees for onward presentation to Court at its meeting on 20 March 2006 with the following amendments:

- in respect of IPE exceptions, the overseas PGT fee will be £15,600 and the overseas PGR fee will be £14,560;
- in respect of TEX exceptions, the overseas PGT fee will be £8,250.

(Addendum: The proposed fees incorporating the amendments as noted were approved by Court at its meeting on 20 March 2006.)

ACTION:
who
when

(with whom)

KAP/PMcN

PLANNING AND MANAGEMENT EXECUTIVE

Record of business conducted by correspondence: 5 April 2006

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K Cornwell, Head of School, Mathematical and Computer Sciences (MACS)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Mrs M Cook, Director of Human Resources (HR)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)
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)
Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Director of Student Services

- | | ACTION: | |
|--|----------------|--------------------|
| | who | (with whom) |
| | when | |
| M3288 MINUTES OF THE PREVIOUS MEETING | | |
| Approved the minutes of the meeting on 1 March 2006. | | |
| M3289 MINUTE OF ITEM CONDUCTED BY CORRESPONDENCE | | |
| Approved the minute of an item seeking approval for proposed Tuition Fees for 2006/07 conducted by correspondence on 15 March 2006. | | |
| M3290 MATTERS ARISING | | |
| UNIVERSITY HARDSHIP FUND | | |
| Noted, with reference to M3273, an update forwarded by the Academic Registrar confirming disbursement of the University Hardship Fund to 1 March 2006. | | |
| M3291 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2006 (PERIOD 7) | | |
| Received and noted Management Accounts for the period to 28 February 2006 (Period 7). These highlighted:
- a surplus for the seven months of £1.194m against a budget of £466K;
- a forecast for the full year of £1.943k - a drop on the previous month's forecast and an improvement on budget of £673k; | | |

- results were encouraging given that they reflected the shortfall in fees income in the current year, and unbudgeted costs as detailed. Other major items and their effects on the results were noted.

-risks and opportunities associated with the accounts.

Comments were received from the Academic Registrar who confirmed plans to delay the first intake of students to SBE at Dubai until October. This would impact on expected income. Clarification was also sought from the Director of Finance & IS/IT on the presentation of 'Student Debt' which appeared to be set substantially higher in the period to 31 July 2006 than in the previous two years and, with reference to the 'Central Departments Summary' on the amount of forecast spend under 'Miscellaneous' which exceeded the annual budget.

PMcN
Apr 06

M3292 ENHANCEMENT LED INSTITUTIONAL REVIEW (ELIR)

Noted QAA correspondence of 3 March 2006 providing an early indication of the key findings of the ELIR review. This confirmed that the draft report, which the University should receive by 21 April, would state that broad confidence can be placed in the University's current, and likely future, management of the quality of its provision and the academic standards of its awards.

Noted the main areas which would be highlighted within each of the commentaries in the draft report and noted, as highlighted by the DP(Learning & Teaching), the need when the draft report is received to clarify the University's position vis-a-vis the strategy for employability and professional career readiness which has yet to be finalised prior to any moves for its implementation.

M3293 SCOTTISH FUNDING COUNCIL: 2006/07 GRANT ANNOUNCEMENT

Noted a briefing from the Director of Planning on the Scottish Funding Council's recent announcement of main grants for 2006/07.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 April 2006

Present:

Prof J E L Simmons, Vice-Principal (Chair)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof K Cornwell, Head of Dubai Campus
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)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
Prof J Jones, Head of School, Engineering & Physical Sci (EPS)
Prof J Fernie, Head of School, Management & Languages (SML)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Pro, G Gibson, Acting Head, School of Math. & Comp Sci (MACS)

In attendance:

Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Director of Student Services

Mrs M Cook, Director of Human Resources (HR)

Apologies:

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

Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof B G D Smart, Deputy Principal (DP) (IABD)

ACTION:

who
when

(with whom)

M3294 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of 5 April 2006 on items conducted by correspondence.

LK-S
21 Apr 06

M3295 MATTERS ARISING

GARDEN PARTY FAREWELL EVENT IN HONOUR OF THE PRINCIPAL

PME members were advised of the planned garden party open to all staff in the University to be held on Monday 10 July 2006. Nearer the time, for catering purposes, best guess estimates on attendance would be requested from Heads in respect of their own Schools/Sections.

FUNDING COUNCIL STRATEGIC DIALOGUE

PME members were advised of the Scottish Funding Council's plans for a programme of strategic dialogue with individual institutions. The half-day meetings which will be similar in style to previous Institutional Visits will be scheduled on a rolling programme. Noted that the indicative date for Heriot-Watt's meeting with the Council is between April and December 2007.

PME
2007

M3296 OPERATIONAL UPDATE

BORDERS CO-LOCATION PROJECT UPDATE

Noted a brief update from the Director of Planning confirming that there was nothing significant to report since the last update provided to PME. The University

expected to receive further advice from the Scottish Funding Council following the meeting of the Council's Property & Investment Committee on 25 April at which the business case and detailed costings would be considered.

RESEARCH GRANTS & CONTRACTS: REPORT FOR MARCH

DRH/RCB
Apr 06 ongoing

Noted and discussed progress and most likely outcomes against target for the year for the value of Research Grants & Contract proposals and awards. Noted that the value of awards for the period stood at ~£8.5m indicating strongly that the target for the year would not be met, though there remained uncertainty about the potential value of winnings yet to materialise in the year. Noted that the value of proposals for the period stood at ~£29.5m indicating that the end of year outcome could be comparable to performance in the previous year but below the target for the current year. The link between scale of research grant and contract winnings and institutions' centrally funded research (QR) allocations was highlighted in the discussion.

Confirmed the need of PME for continuing advice from the Research Co-ordination Board on how PME can best support aims for improvement of the University's performance in terms of volume of research grants & contracts proposals and award winnings.

COURT AWAY DAY: DRAFT PROGRAMME

JSA/ACW
Apr/May 06

Noted and approved a draft outline programme of discussions which were proposed as the basis for discussions at the Court Away Day on 15 May 2006. Topics for discussion should be considered in further detail at the meeting of PME on 11 May 2006.

Agreed, to help inform the budget setting process for 2006/0, that it would be helpful to take the opportunity to engage Court members in the discussion/decision required to establish an agreed target for the University's planned surplus in the next financial year. Agreed that the Principal could introduce this element of discussion in his overview/introductory briefing on the day. In the meantime further discussion with the DP(Resources) should be arranged. (Addendum: it was subsequently agreed that the DP(Resources) would be allocated a separate slot in the programme to include an update on financial planning.)

Agreed need for background/briefing material to be made available to Court members/others in advance of the event. The Director of Planning agreed to take on responsibility for co-ordination of this.

RMcG
Apr/May 06

The Vice-Principal agreed to seek the Principal's advice on whether Head of Schools/PGI nominated substitutes may be invited where the Head cannot be present. (Addendum: It was confirmed that Heads of Schools in this position may nominate a senior colleague to represent their School.)

JELS
Apr 06

M3297 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2006 (PERIOD 8)

Received and noted Management Accounts for the period to 31 March 2006 (Period 8). The Accounts highlighted the following:

- a surplus for the period of £1,434K against a budget of £330K;
- as highlighted in the 'risks and opportunities' section of the report potential for the currently projected forecast surplus for the full year of £1,943K to reduce to a little under £1.4M. Noted that the forecast end of year surplus, now updated on a quarterly basis would be revised following rephasing/reforecasting activity in April;
- there remained some volatility in the accounts, however, the underlying position which incorporated unbudgeted costs and areas of shortfall in income remained encouraging;
- risks and opportunities as detailed.

Noted recent agreement to hire a temporary member of staff in the Finance Office to support debt collection. This was expected to lead to a significant reduction in the outstanding student debt.

Noted an update from the Director of Finance & IS/IT on key aspects of the agreement being developed with Eikon in respect of the Dubai Campus. For the record a copy of the presentation is appended to the minutes.

The Director of Finance & IS/IT confirmed that business planning models to assist Schools in development of course delivery planning for the Dubai Campus were in the process of being developed.

M3298 BUDGETING PROCESS 2006/07

Noted a summary of budget development for 2006/07 from the DP(Resources). This presented an initial analysis of income/expenditure plans in the coming year on the basis of consolidated draft budgets. Noted that further iterations would be developed through the current planning round to agree affordable budget allocations on the basis of the agreed target surplus for the University in 2006/07.

Budget holders
Apr/May 06

The DP(Resources) highlighted the need in the current round of budget planning meetings to finalise budget plans with Schools/Sections. Budget holders were therefore advised, ahead of their respective meetings, to give further consideration to their cases for additional expenditure in 2006/07. In particular, budget holders should be able to provide clear advice on implications for the University if the additional funding were not made available.

The DP(Resources) confirmed that a first-cut budget would be presented for discussion at the meeting of PME on 11 May 2006. Information provided then would identify the key drivers for projected increased costs in 2006/07 and highlight options for further discussion.

ACW
5 May 06

M3299 STRATEGIC RISK REGISTER

Received and endorsed an updated Strategic Risk Register from the Strategic Risk Management Group (SRMG). The following issues were raised for further consideration/action:

- more detailed analysis of scenarios/implications associated with RAE 2008. Agreed that the DP(Resources) and the Director of Planning would prepare data to help inform further discussion at the meeting of PME on 11 May 2006;
- SRMG should consider the addition of a further identified risk which relates specifically to the financial implications of Framework Agreement implementation;
- the Academic Registrar should discuss with relevant members of the SRMG the inclusion in the Register of information on the Student Complaints Policy and related practice vis-à-vis risk 8 and, in respect of 'Regulatory and Legal Action', the inclusion of reference to breaches by students.

ACW/RMcG
5 May 06

SRMG
May 06

KAP/SRMG
Apr/May 06

M3300 FRAMEWORK AGREEMENT

Noted a brief oral update from the Director of HR confirming work in progress.

MCC et al

Noted that key aspects of Framework Agreement implementation with the endorsement of the Framework Management Group would be presented for PME approval at the meeting on 11 May 2006, including for example, grade structure/costing information, plans for harmonisation of working hours, criteria for appointments and promotions.

5 May 06

M3301 AUT: INDUSTRIAL ACTION

Noted an update from the Director of HR confirming recent developments nationally.

HoSs/IPE
21 Apr 06

In terms of HWU management of the impact of the industrial action, Heads of Schools who had not yet responded to a request from the Director of HR for an indication of current and future implications for their School of the ongoing action short of a strike, should do so in writing not later than 21 April 06.

Agreed that a meeting should be scheduled early in the coming week to consider the responses from Schools and agree next steps.

JELS/MCC et al
w.b. 24 Apr 06

Agreed that it was probable that both a special resolution of Senate by way of amendment to Regulation 31 and the development and dissemination of clear and consistent advice to Heads of School would be necessary well ahead of both the next scheduled meetings of PME and of Senate Council to enable Schools successfully to manage the student final assessment process and over the coming few months.

JELS/MCC et al
Apr 06

Heads of Schools were asked to ensure that they attend the meeting of Senate Council on 17 May 06.

HoSs/IPE
17 May 06

M3302 SINO-SCOTTISH UNIVERSITIES PROGRAMME

Noted and discussed the University's potential involvement in the Sino-Scottish Universities Programme focusing in particular on the key risks and opportunities which had been highlighted in the recent discussions as detailed in the paper and the outcomes of these discussions in terms of recommendations.

Agreed that HWU should not participate in a 2006 entry to the programme, but with certain provisos should prepare for possible participation in 2007. This decision should be relayed to the Interactive University.

JELS
Apr 06

M3303 PRESENTATION AND USE OF TEACHING MATERIALS

Noted and approved the underlying principles of a draft policy on the preparation and use of teaching materials which aimed to move the University progressively to develop its teaching materials in a flexible format.

POC/RJMC
Apr 06

Agreed, subject to further discussion on some of the wording between the Head of IPE and the Deputy Principal (Learning & Teaching), that the draft policy should be taken forward for further detailed consideration and development by the Learning & Teaching Board.

RJMC/LTB
Apr-Jun 06

M3304 REPORT ON THE INTERNAL REVIEW OF THE WEB SUPPORTED LEARNING MANAGEMENT PROGRAMME

Received and noted a report on the internal review of the Web Supported Learning part of the HW Management Programme which took place in November 2005 and which had been considered by the Quality Enhancement & Standards Committee. Noted issues highlighted for PME consideration.

ACW
Apr/May 06

Agreed, in respect of one item, further action was necessary. In respect of a problem with web support for the course it was agreed that the DP (Resources) should, following further briefing from the DP(Learning & Teaching), seek to have the matter addressed by the IU Working Group.

M3305 REPORT ON THE INTERNAL REVIEW OF THE SCHOOL OF MATHEMATICAL & COMPUTER SCIENCES

Received and noted a report on the internal review of the School of Mathematical & Computer Sciences which took place in May 2005 and which had been considered by the Quality Enhancement & Standards Committee.

M3306 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted proposed amendments to the following Ordinances & Regulations. The following responses were provided:

- Ordinance 25 – Professorial Fellow, Research Fellow, Teaching Fellow, Industrial Fellow and Honorary Fellow. Supported proposed alterations with the recommendation that the Convener raises the issues highlighted in respect of the title of Professorial Fellow for further discussion at P&DC;
- Regulations 6, 41, 48 and 49 – Degree of Doctor of Philosophy, Degree of Doctor of Business Administration, Higher Degree of Master (Taught) and Higher Degree of Master (Research): Recommended that written guidance provided by the Postgraduate Studies Committee should precede development of the relevant parts of the Regulations. The relevant Code of Practice should be updated. Agreed in principle that a candidate's nominated supervisor should not be appointed as Examiner. It was expected that the pattern of external examiners would be one external and one internal examiner or two external examiners;
- Regulation 21 - Students Association: Noted;
- Regulation 14 - Academic Dress: Noted. The convener agreed to check whether the reference to "DEng" in 5.1.7 should read "EngD";
- Regulations 6, 37, 41, 43, 48, 49 - Re-submission of Theses: Noted;
- Regulation 40 – Principal & Deans Committee: Noted;
- Regulation 4 – Postgraduate Diplomas and Graduate Diplomas: Noted;
- Regulation 23 – Certificates for Degrees, Diplomas and Certificates: Noted with the understanding that the authority of Schools/PGLs in accepting or rejecting candidates for Masters level study would remain unaffected by this change;
- Regulation 1- General Regulation: Noted.

M3307 UNIVERSITY MARKETING GUIDELINES AND TOOLKIT

Noted a resource kit which had been collated to support the University's marketing activity and to ensure a consistent and high quality approach to strategic marketing communications. Noted that the Marketing Forum which contributed to the development of the materials would follow and implement the guidelines provided.

M3308 DUBAI UPDATE

Noted an update report from the Head of the Dubai Campus, noting matters for further discussion by the Dubai Steering Group.

M3309 ANY OTHER COMPETENT BUSINESS

CONSULTANCY WORK ARRANGEMENTS - NON-ACADEMIC STAFF

Noted an update from the Secretary of the University confirming approval given in

respect of the Director of TRS.

ERP POSTGRADUATE CENTRE INDUSTRY FUNDING

The Head of the Institute of Petroleum Engineering confirmed that at a recent meeting with the Shell Campus Ambassador, Shell had noted the interest of a Postgraduate Centre of the ERP in industry support and would consider any proposal that may be submitted.

STUDENT ADMINISTRATION SYSTEM

Noted and endorsed preparation of a case for VMG consideration for a Project Manager in respect of the planned new Student Administration System. This post was a key early area of financial commitment to the Project.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 11 May 2006

Present:

Prof J S Archer, Principal (Chair)
Prof J E L Simmons, Vice-Principal
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof G Gibson, Head of School of Mathematical & Computer Sciences (MACS)
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)

Prof A C Walker, Deputy Principal (DP) (Resources)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
Mr P McNaull, Director of Finance and IS/IT
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J A Swaffield, Head of School of the Built Environment (SBE)

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

In attendance:

Mrs K Patterson, Academic Registrar and Director of Student Services

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

Apologies:

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)

Prof F G Priest, Head of School, Life Sciences (SLS)
Mr R McGookin, Director of Planning
Prof K Cornwell, Head, Dubai Campus

	ACTION:	
	<i>who</i>	<i>(with whom)</i>
	<i>when</i>	
M3310 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of 20 April 2006 subject to rewording of the item on the Student Administration System under 'Any Other Competent Business' to reflect PME's endorsement of the proposal to seek VMG approval for the new post as a key early area of financial commitment to the Student Administration System project.	LK-S 12 May 06	PMcN
M3311 MATTERS ARISING		
COURT AWAY DAY		
Noted arrangements including, as detailed under M3312 'Operational Update', agreement that arrangements should be extended to accommodate a breakfast meeting for PME members ahead of the main event. Noted also that a presentation by the DP(Resources) on budget planning and additional costs and their impact on the budget in 2006/07 had been incorporated into the programme for the day.		

M3312 OPERATIONAL UPDATE

AUT INDUSTRIAL ACTION

Noted an update from the Director of HR on developments nationally in the AUT pay dispute and the likelihood that a settlement would not be reached within the coming month or so.

Considered, in the context of HWU, plans of other HEIs to minimise the impact of the action on students which had emerged from a request for information by the UUK/SCOP HE Pay Dispute Working Group to the Academic Registrar's Council. The Academic Registrar also presented Draft Guidance for Heads of Schools covering the summer diet of assessments for further development in the light of PME's discussion.

Reserved section (Reference: Section 30 of the FOI (Scotland) Act)

SBC CO-LOCATION PROJECT UPDATE

Noted an update from the Vice-Principal confirming that the Scottish Funding Council Property and Investment Committee had considered the co-location proposal

JELS
15 May 06

Reserved section (Reference: Section 30 of the FOI (Scotland) Act)

Noted that an oral update on progress would be presented to Court in the formal part of its business on 15 May 2006.

IU

Noted a brief oral update from the DP(Resources). This included confirmation, via copy of a communication from the Scottish Executive to IU confirming further allocation of funding through Scottish Enterprise. It was also confirmed that the company was currently on track in terms of matching the funding profile included in the University's agreement with IU.

RESEARCH GRANTS AND CONTRACTS: AWARDS AND PROPOSALS TO 30 APRIL 2006

Received and noted a report on Research Grants & Contracts: Awards and Proposals to 30 April 2006 (period 9), noting progress and most likely outcomes against target for the year.

Noted that the value of awards for the period stood at ~£9.7m. Simple extrapolation of this figure indicated that the end-of-year total value of awards would fall short of target. Noted that the value of proposals for the period stood at ~£37.6m. Noted that while this level was slightly above target for the period success rates are running at a lower level than previously.

M3313 OPERATIONAL UPDATE (continued)

REPORT FOR SENATE COUNCIL FROM THE LEARNING AND TEACHING BOARD (LTB)

Received and approved, for presentation to Senate Council at its meeting on 17 May 2006, a report on its March and April meetings by the LTB.

RJMC
17 May 06

The Convener of LTB highlighted in particular the update information on the implementation of an institutional VLE platform. Noted that purchase of 'Blackboard Academic Suite' was concluded at the end of March 2006. Implementation of the VLE was on track with a view to providing a full service towards the end of the July 2006.

REPORT FOR SENATE COUNCIL FROM THE SUPPORT SERVICES BOARD (SSB)

PLW
17 May 06

Received and approved, for presentation to Senate Council at its meeting on 17 May 2006, a report on its March and April meetings by the SSB. Noted recent policy development including the Green Travel Plan draft Policy on Car Parking Charges which had attracted a large amount of constructive feedback.

M3314 NATIONAL FRAMEWORK AGREEMENT

Noted and endorsed a summary of key areas of the Framework Agreement for implementation in HWU, noting that the University was in the final stages of agreeing associated policies and procedures with the Trade Unions. The summary highlighted key issues associated with process, policies and procedures, assimilation to the new grade structure, contracts of employment, harmonisation of conditions of service, the performance and development review process, promotions boards, market supplements and training. Noted also a draft proposed grade structure which would be subject to job evaluation agreement and final costings.

The Director of HR confirmed in response to a specific point raised that in respect of contracts of employment, as far as would be considered reasonable, the matter of staff mobility had been taken into account in the draft contracts.

Noted that final agreement was expected to be reached within the next few weeks following which the full package will be reported to PME. The University remained committed to achieving implementation by 1 August 2006 but was aware - as was the SFC, taking a sectoral view, of the possibility of the Trade Unions breaking away from negotiations on the Framework Agreement.

MCC
May/June 06

M3315 BUDGET 2006/07

Noted an update on development of the budget for 2006/07 from the DP(Resources) and the Director of Finance & IS/IT, noting the impact on the projected bottom line outcome for the year of potential pay cost increases and Dubai Campus operations.

Noted that the current figures held by the DP(Resources) on completion of the April/May planning round indicated a £1.25m surplus for 2006/07. However, attention was drawn to three factors that were likely to reduce this:

- i) Decisions to seek improvements, reached at planning meetings may in a few cases prove difficult to fully deliver in the final budgets.
- ii) This figure included an inflationary pay increase of 3% over and above the impact of the framework agreement which alone would account for an increase in costs of 4.5%. However, the pay dispute is likely to be resolved with a higher increase than the 3% assumed. Each additional 1% of inflationary increase would deduct a little under £600K from the projected surplus. A pay increase of the order of 5% would reduce the 2006/07 out-turn position to around break-even.
- iii) This scenario suggested a net surplus on Dubai operations of £539K. A marginal surplus of this magnitude was not expected but some of the costs, included in the draft budget, may not have been identified under the Dubai project.

These factors together could combine to leave a significant deficit next year. Noted that the DP(Resources) would give a short presentation to Court members at the Away Day on 15 May updating Court on additional cost scenarios and their impact on budget plans for 2006/07.

ACW
15 May 06

M3316 STAFF NUMBER TRENDS

Received and noted a report from the Deputy Principal (Resources) on staff number trends for the period from 2001/02 to January 2006. This highlighted, inter alia, growth in recent years in annual financial turnover per fte academic staff. This provided a potentially useful reference source of information which could help inform future business planning.

M3317 INTERNATIONALISATION STRATEGY

Noted and welcomed an outline representation (section 1 of document presented by the DP(IABD)) of the University's vision for internationalisation and agreed that further work was needed to develop the University's internationalisation strategy and the mechanisms for taking this forward.

BGDS
May 06

Agreed that steps towards the development and implementation of the strategy including development of co-ordinated and efficient processes should in part be informed by the outcomes of discussions at the Court Away Day on 15 May 2006 and Senate Council at its meeting on 17 May 2006.

M3318 STRUCTURE OF THE ACADEMIC YEAR: MODULE SIZE

Approved a proposal by the Learning & Teaching Board that the standard module size within the restructured academic year should be 150 student effort hours (SEH)(15 credits), noting plans by the Restructuring Project Board to produce a Business Plan on the Structure of the Academic Year for consideration by PME in June 2006 and consideration by the Learning & Teaching Board of the components of 150 SEH and restructuring of courses. The only exception to the SEH model would be the MBA where module size would remain at 200 SEH.

RJMC/L.T.B. et al
May-Jun 06 ongoing

Colleagues were reminded that a two-block academic structure should follow the implementation of the necessary supporting IS/IT infrastructure, i.e. the new student records system and for planning purposes it had been assumed that a new academic structure would be in place by the start of academic year 2008/09. A firm decision on this would be taken within the next few months.

M3319 STUDENT ADMINISTRATION SYSTEM

Noted an update newsletter on the Student Administration System from the Project Board.

M3320 ANY OTHER COMPETENT BUSINESS

STUDENT ADMINISTRATION SYSTEM

Noted with reference to M3309 that VMG had approved the request for a Project Manager.

DUNCAN CAMERON

Noted the recent death of Dr Duncan Cameron, former Secretary of the University. The Secretary of the University would confer further with colleagues to arrange representation of the University at a church service to be held in the morning of Monday 15 May.

PLW

11/12 May 06

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 25 May 2006

Present:

Prof J S Archer, Principal (Chair)(until 10.00 am)
 Prof R Wardman, Head of School, Textiles and Design (TEX)
 Prof G Gibson, Head of School of Mathematical & Computer Sciences (MACS)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Prof J Fernie, Head of School, Management and Languages (SML)
 Prof F G Priest, Head of School, Life Sciences (SLS) (from 10.00 am)
 Prof K Cornwell, Head, Dubai Campus
 Prof J A Swaffield, Head of School of the Built Environment (SBE) (until 11.00 am)

Prof A C Walker, Deputy Principal (DP) (Resources) (Chair) (from 10.00 am)
 Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
 Prof RJM Craik, Deputy Principal (Learning and Teaching)
 Mr P McNaull, Director of Finance and IS/IT
 Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

In attendance:

Mrs K Patterson, Academic Registrar and Director of Student Services
 Mr R McGookin, Director of Planning

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

Apologies:

Mr P L Wilson, Secretary of the University and convener of the Support Services Board (SSB)
 Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)

Prof J E L Simmons, Vice-Principal
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

	ACTION:	
	who	(with whom)
	when	
M3321 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of 11 May 2006, subject to rewording of the last sentence of M3312 'Research Grants & Contracts Awards and Proposals to 30 April 2006' to read "... success rates are running at a lower level than previously", amendment of M3320 to read simply, "Noted with reference to M3309 that VMG had approved the request for a Project Manager Post." (Reserved section: ref Section 30 FOI (Scotland) Act)	LK-S 26 May 06	
M3322 OPERATIONAL UPDATE		
AUT: INDUSTRIAL ACTION		
Noted an update from the Director of HR on the outcomes of the meeting of PME members held on 15 May 2006, subsequent actions and recent discussions with the local AUT aimed at mitigating the impact of the dispute on the current year's assessments.	KAP Jun 06	P&DC
Discussed issues associated with final year assessments and agreed: - a proposal should be developed for the consideration of the Principal & Deans Committee on behalf of the Senate for discontinuation of the unnecessary practice of announcing classifications of degree awards at graduation ceremonies. This should apply to the summer ceremonies in 2006 when in any case it may not be possible by that stage to confirm the classifications of all honours degree awards, and should apply to all future ceremonies. Other universities followed the practice of announcement only by graduate names.		
- endorsement of a letter to be issued to academic staff by HR on 26 May – dependent on the outcome of the local meeting of the AUT on 25 May, which will	MCC/PLW	

confirm the University's intentions vis-à-vis continued material breach of contract by individual staff members.

May 06

The Academic Registrar asked Heads of School to give the Academic Registry notice in advance of non delivery of examination papers. The Academic Registry will co-ordinate information about examinations.

HoSs
May 06 ongoing

BUDGET 2006/07

Noted an update on progress and a further draft iteration of the budget from the DP(Resources) and discussed key factors which will impact on the budget for 2006/07.

ACW/PMcN
Jun 06

PME was broadly content with the broad shape of the developing budget to be discussed with the Convener of the Finance Committee in the coming week with the expectation that a draft budget will be presented to PME for approval at its meeting on 8 June and subsequently to June meetings of the Finance Committee and Court. The draft budget targeted a modest surplus for 2006/07. PME noted major challenges including the impact on the budget of the new pay and conditions framework, other increases in pay costs and further unavoidable increases in other base costs. Noted that capital expenditure plans which will be affected by the increased costs in coming years – i.e. through delays in scheduling of some projects, were to be advised. Noted also the imperative for the University, driven by these increases, to review and make decisions on areas of activity in terms of their affordability and profitability.

The Director of Planning highlighted the potential risks associated with student recruitment planning assumptions which were currently being evaluated. The Head of the Dubai Campus confirmed that recruited student numbers at the Dubai Campus for 2006/7 would not be known until late August.

M3323 OPERATIONAL UPDATE (continued)

FRAMEWORK AGREEMENT

Noted an update on progress from the Director of HR confirming that the University was in the final stages of the negotiating process with the Trade Unions to reach agreement on key areas of implementation of the Framework Agreement.

MCC et al
8 Jun 06

Noted, in the context of assimilation of academic staff onto the new grade structure, ongoing negotiations with the Trade Union. PME remained supportive of the proposal for combined application of agreed metrics and review mechanism at the centre of current discussions regarding senior academic movements between grades.

Noted that an update report would be presented at the meeting of PME on 8 June 2006.

SCOTTISH BORDERS CAMPUS

Noted an update from the Director of Planning and discussed issues arising. (Reserved section: Ref Section 30 FOI (Scotland) Act)

Noted that the University was currently awaiting receipt of a formal written communication from the Scottish Funding Council on proposals for meeting the funding gap on the project.

M3324 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2006

Received and noted Management Accounts for the period to 30 April 2006 (Period 9). The Accounts highlighted a surplus for the 9 months of £1520K against a budget of £197K and a forecast for the full year of £1,170K - a significant reduction on the 2nd quarter forecast.

Noted that the Finance Office continued to focus efforts on improving the quality of financial forecasting and expected forecasts in the last quarter of the current year and those of next year to achieve a higher degree of accuracy.

Noted highlighted 'risks and opportunities', noting work ongoing to quantify these and to assimilate the relevant information into the accounts. In terms of the combined current forecast and risks/opportunities it appeared likely that the final out-turn for the year would be in the region of £1m.

M3325 ACADEMIC STAFF REVIEW BOARD (SPRING LECTURER ADVANCEMENT 2006)

Received and approved the recommendations of the Academic Staff Review Board (Spring Lecturer Advancement 2006).

MCC et al

Observed, as points for future presentation of the recommendations of the Board, that clarification should be provided on the difference between cases in which the Board has decided a movement from Lecturer A to B where the recommendation is recorded as 'positive' and where a recommendation is not recorded. Further consideration should also be given to whether it is necessary or advisable to include date of birth information in Lecturer Advancement documentation.

May 06

Noted that HR would arrange official release of the results to candidates, Heads of Schools and other relevant individuals. PME members were reminded that the information should remain confidential in the meantime.

M3326 DRAFT STUDENT DISABILITY DISCLOSURE POLICY

Approved a draft Student Disability Disclosure Policy noting that, under Disability Discrimination Act legislation, the University was required to put in place such a policy.

KAP/S.Sabiston S.S.B.

Jun 06

Agreed, however, that the Policy should be referred back for further consideration by the Support Services Board in terms of issues of implementation and development of associated guidance for staff. It appeared that implementation of the policy would have a fundamental impact on the current relationship between mentors and their students, in particular relating to issues of confidentiality.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 8 June 2006

Present:

Prof J S Archer, Principal (Chair)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof G Gibson, Acting Head of School of Mathematical & Computer Sciences (MACS)
Prof J D C Jones, Head of School, Engineering & Physical Sci (EPS)

Prof F G Priest, Head of School, Life Sciences (SLS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)

Prof J E L Simmons, Vice-Principal
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaull, Director of Finance and IS/IT (until 10.00am)
Prof A C Walker, Deputy Principal (DP) (Resources)
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)

In attendance:

Mrs K Patterson, Academic Registrar and Director of Student Services
Mr R McGookin, Director of Planning

Mrs M Cook, Director of Human Resources (HR)
Mrs G McFadzean, Director of TRS was present for M3329
L Kirkwood-Smith, Clerk to PME

Apologies:

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

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

ACTION:
who (with whom)
when

M3327 MINUTES

Approved the minutes of the meeting on 25 May 2006.

LK-S
9 Jun 06

M3328 MATTERS ARISING

GRADUATION ARRANGEMENTS JULY 2006

Agreed, with reference to M3322 and the previous agreement by PME that a proposal should be presented to the Principal & Deans Committee on behalf of Senate to consider discontinuation of the practice of announcing classifications of degree awards at graduation ceremonies, that more time should be allocated for wider discussions on the proposal. In the light of recent news of the suspension of industrial action, Schools were more confident that assessments would be complete (and therefore honours classifications known), in time for the July 2006 graduation ceremonies. Therefore, whilst PME still supported the proposal, there was no longer a pressing need to seek approval for change in the current year.

KAP et al
06/07

HWU DORMANT COMPANIES

Noted, vis-a-vis organisation of the University's accounts, the intention of the Director of Finance & IS/IT to review a number of dormant wholly owned companies of the University with a view, where appropriate, to seek the approval of the Finance Committee for these to be formally written off.

M3329 HWU AND KT: OBJECTIVES AND OUTCOMES

Noted and discussed issues arising from a presentation on knowledge transfer objectives and outcomes by the Director of Technology & Research Services. The presentation highlighted issues such as: whether the University was living up to its stated strategic objectives in research and knowledge transfer; the need to increase market share in activities which impact of the SFC Research and KT grants; the role, delivery modes and achievement record of TRS. Other key issues which were raised in discussion and highlighted for further consideration/action by PME with others included:

- incentivisation of staff. It would be useful if the Director of HR was involved in further detailed discussions;
- identification of policy and reward issues. Issues that were the cause of tensions and potential underperformance needed to be addressed;
- achieving positive change through the locally implemented Framework Agreement.

DRH/GMcF/ PME et al
Jun 06 ongoing

Agreed, in the meantime, that it would be useful to co-ordinate further discussions within the University to explore how HWU might develop its Knowledge Transfer Partnership (KTP) activities.

DRH/GMcF et al
from Jun 06

M3330 OPERATIONAL UPDATE

DUBAI CAMPUS BUSINESS PLAN

Noted and endorsed a business plan for Dubai Campus operations subject to minor revisions, and agreed that the Director of Finance & IS/IT and the Secretary of the University should seek to conclude registration with Eikon and obtain a signed agreement with the company by 12 June 2006. Noted that the documentation was not intended to be comprehensive in its detail of the business case, but set out a summary of the key issues relating to HWU's involvement in the project based on the first - start-up - year of activity, and the basis for development of HWU's future position as a licensed academic provider in the Dubai free-zone.

PLW/PMcN
12 Jun 06

Revisions recommended were:

- in section 6.4, the date should read 12 June 2006;
- in section 7.2, the approval of Court for the University to proceed with the project which was given at its meeting on 27 June 2005 should be included in the list of 'Key Stages' of the project.

It was further observed, with reference to the 'Key Responsibilities' / 'Operational & Management' section, that it was more appropriate for fees related activities to be included as a 'Marketing' activity. It was acknowledged that the latter area of activity and associated sharing or responsibilities needed to be developed in much greater detail over the coming year.

Noted that a procedures manual would be developed for use by both parties.

AUT INDUSTRIAL ACTION

Noted an update on national developments in the industrial action from the Director of HR, noting that action had been suspended and that a ballot of members on acceptance of the national offer would be held in the near future. Noted the terms of the national offer:

- Aug 06 - greater of 3% or £515;
- Feb 07 - 1%;
- Aug 07 - 3%;
- May 08 - greater of 3% or £420;
- Oct 08 - greater of 2.5% or RPI (as at September 2008).

MCC
Jun 06

A review of funding in the sector would be carried out to help inform future negotiations.

Agreed that the most recent national offer should be implemented - on the assumption that the result of the ballot is acceptance of the offer. Noted that the results of the ballot were not likely to be known until some time in July.

Agreed in the first instance that the Director of HR should arrange communications to staff confirming the University's intentions.

FRAMEWORK AGREEMENT

Noted an update on progress in negotiations on local implementation of the Framework Agreement from the Director of HR. Noted that HR remained hopeful that agreement with the Trade Unions would be achieved by 1 August 2006. Noted that work was nearing completion on the new grade structure and negotiations were also ongoing on issues such as working hours and overtime arrangements. Work was due to start on the role matching process.

SBC UPDATE

Noted an update on the Scottish Borders Campus Project from the Vice-Principal, noting his intention to seek further advice from the Scottish Funding Council (SFC) which will clarify the details of the Council's final position vis-à-vis funding of the project.

JELS/RMcG et al
w.b. 12 Jun 06

Agreed, on the basis that the project can progress within the terms HWU had previously agreed (subject to SFC clarification) that the University should accept the offer of grant from the Council. Agreed also that a summative proposal should be presented for approval to the Estate Strategy Committee, to the Finance Committee and to Court at its next meeting. This would set out the framework for progressing the project and will include a schedule for decision-making in respect of the residencies project.

Agreed that the University should prepare a major press statement for release in the first half of the coming week. The Convener of the Finance Committee should be briefed ahead of any announcement.

M3331 OPERATIONAL UPDATE (continued)

REPORT TO SENATE COUNCIL FROM THE LEARNING & TEACHING BOARD

Received and noted a report from the Learning & Teaching Board on its meeting in May 2006 for presentation to the next meeting of the Senate Council.

REPORT TO SENATE COUNCIL FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted a report from the Research Co-ordination Board on its meeting in May 2006 for presentation to the next meeting of the Senate Council.

REPORT TO THE SENATE COUNCIL FROM THE SUPPORT SERVICES BOARD

Received and noted a report from the Support Services Board on its meeting in May 2006 for presentation to the next meeting of the Senate Council.

RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS TO 31 MAY 2006

Received and discussed a report of Research Grants & Contracts: Proposals and Awards to 31 May 2006. Noted that the estimated total value of awards by the end of the current financial year was likely to be in the region of £13.5m signalling a modest recovery on the University's position earlier in the year but still some way

below target for the year. Noted however a substantial grant award from the EPSRC was pending, which could, if accounted for in the current year, change the position significantly.

Noted the potential usefulness, as leading indicator, of reporting which captured the spread of research grant and contract income across the life-span of each award.

Noted an indication that the University's target for value of proposals submitted might be exceeded by the year-end.

PME was advised that reporting of previous years' total values of proposals submitted had not been entirely consistent. Not all of the earlier proposals activities had been reported to TRS, making comparison of yearly results less meaningful.

M3332 FINANCIAL PLANS: 2006/07, 2007/08, 2008/09

Received and approved the proposed budget for 2006/07 and financial plans to 2008/09 for presentation to the Finance Committee at its meeting on 13 June and to Court at its meeting on 26 June 2006.

ACW et al

8 Jun ongoing

Noted and approved, as work in progress, a summary of consolidated capital investment expenditure from 2005/06 to 2008/09. This was subject to further development – in particular selection of projects according to priority, by the Capital Expenditure Committee (Secretary, DP(Resources), Director of Finance & IS/IT) in the coming week. Agreed that further information should be supplied with this report to clarify its status when it is presented to the forthcoming meeting of the Finance Committee. This should include confirmation that the PME has yet to agree on capital funding priorities in the coming year and beyond.

With regard to future income growth, noted, and endorsed in principle, a proposal that the University should, through the Learning & Teaching Board/other structured forum, consider the wider marketing/course opportunities offered by the web. The Director of EBS suggested also flexibility on entry qualifications such that full entry might be gained through success in initial module assessment.

KGL/PME

5 Jul 06

Agreed in the first instance to discuss at the meeting of PME on 5 July 2006.

M3333 STUDENT NUMBERS/TEACHING INCOME TRENDS RECRUITMENT RISKS IN THE BUDGET

Noted, and approved as underlying assumptions of the Financial Plan, projected trends of student numbers and associated fees in the Financial Plan 2006/07, 2007/8 and 2008/09 and student recruitment risks in the budget 2006/07. Noted the distribution of student recruitment risk which the report identified and roughly quantified. Acknowledged that targets were demanding and the University would have to manage the inherent student recruitment risks appropriately.

RMcG/ACW/PMcN Schools/PME

Jun 06 ongoing

Noted that the student numbers trends would inform the Strategic Plan in preparation for Court.

M3334 PURCHASING CARD POLICY

Noted, and approved for implementation, a draft Purchasing Card Policy, noting that this had been previously approved by the Support Services Board. Noted that the document set out the University's policy in respect of purchasing cards and associated procedures and considerations to be borne in mind by card users purchasing on behalf of the University.

EMcD F.Controllers

from Jun 06

Noted that the policy would be distributed to Financial Controllers for further dissemination, and a new Card User Manual reflecting the policy would be issued to all Purchase Cardholders.

M3335 DUBAI EXPENSES

Approved a proposal that the daily allowance payable to staff working in Dubai should be raised to £150 per day inclusive of expenses with the exception of specified categories of expenditure. Agreed for the sake of clarity that the guidance provided to staff should be reworded to explain in further detail those categories of expenditure which are reimbursable over and above the daily allowance.

MCC

Jun 06

M3336 APPROVED LEARNING PARTNER ICTEC

Approved a recommendation presented by the DP (Learning & Teaching) and which had been subject to consultation with MACS, IU and the Quality Enhancement & Standards Committee, that notwithstanding the arrangement between MACS and ICTEC, in the absence of a formal collaborative agreement, the University should require that students continue on the original HWU programme which is fully assessed in English, taking papers set by HWU staff in the normal manner. The University will permit ICTEC to describe the student learning as being under the management of IASBS for one further year, noting that this may require the students to undertake two sets of examinations.

RJMC/GG

from Jun 06

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 22 June 2006

Present:

Prof J S Archer, Principal (Chair)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof RJM Craik, Deputy Principal (Learning and Teaching)
and Convener of the Learning and Teaching Board (LTB)
Prof B G D Smart, Deputy Principal (DP), International
Academic and Business Development (IABD)

Prof J E L Simmons, Vice-Principal
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaull, Director of Finance and IS/IT (until 10.00am)
Prof J D C Jones, Head of School, Engineering and Physical
Sciences (EPS)
Mr P L Wilson, Secretary of the University and Convener of the
Support Services Board (SSB)
Prof K J Cornwell, Head, Dubai Campus

In attendance:

Mr R McGookin, Director of Planning
Mrs M Cook, Director of Human Resources (HR)
Mr S G Kay, Director of Campus Services SBC

L Kirkwood-Smith, Clerk to PME
Mrs S Smillie, Executive Officer

Apologies:

Mrs K Patterson, Academic Registrar and Director of
Student Services
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 G Gibson, Acting Head of School of Mathematical & Computer
Sciences (MACS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

ACTION:

who
when

(with whom)

M3337 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting on 8 June 2006.

LK-S
23 Jun 06

M3338 STRATEGIC PLANNING DOCUMENTS 2006

Received and approved Strategic Planning Documents for 2006 for onward
presentation to Court at its meeting on 26 June 2006 and to the Scottish Funding
Council (SFC). Noted data additions outstanding for inclusion in the section on
Key Performance Indicators and Sustainable Metrics section.

PMcN/ACW/
JELS

23 Jun 06

Noted also that the financial commentary and completed templates also for
submission to SFC had not been submitted with the documentation and would be
completed by the Finance Office on 22 June. Noted, however, that the final
information provided in this section would reflect the budget and financial
forecasts approved by the Finance Committee. The DP(Resources) provided an
update to this. (See section below.)

Agreed that on its completion and prior to its presentation to Court, the Vice-
Principal should approve the financial commentary and completed templates on
behalf of PME.

JELS
23 Jun 06

FINANCIAL PLANS 2006/07, 2007/08 AND 2008/09

Noted and approved an updated proposed budget and financial plan for 2006/07 –
2008/09 presented by the DP(Resources). This was an update on the budget
and financial plan considered at the most recent meeting of the Finance
Committee - the earlier version pre-dating the national pay offer - therefore, as

ACW
23 Jun 06

soon as possible following PME, copies would be submitted to the Convener of the Finance Committee and to Court for final approval at its meeting on 26 June 2006. Noted consolidated surpluses for 2006/07, 2007/08 and 2008/09 including EBS, the Dubai contingency and the pay settlement (on the assumption that it is accepted) of £599K, £753K and £663K respectively.

M3339 CAPITAL EXPENDITURE PLANNING

Received and noted a three year plan and long-term cash-flow capital spend appraisal presented by the Director of Finance & IS/IT. The format of reporting provided a tool for modelling the University's estate strategy and its impact on cash-flow.

Approved capital spend plans for 2006/07 which were incorporated into the final budget. In respect of capital expenditure in subsequent years for submission as part of the University's financial plan to the SFC, PME approved the bottom line figures proposed and acknowledged that, in due course, PME would need to consider all capital bids in the light of developing strategic priorities and the business cases for investment.

PMcN/PME
Jun 06 ongoing

M3340 COURT AWAY DAY: SUMMARY OF OUTCOMES

Noted a summary of the outcomes of discussions at the Court Away Day on 15 May 2006 focusing on the topics of RAE 2008, internationalisation and demographic change, and, in the light of a request from the Chairman of Court, considered what advice should be provided to Court at its meeting on 26 May vis-à-vis the impact of the outcomes of the day on strategic direction/associated management decisions.

PME agreed that the Away Day had been very helpful, providing a shared opportunity for discussion on those areas of business which had been identified by the University as presenting significant risks and opportunities. The outcomes of the day appeared to indicate Court's broad acceptance of current measures in place to mitigate these risks and had been helpful in finalising the Strategic Planning documents for the Scottish Funding Council.

Noted also that the outcomes of the day would help to inform a process of review and further development of the Strategic plan which will take place over the Summer period (e.g. the strategy for internationalisation would be developed and the University was about to undertake an exercise to evaluate the potential impact of alternative configurations in the RAE 2008 submission.) The Learning & Teaching Strategy already included the preparatory steps needed to address the issue of demographic change.

Agreed that an update on the University's strategy should be presented to Court at its autumn meeting in October.

JELS/PME
summer/autumn 06

M3341 LIBRARY PROJECT

Noted and endorsed a presentation on the Library Project by the DP (Learning & Teaching). In particular this included a proposal that the University's fundraising objectives should be reaffirmed as those approved by PME on 15 February 2006, i.e. Phase 1 of the project will include, inter alia, the first stage of a phased process of Library refurbishment to provide a Learning and Knowledge Centre.

Agreed that a Phase 2 development should include a systematic upgrade to all teaching and learning spaces. The shape of these plans should be informed initially by an audit of space and broad consultation to determine the future needs of students. Agreed that this exercise should be co-ordinated by the Learning &

RJMC, JELS, PLW et al

Teaching Board. Subsequent – Phase 3 – fundraising activity should include further development of the Library project.

Agreed that the University's project aims and fundraising goals should be clarified with fundraisers. This should include details of Phase 1 plans with clear indications in respect of Phases 2 and 3 of fundraising.

M3342 OPERATIONAL UPDATE

(Reserved section: Ref section 30 of FOI(Scotland) Act.)

DUBAI CAMPUS

Noted an update on Dubai Campus operations. Noted that the agreement with Eikon had been signed and that a summary of the contract agreement would be presented to PME at its meeting on 5 July 2006.

KJC/JELS
22 Jun 06

The Head of Campus highlighted a shortage of staff resource to support necessary student recruitment activities over the summer and autumn period and it was agreed that this matter should be discussed further with the Vice-Principal in the first instance.

BORDERS CO-LOCATION PROJECT

Noted an update report from the Vice-Principal, the Director of Planning and the Director of Campus Services SBC on recent developments including confirmation of the recently announced funding package for the Borders Co-location Project.

JELS/RMcG/SGK et al
from Jun 06

Agreed to re-affirm the University's commitment and conditions, and approved the proposed Management and Governance Structure for implementation of the project, noting that the documentation would be considered by Court at its meeting on 26 June 2006.

Two issues were highlighted for particularly careful consideration as the University progresses into the next phase of implementation. These included ensuring that robust controls are in place – supported in part by the legal contract – to ensure that HWU costs relating to the project are held strictly within agreed limits and that the University is protected from liability for any financial over-run on the project, and careful handling of communications with staff and students at SBC.

FRAMEWORK AGREEMENT

Noted an update on progress from the Director of HR. Negotiations with the Trade Unions on issues such as performance management, academic role profiles and harmonisation were still ongoing.

M3343 PROJECT MANAGEMENT METHODOLOGY

Noted and approved for adoption across the University a proposed Project Management Methodology. Agreed that this method of project management which was based largely on the PRINCE2 model should be applied to relevant projects whose value is in excess of £150K including VAT.

The Director of EBS agreed to consult with colleagues with expertise in the field and provide any further feedback to the Director of Finance & IS/IT.

KGL
Jun-Jul 06

Agreed that the Director of Finance & IS/IT should take forward arrangements to provide the necessary staff training and orientation towards implementation of the model.

PMcN
from Jun 06

Noted that existing alternative project management methodologies may continue to apply to management of research projects.

M3344 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2006 (PERIOD 10)

Noted Management Accounts for the period to 31 May 2006 (Period 10). These highlighted:

- a surplus for the 10 months of £1,819K against a budget of £720K;
- a forecast for the full year of £1,170K representing a shortfall on budget of £100K.

Noted that staff and student numbers were not included in the accounts due in the main to lack of information from Schools and Central Services. It was expected that this would be remedied in next month's accounts.

M3345 HWU DORMANT WHOLLY-OWNED SUBSIDIARY COMPANIES

Approved in principle, and depending on further confirmation from the Secretary of the University, a recommendation from the Director of Finance that arrangements be made to de-register five dormant wholly-owned companies including one which will become dormant in the near future. Agreed, however, that in respect of the Scottish College of Textiles Ltd, further consultation should take place with the Head of the School of Textiles and Design. Noted that a further dormant company, Heriot-Watt Services Ltd, would be maintained for possible future use.

PMcN/RHW

Jun 06

M3346 RESTRUCTURING THE ACADEMIC YEAR: BUSINESS CASE

Noted and endorsed a business case for restructuring of the academic year presented by the DP(Learning & Teaching), and confirmed earlier agreement in principle that the University should restructure its academic year for implementation from September 2008.

RJMC et al

from Jun 06

M3347 REPORT FROM THE QUALITY ENHANCEMENT & STANDARDS COMMITTEE ON ANNUAL MONITORING AND REVIEW

Received and noted a report from the Quality Enhancement & Standards Committee on Annual Monitoring and Review for 2005/06. Noted actions to be taken at University level including: further consideration of the best way for Schools to provide information on research and off-campus provision in future years; development of clearer guidelines and electronic action plan templates and; feedback processes. Noted also actions to be taken by Schools in particular the nomination of one individual per School who will be responsible for co-ordinating the School submission.

M3348 REPORT ON THE INTERNAL REVIEW OF EDINBURGH BUSINESS SCHOOL

Received and noted a report of an Internal Review of the Edinburgh Business School which took place in March 2006. Noted that the final judgement of the Internal Review Panel was 'broad confidence'. The School will be invited to submit a one year progress report in March 2007.

Noted that no actions on the part of PME were recommended.

M3349 REPORT ON THE INTERNAL REVIEW OF THE SCHOOL OF ENGINEERING & PHYSICAL SCIENCES

Received and noted a report of an Internal Review of the School of Engineering & Physical Sciences which took place in May 2005. Noted that the final judgement of the Internal Review Panel was 'broad confidence'. The School will be invited to submit a one year progress report in October 2006.

Noted that no actions on the part of PME were recommended.

M3350 ANY OTHER COMPETENT BUSINESS

STRIKE BY STAFF IN GREEK UNIVERSITIES

The Head of the School of SML was advised to seek further advice from the Academic Registrar on how best to handle potential difficulties in recruitment of postgraduate students arising from a strike of staff in Greek Universities. Noted that academic transcripts supporting student applications might not be available when they are needed and a system might need to be implemented whereby official proof of a student's achievement is received at a later stage than normally.

KAP

Jun 06

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 6 July 2006

Present:

Prof J S Archer, Principal (Chair)
Prof A C Walker, Deputy Principal (DP) (Resources)
Prof G Gibson, Acting Head of School of Mathematical & Computer Sciences (MACS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof R Wardman, Head of School, Textiles and Design (TEX)

Prof J E L Simmons, Vice-Principal
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
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:

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

L Kirkwood-Smith, Clerk to PME

Apologies:

Prof J Fernie, Head of School, Management and Languages (SML)
Prof F G Priest, Head of School, Life Sciences (SLS)
Mr P McNaull, Director of Finance and IS/IT
Mrs K Patterson, Academic Registrar and Director of Student Services

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
Prof K J Cornwell, Head, Dubai Campus

ACTION:

who
when

(with whom)

M3351 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting on 22 June 2006 with the following amendment: M3343, first para, last sentence to read "... £150K including VAT."

LK-S
7 Jul 06

M3352 MATTERS ARISING

MATTERS ARISING

Noted the following matters arising:

- M3341 Library Project:- Noted that Court had approved the recommendations of PME;
- M3342 Borders Co-location Project:- Noted that Court had re-affirmed the University's commitment to the project and associated conditions, accepting the offer of funding, and had approved the proposed structure for the implementation of the project. Noted that the Conveners of the Finance and Estate Strategy Committees had agreed to join the Joint Strategy Committee overseeing the project;
(Reserved Section: Ref Section 30 of FOI Scotland Act)
- M3350:- Noted that Schools had been provided with central advice on how to handle applications from prospective Greek students in the light of strike action by academic staff in Greece;
- M3345:- Endorsed a recommendation by the Head of the School of Textiles & Design that the dormant company Scottish College of Textiles Ltd should remain registered;
- M3343:- Noted that feedback arranged by the Director of EBS had been received by the Director of Finance & IS/IT and would be given due consideration by him and the Secretary of the University.

M3353 OPERATIONAL UPDATE

FRAMEWORK AGREEMENT

Noted an update on negotiations towards implementation of the Framework Agreement from the Director of HR. Ongoing discussions were focused largely on reaching agreement on academic role profiles and performance management processes.

Noted that while HR remained hopeful that agreement would be reached with the Trade Unions on remaining issues by 1 August 2006, it was by no means clear that this could be achieved. Meanwhile, the results of the ballot on the national pay offer would be known on 18 July 2006.

Agreed that PME should make a decision in early August as to whether (assuming the national offer is accepted, and in the light of outcomes on current negotiations on key aspects of Framework Agreement implementation), the pay increase will be included in August salaries or paid later on a backdated basis from the time that local agreement is reached. PME took the view that transfer of staff to the new pay-spine was a separate matter and that this could only be undertaken following full agreement with the Trade Unions on key aspects of implementation.

PME
3 Aug 06

DUBAI CAMPUS: SUMMARY OF CONTRACT

Noted a summary of the key terms of the agreement signed with Eikon in June 2006. This applied to all provision with the exception of the MBA programme in Dubai which would be managed under a separate agreement.

DUBAI CAMPUS: ENTRY QUALIFICATIONS

Discussed, in respect of programmes offered in Dubai, the need to maintain flexibility in the criteria for entry to programmes, and to explore the option of extending opportunities for entry through non-conventional routes (e.g. gaining matriculation through module passes in initial modules).

HoS/SML
Jul 06

In this context, a recent increase in the entry qualifications for the BBA course was highlighted. Agreed to request that the School of Management & Languages consider a review of this change, in particular in the light of recent student performance on the course, and consider what flexible measures might be introduced to optimise future applications from able students in Dubai.

RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS – REPORT FOR JUNE 2006

ACW
from Jul 06

Noted a report on research grants and contracts: proposals and awards activities up to the end of June (period 11) prepared by TRS, and discussed associated issues. Noted that comparison of awards with the same period last year indicated an increase of £610K; however, linear projection compared to the current year's target indicated a potential shortfall in the value of awards of £3.6m.

Noted, in respect of proposals, comparison with the same time last year indicated an increase of £10.5m, with linear projection compared to the current year's target indicating an increase of £2.1m.

Noted, with respect to future IMRC funding, the expectation that HWU would be invited to submit a proposal for funding from 2006/07. It would be helpful, for the avoidance of misleading peaks and troughs in future management reports if the value of any subsequent funding were spread over the full life span of the award.

Noted, with regard to future development of the reports, that the DP(Resources) would consult further with TRS with a view to establishing a method of reporting which spreads the value of research grants and contracts across the whole of their respective life-spans.

The following further observations/points were made in discussion:

- opportunities to bid for larger grants could be possible in future through the ERP. How these opportunities might be realised was yet to be fully considered;
- potential opportunities for HWU in the area of biofuels;
- potential opportunities through engagement with wider partnership initiatives with emerging countries such as India;
- the importance of the Framework Agreement in providing the mechanisms for

incentivising academic staff in respect of research income winning and in setting criteria for academic staff recruitment.

M3354 OPERATIONAL UPDATE (continued)

INTERNAL AUDIT SERVICES

Noted and endorsed the results of a recently concluded tender conducted to appoint Internal Auditors to the University for a three year period from 1 August 2006. Noted agreement to appoint Scott-Moncrieff, and next steps in the processes towards making final the appointment.

M3355 SENIOR PROMOTIONS BOARD (ACADEMIC PROMOTIONS)

Noted and approved the positive recommendations of the Senior Promotions Board (Academic Promotions) Spring 2006. Noted that the recommendations of the Board would be presented to Senate and Court for approval by correspondence ahead of 1 August - the date on which the promotions should come into effect.

MCC
Jul 06

Clerks to
Senate/Court

M3356 STRATEGIC RISK REGISTER

Received and approved an updated Strategic Risk Register updated following the May meeting of the Risk Strategy Group.

JELS

R.S.G.

Noted that there had been no major changes to the Register since it was last presented; however, significant updates were expected to be agreed at a meeting of the Risk Strategy Group on 18 July 2006 an updated Risk Register would be presented to a meeting of PME in August 2006.

Aug 06

M3357 IU IN DUBAI

Noted and approved a proposal by IU to deliver a foundation course in Dubai aimed at providing students with the necessary entry qualifications for HWU courses. Noted that full approval would not necessarily impede HWU delivery itself of foundation courses in the future.

ACW
Jul 06

Approved also a proposal by IU to deliver the following courses of Napier University at Dubai:

- BSc in Microbiology and Biotechnology from September 2006;
- BSc in Biomedical Sciences from September 2006;
- MSc in Biomedical Sciences from January 2007.

Noted that the courses concerned were not considered to be in direct competition with those of HWU.

Agreed that the DP(Resources) should relay PME's decision to IU.

M3358 GENERAL COMPLAINTS PROCEDURES

Noted and endorsed 'General Complaints Procedures' which had been developed and agreed by the Support Services Board. Noted that the guidelines had been developed in accordance with advice provided by Universities Scotland

KAP

and the Office of the Public Service Ombudsman confirming that all Higher Education Institutions should have procedures in place to deal with complaints or other matters of concern raised by individuals who are not current members of staff, current students, guests of the University or customers of the Edinburgh Conference Centre, for whom separate procedures apply.

Jul 06

Noted that the agreed version would be circulated to members of the Support Services Board, and, by other means, disseminated in the University.

M3359 STUDENT ADMINISTRATION SERVICE

Noted an update on plans for a new Student Administration Service (SAS) by autumn 2008 from the Student Administration System Project Board. Key dates included:

- June 06 - appointment of Project Manager;
 - May to end 2006* - tender and procurement process;
 - 2007 & 2008* - development of SAS;
 - end 2007/early 2008* - pilot;
 - September 2008 - go live.
- (* approximate)

M3360 VIRTUAL LEARNING ENVIRONMENT

Noted an update of VLE developments from the VLE Technical Implementation Group. This confirmed the following key dates towards implementation:

- 3 July 06 - user acceptance testing;
- 10 July 06 - selected release subject to official sign-off;
- 17 July 06 full release.

M3361 ANY OTHER COMPETENT BUSINESS

PRINCIPAL & VICE-CHANCELLOR

A vote of thanks was given for Professor John Archer in respect of his long chairmanship of PME. The meeting on 6 July 2006 was noted to be the last scheduled meeting of PME before the Principal's retirement from the University on 31 July 2006.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 3 August 2006

Present:

Prof J Simmons, Acting Principal (Chair)
Prof A C Walker, Vice-Principal
Prof G Gibson, Acting Head of School of Mathematical & 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 R Wardman, Head of School, Textiles and Design (TEX)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof K J Cornwell, Head, Dubai Campus

Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P McNaull, Director of Finance and IS/IT
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Mrs K Patterson, Academic Registrar and Director of Student Services

In attendance:

Mr R McGookin, Director of Planning

Mrs S Smillie, PA to the Acting Principal

Apologies:

Mr P L Wilson, Secretary of the University and Convener of the
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Mrs M Cook, Director of Human Resources (HR)

Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)

ACTION:

*who
when*

(with whom)

M3362 MINUTES OF PREVIOUS MEETING

Approved minutes of the meeting 6 July 2006.

M3363 MATTERS ARISING

Noted the following matters arising:

Action Grid:

Noted the purpose of the action grid with the following amendments: M3352, IU Courses in Dubai, Action Taken should read "IU has written asking for reasons for non-approval. DP (L&T) to provide response. M3358, General Complaints Procedures, Action taken should read "complete"

- M3353:- Framework Assimilation:

JELS/ACW

Noted paper from Director of HR and verbal update from the Acting Principal on activity surrounding the Framework assimilation. PME agreed to assimilation with effect from 1st August 2006 but conditional on demonstrable progress within a week on Performance Management with an agreed timetable to agreement and implementation. Agreement was also reached that there was a need for an emergency meeting of UCU JNCC early next week to which the Acting Principal and Vice-Principal will attend.

Agreed next PME would include a discussion on role profiles and criteria for promotion. Vice-Principal to co-ordinate paperwork with HR.

ACW/MCC

M3364 COMMUNICATION FROM ACTING PRINCIPAL

New line management responsibilities were confirmed.
Senior Responsibilities – 2006

Andy Walker, Vice-Principal
Director of Planning (Richard McGookin)
Director of Postgraduate Studies (Brian Wherrett)

Bob Craik, Deputy Principal, Learning & Teaching
Archive (Ann Jones)
Educational Development Unit (Roni Bamber)
Library (Michael Breaks)
Recruitment & Admissions (Michael Bates)

Denis Hall, Deputy Principal, Research
TRS (Gillian McFadzean)

Phil McNaull, Director of Finance
Finance (Iain Laing and Kevin Mallett)
Procurement (Tony Newjem)
UICS (David Rundell)

Peter Wilson, Secretary of the University, and Kathy Patterson, Deputy Secretary and Registrar, are reviewing line responsibilities across the range of support functions for which they are accountable. The results of this review will be announced shortly.

In addition to the above:
Development and Alumni Office (Bronwyn Travers) will report directly to John Simmons as Acting Principal.

Andy Walker will retain responsibility for chairing Planning Round meetings with Schools and Institutes, and with the Departments of Finance, UICS and Procurement. Phil McNaull will be responsible for chairing Planning Round meetings with all other areas.

Two other changes of responsibility announced at PME are:
Peter Wilson will assume Senior Officer responsibility for the Dubai Campus, including line management of both the Head of Campus and the incoming Campus Secretary (Ruth Moir, due to start 1 September 2006); and
Phil McNaull will assume responsibility as the Senior Officer responsible for oversight of developments including co-location with Borders College, at the Scottish Borders Campus.

Open communication session to all staff are proposed for:

Riccarton 21 September and 4 October (pm) PME members to note both dates in diary.
Galashiels 28 September
Orkney, 6 November
Dubai, 26 November

As a result of Professor Archer's retirement dinner on the 2 October there will be no start of term 1 dinner. A start of term 2 dinner will be held at a date still to be determined.

M3365 PME SCHEDULE OF BUSINESS

The revised schedule of dates was noted and agreed by PME with the exception of the 18 October which was amended to the 26 October. It was also noted that it would be necessary to reschedule P&D on the 19 October. (Post meeting note: P&D has been rescheduled to Monday 23 October.)

M3366 CONSULTATION LOG

Noted the purpose of the consultation log with the following amendments: SFC action for WRM should state "Input will be through Universities Scotland".

M3367 OPERATIONAL UPDATE

FUNDRAISING

Noted an update from the Acting Principal. PME discussed university plans for fundraising in anticipation of a substantive item with papers at its meeting of 24 August. Agreed that the Acting Principal would invite Lord Penrose along to a future PME meeting.

JELS

STUDENT RECRUITMENT

PME noted the paper and look forward to an update at a future meeting.

WRM

Director of Planning suggested an initial list of potential actions that might form part of an emergency programme to address the situation. These include:

- Good housekeeping measures – in particular faster application processing and more user-friendly responses
- Cross selling e.g. potential for some applications where courses already full or applicants narrowly failed to meet entry criteria or where adequate funding for study in Edinburgh was in doubt to be re-directed to second options, other related courses, other campuses.
- Marginal fees discounts, studentships, increase incentives to recruitment agents.
- Priority for last minute promotional activities through corporate and school websites.
- Need to establish appropriate forum for the co-ordinate actions. In the first instance this is proposed to be through extension of the already scheduled information/clearing co-ordination meetings, starting Monday 7 August at 3pm. All Schools to be appropriately represented.

Agreed Professor John Swaffield would convene a group to review Distance and Distributed Learning Opportunities and Methodology. Remit and timing to be discussed with Acting Principal.

JAS/JELS

M3368 MANAGEMENT ACCOUNTS

Noted and approved Management Accounts from the period to 30 June 2006. First sight of the end of year figures will be available at the next PME.

M3369 CONTINUOUS PROFESSIONAL DEVELOPMENT

Approved proposal for a strategic business development project in CPD. DP Learning and Teaching will report back to PME with a timetable towards the presentation of a business case.

RJMC

M3370 ATHENA SWAN CHARTER

Approved proposal to establish a structure for HWU's participation as a signatory of the Athena Swan Charter. Steering and Implementation Groups will be formed with the latter headed up by Professor Raffaella Ocone. A timetable for reporting back to PME will be agreed.

JELS

M3371 INTERNAL AUDITOR'S POST IMPLEMENTATION REPORT - DUBAI

Received and noted a report from the Internal Auditors' post implementation report on Dubai campus. Amendment/removal will be made to the reference to Professor Smart, Page 2, item1.3.

Following consideration by PME and approval of the management responses, the full report will be considered by the next meeting of the Audit Committee and reported to Court.

M3372 INTERIM MANAGEMENT REPORT

Received and noted the interim annual audit report from KPMG. The report will be presented on a regular basis to PME.

M3373 FORWARD LOOK ON RESEARCH AWARDS

Noted an update from the Vice-Principal on the New Research Awards reports. PME was invited to comment on how it wishes to see future data of this type presented. The Vice-Principal will investigate if the data can be broken down on a school by school basis.

ACW

M3374 DISCRETIONARY HARDSHIP FUNDS

Received and noted an update from the Director of Student Welfare Services. The Director of Student Welfare Services will maintain records which may be required for audit purposes; (ii) instigate further collation of data and analysis, for example, the number of repeat applications/outcomes, take up of PGs at SBC, and (iii) will initiate a publicity campaign so that all relevant students are aware of the funding available. Noted that this fund only applies to HEU students.

M3375 RESTRUCTURING THE ACADEMIC YEAR

Noted newsletter of July 2006.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 24 August 2006

Present:

Prof J Simmons, Acting Principal (Chair)
Prof A C Walker, Vice-Principal
Prof G Gibson, Acting Head of School of Mathematical & 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 R Wardman, Head of School, Textiles and Design (TEX)
Prof J Fernie, Head of School, Management and Languages (SML)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)

Mr P L Wilson, Secretary of the University and Convener of the Support Services Board (SSB)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P McNaull, Director of Finance and IS/IT
Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)

In attendance:

Mr R McGookin, Director of Planning
Mrs M Cook, Director of Human Resources (HR)
L Kirkwood-Smith, Clerk to PME
Mrs B Travers, Head, Development and Alumni Relations attended for M3378

Lord G Penrose, Chair, Campaign Council attended for M3378
Mr P Kerr, Director of Estate and Building Services attended for M3378
Dr M King, Assistant Registrar, attended for M3378

Apologies:

Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)

Prof K J Cornwell, Head, Dubai Campus
Mrs K Patterson, Academic Registrar and Director of Student Services

ACTION:

who
when

(with whom)

M3376 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 3 August 2006.

LK-S
25 Aug 06

M3377 MATTERS ARISING

ACTION GRID

Noted recorded actions relating to the meeting of 3 August 2006 and updates on progress made against each.

CONSULTATIONS LOG

Noted an update on recent external consultation documents received by the University.

REPORTING STRUCTURE: SUPPORT SERVICES

Noted changes to the reporting structure of some support services which were underway. Noted that once details were finalised the Secretary of the University would report the changes to PME.

PLW
Aug-Sep 06

M3378 OPERATIONAL UPDATE

REVIEWING THE UNIVERSITY STRATEGY

Discussed and approved an overall structure and proposed process for the further development of the University's Strategy presented by the DP(Learning & Teaching).

Agreed that PME at its meeting on 21 September 2006 should:

- consider the statement of the University's Vision, Mission, Values, Strategic Goals and Strategic Development with a view to producing a close to final version for presentation to Court for approval at its meeting on 2 October 2006. In developing this page of the documentation PME should give consideration to the target proposed for the University's financial operating surplus over the planning period;
- further develop sheets 4, 5 and 6 of the documentation detailing strategic development of Learning & Teaching, Research & Knowledge Transfer and Institutional Infrastructure. These should also be presented to the October meeting of Court as working documents which will provide an indication of key aims, objectives, targets and activities towards improving the University's longer term sustainability. Noted, however, that it will be the responsibility of the respective Boards – LTB, RCB and SSB to develop and refine these areas of the documentation for presentation to PME at the end of the current calendar year.

The following observations/comments were made:

- in the process of review and development of its Strategy, the University should, building on progress to date, seek initially to map the current position to the proposed structure and identify where there are gaps. Noted that an exercise of this kind had been undertaken in respect of Learning & Teaching and Research & Knowledge Transfer, however, more obvious gaps remained in respect of Institutional Infrastructure;
- the process of review of the University's activities would be strengthened by the parallel involvement of the Finance Office in providing sensitivity analyses which focused on profitability and resource issues;
- the impact of the new structure and process should be felt at the level of an individual member of staff, e.g. it should be reflected in individual job descriptions;
- it will be important to share the review and development of the Strategy with the University community as "work in progress" allowing adequate time to foster broad participation and ownership;
- the wording in the draft documentation should be considered initially to ensure that the messages it contains are consistent with the University's currently agreed aims and objectives, e.g. local implementation of the Framework Agreement.
- a proposal that the mission statement of the University agreed two years ago might not require revision;
- the University's target for a sustainable operating surplus within the planning period might be expressed in a range. Further consideration must be given to this target and how it fits with a target for sustainable operations in the longer term.

Agreed that the DP(Learning & Teaching) should undertake some further iteration of the document ahead of re-presenting to PME at its meeting on 21 September 2006 and should convene meetings with four smaller groups of PME colleagues to co-ordinate the process of consultation and feedback.

RJMC
Aug-Sep 06

PME

FUNDRAISING CAMPAIGN

Noted and endorsed the University's fundraising campaign. The discussion which involved the Chair of the Campaign Council and the Head of Development & Alumni Relations focused on the overview case for 'the creation of a new environment for teaching and learning in a new century', the case for support for the Postgraduate Centre and suggestions for the title of the campaign.

PME C.Council
Aug-Sep 06

The following main observations/comments were made:

- the need for the University to be clear about its mission, vision and ambitions and to make, with conviction, a clear statement as to what it seeks to achieve through the efforts of the Campaign Council;
- clarity in the presentation and broad understanding of the University's strategy is fundamental, and work to accomplish this must progress quickly building on what has been achieved so far;
- the Postgraduate Centre project needs to be promoted as part of a wider, coherent set of developments in teaching and learning, with the wider vision promoted foremost;
- the need for target figures to be firmed up.

PME members were invited to provide feedback on the content of the Campaign documentation and to consider the suggestions for a Campaign name with a view to the documentation being re-presented to PME at its meeting on 21 September 2006. Noted the intention to commission professional copywriters to prepare Campaign documentation for publication.

M3379 OPERATIONAL UPATE (continued)

FRAMEWORK AGREEMENT

Noted a report by the Director of HR on solid progress being made towards agreement with the Trade Unions on implementation of the Framework Agreement, focusing in particular on those areas in which there was still some work outstanding. Noted that:

- letters were currently being issued to all staff confirming assimilation to the new single pay spine based on individuals' current rate of pay. Full assimilation to the new structure would follow completion of the matching process;
- broad agreement had been reached with the Trade Unions on the PDR process with some further consultation to take place with Unison;
- discussions on detailed aspects of harmonisation of working hours and conditions were ongoing;
- work was progressing on academic role profiles following which profiles would be prepared and agreed for all categories of staff;
- the matching process was expected to be completed by November 2006.

Agreed that the Director of HR should consult with the Trade Unions and propose a deadline date by which full assimilation to the new structure should take place.

MCC
Aug-Sep 06

Agreed that discussion on implementation of the Framework Agreement should form a substantive item of discussion at the meeting of PME on 21 September 2006. Noted that the Director of HR would present for PME approval, details of issues on which agreement with the Trade Unions had been reached and a record of outstanding issues. Noted that PME would also be invited to approve a communications strategy which, would help support a programme of focus sessions with staff and would help to ensure that messages to staff are consistent across the University.

MCC
Sep 06

RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS: REPORT FOR JULY 2006

ACW
Aug-Sep 06

Noted a report prepared by TRS detailing research grants and contracts proposals and awards for the period to end July 2006 (end of year). This highlighted:

- the total value of research grant and contract awards was £14.260m – representing a marginal increase against the previous year;
- the total value of research grant and contract proposals was £51.810m - representing an increase on the total value reported in the previous year. PME was reminded, however, that not all proposals activity had been captured in previous years' reporting, therefore an accurate comparison could not be drawn. It was clear that whilst proposals activity might have increased, the rate of success rate had reduced.

Noted work ongoing with TRS to develop more detailed reports in the coming year which would supplement the current form of reporting.

M3380 OPERATIONAL UPDATE (continued)

(Reserved item: Ref Section 30 of the FOI (Scotland) Act).

DUBAI CAMPUS UPDATE

Noted an update report on the Dubai Campus from the Head of the Dubai Campus and the Secretary of the University, noting the current position vis-à-vis finance, staffing, campus

infrastructure/facilities, expected student numbers and further issues to be addressed.

Agreed, as regards student projected student numbers, the need for decisions to be taken as soon as possible on courses which were expected to yield low student numbers in 2006/7. Noted that the authority to decide whether a course should run lay with individual Schools with the ultimate approval of PME.

M3381 IS/IT POLICY GROUP PROGRESS REPORT

Received and noted an Annual Report from the IS/IT Policy Group 2005/06. This highlighted key actions and successes in the year relating to activities led by the Group to define, refine and implement the University's IS/IT Strategy, and included a progress report on the current status of key projects.

PMcN

It was proposed that a formal report on the H-Web Redevelopment project should be presented to PME ahead of its final sign-off.

M3382 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2006 (FULL YEAR)

Noted Management Accounts for the period to 31 July 2006 (full year). These highlighted a provisional surplus for the year of £1.325K before applying the loss of £270K from consolidation of the IU in the accounts as an associate company. The annual result was encouraging given that it reflected a net £2m shortfall in fees income and unbudgeted Dubai costs of £456K.

The Director of Finance & IS/IT reported on the trend in profitability over the last five months including an explanation of the drop in reported profitability in July, the financial performance of Dubai operations, balance sheet and cash-flow, capital in the year and progress made in the Oracle System Review.

Noted that the Accounts would be subject to the normal pattern of review by the University's Auditors.

Noted work ongoing to establish costs to Schools in 2005/06, so that their respective end of the year positions can be determined as soon as possible.

M3383 STRATEGIC RISK REGISTER

Received and approved an updated Strategic Risk Register presented by the Risk Management Strategy Group (RMSG) for presentation to the next meeting of the Audit Committee on 15 September 2006.

JELS/RSMG

Aug-Sep 06

Noted the following observations/comments for further action by the RSMG with relevant individuals:

- in respect of pension funding (item 2), recommendations will be presented to PME in due course;
- failure to meet HEU numbers (item 5) appeared in the light of current recruitment for October 2006 entry not to be a significant risk, however, failure to respond to further demographic change in the HEU candidate population (item 6) would remain a significant risk. It was suggested that the RSMG consider merging the two highlighted risks;
- RSMG should consider whether item 7 is sufficiently high in the rank order;
- RSMG should consider whether item 10 might now be removed from the rank order;
- RSMG should consider whether the University's fundraising activity merits a place in the top 10 identified risks.

M3384 IS/IT SECURITY STRATEGY

Noted and approved draft Operational Procedures for supporting compliance with the Corporate IS/IT Strategy, in particular in relation to the IS/IT Security Policy, with a view to these being in place by 1 October 2006 or as soon as possible following this date. The following recommended actions were requested ahead of

PMcN et al

Aug -Sep 06

implementation:

- University Information and Computing Services (UICS) should conduct a brief consultation on the contents of the document with School Computing Officers to ensure that no unforeseen problems associated with the procedures are likely to arise;
- the content of the document should be reviewed to ensure that the scope of the advice provided reflects only legitimate operational concerns associated with IS/IT security and does not extend, or - through the wording used - appear to extend beyond this remit. Any references to matters not associated with security should be removed or amended.

M3385 CONSULTATION ON REFORM OF HIGHER EDUCATION RESEARCH ASSESSMENT AND FUNDING

Noted the ongoing consultation on the reform of higher education research assessment and funding by the DfES and supporting information presented by the Vice-Principal which included inter alia, HWU's draft response to the consultation.

PME members were invited to submit their comments on the consultation to the Vice-Principal in order that the University's response might be completed and submitted well in advance of the deadline of 13 October 2006.

PME members

Aug-Sep 06

M3386 ANY OTHER COMPETENT BUSINESS

PREPARATIONS FOR THE START OF THE NEW ACADEMIC YEAR

HoSs

Head of Schools were requested as part of the preparations for the start of the new academic year to arrange general tidying up of their respective School entrance and corridor areas.

Sep 06