

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 21 September 2006

Present:

Prof J Simmons, Acting Principal (Chair)
Prof A C Walker, Vice-Principal
Mr P McNaull, Director of Finance and IS/IT
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)
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)

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 RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
Prof K J Cornwell, Head, Dubai Campus
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)
Ms B Travers, Head of Development & Alumni Relations attended for M3391
Ms J Reilly, Fundraising Campaign Director attended for M3391
Mr P Kerr, Director of Estate and Building Services attended for M3391 and M3400

Mrs K Patterson, Academic Registrar and Deputy Secretary
Dr M King, Assistant Registrar, attended for M3390
Ms G Bartsch, Dubai Project Manager, attended for M3390
Dr A Weir, Head of Reserach & Legal Services TRS, attended for M3390
L Kirkwood-Smith, Clerk to PME

Apologies:

Prof G Gibson, Acting Head of School of Mathematical & Computer Sciences (MACS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

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

ACTION:
who (with whom)
when

M3387 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME on 24 August.

LK-S
22 Sep 06

M3388 ACTION GRID

Noted recorded actions relating to the meeting of 24 August 2006 and updates on progress made against each.

M3389 CONSULTATION LOG

Noted a consultation led by HEFCE on a Review of Performance Indicators for Higher Education, noting a deadline date for responses of 10 November 2006. The DP(Learning & Teaching) will lead co-ordination of the University's response.

M3390 STRATEGY DEVELOPMENT

Following approval on 24 August 2006 of the overall structure and process for ongoing revisions to the University Strategy and its components, breakout discussions on the key themes of University Mission/Vision/Values etc, Learning & Teaching, Research & Knowledge Transfer and Institutional Infrastructure formed the first part of the meeting.

Agreed, as regards the documented Mission/Vision/Values etc to be proposed to Court for its approval, to recommend that the University's Mission Statement should remain unchanged. Agreed to recommend to Court that statements of Vision should be developed by a working group led by the new Principal and Vice-Chancellor, and that a statement of the University's values should also be developed by a working group yet to be determined. Endorsed the proposal to recommend to Court that the target for the financial surplus the University returns should be set at 7% by 2011. Noted also development of the University "Strategic Goals" section as outlined in summary by the breakout group convener. The Head of EPS agreed to provide further input to the section detailing Mission/Vision.

Noted also a brief oral summary from breakout group conveners of further recommended updates to the documentation to be presented to Court including statements on Learning & Teaching, Research & Knowledge Transfer and Institutional Infrastructure.

Agreed to consolidate the recommendations of the breakout groups in preparation for presentation of the documentation to Court. (Addendum: The DP (Learning & Teaching) agreed to co-ordinate this work and to disseminate updated documentation to PME members for approval early in the week commencing 25 September following which it will be forwarded to Court members ahead of the meeting on 2 October 2006.)

RJMC/JELS
Sep 06

conveners

M3391 'LEARNING FOR THE FUTURE' FUNDRAISING CAMPAIGN

Noted, papers and a supporting presentation from the Head of Development & Alumni and the newly appointed Campaign Director proposing a strategy and policy for taking forward the University's fundraising activities.

Approved a phased plan for major capital fundraising activities under the campaign banner 'Learning for the Future' (working title). Progress should now be made in developing a full Campaign plan. Noted that Campaign projects would include:

- provision of a new Postgraduate Centre;
- adaptation of seminar rooms and lecture theatres;
- transformation of the Library to a Learning and Knowledge Centre; and
- new learning spaces in Schools.

Noted that the Postgraduate Centre was at the stage of a fully defined and costed project with completion expected by autumn 2008. The Library project has been scoped with a further report due on details of the remodelling plans. Noted that costings were awaited for the adaptation of seminar rooms and lecture theatres. Noted also that the Learning and Teaching Board would consult with key stakeholders on development of new learning spaces in Schools.

Approved the fundraising target for the Campaign of £5m over three years, noting plans to raise £4m in years 1 and 2. Agreed that Phase 1 of the Campaign should focus on the Postgraduate Centre and undergraduate and postgraduate scholarships. During this phase opportunities should be explored to gain support for the University's refurbishment programme for lecture theatres and seminar rooms. Agreed that Phase 2 of the Campaign which will run up until 2011 should focus on the Library project and new learning spaces in Schools, noting that a full clear vision for this phase needs to evolve over time. The need for sharing of vision and broad institutional commitment to the Campaign was emphasised. It would be helpful, therefore, if the vision were documented for wider dissemination.

Ongoing
JELS/BT/JR

C.Council
Ongoing

Approved a Fundraising Policy which had been developed to provide a consistent and professional approach to fundraising with the aim of maximising donations and supporting good stewardship of donors. Recommended that, for clarity, the Policy document should include a definition of fundraising. Noted that, once finalised, the Policy will be communicated to Schools and Institutes.

M3392 FRAMEWORK AGREEMENT: PROGRESS REPORT

Noted an update from the Director of HR on implementation of the Framework Agreement. Noted policies and procedures which had been agreed with the Trade Unions, including: appeals procedure, market supplement policy, grade

MCC

H.R.

structure (excluding Unison), profiles for Lecturer A and B, pay assimilation policy, matching policy, performance and development review and contribution pay. ongoing
Noted that further documents, policies and procedures had been tabled but not yet agreed. These included remaining level descriptors for academic grades - noting that those currently drafted for senior lecturer and reader had, in the midst of faltering internal negotiations, been referred by the local UCU to national level for advice, promotion and progression procedures and harmonisation of terms and conditions. Level descriptors for all other staff groups had yet to be tabled.

Noted updates on progress and outstanding work in respect of the matching exercise, harmonisation of terms and conditions, performance and development review, contribution pay and assimilation to the single pay spine.

Noted the indicated timescale of November 2006 for the readiness of HR to seek PME approval of the full Framework Agreement package.

Approved a proposed Communication Strategy to manage communications from the current status through to a post-launch phase.

M3393 Reserved item (reference Section 30 FOI(Scotland)Act)

M3394 DUBAI CAMPUS UPDATE

Noted an update on the Dubai Campus from the Director of Finance & IS/IT. This included a report of a joint HWU and Eikon meeting held in Dubai on 8 September convened to resolve outstanding contract interpretation issues relating to year 1 of the signed agreement between both parties. Noted and endorsed actions by HWU prompted by changes to the formal agreement of June 2006 which were agreed at the meeting and noted a summary of the financial implications of these changes. Noted that at an IS/IT Supplementary Agreement had been signed with Eikon.

Noted the concern of the DP(International Development) with respect to achievement of planned recruitment targets in 2006/07. In the region of 300 students were expected to be registered at the start of 2006/07, though there would be staggered start times for courses through the year.

M3395 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)

Received and approved, for onward presentation to Senate and to Court for approval, recommendations of the Academic Promotions Board (Senior Promotions) two cases for promotion to Professor heard under emergency Procedures. (Reserved section: ref DPA)

LK-S/SS

H.R.

Sep-Oct 06

Agreed that the Clerks of Senate and of Court should make arrangements for the cases to be presented for approval, following which HR should confirm the outcome with the candidates formally.

M3396 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 AUGUST 2006 (PERIOD 1)

Received and noted management accounts for the period to 31 August 2006 (period 1). These highlighted, in summary:
- a deficit for the month of £553K, some £200K better than budget. Increased DL sales and improved CPD and research margins from Postgraduate Institutes contributed to the overall positive variance;
- central support sections were in aggregate £140K worse than budget for the month;
- planned ongoing improvement in debt collection over the coming year. Reported progress in this area would continue to be tracked against the University's past

performance in this area.

PME members were reminded that tuition fees income in the budget was still the budget figure. A clearer picture of actual income would emerge in October following student registration.

The Director of Finance & IS/IT confirmed that information to Schools on central costs for 2004/05 would be available very shortly. Those for 2005/06 would be available in time for the Planning Round meetings in December.

Noted that the University's External Auditors were working on the University's full accounts for the previous year and it was anticipated that the reported surplus for 2005/06 might rise towards £1.4m.

M3397 CAPITAL EXPENDITURE 2006/07

Received and approved a capital expenditure plan for 2006/07 including a request for approval to spend up to £6.3m of capital in the year. Noted that this represented the combined value of projects which had been identified by the Capital Committee as priority areas of expenditure, i.e. the projects had been allocated a priority value of 5 or more (scores 5-10). Noted that final decisions were pending for priority value 5 projects and these would be considered fully by the Committee following submission of the full business case in each instance. Noted that PME approval was not being sought at this stage for projects with a current priority value lower than 5; however, the Committee would continue to evaluate and prioritise all projects in the light of the business cases presented.

PMcN
06/07

M3398 RESEARCH AWARDS FORWARD LOOK AND RESEARCH PARTNER AS OF THE END OF FY 2005/06

Received and noted a report from the Vice-Principal, providing one, two and three year forward looks on the order book value of Research Grants and Contracts awards at University level and by individual School/IPE. This spread the value of each award on an equal monthly across the period over which it is to run. Noted also trends in proposals, announced grants, actual turnover and overhead recovery over the period 1994/5 to 2006/7.

Agreed that whilst the report was both very welcome and useful in further revealing a picture of research grants and contracts performance which was already broadly understood, there remained further work to be done in order to understand the activities at the level of individuals in Schools which were contributing to the overall result, and to emphasise the message that securing appropriate funding for research is the responsibility of all individuals involved.

PME/RCB
ongoing

Agreed that the report should be considered by the Research Co-ordination Board (RCB) and discussed by the Board with individual Schools. Agreed that RCB Schools should consider the report at the next meeting of the Board and should monitor progress in this area on behalf of PME, reporting back at regular intervals.

DRH/RCB ongoing

M3399 KNOWLEDGE TRANSFER PARTERSHIPS (KTPs)

Noted and approved targets proposed by the RCB for Knowledge Transfer Partnership (KTP) activity for the years 2006/07 to 2008/09, noting that these had been agreed jointly with Schools and IPE.

DRH/RCB TRS/Schools
ongoing

Agreed that information on the agreed targets should be widely disseminated and Schools were encouraged to work with the RCB and with Technology & Research Services (TRS) to achieve the targets. Noted that TRS would report the overall University target to the East of Scotland KTP Centre to incorporate in its

Operational Planning.

Agreed that the RCB, on behalf of PME, should oversee implementation and monitoring of Schools' progress against targets and report back periodically to PME. The first report should be presented to PME at its meeting in December 2006.

M3400 ESTATE OFFICE ANNUAL REPORT

Received and approved an Annual Report from the Estate Office for onward presentation to the meeting of Court at its meeting on 2 October 2006. The Director of Estate & Building Services confirmed minor amendments which had been made to the Report following presentation to the Estate Strategy Committee on 19 September. These included simplified presentation of PIs, targets and objectives, clarification of some of the acronyms used, explanation about some of the movement in staff numbers, representation of the main graph highlighting areas of expenditure and the addition of Aston University in Estate Management Statistics (EMS) peer group data.

PLW/PKG LK-S

2 Oct 06

It was suggested that it would be useful to include project evaluation from customers in future reports.

It was observed that there was some lack of clarity in the presentation of EMS data. The Director of Estates & Building Services agreed that he would add a footnote to the final version.

M3401 OCCUPATIONAL HEALTH & SAFETY COMMITTEE ANNUAL REPORT

Received and approved an Annual Report from the Occupational Health & Safety Committee for onward presentation to Court at its meeting on 2 October 2006 with a recommendation in respect of the last section of the Report on the gas explosion at SBC in which the wording gave the impression that the University did not know for certain whether any further Nuway gas boosters were situated on campus. If this is indeed known then the wording of the section should be amended to reflect this. Noted that other boosters at SBC which had been identified at SBC had been safety checked and would in any case be replaced over the coming period. (Addendum: The Convener of the Committee and the Director of Estates & Building Services highlighted section 1.2 of the report which confirmed that no other Nuway boosters were in existence at HWU. Agreed that a footnote cross-reference could be added, following the consultant's report.)

PLW

LK-S

2 Oct 06

M3402 UNIVERSITY HEALTH CENTRE ANNUAL REPORT

Received and approved an Annual Report from the University Health Service for onward presentation to Court at its meeting on 2 October 2006. No comments were made.

PLW

LK-S

2 Oct 06

M3403 UCU JNCC ANNUAL REPORT

Received an Annual Report from the AUT JNCC for onward presentation to Court at its meeting on 2 October 2006. No comments were made.

PLW

LK-S

2 Oct 06

M3404

ANNUAL REVIEW 2006: CALL FOR CONTRIBUTIONS

Noted and endorsed an outline plan for the University's Annual Review 2006 report and noted a call for contributions by Friday 20 October 2006 from the Chairs of the LTB, RCB, Heads of Schools, PGIs and Support Services. Noted the production schedule for the report:

KMacG/CMLD et al
Sep 06 – Jan 07

- contributions by 20 October 2006 to the Press Officer;
- draft contents list to be presented to PME at the meeting on 23 November;
- design/visuals mock-up to be presented to PME at its meeting on 14 December;
- Acting Principal's review to be ready by 8 December;
- final approval for printers by 12 January 2007.

The following comments were made:

- the document should link to the agreed vision and mission of the University, and be presented in a way which is coherent with the strategy;
- photographs of groups taken at a distance should be avoided.

On the wider issue of annual reporting an observation was made on the widely varying styles and formats of reports including those which were presented to PME and to Court. The Academic Registrar and Deputy Secretary was invited to review this, working with relevant sections to develop a common approach.

KAP
06/07

M3405 REDEVELOPMENT OF THE HESA STUDENT RECORD

Noted a summary report from the Academic Registrar and Deputy Secretary on redevelopment of the Higher Education Statistics Agency (HESA) Student Record. This highlighted the additional work that will need to be undertaken in HWU's current student system by a number of sections to ensure that the University is able to meet its statutory obligations. This would run concurrently with work to develop the new Student Administration System. Noted that a request to HESA for approval to defer the introduction of the changes until HWU's new system was in place had been declined and that all institutions were required to comply with the statutory requirements from 2007/08.

Agreed to wait for a report on the requirements in further detail by the Management Information Officer following a forthcoming meeting called by HESA. On receipt of further information, PME will be in a better position, with the aid of further professional advice if necessary, to determine the University's position with regard to compliance with the changes as timetabled.

KAP JC
Sep-Oct 06

M3406 ANY OTHER COMPETENT BUSINESS

TIMES HIGHER EDUCATION SUPPLEMENT (THES) ARTICLE

Noted that a recent article had been published by THES on technology transfer office costs. This included a reference to HWU and provided misleading information on costs v. income which was derived from internal University reporting, and provided by the University in response to a Freedom of Information inquiry by the newspaper. Contrary to the facts presented by the article, it could be shown that the total of all income generated for the University from technology transfer group activity far exceeded the costs of running TRS. Noted that this matter highlighted the importance of referring all FOI inquiries to the University's FOI Co-ordinator for advice. In the case of enquiries received from the Press, the University's FOI Co-ordinator will automatically alert the Press Officer who, in turn, will advise on the detail of the University's response.