PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 21 September 2006

Present:
Prof J Simmons, Acting Principal (Chair)  Mr P L Wilson, Secretary of the University and Convener of the Support Services Board (SSB)
Prof A C Walker, Vice-Principal  Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaul, Director of Finance and IS/IT  Prof RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
Prof R Wardman, Head of School, Textiles and Design (TEX)  Prof K J Cornwell, Head, Dubai Campus
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)  Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)

In attendance:
Mr R McGookin, Director of Planning  Mrs K Patterson, Academic Registrar and Deputy
Mrs M Cook, Director of Human Resources (HR)  Dr M King, Assistant Registrar, attended for M3390
Ms B Travers, Head of Development & Alumni Relations  Ms G Bartsch, Dubai Project Manager, attended for M3390
attended for M3391  Dr A Weir, Head of Research & Legal Services TRS, attended for M3390
Ms J Reilly, Fundraising Campaign Director attended for M3391  L Kirkwood-Smith, Clerk to PME
Mr P Kerr, Director of Estate and Building Services attended for M3391 and M3400

Apologies:
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 P Corbett, Head of Institute, Petroleum Engineering (IPE)  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.)

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.

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
structure (excluding Unison), profiles for Lecturer A and B, pay assimilation policy, matching policy, performance and development review and contribution pay. 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)

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
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.

**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.

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.

**M3399  KNOWLEDGE TRANSFER PARTNERSHIPS (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.

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.

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.

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.

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.)

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.

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.
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:
- 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.

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.

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.
PLANNING AND MANAGEMENT EXECUTIVE
Matters dealt with by correspondence: November 2006

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 D C Jones, Head of School, Engineering & Physical Sci (EPS)
Prof K J Cornwell, Head, Dubai Campus
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof G Gibson, Acting Head of School of Mathematical & Sciences (MACS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr R McGookin, Director of Planning
Mrs M Cook, Director of Human Resources (HR)

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 J Fernie, Head of School, Management and Languages
Prof RJM Craik, Deputy Principal (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof J Fernie, Head of School, Management and Languages
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 J D C Jones, Head of School, Engineering & Physical Sci (EPS)

ACTION:

M3426 TUITION FEES FOR 2007/08
Received and approved proposed Tuition Fees for 2007/08 for onward presentation to the Finance Committee and to Court.

ACW
Nov-Dec 06

M3427 TUITION FEES FOR 2007/08: DUBAI CAMPUS
Received and approved proposed Tuition Fees for 2007/08 for the Dubai Campus for onward presentation to the Finance Committee and to Court.

ACW
Nov-Dec 06
PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 26 October 2006

Present:

Prof J Simmons, Acting Principal (Chair) Mr P L Wilson, Secretary of the University and Convener of the Support Services Board (SSB)
Prof A C Walker, Vice-Principal Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
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)
Prof R Wardman, Head of School, Textiles and Design (TEX) Prof F G Priest, Head of School of Life Sciences (SLS) Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof J Fernie, Head of School, Management and Languages (SML) Prof R Wardman, Head of School, Textiles and Design (TEX) and Convener of the Learning and Teaching Board (LTB)
Prof G Gibson, Acting Head of School of Mathematical and Computer Sciences (MACS)

In attendance:

Mr R McGookin, Director of Planning Mrs K Patterson, Academic Registrar and Deputy Secretary
Mrs M Cook, Director of Human Resources (HR) L Kirkwood-Smith, Clerk to PME

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE) 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) Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Academic and Business Development (IABD) Prof K J Cornwell, Head, Dubai Campus

ACTION:

M3409 MINUTES OF THE PREVIOUS MEETING AND MATTERS DEALT WITH BY CORRESPONDENCE

Approved the minutes of the meeting of PME held on 21 September 2006 and a record of matters dealt with by correspondence in October 2006.

LK-S 27 Oct 06

M3410 ACTIONS LOG: MATTERS ARISING

Received and noted recorded actions relating to the meeting of 21 September.

LOCATION OF FUTURE MEETINGS

Due to the poor quality of light in the Leonard Horner Conference Room it was agreed to investigate an alternative location for future meetings of PME.

LK-S Oct-Nov 06

M3411 CONSULTATIONS LOG

Noted externally led consultations communicated to the University in October 2006, noting comments and progress made against each.

Noted that the log which included reference to the recent consultation on the reform of higher education research assessment and funding by the DfES would be updated to record that the action on this had been completed.

LK-S Oct 06
Noted an update on Strategy development and implementation presented by the DP(Learning & Teaching) including an update on progress and issues highlighted for further consideration.

PME's attention was drawn in particular to:
- a proposal that the planning/budgeting process should be revised to identify budget spend that was not aligned to strategic priorities and investment opportunities that would better deliver strategic objectives. The outcome of the process could then lead to reallocation of funds against an agreed list of strategic objectives. Current objectives would be clarified through the ongoing process of strategy development being taken forward by the Boards of PME. Agreed that, as part of the development process, the Boards should seek to articulate clearly these objectives;
- the process of "budgeting for change", which must involve Schools at a fundamental level, would be informed by discussion and review at the Nov/Dec planning round meetings - as a development of current practice, by development of budgeting/planning guidelines and through further discussions at PME and through PME and Court Away Days;
- HR support required to effect the necessary change such as role profiling, appraisal and performance management, capability processes, promotion and reward and staff development will all be dealt with in the context of the Framework Agreement;
- the University required processes for agreeing strategic priorities and developing a destination statement and communications plan.

Noted, in the course of discussion, some reservation with wording on the first slide of the presentation to the effect that it was the financial consequences of the strategic plan of the University that the Court had not accepted. There was therefore a need to provide a better link between planned University activity and the objective of financial sustainability.

Noted a report from the Director of Planning providing a re-forecast of student numbers and tuition fee income in 2006/07 following main student registration in September 2006. The report highlighted a shortfall in tuition fee income compared to budget of ~£1.6m which comprised shortfalls of £900K at Scottish campuses and £940K at the Dubai campus - the latter net of fees payable to Eikon, and projected improvement on budget of £240K from distance and Approved Learning Partner (ALP) supported learning activities.

Noted evidence that both tuition fee income and student numbers - notably postgraduate taught course numbers - had continued to grow; however, in each case, growth had fallen short of ambitious targets. This was highlighted in an analysis of actual/expected fte student numbers comparing 2006/07 registrations against the previous year. This confirmed an overall 7% increase across all categories including a virtually unchanged position in Scottish campus numbers; an increase of 75% in Dubai Campus numbers and an increase of 39% in distance and ALP supported learning numbers. Noted, however, that there remained some further risk to achieving expected registrations; in the case of Scottish campus students this risk was minimal; however, a proportion of Dubai campus students and an, as yet, unascertained fraction of distance and ALP supported students would register later in the academic year.
- the Dubai "contingency" fund be used to offset approximately half of the shortfall attributable to Dubai - how this should be attributed to Schools was yet to be determined;
- SML, EPS, SLS, IPE and possibly TEX should be expected to maintain their budgeted levels of contribution, finding savings/additional income elsewhere in their budgets;
- MACS, and possibly TEX should seek substantial savings/additional income; though it was recognised that possible measures may not be sufficient to offset their proportionately larger shortfalls;
- an agreed level of savings against budget should be sought from Support Services to cover any residual shortfall;
- due to the scale of the shortfall, savings should be identified from both pay and non-pay elements of school and Support Service budgets, with agreement that this must be without detriment to research in a way that might impact on the RAE.

Agreed that work to identify appropriate costs saving/income generation should proceed through the autumn Planning Round meetings with Schools and Support Services led by the Vice-Principal and the Director of Finance.

Noted the current moratorium on new appointments, noting that the Vacancy Management Group (VMG) was responsible for managing this process and dealing appropriately with applications currently in the system. Agreed that the Director of HR should work closely with the VMG to consider on a case-by-case basis current applications in the selection and recruitment process, and provide advice on how these should best be managed.

Agreed need to brief the Audit Committee and the Finance Committee at their joint meeting in November with the University's plans to secure the necessary cost savings/additional income. Agreed that an outline plan, to be developed in further detail through the Planning Round, should be presented to PME at its meeting on 23 November 2006. In the meantime, the Director of Finance advised that relevant instructions would be delivered to Financial Controllers, and that rapidly convened meetings would be held with Schools with the largest shortfalls. Noted that the Acting Principal would seek the advice of relevant colleagues on a communications plan.

In the course of discussion some short- to medium-term initiatives and requirements were highlighted. Noted that the Director of Recruitment and Admissions had been invited to consider market opportunities in Dubai from 2007/08 onwards. Noted in regard to Dubai recruitment in the next academic year, the need for recruitment materials to be available by end of November 2006. Noted also the intention of the School of MACS to consider how costs would be better managed in the School over a 4-5 year horizon.

Noted that it was proposed to undertake a fuller analysis of trend and performance of growth strategy by School for further discussion at a future meeting of PME.

M3415  OPERATIONAL UPDATE (continued)

FRAMEWORK AGREEMENT
Noted an oral update on developments towards implementation of the Framework Agreement by the Director of HR, including confirmation that good progress was being made in the area of role profiles and with other aspects such as harmonisation of terms and conditions.

Noted the target date for implementation of 1 February 2007 and noted that the Framework Agreement Package would be presented to PME for approval at its meeting on 23 November 2006.

M3416  ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)
Received and approved a recommendation for the promotion to Senior Lecturer of Dr Abigail Marks, School of Management & Languages.

HR should proceed formally to confirm the appointment.
Received and discussed Management Accounts for the period to 30 September 2006 (period 2) highlighting in particular:
- a surplus for the two month period of £18K, £350K better than budget. Noted that no costs had been accrued for the re-grading part of the framework agreement, an element of the Accounts that would be amended in the coming month;
- variances against budget and prior year for the period. Some of these were understood and were explained in the accounts, others remained to be clarified and an exercise was underway to identify the reasons for the variances.
- the expected shortfall in tuition fees was not yet reflected in the accounts.

Noted that an additional report providing a phased capital expenditure budget would be presented at the meeting of PME on 23 November.

Noted and approved a proposal by the Director of Finance to establish a small sub-group of PME to develop a proposal for consideration by the Finance Committee at its meeting on 20 November 2006 for the establishment of a revolving credit facility. This was aimed at better managing the University's debt and the Director of Finance confirmed that the new arrangement, which could result in significant savings in future interest payments, would be enabled by using current cash surpluses to reduce the University's present debt level.

Received and noted a report on Research Grants & Contracts: Proposals and Awards for the period to the end of September (period 2) from the DP(Research) and Technology & Research Services. The report highlighted a total value of awards so far in the year of £3.72m; and a total value of proposals so far in the year of £13.86m. These results were encouraging as they appeared to show a significant upward swing, both values being well ahead of the same period in the previous year.

PME was reminded that he RCB, on behalf of PME, would oversee and report on implementation and monitoring of Schools' progress against targets on Knowledge Transfer Partnerships. The Acting Principal requested that a report should be presented to PME at its meeting in November 2006.

(Addendum: EPS highlighted a few errors in the report following the meeting, most notably errors on page 8 of the full electronic version where data behind the School charts relating to value of proposals to date did not match the properly presented figures on page 7. TRS agreed to amend the data by the time of the next monthly report.)

Noted a forward look report on Research Grants & Contracts Awards from the Vice-Principal which indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward looks were presented in each of one, two and three year periods.

Noted that progress had been made in bringing the one- and two- year forward looks to a level significantly above the albeit low position of one year ago. Progress made in the last two months had contributed appreciably to this position.

Noted, however, that the three-year forward look was not, as yet, showing signs of recovery: whilst this was a little improved, it remained significantly below the level of one year ago. Overall, the report suggested there were prospects for modest growth in the medium term but that the average duration of new awards had been reduced. The Vice-Principal highlighted remaining concern that research income continued to be in a weak position. The DP(Research) emphasised that there were detailed records of which academics were making contributions to generating...
research income and which were not. Performance gaps should be managed in each School.

M3420  SCHOOL (TRO) INCOME AND EXPENDITURE ACCOUNTS FOR 2004/05

Noted a report from the Vice-Principal providing School TRO - (teaching/research/other), income and expenditure accounts for 2004/05. This summarised the overall position for each School after final allocation of central costs and income and other adjustments. The Vice-Principal tabled a revised version of the paper initially distributed which addressed some reported problems relating to EBS and TEX figures. Problems relating to the former stemmed principally from incompatibilities between the methods of monthly PME Management Accounts reporting and TRO reporting, a matter which would be addressed for future reports.

Noted the inclusion in the summary report for Schools of two scenarios presented as examples of how targets might be set for Schools which were consistent with the overall 5-year target for the University to achieve a surplus of 7% on its annual turnover.

Noted that preparation of an equivalent report for 2005/06 was underway and this would be completed over the coming few weeks. Work would then proceed, informed by these reports, to develop achievable School targets through the planning round process which were consistent with the University strategic objectives to cover full economic costs of its overall activities.

M3421  POLICY ON PREPARATION AND USE OF TEACHING MATERIALS

Noted and approved a proposed Policy on the Preparation and Use of Teaching Materials, the principles of which had been agreed previously by PME. Noted that the Policy had been the subject of consultation with Schools over a period of months, and had been approved by the LTB. Noted that, within the terms of the Policy, the University would move progressively to develop its teaching materials in a flexible format.

Agreed, in order to move forward with implementation of the Policy across all Schools/IPE - with the exception of EBS, to invite the LTB to progress with the development of clear plans and timescales for meeting objectives. Noted that further clarification and guidance would be required through the process of development of the current high level statements into a full policy document and with setting of clear objectives and associated targets.

Noted plans to integrate the Policy into the developing University Strategy on Flexible Learning and to use the Policy to inform modifications to teaching and learning approaches to be introduced as part of Restructuring of the Academic Year.

M3422  SERVICE TEACHING FOLLOWING RESTRUCTURING OF THE ACADEMIC YEAR

Noted and approved, following minor re-drafting, a proposed Policy on Service Teaching, designed to facilitate the process of re-designing courses and modules during the Restructuring of the Academic Year. Noted that further work would be required on issues of planning and implementation.

Approved the Policy, as supported in principle by LTB:
- Schools should deliver only courses of study which fall within their agreed discipline areas: discipline areas within each School being at the approval of PME;
- any School could offer any module (or group of modules) where it has the expertise and resources to do so for any course that falls within its discipline area.
- all Schools must maximise operational efficiency by working with other schools to deliver modules in subject areas where the expertise already exists.

The following observations/concerns were raised by members of PME in the course of discussion:
- there was an inherent danger through application of the Policy in increasing inefficiencies in module teaching unless Schools comply with the requirement to secure operational efficiency at University level;
- the University needs to develop appropriate systems to ensure that behaviour is not directed away from actions which contribute to the common good of the University and further towards competitive endeavours which serve only to meet localised targets. This should remain a longer term goal of the University;
- however, in the short term, the proposed Policy appeared to provide practical means to manage a current area of conflict and provide a basic structure for impartial decision-making;
- concern that experts in given subject disciplines might be excluded from decision-making in relation to determining appropriate ownership of teaching in that subject;
- there should be a clear account provided of how decisions will be arrived at objectively at University level and the implications of the new Policy on the status quo.

M3423  FUTURE DIRECTION OF H-WEB

Noted and approved a proposed strategic vision for H-Web and an outline process through which it could be refined and implemented, as recommended by the IS/IT Policy Group. Noted that the strategy encompassed ownership, branding, content, technology infrastructure and the service environment with a target schedule for implementation and compliance.

Noted that the interface of the strategy with the University's marketing activity was yet to be developed. A locus had been provided in the past by the Strategic Marketing Group; however, this group was no longer active.

Noted the expectation that the H-Web Strategy would be defined, documented and presented to PME for endorsement by the end of January 2007 with a target date for its implementation and compliance across the University of September 2007.

Noted that the IS/IT Policy Group would submit progress reports inviting PME to consider and agree the strategy further in due course.

Noted the anticipated launch of the University's new website due in November 2006. This was expected to provide a base for future development.

M3424  REFORM OF HIGHER EDUCATION RESEARCH ASSESSMENT AND FUNDING: CONSULTATION

Noted a copy of the University's covering letter and statement of key principles which had been submitted early in October to the DfES as part of the University's response to the national consultation of the reform of higher education research assessment and funding.

M3425  ANNUAL REVIEW 2006: PRODUCTION SCHEDULE

Noted the production schedule for publication for the Annual Report. Members of PME were reminded that the final deadline for submissions was Friday 3 November 2006.
M3426 TUITION FEES FOR 2007/08

Received and approved proposed Tuition Fees for 2007/08 for onward presentation to the Finance Committee and to Court.

ACW
Nov-Dec 06

M3427 TUITION FEES FOR 2007/08: DUBAI CAMPUS

Received and approved proposed Tuition Fees for 2007/08 for the Dubai Campus for onward presentation to the Finance Committee and to Court.

ACW
Nov-Dec 06
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 23 November 2006

Present:
Prof J Simmons, Acting Principal (Chair)            Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof A C Walker, Vice-Principal                     Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P McNaull, Director of Finance and IS/IT          Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof R Wardman, Head of School, Textiles and Design (TEX)  Prof K G Lumsden, Director of Edinburgh Business School (EBS) from 10.20 am
Prof J Fernie, Head of School, Management and Languages (SML)
Prof F G Priest, Head of School, Life Sciences (SLS)

In attendance:
Mr R McGookin, Director of Planning
Mrs M Cook, Director of Human Resources (HR)
L Kirkwood-Smith, Clerk to PME

Apologies:
Prof G Gibson, Acting Head of School of Mathematical and Computer Sciences (MACS)
Prof B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof RJM Craik, Deputy Principal (DP) (Learning and and Convener of the Learning and Teaching Board (LTB)

Mr 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 J Cornwell, Head, Dubai Campus
Prof K J Cornwell, Head, Dubai Campus

ACTION:
who (with when
M3428 MINUTES OF THE MEETING OF 26 OCTOBER 2006 AND MATTERS DEALT WITH BY CORRESPONDENCE
Approved the minutes of the meeting of PME held on 26 October 2006 and a record of matters dealt with by correspondence in November 2006. LK-S
24 Nov 06

M3429 MATTERS ARISING
POLICY ON THE PREPARATION AND USE OF TEACHING MATERIALS
The Head of the Institute of Petroleum Engineering raised a query in relation to continuance of additional or "contributory" pay vis-a-vis preparation of distance and distributed learning materials beyond implementation of the Policy. Until such time as a further University-wide policy which covers the issue of remuneration for DDL activities is in place, it was anticipated that Schools would continue to rely on established local practice. Noted also that, while within implementation of the Framework Agreement (FA), the University sought to encapsulate DDL activities within Learning and Teaching duties, defining these as "normal duties", the FA would not address the issue under concern.

Noted the relevance of the issue raised to the ongoing review of DDL in the University, the results of which were due to be reported at the meeting of PME on 14 December 2006.

Agreed to include wider discussion on this aspect of DDL/similar activities at the meeting of PME on 14 December 2006 and agreed to invite the Vice-Principal to co-ordinate preparatory discussions and fact-finding in the mean-time. ACW
14 Dec 06
**ACTION LOG**

Noted recorded actions relating to the meeting of 26 October 2006 and updates on progress made against each.

**CONSULTATIONS LOG**

Noted externally led consultations communicated to the University in November 2006, noting updates on how responses were being co-ordinated in the University.

**(Reserved section: ref exemption under FOI(S)A)**

**OPERATIONAL UPDATE**

**REPORT TO SENATE FROM THE LEARNING & TEACHING BOARD**

Received and approved for onward presentation to the Senate a report on its November 2006 meeting from the Learning & Teaching Board. 23 Nov 06

Noted proposals from the Learning & Teaching Board for the development of an International Student Centre. RJMC 7 Dec 06

Agreed to invite the Deputy Principal (Learning & Teaching) to take forward development of a detailed options appraisal using the HWU Project Management Methodology template, which will inform any future decision by PME on this project, and agreed that an update on the process and timescale for development of the appraisal should be presented to PME at its meeting on 14 December 2006. Noted the expectation that further discussion/consultation would form an integral part of the process of developing the options appraisal.

Noted the recommendation, with reference to the Annual Strategic Review appended to the report - Section 4 on 'Key Performance Indicators', that the Board should utilise the agreed Performance Indicators as presented annually to the University Court, and not data such as presented which had not been designed for this purpose. PLW 23 Nov 06

**REPORT TO SENATE FROM THE SUPPORT SERVICES BOARD**

Received and approved for onward presentation to the Senate a report on its October and November 2006 meetings from the Support Services Board.

**MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2006 (PERIOD 3)**

Received and noted Management Accounts for the period to 31 October 2006 (period 3). These highlighted a surplus for the first quarter of £209K. This was better than budget by £97K. Noted however that not all areas had included the full costs of Framework Agreement implementation.

Noted that following the rephrasing exercise stimulated by the student fee shortfalls, a full year reforecast would be included in the period 4 accounts.

Noted that a phased capital expenditure report was in the process of being compiled and would be considered at the next meeting of the Capital Committee on 1 December 2006.

Noted the intention of the Acting Principal in the coming week to release an all-staff email on the University's financial progress. JELS end Nov 06
M3435  **BUDGET REBALANCING PLAN**

Noted a budget rebalancing plan presented by the Vice-Principal. This confirmed that overall, to date, the value of £1.605m of budget savings/income improvements had been identified. Noted that further work to firm up savings/additional income generating plans, and to identify further prospects would be taken forward through the autumn Planning Round with the current plan forming the basis of an autumn reforecasting of the budget. Agreed to invite the Vice-Principal to give further particular attention to areas of central expenditure where improvements on current savings might yet be made, most notably the Management Services planning unit.

Agreed, in the light of progress made to date, that the current moratorium on staff appointments be lifted on the condition that appointments are constrained within revised budget forecasts.

M3436  **ANNUAL ACCOUNTS 2005/06**

Received and approved, for onward presentation to Court at its meeting on 11 December 2006, the draft consolidated Annual Accounts and Financial Statements for the year ended 31 July 2006. (PME members had been invited to provide any comments or raise queries on the Accounts ahead of the joint meeting of the Audit and Finance Committees on 20 November 2006 at which they had been considered.) The Director of Finance & IS/IT confirmed that the Accounts had been approved by both Committees with minor amendments.

Noted that the report confirmed consolidated income and expenditure for the year of £99.5m and £98.4m respectively, producing a net surplus for the year of £1.1m. The reduction on the £1.3m budgeted surplus had been the result of accounting adjustments made in respect of research grants and contracts expenditure during the audit process when it came to light that a proportion of research grants and contracts accounts had remained open beyond the point at which they should have been inactivated, thereby attracting overspend. Noted that work would proceed over the coming six month period to close the accounts concerned. The Director of Finance & IS/IT confirmed that a further report on this would be provided. New financial processes were expected to prevent recurrence of this problem in the future.

M3437  **RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS**

Received and noted a report on Research Grants & Contracts: Proposals and Awards for the period to the end of October (period 3) from the DP(Research) and Technology & Research Services. The report highlighted a total value of awards so far in the year of £4.8m and a total value of proposals so far in the year of £19.3m. Noted that the results continued to be encouraging as the value of both proposals and awards were well ahead of results for the same period in the previous year and were, thus far, tracking above target projections for 2006/07.

M3438  **RESEARCH GRANT AWARDS: FORWARD LOOK**

Noted a forward look report on Research Grants & Contracts Awards from the Vice-Principal which indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward looks were presented in each of one, two and three year periods.

Noted that progress had been made in bringing the one- and two- year forward looks to a level significantly above the position of one year ago.
M3439 KNOWLEDGE TRANSFER PARTNERSHIPS

Noted a report from the DP(Research) which modelled the financial impact of targeted increases in Knowledge Transfer Partnership grant activities across the University such that overall a steady state of ~16 new awards p.a. is achieved. The projections assumed the full engagement of Schools in developing this area of activity.

Agreed that RCB which, on behalf of PME, should oversee implementation and monitoring of Schools' progress against targets on Knowledge Transfer Partnerships should report back to PME on progress at regular intervals.

Noted several suggestions on how the report presented could be enhanced. Feedback should be relayed to TRS.

DRH R.C.B. ongoing

RMcG
Nov-Dec 06

M3440 STRATEGIC RISK REGISTER

Received and approved an update to the Strategic Risk Register presented by the Acting Principal. Noted that the Register had been updated following consideration by the Risk Management Strategy Group in November 2006.

Noted the inclusion of additional identified risks. Further work would be undertaken to place the risks included in the register in rank order.

JELS R.M.S.G. Nov-Dec 06

M3441 FRAMEWORK AGREEMENT

Noted a progress report on implementation of the Framework Agreement presented by the Director of HR. This confirmed that substantial progress had been made so far. The University was very close to reaching agreement on the new pay grade structure (copy appended to the update report), with agreement also reached with the Trade Unions on the Pay Assimilation Policy and the Matching Policy. Details of the University's Performance Management Procedure, an overview of which was appended to the update report, had also been agreed.

Noted that the following procedures and policies were under development:
- promotion and progression procedures. Revised promotion and progression procedures had been tabled and it had been agreed with Trade Unions that these would be discussed further following agreement on level descriptors.
- contribution pay procedures (appeals element). The principles of contribution pay had been agreed. The appeals process remains outstanding and would be included in discussions with the Trade Unions on promotion and progression procedures. A copy of the draft Policy was appended to the update report.
- harmonisation of conditions (including working hours and holiday entitlement). The University had tabled harmonisation proposals which were currently under consideration.

Noted in respect of the Job Evaluation that HR had written to all staff for whom a job overview form had yet to be completed as part of the job evaluation process. A deadline of 15 December had been confirmed for outstanding forms to be submitted to HR. The Matching Policy would be applied to the process of job matching. In addition, level descriptors for Lecturer A, B and Senior Lecturer had been agreed with the Trade Unions. Work was underway to develop the professorial level and other staff descriptors. It was anticipated that the matching process would be completed in March 2007.

Agreed that HR should seek advice from the Director of Planning on the wording of the University's strategic aims as presented in the draft Performance Management Policy and Procedures.

MCC Nov 06

Noted a project timetable for managing outstanding issues. This would be updated on a regular basis.

The Acting Principal confirmed that PME looked forward to receiving all MCC/H.R. et al
M3442  ACADEMIC STAFF REVIEW BOARD (AUTUMN LECTURER ADVANCEMENT) 2006
Received and approved the report and recommendations of the Academic Staff Review Board (Autumn Lecturer Advancement) 2006.

HR should proceed formally to notify candidates, Heads of Schools and other relevant colleagues. MCC/H.R. Nov 06

M3443  ACADEMIC PROMOTIONS
Approved the promotion from Lecturer to Senior Lecturer of Dr Robbie Mochrie and Dr Chris Tinker, both of the School of Management & Languages.

HR should proceed formally to notify the candidates, the Heads of School and other relevant colleagues. MCC/H.R. Nov 06

M3444  ANNUAL REPORT FROM THE COLLECTIONS COMMITTEE 2006
Received and endorsed, for presentation to Court at its meeting on 11 December 2006, the Annual Report 2006 of the University Collections Committee.

JELS 4 Dec 06

M3445  ANNUAL REPORT OF THE OFFICE OF STUDENT SERVICES 2006
Received and approved, for presentation to Court at its meeting on 11 December 2006, the Annual Report 2006 of the Office of Student Services with the recommendation that a shortened version of the report should be prepared for Court.

KAP JELS 4 Dec 06

M3446  ANNUAL REPORT OF THE HWU STUDENTS ASSOCIATION 2006
Received and endorsed, for presentation to Court at its meeting on 11 December 2006, the Annual Report 2006 of the Heriot-Watt University Students Association with the proviso that communication should be made with the President of the Students Association to verify the report of incidents referred to in the third paragraph in section 1, page 7 and to confirm the outcomes of these cases as this section of the report might raise questions from members of Court. The President should also consider whether the first paragraph relating to the cultural issues at SBC on page 16 might be reworded.

Agreed that the Academic Registrar and Deputy Secretary should communicate PME’s comments to the President of the Students Association. KAP JELS Nov 06

Noted in the report a summary of the Students Association financial position, and agreed that it would be timely to embark on a review of the finances of the Association. Agreed that, in the first instance the Secretary of the University should advise PME on the most appropriate way to take this forward. PLW Nov-Dec 06
ANNUAL REPORT FROM THE UNIVERSITY CHAPLAIN 2006

Received and approved, for presentation to Court at its meeting on 11 December 2006, the Annual Report 2006 of the University Chaplain.  

JELS 4 Dec 06

SUMMARY OF FORMAL STUDENT COMPLAINTS

Noted a summary of formal student complaints made in the academic year 2005/06, noting that the report related to formal student complaints made to the Student Complaints Officer in the year. These had been managed in accordance with the University Student Complaints Policy.  

KAP JELS 4 Dec 06

Noted also that, in accordance with advice from the Scottish Public Services Ombudsman (SPSO), such that the formal complaints processes of the University should be "owned" by the Governing Body as a standing item for its consideration, the report would be presented to Court at its meeting on 11 December 2006.

In accordance with the SPSO recommendation for regular internal and external publication of complaints information, following consideration at Court, the data will be posted on the University's website.

ANY OTHER COMPETENT BUSINESS

REVIEW OF DISTANCE AND DISTRIBUTED LEARNING
Noted a reminder that a report of the review of distance and distributed learning, led by the Head of the School of the Built Environment, would be presented at the meeting of PME on 14 December 2006.

REVISED FINANCIAL REGULATIONS
Noted that a summary version of the newly revised Financial Regulations would be presented to PME at its meeting on 14 December 2006.

VISITS OF PROFESSOR ANTON MUSCATELLI
Noted planned visits to the University of Professor Anton Muscatelli on 30 November and 20 December 2006 and 22 January 2007 (addendum: subsequent to the meeting the visit on 22 January was rescheduled to Monday 15 January 2007.)
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 14 December 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 F G Priest, Head of School, Life Sciences (SLS)
Prof G Gibson, Acting Head of School of Mathematical and Computer Sciences (MACS)
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 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 RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)

In attendance:

Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Deputy Secretary
Mrs M Cook, Director of Human Resources (HR)
L Kirkwood-Smith, Clerk to PME

Prof John Ford, Institute of Petroleum Engineering (for M3457)

Mrs K Patterson, Academic Registrar and Deputy Secretary
Mr M Bates, Director of Recruitment & Admissions (for M3454)

In attendance:

M3450 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of PME held on 23 November 2006.

LK-S
15 Dec 06

M3451 MATTERS ARISING
(Reserved: Ref FOI(S) Act: ref Section 30)

STUDENTS ASSOCIATION/CHRISTIAN UNION DISPUTE

Noted that the Secretary of the University had been involved in ongoing arbitration and negotiations in respect of the recent press publicised dispute between the HWU Students Association and the HWU Christian Union. Further legal advice was being sought.

M3452 ACTION LOG

Noted recorded actions relating to the meeting on 23 November 2006 and updates on progress made against each.
CONSULTATIONS LOG
Noted externally led consultations communicated to the University in November/December 2006, noting updates on how responses were being co-ordinated in the University.

OPERATIONAL UPDATE
STUDENT NUMBERS GROWTH STRATEGY: TREND AND PERFORMANCE
Noted a presentation and accompanying report on student numbers growth strategy: trend and performance by the Director of Planning. The report charted growth trends over the years from 2002/03 in respect of various student categories (except full-time HEU UGs) split by School/PGI.

Discussed, with inclusion in the discussion of the Director of Recruitment & Admissions, the trends illustrated and associated internal and external relevant factors impacting on these. The following comments/observations were made:
- reporting from UCAS indicated only limited overall growth in the UK market for overseas UG students;
- there was some evidence of a growing trend in overseas students seeking to study for qualifications from overseas institutions without the need to move from their country of residence;
- the international market for higher education is becoming increasingly competitive;
- private companies were active in recruitment through non-traditional routes using the UK university "brand";

XXX (Reserved: FOI(S) Act ref Section 33)
Agreed to invite the Director of Recruitment & Admissions to respond to the recruitment points raised, including bringing forward at the earliest opportunity specific proposals to streamline the application process for Taught Postgraduate Courses with the Director of Postgraduate Studies.

OPERATIONAL UPDATE
(Reserved: FOI(S) Act: ref Section 30)

OPERATIONAL UPDATE
FRAMEWORK AGREEMENT
Noted a brief oral update from the Director of HR on implementation of the Framework Agreement. Noted that:
- good progress was being made on a various strands of implementation activity;
- the University had been notified recently of rejection by Unison of the University's harmonisation proposals;
- Heads of Schools/Sections were reminded that any outstanding completed job matching forms should be returned to HR by 15 December 2006.

SCOTTISH BORDERS CAMPUS CO-LOCATION PROJECT
Noted an updated on progress on the SBC Co-location Project as at 5 December 2006 by the Director of Finance & IS/IT.

The Director of IS/IT highlighted the following in particular:
- a procurement tender had been issued in respect of the High Mill and a number of companies had registered an interest. Tenders received were encouraging;
- the delayed funding award had put pressure on funding anticipated from ERDF and it would be necessary to develop in a very short timescale a complete resubmission of the ERDF applications. The Scottish Funding Council was aware of the continued concerns of HWU on this matter and appeared supportive.
STUDENT ADMINISTRATION SYSTEM (SAS) PROJECT

Noted a brief update on progress in respect of planning and procurement of the new Student Administration System. Noted that progress continued on track and that there would be a presentation by prospective SAS suppliers on 15 December ahead of full supplier demonstrations in January 2007.

NATIONAL STUDENT SURVEY

Noted a tabled summary update report by the Director of Planning alerting PME members to HWU’s planned participation in the National Student Survey from 2007.

INTERNATIONAL STUDENT CENTRE

Noted, with reference to M3433 of the meeting on 23 November 2006 and the invitation to the DP(Learning & Teaching) to lead development of an options appraisal, that the Director of Recruitment & Admissions would present a business case for an International Student Centre for consideration by the Learning & Teaching Board at its meeting in January 2007. An options appraisal would be presented to a subsequent meeting of PME.

M3457 REPORT ON REVIEW OF DISTANCE & DISTRIBUTED LEARNING

Noted and discussed a report, presented by the Head of the School of the Built Environment on a review of distance and distributed learning operations at HWU conducted in autumn 2006. Noted that the review was undertaken at the request of PME in August 2006 with a view to determining whether DDL modes of course deliver could provide a strengthened and robust income stream to the University.

Noted and discussed the key recommendations contained in the report. The following key points/observations were emphasised in discussion:
- it seemed evident that HWU could run individual programmes with ALPs more cost effectively without the inclusion of a third party;
- there were a number of other potentially avoidable additional costs associated with DDL activities, most notably the arrangement in some Schools for additional remuneration to staff. There were significant associated issues of culture, policy, the balance of staff contributions and communication of corporate aims/expectations;
- IS/IT support properly integrated with the finance system was crucial to supporting future growth in DDL;
- the need to identify potential future opportunities and support through robust business planning processes.

Agreed to invite the DP(Learning & Teaching) to take forward initial discussions with relevant colleagues to help inform a response to the recommendations and proposals for next steps. The DP should draft this for consideration at the meeting of PME in January 2007.

M3458 DISABILITY EQUALITY SCHEME

Noted a report on the Disability Equality Scheme presented by the Acting Principal. This drew the attention of PME to the statutory ‘General Duty (Disability Equality Duty or DED)’ on all public authorities to promote disability equality. A condensed version of the University’s Disability Equality Scheme 2006-2009 was presented. This provided an outline of DES processes, guiding principles, involvement of stakeholders, progress monitoring and an Action Plan.

Noted, as regards the Action Plan, resource requirements in relation to identified actions. It was not clear whether the necessary financial resources had been fully accounted for in the budget planning process.

Agreed to invite the Academic Registrar and Deputy Secretary to investigate potential costs and identified sources of funding and to report back to PME.
M3459  MANAGEMENT ACCOUNTS

Received and noted Management Accounts for the period to 30 November 2006 (period 4). These highlighted a deficit for the four months which was £655K worse than budget and a turnaround on the previous month. The shortfall in tuition fees was a major contributor; however, savings initiatives by senior management resulted in a forecast surplus which currently fell short of the budget by ~£200K and there remained some opportunities for further savings. It was commented that it would be helpful for Dubai Campus business to be reported in detail in the Accounts.

ACW  Dec 06-Jan07

M3460  RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS

Received and noted a report on Research Grants & Contracts: Proposals and Awards for the period to the end of November (period 4) from the DP(Research) and Technology & Research Services. The report highlighted a total value of awards so far in the year of £7.5m and a total value of proposals so far in the year of £26.8m. Noted that the results were encouraging as the value of both proposals and awards were well ahead of results for the same period in the previous year and continued to track above target projections for 2006/07.

M3461  RESEARCH AWARDS FORWARD LOOK

Noted a forward look report on Research Grants & Contracts Awards from the Vice-Principal which indicated the evolution of research “order books” at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward looks were presented in each of one, two and three year periods.

Noted that there had been good progress made and sizable increases were apparent in November for all measures including the weaker 3 Year forward look position.

M3462  CPD STRATEGY

Noted a report on Continuous Professional Development (CPD) presented by the DP(Learning & Teaching). This followed a request made at the meeting of PME on 3 August 2006 that Learning & Teaching Board should develop a strategy for the delivery of CPD and provide an initial report by December 2006. Noted that the proposed strategy had been endorsed by LTB; however, there were two main issues which required the further consideration of PME: reward and recognition for HWU staff who undertake CPD and; market intelligence to support the proposal. Noted that, in the context of the Framework Agreement, CPD teaching was explicitly identified as a normal duty. Noted also that there were several options open in respect of building market intelligence in the University.

Agreed that steps must be taken to resolve first the issue of staff remuneration, noting that this should be considered in the wider context of diversified learning and teaching activity which also encompassed DDL development and delivery.

Agreed, in parallel, to invite the DP(Learning & Teaching) and the Director of Finance & IS/IT to develop a framework for assessing potential opportunities such as for development of the University’s DDL portfolio or CPD.

HR  PME  Dec 06-Feb 07

RJMC/PMcN  15 Feb 07

M3463  NEW OR REFURBISHED STUDENT RESIDENCES AT SBC: OPTIONS APPRAISAL

Noted an options appraisal relating to modernisation of residences accommodation at Scottish Borders Campus, and a copy of the initial proposal to HWU on development of student residential accommodation by the University Partnerships Programme in May 2005.
Noted the recommendation, as outlined in section 6 of the report, as the preferred option. This specified that the Residences Project Team should proceed to develop the third-party provider option in conjunction with HWU Procurement with a view to an early OJEU tendering process and the company named in the paper presented should be invited to submit a tender against the specification.

Noted, due to geographical factors, the relatively high proportion of SBC students reliant on campus accommodation in comparison to the Edinburgh Campus. Noted also that University-owned Residences accommodation no longer met modern requirements and was in need of significant modernisation or replacement. For the time-being piecemeal investment had been taking place to ensure that the property continued to comply with all health and safety requirements.

Agreed to invite the Director of Finance & IS/IT to present to PME details of the case supporting the preferred option, including all relevant planning assumptions for further consideration.

M3464 IS/IT POLICY GROUP PROGRESS REPORT

Noted a report from the IS/IT Policy Group which provided an update on activities in term 1 of academic year 2006/07.

M3465 CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOFTWARE

Noted a business case for implementation of Oracle Customer Relationship Management (CRM) software presented by the Director of Finance & IS/IT on behalf of the IS/IT Policy Group which had endorsed the proposal. Noted that the revenue funding required to implement CRM was £38K (the University already owned the software), and it was recommended that savings be identified through second quarter planning round meetings to cover the cost of implementation.

Agreed that PME needed to be assured of a shared commitment to implementation of CRM by management colleagues across all Schools and relevant Support Sections. This was particularly relevant to adoption by recruitment and admissions functions whether in individual Schools or under the auspices of the Recruitment & Admissions unit.

Agreed to invite the Secretary of the University to lead further consideration of this matter through the Support Services Board and to report back to PME in due course.

M3466 IP TELEPHONY PROJECT

Noted a business case for progress to the next stage of replacement of the University's telephone service infrastructure at Edinburgh and SBC presented by the Director of Finance & IS/IT on behalf of the IS/IT Policy Group which had endorsed the proposal. Noted that, with advanced technology of converged data, voice and video services could be delivered on a single integrated network to the whole University. Noted that the project would require £1.1m of capital over a three year period and that provision had been earmarked in the University's capital expenditure plan.

Agreed to approve the recommendation subject to satisfactory resolution of technical questions posed by the Head of Engineering & Physical Sciences. The Director of Finance & IS/IT agreed to seek the technical expertise required to provide answers to the points raised.

The Acting Principal agreed to advise on a PME project sponsor who will be responsible for progressing the project further with development of a Project Initiation Document including improved costings and a detailed project plan.
PROCEDURE FOR WORKING BEYOND RETIREMENT AGE

Noted and approved a draft ‘Procedure for Working beyond Retirement Age’ presented by the Director of HR for onward presentation to the Staffing Strategy Committee and Court, and agreed that VMG should be the vehicle through which final decisions on all requests to work beyond the normal retirement data are made.

The clerks of the Staffing Strategy Committee and of Court should make arrangements for the documentation to be considered at the next available opportunity.

Noted that recent age discrimination legislation meant that employees had the right to request to work beyond the age of 65. The Procedure which had been approved by the Support Services Board outlined the legal requirements that should be followed when such a request is received.

ANNUAL REVIEW 2005/06 PLAN OF CONTENT

Received and noted a tabled content plan for the Annual Review 2005/06 publication.

AUDIT RECOMMENDATIONS IMPLEMENTATION SUMMARY

Received and noted a summary of progress on implementation of Audit recommendations as at the end of 31 October 2006. Noted that a progress report would be issued quarterly with the next one scheduled to be presented at the meeting of PME on 22 February 2007.

LEARNING & TEACHING BOARD HANDBOOK

Noted an update for 2006/07 of the Learning & Teaching Board Handbook.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 25 January 2007

Present:
Prof J Simmons, Acting Principal (Chair)  Prof F G Priest, Head of School, Life Sciences (SLS)
Prof A C Walker, Vice-Principal  Prof J D C Jones, Head of School, Engineering and Physical
Mr P McNaul, Director of Finance and IS/IT  Sciences (EPS)
Prof R Wardman, Head of School, Textiles and Design (TEX)  Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof J Fernie, Head of School, Management and Languages (SML)  Prof RJM Craik, Deputy Principal (DP) (Learning and
Prof G Gibson, Acting Head of School of Mathematical and Teaching)
Computer Sciences (MACS)  and Convenor of the Learning and Teaching Board (LTB)
Prof J A Swaffield, Head of School of the Built Environment  Prof D R Hall, Deputy Principal (DP) (Research) and
(SBE)  Convener of the Research Co-ordination Board (RCB)

In attendance:
Mr R McGookin, Director of Planning  Mrs K Patterson, Academic Registrar and Deputy Secretary
Mrs M Cook, Director of Human Resources (HR)  Mr M Bates, Director of Recruitment & Admissions (for M3474)
L Kirkwood-Smith, Clerk to PME  Mr I Laing, Group Man Accountant (for M3485)

Apologies:
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 B G D Smart, Deputy Principal (DP), International Academic and Business Development (IABD)
Prof K J Cornwell, Head, Dubai Campus

ACTION:  
who  (with
when

M3471 MINUTES OF THE PREVIOUS MEETING
(Reserved item: ref section 30 FOI(S)A).  LK-S
- in M3459, second sentence, amend to read "£655K".
26 Jan 07

M3472 ACTION LOG & MATTERS ARISING
Noted recorded actions relating to the meeting on 14 December 2006 and updates on progress made against each.  KAP

Noted that details of necessary expenditure associated with the Disability Equality Scheme Plan would be fed into the planning round process by the end of January 2007.

Noted that a recommendation for a project sponsor for the IP Telephony Project would be held in abeyance pending further actions by the Director of Finance & IS/IT.

The Academic Registrar & Deputy Secretary reported on concerns voiced on behalf of the student body by the President of the Students Association, in relation to proposals for SBC residences developments including a potential third-party option. Noted that the President had been advised that a decision by PME on the final procurement and funding option had not yet been made. The Director of Finance & IS/IT also confirmed that a meeting had been scheduled with the President to discuss the residences options in further detail.
CONSULTATION LOG

Noted externally led consultations communicated to the University in December 2006/January 2007, noting updates on how responses were being co-ordinated in the University.

Agreed to present future Consultation Logs on a rolling basis reporting retrospectively on completed actions.

PROCESS OF ADMISSION OF POSTGRADUATE TAUGHT STUDENTS

(Reserved item: ref section 33 FOI(S)A)

OPERATIONAL UPDATE

(Reserved item: ref section 30 FOI(S)A)

FUNDRAISING CAMPAIGN: KEY DATES

Noted a schedule of key dates associated with the University's Learning for the Future Fundraising Campaign. Noted that, as it contained the names of potential donors, the paper should be treated as confidential.

The Academic Registrar & Deputy Secretary agreed to disseminate information to clarify graduation dates which required amendment in the documentation.

FRAMEWORK AGREEMENT

Noted an oral update on Framework Agreement implementation plans by the Director of HR.

The Director of HR confirmed that sustained progress was being made. National approval had been reached with AMICUS. Meanwhile, negotiations with Unison continued on the issue of harmonisation. Noted that a statutory report for the Scottish Funding Council was currently being prepared by HR on the use of funds made available for Framework Agreement implementation. The report would be presented to the 22 February meeting of PME. HR hoped to be in a position soon to ballot local Trade Union membership.

The Acting Principal highlighted concerns about the timescale for concluding negotiations and risks associated with failure to conclude implementation within the desired timescale - as reflected in an elevation of Framework Agreement implementation in the Risk Register. The Director of HR was invited to provide a full progress report, including HWU's comparative position with the rest of the sector, to the meeting of PME on 22 February 2007.

OPERATIONAL UPDATE (continued)

STAFF REVIEW BOARDS

Agreed that Staff Review Boards should be scheduled, following completion of the job matching process in March 2007.

(Reserved item: ref section 30 FOI(S)A)
SBC CO-LOCATION PROJECT

Noted a progress report on the SBC Co-location Project from the Director of Finance & IS/IT detailing progress made on key aspects of the project including legal agreements, construction work, development of shared services, academic coherence and project management. A summary of project costs was provided.

Approved proposed plans for the Director of Finance & IS/IT to arrange for a range of relevant contracts to be signed off by the Secretary of the University by the end of January 2007. Noted that these would bind the University to sell the main campus at Netherdale to Borders College in exchange for a 17 year rent free lease. The contracts would also govern relationships between the parties for all aspects of the construction and fit-out contracts with builders and other suppliers, the treatment of VAT, and other key elements of the project.

M3477 OPERATIONAL UPDATE (continued)

STUDENT ADMINISTRATION SYSTEM (SAS) PROGRESS REPORT

Noted an update on progress of, and approaches to, the SAS project by the Director of Finance & IS/IT.

Approved continuation of the approach and process adopted to date and noted that a recommendation on the SAS supplier and project outlay would be presented to PME for approval at its meeting on 22 February 2007. The Director of Finance & IS/IT advised that he would respond to any specific comments arising from the report from PME members.

Agreed that it would be helpful to receive a timeline diagram which reported transition arrangements through the period of phasing out of ISS towards a full switch over to SAS.

TOWARDS A DESTINATION STATEMENT

Noted and endorsed in principle, proposals for the further development of the University's aims and objectives with regard to the size and quality of teaching and research activities with the overall aim of achieving a financially and academically sustainable position and ensuring quality measures consistent with delivery against the University's strategic goals. Noted and discussed suggested measures.

Agreed that further analysis was needed of statistical and other information to identify appropriate measures, targets and benchmarks. This work should progress through the Learning & Teaching and Research Co-ordination Boards.

M3478 OPERATIONAL UPDATE (continued)

REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate, a report on its December 2006 and January 2007 meetings from the Learning & Teaching Board.

The DP(Learning & Teaching) highlighted in particular:

- lack of progress in implementation of the University's Policy on the Preparation and Use of Teaching Materials which had been approved by PME in autumn 2006. Whilst, within the terms of the Policy, the University had agreed to move progressively to develop its teaching materials in a flexible format, and it had been agreed that clear plans and timescales for meeting this objective should be developed. Agreed that the timetable should result in the majority of modules having flexible teaching materials developed over a period of a few years with priority given to key activities such as 1st year modules. Such plans were not evident in the emerging strategies from Schools. Agreed to invite the DP(Learning & Teaching)
with LTB to liaise further with Schools and to present a report on the current status of Schools' plans in respect of the policy for further consideration by PME;

- with regard to progress with the Restructuring of the Academic Year (RAY) project, course guidelines and course approval documentation were currently undergoing consultation with Schools and would be considered further by the Board at its February meeting;

- with regard to issues emerging from the University's ELIR Report which were being progressed through a working group of the Quality Enhancement and Standards Committee (QESC), the potential issue of variability in practice across Schools and possible consequent inconsistencies which could affect the student experience had been referred by QESC to LTB for consideration. LTB had noted no examples of inconsistency; but, the Board had identified examples of diversity of practice, e.g. in relation to implementation of the VLE. Changes to procedures and further actions had subsequently been agreed by the Board. The Board agreed that the matter should be subject to ongoing review and that the Students Association should be formally invited to report annually on matters where students considered inconsistencies needed to be addressed. PME endorsed this approach.

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate, a report on its January 2007 meeting from the Research Co-ordination Board.

The DP(Research) highlighted in particular the update of the EU Commission 7th Framework Programme. FP7 grants provided reimbursement of 75% of full economic costs.

REPORT FROM THE SUPPORT SERVICES BOARD

Received and approved, for onward presentation to the Senate, a report on its December 2006 meeting from the Support Services Board.

The Academic Registrar & Deputy Secretary confirmed in respect of item 5 of the report, 'the role of SSB within the University', that a paper outlining plans for restructuring of the Board would be presented to the meeting of PME on 22 February 2007.

In respect of item 12, advice was sought by PME from the Board as to the financial impact of changes to the Maternity Policy in the light of national policy changes. The SSB report on this item appeared to suggest that the financial cost to the University would be reduced.

M3479  ALLOCATION OF HOME/EU UNDERGRADUATE STUDENT NUMBERS QUOTAS/TARGETS 2007/08

Noted and approved proposed student numbers quotas/targets by School for 2007/08, noting that these would inform student recruitment targets and resource allocations. RMcG et al Jan-Feb 07

M3480  2006 MOCK RAE REPORT

Noted the outcomes of the 2006 HWU Mock RAE exercise and approved the general tactics and specific recommendations associated with RAE 2008 preparations as presented in the report.

(Reserved item: ref section 33 FOI(S)A)

Noted and endorsed for further dissemination as appropriate a 'Last Orders' summary of key actions in respect of RAE 2008 preparations from the Vice-Director of Higher Education. DRH LK-S
Principal. This detailed actions to be taken by Directors of Research, Heads of Schools, all academic staff, HR and the Postgraduate Studies Committee. Agreed that the DP(Research) and the Senior Executive Officer would organise appropriate dissemination.

M3481 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS

Received and noted a report on Research Grants & Contracts: Proposals and Awards for the period to the end of December 2006 (period 5) from the DP(Research) and Technology & Research Services. The report highlighted a total value of awards so far in the year of £13.3m and a total value of proposals so far in the year of £30.5m. Noted that the results were encouraging as the value of both proposals and awards continued to be well ahead of results for the same period in the previous year and were tracking above target projections for 2006/07. The value of awards in particular had risen dramatically over the period since the last report. This included a small number of significant one off awards.

M3482 RESEARCH AWARDS FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts Awards from the Vice-Principal which indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward looks were presented in each of one, two and three year periods.

Noted that the very good progress reported in the overall value of research awards in the last month was reflected in the Forward Look positions with large increases apparent in all measures, including, notably, the 3-Year Forward Look position. This was significantly ahead of the previous maximum achieved in July 2005.

Noted additional comments in the report highlighting that:
- current Forward Look peaks will only be sustained if the University continues to attract new grants and contracts;
- consideration should be given to ensuring as rapid as possible expenditure against the projects. There was an opportunity to report increased performance in RAE commentaries even where it is too late for research spend to make it in to the University's RAE submission.

M3483 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2006

Received and noted Management Accounts for the period to 31 December 2006 (period 5). These highlighted a deficit for the five month period of £1057K - £819K worse than budget and a poorer result than the previous month. The shortfall in tuition fees and lower than budgeted research contributions were the major contributors. Noted that as part of the quarterly forecasting routine the forecast surplus for the year remained unchanged at £390K; however, this would be revised in the January accounts.

It was noted that the reported net result on the Dubai Campus Account was after deduction of the Dubai contingency provision.

Noted an update on phased work by the Research Grants Office to close finished projects. This was included in a ‘Key Performance Indicators’ report detailing projects activity handled by the Research Grants Office. The Director of Finance & IS/IT confirmed his intention to provide updated reports on a quarterly basis.

PME colleagues were requested to consult with their Financial Controller and senior management colleagues to ensure that the Quarter 2 Forecast for the full year, based on the six months to 30 January 07, is as realistic as possible and that the forecast monthly phasing reflects current best understanding of the profile of income and expenditure over this period. Noted that the Finance
Office would issue reminders to budget holders about the targets to be met to ensure that the agreed full year surplus of £0.6m is achieved.
(Reserved item: ref section 30 FOI(S)A)

M3484  PENSIONS PROGRESS REPORT
Noted a brief oral update on pensions from the Director of Finance & IS/IT highlighting risks associated with the USS pension scheme. In common with other schemes there was significant funding pressure on the USS Scheme. The University currently made contributions to the USS Scheme in respect of some 75% of HWU pension members. The performance of the Scheme had the potential to make a significant negative impact on the University's pension contribution liability.

Agreed need to continue to keep a watching brief and to bring back to PME for More detailed discussion in due course.

M3485  PRIORITY BASED BUDGETING: PLANNING PROCESS
Noted a presentation by the Director of Finance & IS/IT outlining a new approach to the annual planning round, Priority Based Budgeting, which provided a systematic approach to the alignment of resources designed to enable the University to achieve its strategic aims.

Noted that a programme of engagement with the principles of the proposed process and with its implementation, including most notably, Court, would be established through the spring period.

Discussed how the teaching and research activities might be disaggregated to allow priority-based budgeting, and the current management reporting limitations to this approach.

The Director of Finance & IS/IT emphasised the need for budget holders to produce a realistic 5 year plan that would seek to deliver, as a minimum, the year 2 and year 3 surpluses of the current 3 year plan as part of their first planning submission.

M3486  BANKING SERVICES TENDER
Noted and approved a proposed process leading to the tender, assessment and selection of a banking services provider presented by the Director of Finance & IS/IT. The review of banking services was reported as an important step in creating the capacity of the University to invest in its 5-year plan, providing a significant value for money review of existing service provision with the likelihood of achieving a reduction in the annual cost of banking and loan facilities.

Agreed that the Director of Finance & IS/IT should present a supplier recommendation to PME following evaluation of the tenders.

M3487  RESEARCH REPORTING WORKING PARTY: STATUS REPORT
Noted a report from the Research Reporting Working Party which provided an update on progress made in phase 1 of the project. This first phase running from November 2006 to February 2007 included the specification of new reports and amendments followed by the staggered release of reports to lead users from January through to April. Phase 2 would comprise RAE/TRS-led reports.
PME colleagues were requested to brief their management teams on progress and to invite them to submit any comments to the Group Management Accountant, Chair of the Working Party. 

The DP(Research) was asked to raise awareness of the project through the RCB. 

**M3488 POLICY ON STUDENT ALCOHOL USE**

Noted and approved, for appropriate dissemination a draft Policy on Student Alcohol Use, noting that the Policy would commit the University to implementing a strategy to address student alcohol use.

**M3489 MENTAL HEALTH POLICY FOR STUDENTS**

Noted and approved, for appropriate dissemination, a draft Mental Health Policy for Students. Noted that the Policy was designed to promote a more co-ordinated approach to the management of students' mental health problems.

**M3490 CASHFLOW MANAGEMENT PROJECT PROPOSAL**

Noted a report on cash management at HWU including proposals for initiatives aimed at releasing cash from University operations for re-investment in strategic projects. PME members were asked to note the nature and scope of the changes recommended and to brief their management teams on the project.

**M3491 KPMG FINAL MANAGEMENT LETTER**

Received and noted a copy of the executive summary of the Management Letter and Highlights Memorandum for the year ended 31 July 2006 from the University's Auditors, KPMG. PME members were invited to address any requests for more detailed information to the Director of Finance & IS/IT.

**M3492 SUMMARY OF SFC CORPORATE PLAN 2006-09**

Noted a summary of the SFC Corporate Plan for 2006-09 which was published in November 2006.

**M3493 ANY OTHER COMPETENT BUSINESS**

PROFESSOR GAVIN GIBSON

The Acting Principal, on behalf of PME, expressed thanks and appreciation to Prof Gavin Gibson for his valuable contribution to PME though his period as Acting Head of MACS. Noted that Prof Philippe De Wilde would take up the appointment of Head of the School from 1 February 2007, attending PME from the next scheduled meeting on 22 February.
The Vice-Principal, on behalf of PME, expressed thanks and appreciation for the energy and enthusiasm that Prof John Simmons had brought to the role of Acting Principal, and through his chairmanship, his skilled management of PME meetings.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 22 February 2007

Present:
Prof A Muscatelli, Principal (Chair) Prof F G Priest, Head of School, Life Sciences (SLS)
Prof A C Walker, Vice-Principal Prof J D C Jones, Head of School, Engineering and Physical
Sciences (EPS)
Mr P McNaull, Director of Finance and IS/IT Prof P Corbett, Head of Institute, Petroleum Engineering
(ITE)
Prof R Wardman, Head of School, Textiles and Design (TEX) Prof RJM Craik, Deputy Principal (DP) (Learning and
Teaching)
Prof J Fernie, Head of School, Management and Languages and Convener of the Learning and Teaching Board (LTB)
(SML) Prof K G Lumsden, Director of Edinburgh
Computer Sciences (MACS) Business School (EBS)
Prof P De Wilde, Head of School of Mathematical and Prof J A Swafffield, Head of School of the Built Environment (SBE)
Computer Sciences (SSB) Prof B G D Smart, Deputy Principal (DP), International
Business Development (IBD)

In attendance:
Mrs M Cook, Director of Human Resources (HR) Mrs K Patterson, Academic Registrar and Deputy Secretary
Mr R McGookin, Director of Planning 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 K J Cornwell, Head, Dubai Campus

ACTION:
who (with
when)

M3494 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 25 January 2007.

LK-S
23 Feb 07

M3495 WELCOME

The Principal welcomed Professor Philippe De Wilde to his first meeting of PME
since taking up the appointment of Head of the School of Mathematical &
Computer Sciences.

M3496 ACTION LOG

Noted recorded actions relating to the previous and other recent meetings, and
updates on progress made against each.

Noted an update on M3487 from the Director of Finance & IS/IT. Noted that
pre-tender meetings would be held with four companies ahead of the deadline
date of 16 March 2007 for tender submissions. Noted also arrangements for
provision to the University of specialist advice from Quayle Munro Ltd.
Noted, with reference to M3457 Report on the Review of Distance Learning, work ongoing involving the DP (Learning & Teaching) and the Director of HR.

M3497 CONSULTATION LOG

Noted external consultations communicated to the University with deadline dates for responses from December 2006 to February 2007, and noted arrangements for co-ordination of the University's responses.

M3498 OPERATIONAL UPDATE

(Reserved item: ref section 30 FOI(S)A)

NATIONAL FRAMEWORK AGREEMENT AND OUTLINE HUMAN RESOURCE STRATEGY 2006-2011

Noted and approved, for submission to the Scottish Funding Council (SFC) in February 2007 and for reporting to the forthcoming meetings of the Staffing Strategy Committee and Court, a report detailing progress on implementation of the National Framework Agreement, a financial breakdown of the SFC grant provided for this purpose, and an HR strategy statement.

Noted, in respect of the SFC requirement for reporting of spend in relation to the HR modernisation aspect of the 2006/07 grant, that this could not be fully quantified ahead of completion of the job matching process; however, the cost of assimilation to the single spine and the amount budgeted for pay increases, would inflate costs by £1.8m over the value of the additional SFC grant.

The Director of HR confirmed that while much progress had been made and the University hoped to go to ballot with all Trade Unions in the near future, negotiations with Unison on harmonisation proposals remained in hiatus.

Noted, with reference to M3476 of the previous meeting, the likelihood that Staff Review Boards would be scheduled to take place in spring 2007. The Director of HR and the Vice-Principal would consult further on plans.

ONGOING AND DEVELOPING INTERNATIONAL PROJECTS: UPDATE

Noted and discussed a report of ongoing and developing international projects presented by the DP(IBD). This included suggested methodologies/processes for project clusters, project development, project ranking, values and deliverability. Priority placings of current projects were suggested.

Agreed that the Principal and the DP(IBD) should consult with relevant colleagues and prepare a proposal for a co-ordinated structure for developing the University's international activities for consideration at the meeting of PME on 22 March 2007.

The following points were highlighted in the course of the discussion:
- there is an important role for a central forum or working group focused on co-ordination of international activities and linking of School and central strategies. The position of this in the wider reporting structure will be an important consideration;
- some support for a geographical cluster approach but the University would need to manage carefully those relationships which did not fall within identified clusters;
- a few Schools were concentrating on relationship and capacity building with selected ALPs;
- the ALP route could spread risk and reduce overheads, however there were also
some inefficiencies that could be identified;
- fundamental issues which need to be addressed. These included HR issues -
core duties v. additional duties/staff incentive and reward, and processes for
course approval and partnership negotiations both of which could be protracted;
- preparation of business models for international activities was an onerous
process and the outputs often not robust. The University had not established
criteria for selection of profitable programmes or identified common formats to
support development of proposals;
- further consideration might be given to establishing a central fund to resource
development of new international programmes;
- differing aims and priorities across Schools in terms of their investment in on-
campus and DDL activities, including, in the case of the latter, the most
profitable model.

M3499 OPERATIONAL UPDATE (continued)

INTERNATIONAL STUDENT CENTRE - OPTIONS APPRAISAL

Noted proposals and supporting appraisal documentation for the development of
an International Student Centre via Study Group presented by the DP(Learning
& Teaching).

XXX (Reserved section: ref section 30 FOI(S)A).

Agreed that PME should be kept informed of the progress of discussions, noting
the potential, if required, for an emergency meeting of PME to be convened
ahead of the scheduled meeting in March 2007.

BUSINESS REPORTED BY THE CHAIR

Noted business reported by the Principal confirming:
- the recent appointment of Professor Julian Jones to the role of Deputy
Principal (Strategy & Resources);
- plans for broad consultation with Schools on a new appointment to the role of
Deputy Principal (Research) to provide continuity following the retiral from the
post of Professor Denis Hall;
- plans to proceed with recruitment to a senior post in the area of corporate
communications;
- plans to establish a sub group of PME with a focus on development of the
University's vision and strategy processes.

PME AWAY DAY 'CREATING OPTIONS'

Noted and discussed a draft programme for the PME Away Day - 'Creating
Options' to be held in Edinburgh Business School on Thursday 8 March 2006.
The focus of the day's discussions would be on aims and objectives and
associated benchmarks, targets and policy issues including alignment to the
previously agreed overarching financial target to achieve a 7% surplus by 2011.

M3500 OPERATIONAL UPDATE (continued)

STUDENT APPLICATIONS UPDATE

Noted an update report on student applications as at the end January/early
February 2007 from the Director of Planning. With the usual caveat on analysis
of applications activity at this, as yet, very early stage, the report highlighted:
- an overall encouraging increase in undergraduate applications of 6.5% over
the same period in the previous year. This was level with the UK trend and
ahead of applications to Scottish HEIs by ~2%;
- some cause for concern in the area of Actuarial Mathematics, recruitment to
which would be given renewed attention by the School of MACS in coming
months. The recent decline in Computer Sciences and Electrical/Electronic
Engineering had slowed substantially and was broadly comparable to current UK
performance;
- HEU postgraduate taught course numbers were not yet significant; however,
there were no discouraging signs at this early stage. Overseas postgraduate taught course numbers appeared less encouraging than the same period in the previous year; however, with - historically - no clear correlation between growth in applications and growth in entrant numbers, the University would rely on further analyses over coming months.

Noted an update report on the processing stages reached by postgraduate taught course applications across Schools.

REPORT FROM THE LEARNING & TEACHING BOARD
Received and approved, for onward presentation to Senate following further consultation between the DP(Learning & Teaching) and the Head of the School of MACS, a report from the Learning & Teaching Board relating to the meeting held on 15 February 2007.

The DP(Learning & Teaching) highlighted two documents relating to Restructuring of the Academic Year (RAY) and mandatory requirements, options and aspects for guidance in UG and Graduate/PGT curricula which would be presented to Senate for approval. The DP(Learning & Teaching) highlighted an area of contention relating to the research project dissertation proposed for the UG honours year. Due to the lateness of delivery of the LTB report to PME, which had prevented appropriate consultation within MACS, it was agreed that the report should be presented to Senate following further discussion between the DP(Learning & Teaching) and the Head of the School of MACS.

Noted, with reference to item 9 'IS-IT out of hours support', potential cost implications. An affordable solution would need to be identified in the course of the planning round.

REPORT FROM THE SUPPORT SERVICES BOARD
Received and approved, for onward presentation to Senate, a report from the Support Services Board relating to the meeting held on 13 February 2007.

Noted, with reference to item 1, Draft Car Parking Policy: Parking Charges which was currently the subject of broad internal consultation, that a recommendation would be presented to PME in due course. Noted that the Policy aimed to help the University to achieve a target reduction of traffic to the campus of 10-20%.

The Secretary of the University agreed, with reference to item 11 and the proposed strategic review of the welfare and support services provided by the University and the Students' Association, to invite a representative from the Finance Office to join the Working Group established to take forward the review.

M3501 OPERATIONAL UPDATE (continued)

REPORT FROM THE RESEARCH CO-ORDINATION BOARD
Received and approved, for onward presentation to Senate, a report from the Research Co-ordination Board.

PME colleagues were reminded of forthcoming lectures in the HWU lecture programme and were asked to encourage participation of their colleagues and students.

RAE-RELEVANT ACADEMIC VACANCIES

Noted a tabled update report on current RAE-relevant academic vacancies presented by the Vice-Principal. The Principal confirmed his willingness to provide appropriate assistance to Schools to help them maximise the number of new academic appointments in place by the relevant RAE census deadline of 31 October 2007.
PRIORITY BASED BUDGETING/PLANNING PROCESS

Noted a brief oral update from the Director of Finance & IS/IT confirming encouraging progress being made by Schools in priority based budgeting/planning. Noted also that Financial Controllers were working with Schools to ensure that targets can be met. Work would proceed in the coming week to produce a top down version of the 5-year plan for Schools and Support Services.

SCOTTISH BORDERS CAMPUS CO-LOCATION PROJECT UPDATE

Noted an update report on the Scottish Borders Campus Co-location Project, presented by the Director of Finance & IS/IT. This confirmed that the first collection of legal agreements between HWU and Borders College had been signed and enacted. Work would commence shortly to finalise other agreements.

Noted progress on construction, service areas, the School of Management & Languages, residences and communications. Noted that while the programme of design work for the main campus was slightly behind schedule, there was confidence that this could be recovered. Noted also that, while the project remained within budget, the overall position would be heavily dependent on quotations received for redevelopment of the main campus as a major component of total spend.

CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SOFTWARE

Noted, further to PME’s consideration of the business case for University-wide implementation of Oracle Customer Relationship Management (CRM) software, confirmation that the Support Services Board, at its meeting on 13 February 2007, had considered and accepted the business case for this investment.

Endorsed plans to proceed with implementation, noting that a tendering exercise would commence to implement and configure the system, and train staff in the use of the software. The Academic Registrar & Deputy Secretary raised one or two concerns that had been identified by some members of the SAS project team, and the Director of Finance & IS/IT agreed to clarify these issues by the next meeting of PME.

Noted the agreement of the Head of the School of SBE to accept the role of CRM project champion.

OPERATIONAL UPDATE (continued)

IP TELEPHONY PROJECT

Noted, further to PME’s approval in December 2006 of a recommendation to progress to the next stage of planning for replacement of the University’s telephone service infrastructure, resolution of technical issues raised by the School of EPS. Agreed therefore that planning should proceed to the next stage of preparation of a Project Initiation Document (PID) to include improved costings and a detailed project plan. Agreed that the PID should be presented to PME for further consideration in due course.

M3503 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2007 (MID-YEAR)

Received and noted Management Accounts for the period to 31 January 2007 (mid-year). These highlighted an improvement in the year to date position; however, the 2nd quarter full year forecast had dipped closer to the break-even position with non-pay expenditure running ahead of plan. The Director of
Finance & IS/IT emphasised the need for budget holders to maintain tight control on expenditure and/or secure increased income in order to offset reductions in budgeted income, and to preserve the budgeted surplus for the year of £0.6m.

The Director of Finance & IS/IT reported positive progress on debt collection, and a significantly increased cash balance position, the latter of which would be investigated further as there might be an opportunity to use a substantial sum to pay off part of the University's bank loan, and achieve savings against budgeted interest payments in the current year.

PME colleagues were invited to direct any comments or questions on the accounts to the Director of Finance & IS/IT.

PME
Feb 07

M3504 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS: REPORT FOR JANUARY 2007

Received and noted a report on Research Grants & Contracts: Proposals and Awards for the period to the end of January 2007(period 6) from the DP(Research) and Technology & Research Services. The report was encouraging, highlighting a total value of awards so far in the year of £14.7m - an increase of £111m on the same period in 2005/06 and a total value of proposals so far in the year of £32.8m - an increase of £9.3m on the same period in 2005/06. Noted that the value of awards continued to track well above target for the year - indicating a possible outcome of £25m for the year. While there had been slower growth in the past month in the value of proposals, these remained above target for the period.

M3505 RESEARCH AWARDS: FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts Awards from the Vice-Principal which indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward looks were presented in each of one, two and three year periods.

Noted that the continuing relatively strong position reported in the overall value of research awards in the last month was reflected in the Forward Look positions with large increases apparent in all measures. The figures for 2- and 3- year Forward Looks had fallen back a little in January with a higher value of awards projected to finish on the 2 and 3 year timescale than the value of new awards announced in January 2007. This highlighted the need to maintain a healthy rate of new awards on a rolling basis.

Noted that advice to Schools encouraging optimisation of research expenditure was being reinforced through the planning round.

M3506 REVIEW OF THE UNIVERSITY SUPPORT SERVICES BOARD

Noted and approved recommendations from the Support Services Board for revisions to the Board to enable it to play a more proactive role in the strategic development of institutional infrastructure, and to develop integrated systems and procedures in line with the University Strategy.

The following suggestions were made in the course of discussion:
- the Board should consider shortening its proposed new name to Infrastructure Board;
- improved project management should be incorporated into the list of areas for which reporting systems will be established.
Noted that a final version of the paper would be considered at the meeting of the Board on 13 March 2007, following which it would be presented to the meeting of Court on 19 March 2007.

**M3507  RISK MANAGEMENT STRATEGY GROUP: UPDATE REPORT**

Received and endorsed an update report from the Risk Management Strategy Group (RMSG) including a revised summary Strategic Risk Register.

Endorsed a proposal to strengthen dialogue between PME and the RMSG. This could be achieved through a joint substantial discussion scheduled at least annually on a regular PME meeting date.

Noted in response to a question raised in discussion that Schools were asked routinely through the planning round for their respective updated risk registers.

**M3508  AUDIT RECOMMENDATIONS IMPLEMENTATION - QUARTERLY REPORT**

Received and noted a progress report on implementation of audit recommendations as at the end of Quarter 2 (31 January 2007) presented by the Director of Finance & IS/IT.

**M3509  FINANCIAL REGULATIONS**

Noted and approved revisions to the University's Financial Regulations including the sections listed below with the proviso that an amendment be made to Appendix C, Internal Audit, last sentence under 'Background' to confirm that Internal Audit reports through the Office of the Secretary of the University:

- 1. Background to the Financial Regulations
- 2. Status and Scope of the University Financial Regulations
- 4.1. University's Organisational Structure
- 4.2. The Planning Cycle
- 4.3. Internal Audit
- 4.4. Record Retention
- 5.2. Financial Reporting
- 5.5. Budgeting
- 5.5.1. Managing a Budget
- 5.5.2. Devolved Budgets and Responsibilities
- 5.6. Coding Structure
- 5.8. Year/Month-End Procedures

Agreed that relevant parts of the regulations, in particular those sections affected by changes in senior management roles and the central committee structure should be updated as and when appropriate.

Noted that further sections of the Finance Regulations would be grouped for presentation to the next four meetings of PME, following approval of which the relevant sections would be forwarded for the approval of the Finance Committee and Court.

**M3510  STUDENT ADMINISTRATION SERVICE PROJECT: SELECTION OF SUPPLIER**

Noted and approved a recommendation from the SAS Project Board for the award of the Student Administration System software and implementation consultancy to Sungard SCT (Banner System).

Feb-Mar 07 and ongoing
Noted that:
- the net present value of the chosen supplier was £1.524m. This was significantly below the University's earlier cost estimate; nevertheless, the selected system was expected to meet all of the University's requirements;
- the chosen supplier was one of the largest suppliers of SAS systems in the world with a strong presence in the UK HE system;
- the over-estimation of cost for the project, opened up an opportunity to consider acceleration of development of other IS/IT systems in the University, and the IS/IT Policy Group would undertake re-prioritisation of projects: most notably an Electronic Data Records Management System (EDRMS) had been identified as an essential application;
- an extensive Procurement and Business Process Review had been undertaken;
- following agreement and signing of the contract with Sungard, implementation was expected to commence in early March 2007 with a view to achieving Phase 1 Recruitment and Admissions, Phase 2 Enrolment and Phase 3 Full Cycle between October 2007 and August 2009 and ensuring that implementation of the Restructuring of the Academic Year (RAY) project is enabled;
- software upgrades were built into the 5 year support (maintenance) contract. A major upgrade was not expected within this period; nevertheless, this was an identified risk.

**M3511 ORDINANCES & REGULATIONS: AMENDMENT AND REVIEW**

Received and noted for comments, amendments to and review of the following presented by the Convener of the Ordinances & Regulations Committee:

Modification to:
- Ordinance 9 Student Discipline;
- Ordinance 42 University and Court Business;
- Regulation 9 Assessment and Examinations;
- Regulation 14 Academic Dress;
- Regulation 21 Students Association;
- Regulation 23 Certificates for Degrees, Diplomas and Certificates;
- Regulation 29 Use of Computer Facilities.

Rescinding of:
- Ordinance 33 Validation of Courses at Limerick Institute of Technology;
- Regulation 32 Validation of Courses at Limerick Institute of Technology.

Addition of:
- Regulation 50 Student Discipline and guidelines for staff and students.

No comments on the proposals were made at the meeting and PME members were invited to direct any subsequent comments to the Convener of the Ordinances & Regulations Committee and the Clerk to PME.

Agreed that the Convener of the Ordinances & Regulations Committee and the Academic Registrar & Deputy Secretary should confer and identify a means of reducing substantially the volume of O&R paperwork submitted to PME.

**M3512 EDU NEWSLETTER: JANUARY 2007**

Noted the Education Development Unit newsletter for January 2007 presented for information by the DP(Learning & Teaching).
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 22 March 2007

Present:
Prof A Muscatelli, Principal (Chair)
Prof A C Walker, Vice-Principal
Mr P McNaul, Director of Finance and IS/IT
Prof J Fernie, Head of School, Management and Languages (SML)
Prof P De Wilde, Head of School of Mathematical and Computer Sciences (MACS)
Prof J A Swaffield, Head of School of the Built Environment (SBE)
Prof D R Hall, Deputy Principal (DP) (Research)
Convener of the Research Co-ordination Board (RCB)
Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
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) until 10.00 a.m.

In attendance:
Mrs M Cook, Director of Human Resources (HR)
Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar and Deputy Secretary
L Kirkwood-Smith, Clerk to PME

Apologies:
Prof B G D Smart, Deputy Principal (DP), International Business Development (IBD)
Prof K J Cornwell, Head, Dubai Campus
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)

ACTION:
who                          (with
when

M3514 MINUTES OF THE PREVIOUS MEETINGS
Approved the minutes of the meeting of PME held on 22 February 2007.

LKS
23 Mar 07

Approved the minute of the item of business taken at the PME Away Day on 8 March 2007.

Approved the notes of the PME Away Day held on 8 March 2007. PME members were advised that any further comments should be directed to the Clerk.

PME

M3515 ACTION LOG
Noted recorded actions relating to the previous and other recent meetings, and updates on progress made against each.

The Principal confirmed that the first meeting of the PME Strategy Working Group would take place in the coming week. (Addendum: The meeting was scheduled for 29 March 2007.)
**M3516  ESTATE CONDITION & STATUTORY COMPLIANCE SURVEY**

Received and noted a presentation by representatives of Dearle & Henderson, the property consultant commissioned to undertake a comprehensive Estate Condition and Statutory Compliance Survey of the Edinburgh campus, noting a broad overview of the methodology of the survey and its outcomes. Noted the broad aims of the survey, to assess the condition of the fabric and services of campus buildings and compliance with relevant legislation, most notably that relating to fire and access (re disability).

Noted that, in addition to several versions of the report from a high level summary to the full and detailed volume, a database capable of generating reports from a wide range of standard and ad-hoc queries would be made available. The Vice-Principal commented that it would be helpful to be able to access forward looks on building/services costs which incorporated all regular ongoing maintenance costs.

PME confirmed that it looked forward to receiving a summary report in the near future.  

**PLW**

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**M3517  REPLACEMENT OF PHASE 1 AND PHASE II STUDENT ACCOMMODATION AT THE EDINBURGH CAMPUS**

Noted and approved a proposal to establish, by the end of March 2007, a project group to develop proposals and options for the provision of replacement Phase I and Phase II student residences. Noted the intention of the group to develop an options appraisal and accommodation strategy by May 2007 for presentation to PME at its meeting in June 2007.

Noted that outputs from the recent Condition and Statutory Compliance Survey had established that the student Halls of Residence in Phase I and II (Linlithgow, Pentland, Midlothian, Caddon, Ettrick and Yarrow), were in a very poor physical condition in terms of both the fabric of the buildings and engineering services, with the risk of failure of critical components of the properties. Furthermore, the existing buildings were reported not to be fully compliant with current regulatory standards. Noted that major structural work to achieve compliance would add significantly to the current estimated cost for refurbishment, and may not offer a cost-effective solution. Noted also that the option of an external provider/partner in the case of a re-build would be considered.

Agreed that a PME champion should be appointed to the Project Group. To be advised. 

**ACW**

Mar 07

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**M3518  BUSINESS REPORTED BY THE CHAIR**

The Principal confirmed that he has been invited to join a representative group including, inter alia, senior colleagues from the SFC to meet in the coming week to discuss future options for the Research Assessment Exercise following RAE2008. PME members were invited to direct any comments of their own on this topic to the Principal ahead of the meeting. 

**PME**

Mar 07

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**M3519  CONSULTATION LOG**

Noted external consultations communicated to the University with deadline dates for responses from December 2006 to April 2007 and noted arrangements for co-ordination of the University’s responses.
PGT APPLICATIONS UPDATE

Received and noted an update on PGT applications as at late February/early March 2007 presented by the Director of Planning. The report highlighted:
- total HEU applications, at around 25% of the likely overall total, were roughly comparable with those of the same date in each of 2006 and 2005, with a high degree of variability across Schools;
- Overseas applications, at around 40% of the likely overall total, were roughly comparable with those of the same date in 2006 and represented a 12% increase on 2005 numbers, with a high degree of variability across Schools;
- analysis of the trend in applications over the last 6 years highlighted a flat picture for HEU applications. There had been a significant increase in Overseas applications from 2002 to 2006. Most, but not all, Schools had contributed to this;
- the number of applications categorised as "still in processing" was significantly greater than the number received in the last month, indicating a growing backlog. A number of contributing factors were highlighted, some of which warranted further consideration – i.e. the necessity of requesting academic references, how much further the University could move towards a centralised processing system such as arranged between EPS and Recruitment & Admissions, and potential for greater use of the ‘conditional offers’ system while the University waits for the additional information required to complete the processing of an application.

Reference was drawn to the outcomes of the PME discussion on the postgraduate taught course application process in January 2007. The Principal highlighted the need to maintain the current process of review with a view to improving response times where it is possible to do so.

REVISED STUDENT NUMBERS/TARGETS

Noted and approved recommendations for revised targets for the full-time HEU undergraduate population in 2007/08 presented by the Director of Planning. This followed the announcement by the Scottish Funding Council of a significant revision of the policy of consolidation - “capping” of full-time HEU undergraduate student numbers such that growth will no longer be capped in the “priority areas” of Engineering & Technology, Sciences, Mathematics, Statistics and Computing, and the “margin of tolerance” for over-recruitment in other (non-controlled) areas will be extended from 3% to 10%. The relaxation of the cap was understood to allow additional student recruitment on a “fees only” basis in the first instance.

Noted that the Deputy Principal (Learning & Teaching), the Director of Planning and the Director of Recruitment & Admissions would implement measures to achieve the new targets, working through the LTB, the planning process and other channels.

SFC GRANTS FOR 2007/08

Received and noted a summary report from the Director of Planning on Scottish Funding Council main grants as announced by the Council on 20 March 2007. This highlighted:
- a total teaching and research grants increase for the sector of 4.7% (excluding funding for pre-registration nursing/midwifery places) compared with an increase for HWU of 3.4%;
- a total teaching grant increase for the sector of 3.7% (excluding funding for pre-registration nursing/midwifery places) of 3.7% compared with an increase for HWU of 3.4%;
- a total research and KT grants increase of 8.5% compared with an increase for
HWU of 3.1%. Noted that additional funding allocated by the Council through the QR grant to support research funded from charitable sources accounted almost wholly for the discrepancy in HWU performance v. sector. Nevertheless, the University had performed considerably worse than the sector as a whole in the Research Postgraduate Grant funding stream, reflecting the University’s lack of participation in the sector growth of PGR student numbers, and had underperformed in relation to the sector in terms of KT Grant allocations;
- noted penalties for shortfalls and breaches of consolidation, giving some indication of the likely pattern of competition in the sector for additional places in 2007/08;
- the Council had confirmed changes in consolidation cap arrangements and advised that the arrangements be “reviewed again in the light of experience in March 2010”.

(Reserved section: Ref Section 33 of FOI(S)A)

**M3523 FRAMEWORK AGREEMENT: LINK PAY MODELLER**

Noted an update from the Director of HR confirming progress on matching of job overview forms. Noted confirmation that:
- progress had been made in the matching exercise for academic staff based on those forms that had been received. Of the total, 43 forms remained outstanding and a further 50 had not provided the information required to complete the matching process;
- matching for technical, research and manual staff had either commenced or was about to;
- work had commenced on matching for ALC and Other Related staff;
- “grey zone” cases would be reviewed and grade boundaries agreed following completion of the matching process for all staff groups;
- the whole matching exercise would be completed by the end of April.

Heads of Schools/Support Sections were asked to encourage colleagues to return as quickly as possible those job overview forms that required further attention, and to return all forms that remained outstanding.

It was recommended in the case of “grey zones” that more detailed information be made available about the pattern of positioning of individuals at the top or bottom ends of the relevant grades.

Noted that the Director of HR would provide information to the Director of Finance & IS/IT on cost implications of the matching process made evident thus far.

**M3524 RAE-RELEVANT VACANCIES**

Noted an update on progress made in filling RAE-relevant vacancies presented by the Director of Planning.

Schools were encouraged to do everything they can to secure appointments by the census deadline of 31 October 2007.

**M3525 (Reserved item: Ref section 30, FOI(S)A)**

**M3526 INTERNATIONAL STUDENT CENTRE**

Noted an update on the proposal for an International Student Centre via Study Group by the DP(Learning & Teaching).

Noted that the Director of Recruitment & Admissions had met with Study Group
and with colleagues at Sussex University which has a contract with the company, as well as consulting relevant colleagues around HWU.

(Reserved section: ref section 33 of FOI(S)A)

Agreed need to:
- establish a Project Board to take the project forward with a view to submitting the proposal to the Senate by summer 2007;
- resolve the office/teaching accommodation issue as a matter of priority;
- present a final proposal to PME for further consideration. Noted that a special meeting of PME would be convened if necessary.

M3527 SAS PROJECT

Noted an update on the SAS system from the Director of Finance & IS/IT. This confirmed that final terms and conditions of the contract were being agreed with Sungard. To keep the project on track in the meantime, and ahead of contract signing, the company had agreed to undertake an initial tranche of work on the project. Noted that internal auditors would be conducting a review of implementation of the project, the findings of which would be fed into other projects. Noted also plans to redeploy the SAS procurement team to support implementation of other projects.

M3528 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate, a report of its meeting held on 15 March 2007 from the Learning & Teaching Board.

The DP(Learning & Teaching) highlighted an update on Schools’ use of teaching materials in the context of the University’s Policy on the Use of Teaching Materials and a recommendation by the LTB that a report should be made to PME confirming:
- “there was no support for a University-wide prescribed timetable for the development of teaching materials in flexible formats: indeed, such stipulations could be counter-productive;
- Schools intended to develop teaching materials according to their own plans and schedules, which would lead broadly to the same general objectives as PME had envisaged, albeit in different timescales.”

Agreed support for the Policy as it stood but agreed that progress should be considered in the context of:
- the 5-year strategic planning priorities of Schools;
- workload balance (balance of teaching and research activities);
- incentivisation and reward policies yet to be developed.

M3529 REPORT FROM THE JOINT MEETING OF THE LEARNING & TEACHING BOARD AND THE RESEARCH CO-ORDINATION BOARD

Received and noted the report of a joint meeting of the Learning & Teaching Board and the Research Co-ordination Board held on 15 March 2007. Noted that the meeting was arranged on the recommendation of the Principal & Deans Committee to consider and develop a joint understanding of teaching and research activities, to discuss the core academic activities of the University, and to review the current strategic thinking on teaching and research activities.

Attention was drawn to paragraph 7 of the report which confirmed the view the Boards that “while it was by no means the intention of the Restructuring of the Academic Year (RAY) project to alter the balance between teaching and research, any emergent evidence of such an imbalance or impact on any other area of activity would be highlighted for immediate action.” Noted the need for continued awareness of the sensitivities associated with the learning & teaching /
research balance and the potential impact on this of new developments.

Noted the intention of the Boards to convene a further joint meeting to discuss industry links and internationalisation.

**M3530 REPORT FROM THE RESEARCH CO-ORDINATION BOARD**

Received and approved, for onward presentation to the Senate, a report for March 2007 from the Research Co-ordination Board.

**M3531 REPORT FROM THE SUPPORT SERVICES BOARD**

Received and approved, for onward presentation to the Senate, a report relating to its meeting on 13 March 2007 from the Support Services Board.

The Secretary of the University highlighted in particular:
- the start of a strategic review of the HWU Students Association by a working group. The review had been prompted by consideration of the Association’s current financial difficulties;
- a “cycle to work” scheme which the Board would consider further with the Director of Procurement. The scheme involved purchase of bicycles by employers, leased to employees and offset through a gross salary sacrifice scheme;
- the Board was still considering options/costs associated with a new CRM system. The Director of Finance & IS/IT confirmed that further assessment was needed of the capabilities of the CRM system offered by the SAS system to manage non student related activities, and of the Oracle CRM system for which the University already had a license.

**M3532 SCOTTISH BORDERS CAMPUS CO-LOCATION PROJECT**

Noted an update on the Scottish Borders Campus Co-location Project presented by the Director of Finance & IS/IT. This highlighted:
- agreements which remained to be discussed;
- progress on construction projects;
- progress on service areas and the School of Management & Languages. Noted that the Convener of the Finance Committee had asked that there be a firm commitment to review whether plans for shared facilities have identified all appropriate opportunities;
- key project milestones and dates;
- communication plans;
- identified risks. The Director of Finance highlighted in particular the risk to timetable with approval of Gateway III stage by the SFC as the main campus is being tendered in 2 stages.
- confirmation that the project was currently within budget. The overall state of the project in financial terms remained heavily dependent on quotations received from the redevelopment of the main campus. A financial report was in the process of development and would be circulated from April;
- the Residences Working Group had prepared the specification for residences. The necessary EU procedures were underway and a site Open Day for interested contractors had been arranged for 23 March. It was intended to select from this group potential bidders in pursuit of a third party option for the residences;
- plans for a formal launch of the Co-location Project by Nicol Stephen, MSP, on 27 March 2007.

**M3533 REVIEW OF STRATEGIC PLAN (5 YEAR TOP DOWN PLAN) – VERSION 1**

Noted a summary of first draft budget submissions applying priority-based budgeting from Schools and Support Services presented by the Director of
Finance & IS/IT. While it was noted that the initial budget fell far short of the target surplus of 7% at the end of year 5, radical refinement would take place over the current planning round, extending, in respect budget planning beyond 2007/08, through the period in which the new strategic plan will be developed.

M3534 DEVELOPING HWU’S INTERNATIONALISATION STRATEGY

Noted and approved a proposal presented by the Principal for the creation of a PME-level forum, operating as a sub-group of the LTB, to bring together expertise from all Schools/PGIs to ensure that the University’s prospects for international development are fully exploited. The Forum which would be chaired by the DP(IBD) would also ensure the development of a coherent internationalisation strategy for PME.

Noted that, while the Forum might be convened occasionally through videoconferencing, it was envisaged that the first few meetings of the forum would be held as face-to-face meetings on the Edinburgh campus. This first of these was expected to take place in mid-April 2007. (Addendum: it was agreed shortly following PME that the first meeting of the Forum would take place on Monday 16 April 2007 at 9.30 am.)

Heads of Schools were invited to propose an appropriate representative to the Forum from their respective School, supplying names to the DP(IBD) and copying in the Principal and the DP(Learning & Teaching). Heads of Schools Mar 07

M3535 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2007 (PERIOD 7)

Received and noted Management Accounts for the period to 28 February 2007 (period 7). These highlighted:
- a deterioration in the year-to-date picture which had fallen considerably behind budget;
- the full year forecast remained unchanged with the increasing possibility that the University might slip into a deficit this year;

(Reserved section: ref section 30 of FOI(S)A)

The Director of Finance & IS/IT emphasised the need for budget holders to continue to take steps to rein back expenditure that is not absolutely necessary.

M3536 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS- REPORT FOR FEBRUARY 2007

Received and noted a report on Research Grants & Contracts: proposals and awards for the period to the end of February (period?) from the DP(Research) and Technology & Research Services. The report continued to offer encouragement highlighting:
- a value of awards in the year to date of £15.5m - a figure which exceeded the full-year total for 2005/06;
- a value of proposals in the year to date of £38.9m compared to a full-year total for 2005/06 of £51.8m.

M3537 RESEARCH AWARDS FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts awards presented by the Vice-Principal which indicated the evolution of research “order books” at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its lifespan. Forward Looks were presented in each of one, two and three year periods.

Noted following very good progress at the end of 2006, an element of fallback.
Nevertheless, the position remained strong relative to previous year. Large increases remained apparent for all measures, however, except for the increase over the previous year total which continued to improve, increases in each of the year one, two and - most notably, three forward look periods had weakened since the previous month. The report once more included the reminder that current forward look peaks could only be sustained if the University were to continue to attract new grants and contracts.

M3538 POLICY ON ADVANCE INSTALMENTS (DEPOSITS) FOR POSTGRADUATE TUITION FEES

Noted and approved in principle a proposed policy on charging overseas postgraduate students an advance instalment on their tuition fees prior to confirming their place on a HWU programme. Noted the proposal that the policy, which had already been piloted within some Schools, be operated at the discretion of Schools’ admissions staff. Noted that the advance payment level would be set at £1,500 for 2007/08 entrants.

Agreed that the policy be developed further by the Vice-Principal in conjunction with the Fees Working Group, and noted that the Vice-Principal would consult with individual Schools to consider how far the policy might be applied in the current round of applications for 2007/08 entry.

PME members were invited to direct any further comments on the policy to the Vice-Principal.

M3539 FINANCIAL REGULATIONS

Noted proposed revisions to the University’s Financial Regulations including sections: 6.1; 6.2; 6.3.1; 6.3.2; 6.4; 6.5; 6.7; 6.8.2; and 6.8.3.

Noted concerns raised as to the accuracy of advice contained in the draft regulations and agreed that the Vice-Principal and the Director of Finance & IS/IT should confer further with and agree a process for checking the draft documentation and who should be consulted in this process.

M3540 HWU CARBON FOOTPRINT

Noted and approved a proposal that the University adopt a low carbon vision and mission to be taken forward by a proposed Carbon Footprint Working Group. The vision statement proposed was “Heriot-Watt University will be recognised for its role in reducing Carbon Emissions”, and the proposed mission was that “HWU will continuously review the carbon emissions associated with its business and introduce polices and/or actions to reduce and/or mitigate these. The Carbon Footprint Working Group will define the scope of the Carbon Footprint monitoring and mitigation and identify appropriate resources required to reduce emissions.”

Noted that the Carbon Footprint working group would seek funding to implement a carbon audit across the University, and that the low carbon vision would be communicated to other groups and embedded in their strategies, for example, the Strategic Plan, Green Travel Plan, Electric metering etc. It was anticipated that the Group would update PME on progress as and when appropriate.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 19 April 2007

Present:

Prof A Muscatelli, Principal (Chair)  Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof A C Walker, Vice-Principal  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
Prof J Fernie, Head of School, Management and Languages (SML)  Prof P De Wilde, Head of School of Mathematical and Convener of Computer Sciences (MACS)
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 F G Priest, Head of School, Life Sciences (SLS)
Prof B G D Smart, Deputy Principal (DP), International Mr P L Wilson, Secretary of the University and Convener of Mr P L Wilson, Secretary of the University and Convener of the Support Services Board (SSB)
the Support Services Board (SSB)

In attendance:

Mrs M Cook, Director of Human Resources (HR)  Mrs K Patterson, Academic Registrar and Deputy Secretary
Mr R McGookin, Director of Planning  L Kirkwood-Smith, Clerk to PME

Apologies:

Prof K G Lumsden, Director of Edinburgh Business School (EBS)  Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching)
Prof K J Cornwell, Head, Dubai Campus and Convener of the Learning and Teaching Board (LTB)

ACTION:

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M3541 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of PME held on 22 March, subject to amendment of the reference, in M3526, to "... Director of Catering & Residences ...". This should be altered to read, "...Director of Student Welfare Services...".

LK-S 20 Apr 07

M3542 ACTION LOG
Noted recorded actions relating to the previous, and other recent meetings, and updates on progress made against each.

Noted, with reference to M3517, that the Director of Finance & IS/IT would be the PME champion on the Project Group considering replacement of Phase I and Phase II student accommodation.

PMcN

Noted, with reference to M3516, that a summary version of the Estate Condition and Compliance Survey would be presented to the meeting of PME on 17 May 2007 by the Secretary of the University.

PLW 10 May 07
**BUSINESS REPORTED BY THE CHAIR**

**TEACHING QUALITY ASSESSMENT DISCUSSION**

The Principal provided a brief update on a recent Universities Scotland discussion on approaches to teaching quality assessment in the light of recently expressed views on the subject by some members of the SFC Council.

**SRIF FUNDING STREAM**

The Principal highlighted signals from the Office of Science & Innovation suggesting a future reduction in SRIF funding. This should be factored into the University’s strategy re-development plans.

**DEVELOPMENT CAMPAIGN**

The Principal confirmed positive recent progress in terms of the Development Campaign. The Principal also announced the planned departure from the University of the Head of Development and Alumni Relations and ongoing discussions with relevant individuals vis-à-vis succession planning.

**DUBAI CAMPUS**

The Principal confirmed that there had been a visit to the University in recent days from Dr Reddy of Eikon. Discussions had been positive in terms of collaborative forward planning and opportunities to increase student recruitment to the Dubai Campus.

**INTERNATIONAL STUDENT CENTRE**

(Reserved section: Ref Section 33 of FOI(S)A)

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**DUBAI CAMPUS**

(Reserved section: Ref Section 33 of FOI(S)A)

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**REPORT FROM THE PME STRATEGY WORKING GROUP**

Received and endorsed a report from the meeting of the PME Strategy Working Group on 5 April 2007 and a draft proposed programme for the Court Away Day to be discussed further with representatives of Court at a meeting to be held on 10 May 2007.

PME members were invited to raise any concerns relating to the approach outlined in the report of the Working Group. None were raised.

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**POSTGRADUATE TAUGHT COURSE APPLICATIONS**

Received and noted an update report on applications to Postgraduate Taught Courses as at early April, presented by the Director of Planning. Noted that:
- Overseas (fee level) applications, which were estimated to be in the region of 50% of the likely final total, were lower by 6% than the same point in the previous year;
- HEU (fee level) applications, which were estimated to be in the region of 35% of the likely final total, were higher by 1% than the same point in the previous year;
- performance across Schools was highly variable with reduced applications in SBE and MACS in particular giving cause for concern;
- the next applications update, to be presented to the meeting of PME on 17
May 2007, should provide sufficient information with which to analyse the likely pattern of conversion of applications to entrants, albeit with the usual caveats, as such analyses were dependent on layers of assumptions, none of which could not be determined with a high degree of certainty; - analysis of applications processing of applications showed that, with the exception of IPE, Schools had managed in their processing to keep abreast of the incoming volume of applications.

Noted the expectation that proposals for a Scholarship Scheme would be presented by the Scholarships Working Group to a meeting of PME in the near future. The Academic Registrar & Deputy Secretary agreed to follow up a highlighted problem relating to centrally produced reports from Recruitment & Admissions which appeared not to have been updated in line with agreed tuition fees for 2007/08.

M3547 RAE-RELEVANT VACANCIES

Noted an update, presented by the Director of Planning, on progress made in filling RAE-relevant vacancies. This highlighted that a little progress had been made, with slightly more appointments than vacancies having been confirmed in the past month.

Schools were again encouraged to do everything they can to secure appointments by the census deadline of 31 October 2007. Noted that recruitment to positions not completed by the RAE deadline date would not automatically be permitted to progress: where appropriate, cases would be required to be re-defined.

M3548 INTERACTIVE UNIVERSITY

Noted an update report from the Vice-Principal confirming the controlled winding down of the Interactive University with the aim of migrating all activities to HWU and other relevant Scottish institutions by the end of May 2007.

(Reserved section: Ref Section 30 FOI(S)A)

Noted the intention of IU and HWU, on 20 April, to communicate with HWU Approved Learning Partners informing them of the change over and inviting them, where appropriate, to take up new contracts with the University. Noted that, in addition, IU would communicate with Strategic Partners confirming that the relevant Scottish university would be in contact with regard to specific programmes, existing commitments and future options. With regard to the latter, further discussions between universities would take place to consider the potential to continue, where necessary, a Scottish HE interface.

(Reserved section: Ref Section 30 FOI(S)A)

Noted and endorsed a list of proposed HWU personnel with responsibilities associated with particular aspects of the HWU-IU interface. Noted the expectation that any interactions with the media would be under the guidance of the Press Office.

M3549 FRAMEWORK AGREEMENT

Noted an update by the Director of HR on the Framework Agreement.

Noted that some progress had been made in respect of submission of remaining
job matching forms. Heads were asked to continue to encourage staff who had not yet submitted their form.

Noted that the University's final position on the matter of harmonisation had been presented to Unison. Noted the hope of the implementation group, following acceptance of harmonisation proposals by Unison, to move to a ballot as soon as possible, with a view to balloting of all relevant Trade Unions simultaneously.

M3550 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate, a report for April 2007 from the Research Co-ordination Board, tabled by the DP(Research).

DRH
Apr 07

M3551 SBC CO-LOCATION PROJECT

Noted an update from the Director of Finance & IS/IT on the Scottish Borders Campus Co-location Project, noting recent progress in aspect of the project including: construction; service areas and the School of Management & Languages; project management; finance; residences and communications.

Noted also identified risks associated with the project. The Director of Finance & IS/IT highlighted in particular the mitigation of risks associated with ERDF funding.

Members of PME were encouraged to direct any questions regarding the project to the Director of Finance & IS/IT.

PME

M3552 INTERNATIONAL FORUM

Noted an oral update on the International Development Forum from the DP(IBD) following the first meeting of the Forum on 16 April 2007.

Noted that:
- agreement had been formed on the remit of the Forum and proposals would be presented to PME in the near future;
- discussion at the first meeting had focused on the need to join up international activities across the University, consideration of priorities, models applied, project viability, spread of effort/risk and partnership opportunities;
- the next meeting of the Forum would take place on 15 May 2007.

M3553 CONSULTATIONS LOG

Noted external consultations communicated to the University with deadline dates for responses from April - June 2007 and noted arrangements for co-ordination of the University’s responses.

M3554 5-YEAR PLAN: FINANCIAL CONSOLIDATION

Received and noted an update analysis of the most recent version (version 2), of the financial consolidation of the planning process, presented by the Director of Finance & IS/IT.
Noted that, currently, the bottom-up consolidation anticipated a 9.1% increase in turnover in 2007/08 to £120m, compared to the top-down scenario of 8.0% growth; however, this growth was consumed by an 11.3% increase in expenditure in the draft budget compared to the top-down scenario of a 7.3% increase. Consequently, the budget presented a consolidated deficit of £2.0m compared to a top-down surplus of £1.2m. Noted that while version 2 of the budget was a significant improvement on version 1, further work remained to be done to produce an acceptable plan - recovering the current £3.2m shortfall against plan expectations.

Noted and endorsed plans for further iteration of the budget including:
- through an additional planning round meeting with Schools, the Vice-Principal would identify specific priorities by School to improve the contribution from the current 3.3% growth. A firm target remained to be set;
- the Director of Finance & IS/IT would present a priority based budget analysis to the Support Services Board on 27 April at which the Board would be invited to recommend areas of activity reduction. A firm target remained to be set. Noted that further consideration would be given to areas of existing expenditure as well as areas proposed for additional expenditure. Noted that it was also important to gain a better understanding of - and test assumptions about - expenditure aimed at “maintaining quality” or “defending income streams”. The need to close the loop between School and Support Section plans was also highlighted.

Noted that a final iteration of the budget would be undertaken over the next two weeks, following which changes would be fed into the finance system with a view to presenting a near final budget at the meeting of PME on 17 May 2007.

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M3555  
**LONG TERM CASH FLOW MODELLING**

Received and noted a summary 10-year cashflow analysis presented by the Director of Finance & IS/IT as work in progress. Noted that an earlier version of the analysis had been reviewed with the banks in the course of the banking tender process. Noted that projected figures, based on existing operating activities and proposed new projects within the 5-year plan, quantified the medium term shape and scale of the University's ambitions, while indicative figures on projects beyond the rolling 5 year budget provided an indication of capacity to undertake major investments including the condition and compliance backlog and the level of long-term financing for the bank tendering project.

Noted:
- main sources of funding available over the next 5 years and assumptions made in each case;
- new banking facilities being negotiated would, if approved, provide capacity for up to an additional £20m in loan funding. Under such an arrangement, all debts would be consolidated within a revolving credit facility;
- currently envisaged significant projects and associated revenue implications. The single largest of these would be the Edinburgh Campus student residences project;
- while funds could be found to cover some key areas, other investments would be contingent on robust business plans including reliable income projections.
- further strategy discussions, including, importantly, those with Court, should focus on the University’s planning and investment options and its capacity/confidence to deliver against these.

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M3556  
**MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 MARCH 2007 (PERIOD 8)**

Received and noted Management Accounts for the period to 30 March 2007 (period 8). These highlighted:
- an improvement in the year to date position to a surplus of £250K - some £600K behind budget;
- the full year forecast remained unchanged from January 2007 at £239K behind budget. Noted that the Q3 re-forecast to the end of April should be completed in May 07;
The major factors influencing the results remained Dubai which was running £667K behind budget and the £2m+ shortfall in gross tuition fees;
- recovery required to meet budget was £0.4m in the remaining 4 months of the financial year - however, Planning Units were advised to be cautious during this period as historical budget performance has tended to see a significant drop in surplus in the last month of the year.

The Director of Finance & IS/IT agreed to check that the necessary adjustments to the accounts relating to IU debt were accounted for, given the latest briefing on the IU wind-down plan.

Heads of Schools/other Planning Units, were encouraged to do all that they can to restrict unnecessary expenditure in the period through to the close of the financial year, thus supporting the University as a whole towards meeting the target out-turn for the year.

M3557 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS- REPORT FOR MARCH 2007

Received and noted a report from the DP(Research) and Technology & Research Services on Research Grants & Contracts: proposals and awards for the period to the end of March (period 8). The report continued to offer encouragement highlighting:
- a value of awards in the year to date of £16.4m compared to a full-year total for 2005/06 of £14.3m;
- a value of proposals in the year to date of £45.8m compared to a full-year total for 2005/06 of £51.8m.

Noted and discussed the high level of variation in contributions across Schools, highlighting the need to develop appropriate (discipline relevant) benchmark targets.

M3558 RESEARCH AWARDS FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal. This indicated the evolution of research “order books” at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its life-span. Forward Looks were presented in each of one, two and three year periods.

Noted, following very good progress at the end of 2006, some fallback although the position remained strong relative to previous year. Large increases remained apparent for all measures; however, except for the increase over the previous year total, which continued to improve, the increases had weakened over the last two months. The report once more included a reminder that current forward look peaks could only be sustained if the University were to continue to attract new grants and contracts.

M3559 UPDATING OF FINANCIAL REGULATIONS

Noted, with reference to M3539 of the meeting of 22 March 2007, that the existing Approvals Committee considering the revised Financial Regulations had been expanded to include representatives from HR, Registry and Schools.

Noted that the expanded committee would decide, for each Regulation, who should be consulted, and would approve the Regulation in the light of the outcomes of appropriate consultation.

Noted that the expanded committee would meet for the first time on 27 April 2007 to agree the timetable and process. Thereafter, meetings were expected
to be scheduled fortnightly with a view to the full revised Financial Regulations being approved at the meeting of PME on 23 August 2007.

M3560 BANKING SERVICES TENDER RECOMMENDATIONS

Approved a recommendation of the Banking Services Tender Review Panel to change the University's principal banker from Lloyds TSB to Barclays Bank, noting details of the Panel's justification for the recommendation. PMcN et al May 07

Noted the expectation that the contract would be formally concluded following a mandatory 10-day EU Contract Awards standstill period.

M3561 EDRMS PROPOSAL

Noted and approved a project proposal to develop the business case for an Electronic Document and Records Management System (EDRMS Phase 1) to meet the immediate needs of SAS implementation, with a view to the system being scaleable in later phases for University-wide application.

Noted proposed next steps including posting of an OJEU notice by Procurement Services inviting potential suppliers to register interest in submitting a tender, and assist with the early market intelligence gathering to include in the Business Case. It was planned to present the business case at the meeting of PME in the near future.

Noted that a Project Board and Project Team comprising representatives from Schools and Support Services would scope out the business process and change management needs in consultation with SAS users across the University. Noted that it was envisaged that Phase 1 would be implemented from January 2008. Noted also the view of the IS/IT Policy Group and the SAS Project Board that the project was essential to support the SAS, which in turn would be necessary to meet the University's plans for Restructuring of the Academic year from September 2008.

Noted, should the project proceed, estimated financial commitments of £100-£150K in each of 2007/08 (Phase I) and 2008/09 (Phase II). It was commented that PME should expect in the Business Plan, clear evidence of the increased efficiencies that the investment would make possible. PMcN Jun 07

M3562 REVISED PROCEDURES FOR SENIOR ACADEMIC PROMOTIONS

Noted and approved revised procedures for Senior Academic Promotions including Academic Promotions Board (Senior Promotions) and Criteria for Assessment relating to Academic Promotions, presented by the Vice-Principal.

Noted that the proposals had been developed in the context of National Framework Agreement (NFA) implementation to ensure consistency with other components of the NFA. In particular, the new Procedures were aligned to the relevant new role descriptors, currently being used as the basis of the job-matching exercise.

Noted that separate documentation would be developed for posts which were predominantly research or predominantly teaching. ACW/MCC

M3563 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTION): EMERGENCY PROCEDURES PROMOTION PANEL

Noted and approved a recommendation of the Academic Promotions Board (Senior Promotions), by way of Emergency Procedures Promotion Panel that Dr
Katarzyna Kosmala, School of Management & Languages, be promoted from the position of Lecturer to Senior Lecturer.

HR should write formally to the candidate to confirm this decision.

MCC HR
Apr 07

M3564 TREATMENT OF SUBSEQUENT INVENTIONS COMMERCIALISED THROUGH AN EXISTING HWU SPIN-OUT COMPANY

Noted and approved guidelines for the treatment of subsequent inventions commercialised through an existing HWU spin-out company, presented by the DP(Research).

Noted that the proposed guidelines clarified the reward arrangements - provided for in the University Policy on Intellectual Property, Confidential Information and Commercialisation - for staff when consecutive pieces of IP from their research are licensed to a company in which the inventor holds equity.

DRH/GMcF from Apr 07

M3565 FEES WORKING GROUP - 2006/07

Noted the terms of reference, membership, dates of future meetings and contact details of the clerk of the Fees Working Group in 2006/07.

M3566 STUDENT ADMINISTRATION SERVICE NEWSLETTER

Noted a newsletter from the Student Administration Service Project Board for April 2007. This highlighted, inter alia, key dates in the first phase of the implementation stage of the project including April 2007 commitments:
- contract signing with SunGard;
- technical specification of hardware and architecture;
- set up hardware and install software;
- commence development of admissions functionality.

M3567 GUIDELINES FOR RESTRUCTURING OF THE ACADEMIC YEAR

Noted guidelines for Restructuring of the Academic Year (RAY), which were sent under separate cover. The Guidelines comprised:
- the approval process for programmes, courses and modules with associated templates/coversheets;
- curriculum structure guidelines and summary for undergraduate, graduate and postgraduate courses;
- RAY toolkits.

Noted that the Education Development Unit was in the process of meeting with Schools to discuss use of the toolkits in the context of curriculum structure guidelines. Briefing sessions on the revised approvals process, in particular in the context of RAY submissions would be held in May for Directors of Learning & Teaching, members of the Studies Committees and other interested members of staff.
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 17 May 2007

Present:

Prof A Muscatelli, Principal (Chair)
Prof A C Walker, Vice-Principal
Prof J Fernie, Head of School, Management & Languages (SML)
Prof B G D Smart, Deputy Principal (DP) (International Business Development)
Mr P L Wilson, Secretary of the University and Convenor of the Support Services Board (SSB)
Prof J Jones, Deputy Principal (DP) Strategy & Resources
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof K Lumsden, Director, Edinburgh Business School (EBS)

Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
Prof R Wardman, Head of School, Textiles & Design (TEX)
Prof F G Priest, Head of School, Life Sciences (SLS)
Prof R J M Craik, Deputy Principal (DP) (Learning & Teaching) and Convener of the Learning & Teaching Board (LTB)
Mr P McNaull, Director of Finance & IS/IT
Prof D Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof J Simmons, Head of School, Engineering & Physical Sciences (EPS)

In attendance:

Mr R McGookin, Director of Planning
L Kirkwood-Smith, Clerk to PME

Mrs K Patterson, Academic Registrar & Deputy Secretary

Apologies:

Mrs M Cook, Director of HR
Prof K Cornwell, Head, Dubai Campus

Prof J Swaffield, Head of School, Built Environment (SBE)

ACTION:

M3568 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting held on 19 April 2007.

M3569 ACTION LOG
Received and noted a report of actions arising from the last and previous meetings. Noted, with reference to M3561, that the EDRMS business case item would be presented to PME at its meeting on 5 June 2007. (Addendum: it was later agreed that this would come to the meeting on 5 July 2007.)

M3570 BUSINESS REPORTED FROM THE CHAIR
The Principal highlighted continuing uncertainty about the impact on higher education following Scottish Parliamentary changes. The Principal hoped to meet with the new First Minister in the near future.

M3571 REFLECTIONS ON THE OUTCOMES OF THE COURT AWAY DAY
The DP(Strategy & Resources) delivered a presentation summarising the outcomes of the very successful Court Away Day on 14 May 2007. This highlighted key outcomes of the Day including the support of Court for:
- the vision and strategic direction of HWU in terms of closer alignment with the attributes of the '94 Group of universities
- the proposed methodology for development of the Strategic Plan including evaluations of performance and strategic balance and opportunities, and investment decisions leading to resource transfer;
- the timetable for development of the Strategic Plan. It had been noted that if the Plan were not approved by early 2008, it would then be too late for it to influence financial/budget plans for 2008/09.

Agreed that the DP(Strategy & Resources) and the Director of Planning should review the presentation delivered to PME and would distribute a revised version for use by Heads of Schools/Sections in briefing their staff.

JJ/RMcG
May 07
Received and noted an update report on undergraduate and postgraduate taught course applications presented by the Director of Planning. Noted that:

- as at 14 May 2007, HEU undergraduate applications, which were estimated at 92% of the final total, had increased by 7% over the same period in the previous year. This compared with a UK trend (at Jan 07) of an increase of 6.4%. Acceptances (conditional and unconditional), as at 14 May 2007, had increased by 4% over the same period in the previous year;
- as at 14 May 2007, Overseas undergraduate applications, which were estimated at 64% of the final total, had increased by 8% over the same period in the previous year. This compared with a UK trend (at Jan 07) of an increase of 6.4%. Acceptances (conditional and unconditional), as at 14 May 2007, had increased by 16%;
- in both HEU and Overseas undergraduate applications and acceptances, performance across Schools was highly variable. Noted and discussed subject areas which were on track, intermediate/uncertain or off-track;
- as at 8 May 2007, HEU postgraduate taught course applications, which were estimated at 54% of the final total, had decreased by 10% over the same period in the previous year. Acceptances (conditional and unconditional), as at the same period had increased by 36% over the same period in the previous year;
- as at 8 May 2007, Overseas postgraduate taught course applications, which were estimated at 64% of the final total, had decreased by 14% over the same period in the previous year. Acceptances (conditional and unconditional) had increased by 22% over the same period in the previous year.
- in both HEU and Overseas postgraduate taught course applications and acceptances, performance across Schools was highly variable with different subject areas reported to be on track, intermediate/uncertain or off-track.

Noted that while progress was being made, significant additional effort was needed if the University was to meet the revised student number targets set following the SFC announcement on uncapping.

Noted that the Director of Planning would present information on the progress of postgraduate research applications/acceptances as soon as there was sufficient information on which to make a meaningful assessment of progress and performance.

Agreed need for Heads of School, as a matter of urgency, to do as much as possible to remove unnecessary obstacles to student recruitment; in particular, but not confined to overseas students, re-doubling recruitment efforts in each School.

Noted and discussed a summary report of postgraduate taught course applications as at mid-May 2007. This highlighted a growing backlog of applications in the ‘still processing’ category. Agreed that relevant Heads of Schools should address this issue as a matter of urgency and seek to clear backlogs as quickly as possible.

Noted an update report on Framework Agreement implementation presented by the Secretary of the University. The report confirmed:
- the timetable for progress with the job matching process. Noted that assumptions had been made on the basis of all 14 role analysts continuing on this task;
- the matching exercise had been completed for those academic, research and technical forms that had been received;
- the matching exercise for secretarial and clerical staff would be completed in the coming week;
- 997 roles had been reviewed thus far and consistency checks had been built into the matching process;
- matching of academic-related staff roles would be commenced in the coming week;
- both Amicus and UCU had indicated a readiness to ballot, subject to some minor amendments – however, further discussions were ongoing with Unison;
- it was expected that all trade unions would be balloted in July with the results of the ballot available in the same month;
- Framework presentations to staff would commence as soon as confirmation from all trade unions about the launch of the ballot process had been received.
Noted that the volume of previously reported “grey circling” had been reduced substantially.

**M3575 REPORT FROM THE LEARNING AND TEACHING BOARD**

Received and approved a report from the Learning & Teaching Board, relating to the meeting of the Board on 26 April 2007, presented by the DP (Learning & Teaching).

The DP highlighted in particular the LTB Away Day topic of Employability and Professional Career Readiness (EPCR) and the decision that the Careers Advisory Service (CAS) should present the University’s DLHE return and CAS strategic priorities at the April meeting of the LTB. In respect of the 2005/06 DLHE return, that there had been a 5% increase in the survey response rate, the percentage of respondents employed or in further study had increased from 84.9% in the previous year to 87.5%, the percentage of respondents seeking employment had dropped from 7.5% in the previous year to 5.3% and the percentage of respondents in “graduate level” jobs had increased from 60.7% in the previous year to 75%.

The DP (Strategy & Resources) raised the matter of timing of initiatives aimed at increasing growth in postgraduate taught course students. If this were to be progressed too late in the current year any positive impact on the intake in 2008/09 would be limited.

**M3576 SBC CO-LOCATION PROJECT**

Noted an update from the Director of Finance & IS/IT on the Scottish Borders Campus Co-location Project, noting recent progress on legal agreements, progress on construction, progress on service areas and the School of Management & Languages, project management, finance, residences, communications, timeline and financial summary. Noted also an update on highlighted key risks.

The Director of Finance & IS/IT highlighted in particular ongoing planning work involving the University and the College to consolidate library provision which would operate under a Service Level Agreement. (Reserved section (Ref Section 30, FOI(S)A). Noted the timetable for completion of relevant integration of services of the end of 2008.

Agreed that update reports to PME on the SBC Co-location Project should be presented on a quarterly basis in future.  

**M3577 INTERNATIONAL DEVELOPMENT FORUM ROLE, RESPONSIBILITIES AND ACTIONS**

Received and noted a report considered by the International Development Forum (IDF) at its meeting on 15 May 2007, presented by the DP (IBD). The report described the role of the IDF in delivering HWU’s internationalisation strategy, the University’s portfolio of international business opportunities and the responsibilities of the Forum.

Noted also a draft report of international development activities in response to a Scottish Executive consultation co-ordinated by Universities Scotland. It was recommended that international exchange programmes should be included in the report as a key area of international activity.

The DP (IBD) highlighted plans to develop a new database to manage existing and new international opportunities. Agreed that an easy to use template for information collection should form part of the database project.

Agreed that future reports from the Forum should be made to PME via the Learning & Teaching Board.

**M3578 DUBAI STEERING GROUP**

Received and noted a report from the Dubai Campus Steering Group relating to its meeting on 16 May 2007, presented by the Secretary of the University.

The Secretary highlighted in particular:
- (Reserved section (Ref Section 33, FOI(S)A)
- confidence that available laboratory facilities would serve the University’s needs over the next two years. Noted, however, that demands in years three and four of the relevant courses were expected to increase;
- a foundation course was being advertised to start in October 2007 ahead of SQA accreditation;
- a revised business plan for Dubai operations would be presented to the meeting of PME on 5 June 2007 and to the meeting of the Finance Committee on 12 June 2007.

Agreed that the report of the Dubai Steering Group should accompany the minutes of the meeting of PME on 17 May 2007.
RAE RELEVANT VACANCIES
Noted an update, presented by the Director of Planning, on progress made in filling RAE-relevant vacancies.
(Reserved section (Ref Section 33 FOI(S)A).

CONSULTATIONS LOG
Noted external consultations communicated to the University with deadline dates for responses of June 2007 and noted arrangements for co-ordination of the University’s responses.

INTERNATIONAL STUDENT CENTRE
Reserved section (Ref Sections 30, 33, FOI(S)A)

ACCOMMODATION SOFTWARE
Noted and approved a business case presented by the Registrar & Deputy Secretary for development and implementation of an accommodation booking and management system. Noted that the proposal had been approved by the IS/IT Policy Group. Noted that managing accommodation was outside the scope of the Student Administration System (SAS), and that current processes supported by ISS would not remain available when the SAS system becomes operational. Noted that the new software was expected to modernise current manual business processes at Edinburgh and SBC campuses, enabling more efficient use of University resources, in particular the link between student and conference accommodation, and was expected to enhance the University’s competitive position.

Noted the estimated cost of procurement of £117K of which £81K related to student accommodation and £36K for ECC Ltd. Noted that once implemented, the projected savings were estimated at £37.5K per year on salary and other costs.

Agreed that the full current capex list of priorities should be presented to PME at its meeting on 5 June 2007.

REPORT FROM THE RISK MANAGEMENT STRATEGY WORKING GROUP
Noted and endorsed a report including an updated Risk Register from the Risk Management Strategy Working Group.

In the course of discussion an external risk relating to future funding of higher education in Scotland was highlighted. However, it was too early to determine what impact the change of administration in Scotland would have.

Agreed that the University’s Risk Register should be brought back for further discussion at the next meeting of PME on 5 June 2007 and, thereafter, should become a standing item on the PME agenda.

ESTATE CONDITION AND COMPLIANCE SURVEY REPORT
Received and noted an Executive Summary Report on the Estate Condition and Statutory Compliance Survey conducted by Dearle & Henderson, presented by the Secretary of the University. The Secretary drew the attention of PME to the summary of key findings in particular. This confirmed that mechanical services throughout the Edinburgh campus required considerable upgrading with costs estimated at £17m: a phased priority-led plan of replacement of mechanical infrastructure would be required. The Secretary also drew attention to the estimated cost of compliance with recent changes in fire legislation of £4m, and indicative costs of compliance with works in relation to disability access of £7m. In the case of the latter, it was the responsibility of the University, as service provider, to plan necessary action that may be deemed “reasonably practical”.

Agreed to develop a plan, informed by the findings of the report, of phased priority-led investment.

Agreed that the capex plan should incorporate the relevant estate priorities with the latter
also embedded into the new Strategic Plan.

M3586 AMENDMENTS TO ORDINANCES & REGULATIONS

Received and noted proposed revisions to the following, presented by the Ordinances & Regulations Committee for PME comment:
- Regulation 10: Honorary Degrees
- Regulation 14: Academic Dress
- Regulation 15: Congregations
- Regulation 29: Use of Computer Facilities
- Regulation 46: Accreditation of Prior Learning
- Regulation 48: Higher Degree of Master (Taught)

PME members were invited to direct any comments to the Convener of the Ordinances & Regulations Committee.

PME May 07

M3587 EXAMINATION SPACE

Noted an approved recommendation from the DP(Learning & Teaching) that the Academic Registry be authorised to refuse examinations of non-standard length after October 2007, and with immediate effect, to have access to all University rooms during week 10 of term of each term for examination use. Agreed that the Academic Registry should be responsible, in consultation with the parent School, for re-accommodating any student group displaced from accommodation which is required for examination purposes.

Noted the aim, in co-ordination with the Dubai Campus, to accommodate examinations within sociable hours from Monday to Thursday inclusive during week 10 of term-time.

KAP et al From May 07

M3588 CONSULTANCY PAYMENT

Noted and approved a request that PME authorise payment to Dr M Taghizadeh, School of Engineering & Physical Sciences, in respect of consultancy work undertaken, and in accordance with relevant University policies governing the management and apportionment of consultancy income.

HR/Fin Off

M3589 Reserved section (Ref Section 33, FOI(S)A)

M3590 5-YEAR PLAN: 2007–2012

Received and approved a penultimate revision of the 5-Year Plan: 2007-2012 presented by the Director of Finance & IS/IT. Noted that the tabled ‘version 3’ document incorporated further updates following planning meetings, and other revisions.

Noted in terms of 2007/08 an improvement on the ‘version 2’ plan of £200K to a break-even position. Agreed that work should continue to improve the position in the next financial year yet further with a planned surplus of £500K. Noted that ~£300K improvement towards this target had been identified in recent days. Budget holders were still being asked to make improvements on 2007/08 plans. Noted also the role of VMG which was expected to exercise ever tightening control on recruitment, in the Group’s consideration of like-for-like replacements.

Noted that final adjustments would be agreed between the Vice-Principal, the Director of Finance & IS/IT and budget holders with a final consolidated version being presented to PME at its meeting on 5 June 2007, to the Finance Committee at its meeting on 12 June and to the Court at its meeting on 25 June. The final plan would be submitted to the Scottish Funding Council by 30 June 2007.

ACW/ PMcN May-Jun 07

M3591 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2007

Received and noted Management Accounts for the period to 30 April 2007 (period 9). These highlighted:
- an improvement in last month’s surplus of £251K to the April surplus of £292K.
- The University remained £500K behind budget;
- a worsening of the full-year forecast by £110k to £250K.
- Major influences on the accounts remained Dubai operations at £733K worse than budget, and a £2m+ shortfall in gross tuition fees.

The Director of Finance & IS/IT highlighted in particular the recovery required to reach budget, allowing for of known errors and estimates, was of the order of £0.5m. Recovery required to meet forecast was £0.2m.

Budget holders were asked to review their spend plans for the last quarter with Financial Controllers to ensure that spending, in particular in the last month of the year, remains under tight control. A summary of risks and opportunities provided an estimated year-end surplus of £579K, but without significant effort this would not be achieved.

PME May-Jul 07
The Secretary confirmed that a revised business case for Dubai operations would be presented to the meeting of PME on 5 June 2007.


Received and noted a report from the DP(Research) and Technology & Research Services on Research Grants & Contracts: proposals and awards for the period to the end of April (period 9). This highlighted:
- a reduction in the volume of growth of awards for a third consecutive month. Nevertheless, the value of awards in the year to date stood at £17.1m compared with a total of £14.3m in 2005/06;
- a slowing of growth in the value of proposals in the last month. Nevertheless, the total value of these stood at £50.5m compared with a total of £51.8m in 2005/06.

Noted the possibility that a significant Phase 2 (5 year) SMI funding award would be received soon enough to impact on the current financial year.

M3593  RESEARCH AWARDS FORWARD LOOK

Received and noted a Forward-Look report on Research Grants & Contract Awards for the period to the end of April 2007 presented by the Vice-Principal. This indicated the evolution of research “order books” at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its life-span. Forward Looks were presented in each of one, two and three year periods.

Noted that recent gains in new research grants and contracts were being maintained in the 1-year forward look but there was steady fall back on the 2- and 3-year order book with the two latter drifting back towards the level of one year ago. Large increases remained apparent for all measures, but not as large as previously. The report highlighted the need to avoid delays in setting new projects underway and to flag increases in announced grants in RAE commentaries.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 5 June 2007

Present:
Prof A Muscatelli, Principal (Chair) Prof J D C Jones, Head of School, Engineering and Physical Sciences (EPS)
Prof A C Walker, Vice-Principal Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P McNaull, Director of Finance and IS/IT Prof D R Hall, Deputy Principal (Research) and Convener of the Research Co-ordination Board (RCB)
Prof J Fernie, Head of School, Management and Languages (SML) Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof P De Wilde, Head of School of Mathematical and Computer Sciences (MACS) 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 (DP), International
Prof K Lumsden, Director of Edinburgh Business School (EBS) Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)
Prof J A Swaffield, Head of School of the Built Environment (SBE) Prof K J Cornwell, Head, Dubai Campus

In attendance:
Mr R McGookin, Director of Planning Mrs K Patterson, Academic Registrar and Deputy Secretary
Mr A G Hood, Clerking Mrs M Cook, Director of Human Resources (HR)

Apologies:
Professor John Simmons, Head, School of Engineering & Physical Sciences (EPS)

ACTION:
who (with whom)
when

M3594 MINUTES OF THE PREVIOUS MEETING
Approved the Minutes of the meeting held on 17 May 2007. LKS
8 June 07

M3595 ACTION LOG
Received and noted a report on actions arising from the last and previous meetings. Noted, with reference to M3573 that a proposed strategic direction for SCHOLAR would be developed for consideration at the next meeting of PME. Noted, with reference to M3571 that the proposals and timetable approved by the Court at the Away Day were actively influencing the continuing development of the strategic plan (cf M3596 below).

M3596 STRATEGIC DEVELOPMENT – UPDATE
The Principal reported that the Strategy Working Group was currently looking at the implementation of the review, to be undertaken in parallel with the academic review, of support units. This would proceed on the basis of comprehensive briefing of Heads of Schools and Sections by the Deputy Principal (Strategy & Resources) and of meetings open to all staff to be held in the next week.

Noted that the opportunity of briefing the Scottish Funding Council would be taken during the course of a visit to the University by members and officers of the Council already scheduled for 6 June.

In relation to the performance review which would underpin the emerging strategy, the Deputy Principal (Strategy & Resources) emphasised the need for the best possible use of existing data, in view of the timescale of December 2007 for the production of a framework which would inform the budgeting process for 2008-09. Necessary decisions on the overall hierarchy of activities would require to be made on a reliable and objective basis of comparison, and in the context of imperatives arising from the RAE.

M3597 ENERGY TECHNOLOGY INSTITUTE - COMPETITION
The Principal indicated that an assessment panel would visit the Scottish Universities
shortly to pursue the issue of where the hub for the local network of institutions and enterprises to be designated as an ETI should be based.

M3598 FRAMEWORK AGREEMENT

Noted an oral update by the Director of Human Resources on progress towards comprehensive agreement on the Framework. It was envisaged that the Unions would be in a position to put the issue to a ballot in June.

Noted that certain matters relating to promotion procedures remained to be clarified, but that it would be desirable that information and reassurance to staff on the implementation of the normal annual promotions round be provided as soon as possible. It was recognised that this matter had a material bearing on staff morale and on the ability of Schools and Sections to plan ahead.

Agreed that the HR section publicise the outline plan and timetable envisaged for the promotions round, emphasising the desire of the University to be as flexible as possible in dealing with individual cases. Heads of Schools should also be alert to the preoccupations of staff who would, under normal circumstances, expect to figure in the review process.

M3599 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and noted a report from the Research Co-ordination Board relating to the meeting of the Board on 10 May 2007, presented by the Deputy Principal (Research).

The Deputy Principal drew attention to the EPSRC Science & Innovation Awards for which the University had made two submissions under the auspices of the Edinburgh Research Partnership, both of which had progressed to the second stage of scrutiny.

In relation to the RAE, it was noted that the University had instituted a formal process for handling the relevant data. In-house evaluation of research quality was also in hand.

In relation to libraries’ support for research it was noted that to have any prospect of success, the collaborative approach to accessing resources across similar institutions would require to be related to genuine integration of activity.

The Deputy Principal also drew attention to the Carnegie Visiting Professor scheme from which the University had benefited in 2006 in the presence of Professor Jim Piper of McQuarie University. This represented a financially very beneficial arrangement for the individual and for the institution. The Carnegie trustees were now seeking nominations for 2010, in short form by end June and in full by end July.

Agreed that directors of research should consider possible candidates in their disciplines and submit any recommendations to the Clerk to the RCB.

M3600 REPORT FROM THE SUPPORT SERVICES BOARD

Received and approved a report from the Support Services Board arising from the meeting of the Board on 15 May 2007, presented by the Secretary of the University (Chair of the Board).

Noted an extended remit for the Working Group undertaking a strategic review of welfare services; to review the range of services in support of students, and to explore the possibility of developing enhanced links between the Students Association and University support services.

Noted with approval progress in developing the tax efficient cycle to work scheme.

Noted that the Board would be replaced in the University’s structure by the newly constituted Infrastructure Board, which would act as a forum for strategic level debate on the University’s provision of support and core services, and would address detailed issues by the mechanism of sub working groups.

M3601 RAE-RELEVANT VACANCIES

Received and noted a summary of academic vacancies entailing research duties which, if filled with research active appointees would have potential for inclusion in RAE 2008.

Noted the preponderance of these vacancies in the School of Engineering & Physical
Sciences but that the University had realistic expectations of filling a number of them.

Noted that the Vacancy Management Group moderated all appointments, and adopted the most flexible approach possible consistent with prudent resource management. Any unfilled vacancies by the RAE deadline would come under the auspices of the strategic review.

Noted developments in the areas of Architectural Engineering, Carbonate Geoscience and energy engineering, including cross-school collaboration and a measure of targeted recruitment.

Agreed that the next summary to be produced should include a headline statement of net changes in the interim.

Noted that the University would shortly require to report to SFC on the application of resources awarded under the aegis of the Edinburgh Research Partnership.

**M3602 INTERACTIVE UNIVERSITY - UPDATE**

Received an oral update from the Vice-Principal on the continuing migration of IU activity to the University including:

- move of servers and software to the University’s Information and Computing Services
- the successful switch of the IU site to the mirror site prepared in advance within the University to receive it
- consultation and renegotiation of agreements with Approved Learning Partners
- continuity of SCHOLAR services

(Reserved section: Ref. Section 30 FOI(S)A)

**M3603 INTERNATIONAL DEVELOPMENT FORUM**

Noted, in an oral report from the Deputy Principal (International Business Development) that the Forum had been formally constituted and would work in tandem with the Learning & Teaching Board, through which it would report to PME, and would pursue co-ordination of individual projects with the overall corporate viewpoint on international development.

Noted that Memoranda of Understanding had been completed with the Egyptian Ministry of Education and Ministry of Petroleum.

(Reserved Section: Ref Section 33 of FOI(S)A)

The Forum had also discussed the issues arising from the reshaping of IU activity.

**M3604 CONSULTATIONS LOG**

Noted external consultations communicated to the University with deadline dates for responses of June/July 2007 and noted arrangements for the co-ordination of the University’s responses.

**M3605 REPORT FROM THE RISK MANAGEMENT STRATEGY WORKING GROUP**

Received and noted a paper setting out an update on the strategic risks identified by the Working Group and on how these were being managed.

Members were invited to convey any comments or additions to the Director of Finance & IT. It was noted that target dates, for the completion or ongoing implementation of actions to mitigate the consequences of the identified risks, should be added in each case where this was outstanding.

The Director of Planning highlighted amendments to risks relating to the maintenance of student numbers and in particular the recently formulated risk of failure to grow numbers and share of the Scottish undergraduate market to meet HEU numbers at a time of demographic change.

Noted the recent under-recruitment despite a reasonably favourable environment, and the associated need to monitor and review likely areas for expansion and ensure subject diversity. Contributory factors might include the consolidation and enhancement of the University’s portfolio of courses to take account of trends and requirements in areas of study relating to the professional market, and students’ perceptions of desirability.
Noted with approval ongoing efforts to co-ordinate the treatment of School and institutional risk and to record and address these in a consistent fashion while recognising the volatility which attached to contributing factors.

Noted that as Schools assessed their own risk in the context of the University’s risk register there would be a better linkage between PME, whose responsibility it was to manage risk, and the practical action taken to do so.

M3606  AUDIT RECOMMENDATIONS STATUS REPORT

Received and noted an update report on progress being made in implementing agreed recommendations made by the internal and external auditors as at the end of April 2007.

Noted that the internal auditors, Scott Moncrieff, appointed in August 2006, had developed an audit plan closely aligned to the University’s risk Register. The implementation status of recommendations from the previous internal auditors, Deloitte & Touche, set out in the report indicated considerable progress in progressing the actions agreed.

Noted that the progress made in meeting recommendations in the interim external audit for the year ended 31 July 2006 also represented a marked improvement resulting from work to improve the University group’s control environment.

Noted that further improvement would be sought in 2006-07, and that evidence from the interim external audit report for that period, set out in the update report, offered encouragement that this expectation was reasonable and achievable.

M3607  IS/IT POLICY GROUP - REPORT

Received and noted an update report on developments in IS/IT policy and implementation, in line with strategy, relating to Spring Term 2007.

M3608  RESTRUCTURING OF THE ACADEMIC YEAR (RAY)

Received and noted a paper requesting formal approval for the implementation of RAY in September 2008.

Noted that while the project plan for RAE provided an opportunity for PME to delay the implementation by one year, and required a decision on this matter at May 2007, the project was running to time, on budget and presented no known issues which might prevent implementation in 2008.

Noted also that the Student Administration system project, on which RAY was dependent, was also running to programme.

Noted and recognised that any remaining concerns or preoccupations of Schools should be taken fully into account, and that the status of the project should be clearly communicated to staff.

Noted the objectives of the scheme, summarised as providing a catalyst for change, efficiencies of operation and increased flexibility, and that there was wholehearted and positive engagement at course team level.

Noted the observations of Heads of Schools as to the extent of acceptance and adoption of the scheme by colleagues. Recognised that certain transitional costs were inevitable but that these had to be controlled and would be met by ad hoc resourcing through the planning round.

Noted, as an additional risk to be mitigated as comprehensively as possible, the possible diversion of staff resource from research activity.

Noted in relation to course revision that efforts should be made to safeguard the positive aspects of commonality of courses within Schools’ portfolios, and to avoid any tendency towards increased contact hours.

Noted that feedback to the LTB indicated that course revisions so far undertaken already gave evidence of the hoped-for efficiencies and flexibility.

Agreed to confirm the implementation date of September 2008 and that this should be widely communicated to ensure awareness of the commitment entailed.
SFC FINANCIAL FORECAST AND BUDGET 2007-2008

Received and noted the final iteration of consolidated income and expenditure forecasts for 2006-07 to 2009-20.

Noted that the forecast surplus for 2007-08 had been revised from the figure noted at the 17 May meeting of PME from £301k to £323k, in line with figures already notified to the SFC.

Noted that the later years' figures were likely to be influenced by the emerging shape of the University’s strategic plan/ In particular it was suggested that the forecast surplus for 2008-09 of £908k should admit of improvement, as it left little room for manoeuvre and did not fully reflect the benefits to be derived from the strategic review.

Noted in particular the need for continued vigilance in respect of the management of academic vacancies and staff appointments.

Agreed to approve the figures for onward transmission to the Finance Committee and the Court. PMcN June 07

GROUP CAPITAL APPROVALS 2006-07

Received and noted a statement of the capital expenditure approved for 2006-07 by the Capital Committee, representing 97% of the capital budget approved by PME as part of the June 2006 Strategic Plan.

Noted the pattern of priority order ranking, and commentary on changes since the February 2007 meeting of the Committee. Whereas a number of new requests had been approved, the overall pattern of expenditure would be subject to detailed review over the next few years, as new initiatives and priorities arose from the demands of evolving strategy.

Noted that there would be material capital issues in the area of Estates over the next 18 months.

Noted that an analysis of the cash-flow implications of the approved measures would be presented to the Finance Committee and that quarterly scrutiny of capital and cashflow issues would lead to greater transparency in the allocation process.

RESEARCH GRANTS & CONTRACTS - PROPOSALS AND AWARDS - REPORT FOR May 2007

Received and noted a report from the Deputy Principal (Research) and Technology & Research Services on Research Grants and Contracts: proposals and awards for the period to the end of May (period 10). This indicated:-

- continued growth in awards to a current value of £18.2m in the ten months, an increase of £6m over 2005-06
- a recovery in the growth of value of proposals to a current value of £61.7m, an increase on 2005-06 of £18.7m.

RESEARCH AWARDS FORWARD LOOK

The Vice-Principal reported that, in summary, the value of awards current over the next twelve months revealed modest growth, whereas the value of awards with a 2-3 year horizon of currency appeared to be reverting to that of the previous year. Schools were however planning material growth in research evidenced by the level of proposals.

It was suggested that School financial controllers should be encouraged to provide timely and comprehensive information to permit the accurate assessment of trends.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 5 July 2007

Present:
Prof A Muscatelli, Principal (Chair)  Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof A C Walker, Vice-Principal  Prof D R Hall, Deputy Principal (DP) (Research) and Convener of the Research Co-ordination Board (RCB)
Prof P De Wilde, Head of School, Mathematical and Computer Sciences (MACS)  Prof R Wardman, Head of School, Textiles and Design (TEX)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)  Prof F G Priest, Head of School, Life Sciences (SLS)
Prof J A Swaffield, Head of School, The Built Environment (SBE)  Prof B G D Smart, Deputy Principal (DP), International Business Development (IBD)
Professor John Simmons, Head of School, Engineering and Physical Sciences (EPS)  Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board (LTB)

In attendance:
Mr R McGookin, Director of Planning  Mrs K Patterson, Academic Registrar and Deputy Secretary
Mrs M Cook, Director of Human Resources (HR)  Mr Ian Laing, Group Management Accountant attended on behalf of the Director of Finance & IS/IT
Ms Janice Riley, Campaign Adviser attended for items M3618 and M3619  L Kirkwood-Smith (Clerk)

Apologies:
Prof J D C Jones, Deputy Principal (Strategy and Resources)  Mr P McNaull, Director of Finance and IS/IT
Prof K G Lumsden, Director of Edinburgh Business School (EBS)  Prof K J Cornwell, Head, Dubai Campus
Prof J Fernie, Head of School, Management and Languages (SML)

ACTION:

M3614 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of PME held on 5 June 2007. LK-S
6 Jul 07

M3615 MINUTES OF AN ITEM CONDUCTED BY CORRESPONDENCE
Approved the minute of an item of PME business conducted by correspondence on 15 June 2007. LK-S
6 Jul 07

M3616 ACTION LOG
Received and noted a report of actions arising from the previous and earlier meetings. MCC/HR
Summer 07

Agreed, with reference to M3598 Framework Agreement, that dates of Promotion Board rounds in 2007, when these are publicised by HR, should provide advice simultaneously on both non-academic and academic Promotions Board arrangements.

Noted, with reference to M3573 IU Financial Impact Update and the strategy for SCHOLAR, that a proposal would be developed for further consideration by PME at a meeting in the autumn. AM/ACW et al
Sep-Oct 07

M3617 MATTERS ARISING
CARNEGIE VISITING PROFESSORSHIP BID
The Principal reminded Heads of Schools of a current opportunity to bid for a Carnegie Visiting Professorship. Heads of Schools were requested to provide any suitable nominations to the DP(Research) by the close of play on 5 July 2007. Failing receipt of any new nominations, work would proceed further by the DP(Research) on a case already in hand.
HoSs
5 Jul 07
ENGAGEMENT WITH THE FIRST MINISTER

The Principal briefed PME on a recent meeting of the First Minister with a small representative group of Universities Scotland members which the Principal had been invited to join. The First Minister had set out the key themes of the new Executive. The Principal reported that Universities Scotland had restructured its recent Comprehensive Spending Review bid, mapping it to 5 key strategic objectives of the Executive. The Principal also highlighted signals that future spending rounds were likely to be challenging, with efficiency targets a feature.

DUBAI CAMPUS VISIT

The Principal briefed PME on his recent visit to the Dubai Campus. While operations in Dubai would require a good deal of ongoing support and attention, there appeared to be significant opportunities and future potential as a financially sustainable area of the University's business.

ACADEMIC BOYCOTT OF ISRAEL

The Principal briefed PME on a recent motion passed by the University and College Union for its branches to debate on an academic boycott of Israel.

Agreed that the University should prepare and, if appropriate, be ready to release a statement confirming Heriot-Watt's opposition, to such a proposal on the basis that it would go against the principles of academic freedom.

M3618 'LEARNING FOR THE FUTURE' FUNDRAISING CAMPAIGN UPDATE

Noted an update on the 'Learning for the Future' Fundraising Campaign from the Campaign Adviser.  (Reserved section: Ref Section 33 of FOI(S)/A)

Noted also an update on staffing in the Development & Alumni Office following the recent departure of the Head of Section. Noted that a new Director of Development Operations had been appointed, and that efforts were ongoing to recruit to a new post of Development Executive. Meanwhile, the Section's Research Officer had also confirmed his planned departure from the University.

Received and noted a draft vision statement for the Campaign. It was intended that the text should be developed further and that a brochure, providing the overarching case for support be published. Noted the intention to provide a proof of the document to the Campaign Council at its meeting on 11 October for feedback.

Noted that the campaign documentation would be further developed in the light of the new 5-year Strategic Plan when it is developed later in the year.

PME broadly welcomed and endorsed the tenor of the vision statement and the messages included in it, and made the following further suggestions:
- the document should provide evidence of the University's connectivity with economies around the world;
- doctoral, as well as post-doctoral fellowships, should be considered as part of the Campaign;
- further consideration should be given to the reintroduction of "Edinburgh" references as a feature of Heriot-Watt's marketing drive;
- the document should emphasise the power and added value of philanthropic giving. There was an opportunity to highlight positive developments made possible by funding from non-central sources;
- the document should provide more focus on the impact of the University in terms of changing lives and developing opportunities;
- the document could emphasise the University’s role in changing the global environment in which we live;
- a reference to Kuala Lumpur could be included in the section highlighting overseas Graduation ceremonies;
- the “soft” reference in para 6 should be removed.

PME members were invited to input any further comments to the Principal or the Campaign Adviser.
M3619 PROPOSED POST-DOCTORAL FELLOWSHIP SCHEME

Noted and endorsed a proposed Post-doctoral Fellowship Scheme as an integral element of the University's Fundraising Campaign. AM/JR et al

It was proposed that the 'James Watt' Fellowship Scheme would be aimed at recruiting outstanding researchers in the early stages of their careers with the potential to become leaders in their chosen field. It was envisaged that the approximate cost of the scheme would be ~£50-60K per annum per fellowship with the creation of around 5-6 new Fellowships with a duration of 3 years. Noted that, while the focus would be to raise funding through the Fundraising Campaign, there would be an element underwriting through top-slicing from future budgets. Noted also that Schools would have the opportunity to enhance the Scheme through their own resources.

Agreed that the Fellowship Scheme should be run competitively across all disciplines and matched to the University's strategy.

Noted an opportunity, through the framework provided by the proposal, for Schools, with firm guidance from the Development & Alumni Office, to use their own networks to develop funding support for fellowships. Noted also potential prospects in the United Arab Emirates.

Heads of Schools were asked to advise the Development & Alumni Office of any potentially helpful contacts. HoSs

M3620 RAE DATA COLLECTION: HWU PROCESSES AND TIMETABLE

Noted and endorsed a report presented by the Vice-Principal, which detailed the final stages and deadlines for collecting data for the RAE2008 submission. Heads of Schools were asked to ensure compliance within their respective Schools. The Vice-Principal highlighted also the deadline date of 20 July 2007 for the submission by Schools of summary evidence on individuals confirming their RAE status.

M3621 SENIOR ACADEMIC PROMOTIONS PROCEDURE (REVISED)

Noted and approved revised procedures for Senior Academic Promotions, presented by the Vice-Principal. Noted that the revised procedures, which described the promotion process for all senior academic promotions (Professor, Professorial Fellow, Reader, Senior Lecturer and Senior Teaching Fellow), had followed recent discussions with the UCU. The procedures stipulated the composition of the Academic Promotions Board (Senior Promotions), the promotions nomination process, references, deliberations of the Board, ratification of promotions, feedback to candidates, the appeals process, exceptional promotions, and the timetable which assumed an implementation date of 1 August.

The Vice-Principal emphasised that the procedures should be accepted as policy documentation, which would be supplemented in due course with more detailed guidance notes.

M3622 INTERACTIVE UNIVERSITY

Noted an oral update by the Vice-Principal on the Interactive University. Noted that the company had ceased trading, and that only the company's Director of Finance had remained to tie up remaining financial matters. Noted, as highlighted in a previous update to PME, that some additional costs to be met prior to final wind-up had been identified by the company. The Scottish Executive had agreed to provide sufficient additional funding to enable these debts to be settled.

M3623 RESEARCH AWARDS FORWARD LOOK

Received and noted a Forward-Look report on Research Grants & Contract Awards for the period to the end of June 2007, presented by the Vice-Principal. This indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its life-span. Forward Looks were presented in each of one, two and three year periods.

Noted that in all cases there had been encouraging improvements in the month and that, although the peak recorded at the beginning of 2007 was not being sustained, the underlying trend shows continuing increases for all measures. Noted a summary of progress in each of the three forward look periods by School, and the requirement to attract income at the same or increasing rates for the University to maintain or further improve on these trends.
M3624 ENDOWMENT, RESTRICTED AND DONATED FUNDS
Noted a report from the Vice-Principal on endowment, restricted and donated funds. This confirmed that of the 88 funds, collectively known as the University's Endowment Funds, 52 contained balances, which combined, totalled £5.6m. The remaining 36 funds had either nil balances, or were in minor deficit. It had been noted that more ought to be done to maximise use of the funds, aligning their use to the strategic priorities of the University.

Noted that an Endowments Working Group which had met from time to time over recent years had met with extended membership on 25 June 2007. Noted that the Group had agreed a number of actions including the formal creation of an Endowment Register which would inform a summary matrix to identify the status and necessary actions outstanding on all funds. Noted also that the University's Internal Auditors had been instructed to review the University's treatment, processes and control of Endowment Funds. The Internal Auditor's report, due shortly, was expected to recommend high priority actions.

Noted that the Endowments Working Group would make formal recommendations to PME at its meeting on 23 August 2007. One important aspect would be to clarify governance issues, including the role of Court and its Committees when acting as the University's trustees in terms of the University's charitable status.

The Vice-Principal agreed also to advise PME of the membership and remit of the Endowments Working Group.

M3625 STUDENT RECRUITMENT UPDATE
Noted an update on undergraduate and postgraduate taught course student applications and acceptances, as at the end of June 2007, presented by the Director of Planning. The report highlighted that:
- UG acceptances, which were estimated at ~85% of their likely final total, had increased by 14% on the previous year. Performance across Schools was highly variable;
- PGT applications from HEU and Overseas students were estimated at ~75% and ~85% of the likely total respectively. Acceptances stood at ~55% of the likely total entrants, and Overseas at around 150% of the likely final entrants illustrating the major, and probably still escalating, issue of Overseas "no shows". On the basis of current figures it seemed unlikely that growth targets for HEU and Overseas PGTs would be met. Noted that the number of HEU and Overseas PGT applications still in the processing stage approached 1,000 with applications running at 500-600 per month;
- PGR applications for HEU and Overseas were estimated at ~65% and ~75% of the likely final totals respectively. These showed modest growth over the same period in the previous year. On the basis of current figures it seemed unlikely that growth targets for HEU and Overseas PGRs would be met.

M3626 FRAMEWORK AGREEMENT
Noted an update from the Director of HR on progress towards implementation of the Framework Agreement. Noted that each of the relevant Trade Unions was in a position to ballot their membership within the next few weeks. The results of the ballots could then be expected around mid-August. The job matching process was in its final phase and the Director of HR reminded Heads of Schools/Sections that a small number of matching forms remained outstanding. Noted that the Director of HR would have further discussions with the Group Financial Controller vis-à-vis accounting for SFC funding to support Framework implementation.

M3627 REPORT FROM THE LEARNING AND TEACHING BOARD
Received and approved a report from the Learning & Teaching Board. The DP(Learning & Teaching) highlighted in particular measures being taken to monitor progression and the consistency of academic standards as evidenced by the classification of degrees awarded. Noted that it had been agreed by the Board that a short-life working group should be established to consider the issues in further detail.

The DP(IBD) highlighted in particular the introduction of a "Green Paper" system to enable fuller engagement of School Directors of Learning & Teaching with International Development Forum (IDF) issues ahead of formal reporting of the IDF to the Board.

M3628 REPORT FROM THE INFRASTRUCTURE BOARD
Received and approved a report from the Infrastructure Board. The Secretary of the
University highlighted in particular the focus by the Board on the Performance Review process and development of the University's Strategic Plan.

**M3629 RESEARCH ASPECTS OF THE PERFORMANCE REVIEW**

Noted and endorsed a report from the Research Co-ordination Board, 'Research Aspects of the Performance Review', presented by the Deputy Principal (Research). The report set out the proposed research metrics and methodologies for the University's Performance Review process, and confirmed the recommendation of the Research Co-ordination Board that the Review should proceed as rapidly as possible taking account of specific issues raised by the Board.

Agreed that the paper should be considered by the PME Strategy Working Group.  

**M3630 RAE-RELEVANT VACANCIES**

Received and noted a summary of academic vacancies entailing research duties which, if filled with research active appointees would have potential for inclusion in RAE 2008.

Noted that significant progress had been made with only one additional vacancy arising over the past month while a number of offers and acceptances were in train. Noted growing confidence that a large majority of appointments would be confirmed ahead of the RAE deadline for confirmed appointments. The need for a rapid turnaround on contracts by HR was emphasised. The Director of HR confirmed that these were being given high priority.

**M3631 TIMETABLE FOR THE PREPARATION OF FLEXIBLE LEARNING MATERIALS**

Noted a School-by-School timetable for the preparation of flexible learning materials, presented by the DP(Learning & Teaching). This set out the objectives, and associated resources, timetable, group responsible for monitoring progress and University action required to meet the objective of having 90% of all modules supported by flexible learning materials over the next 5 years. Noted reliance by a number of Schools on development of the VLE, progress on which would be monitored.

Noted that progress within each School would be monitored annually and reported to the LTB and to PME. Noted that any planned deviation from the agreed timetable would be undertaken in consultation with the DP(Learning & Teaching).

**M3632 CONSULTATIONS LOG**

Noted external consultations communicated to the University with deadline dates for responses of June-September 2007, and noted arrangements for the co-ordination of the University’s responses.

**M3633 DUBAI FINANCIAL FORECAST**

Received and noted a financial forecast on Dubai Campus operations, presented by the Secretary of the University. The report detailed student activity, costs and revenues relating to the Campus for the period 2007/08 to 2011/12.

The Secretary of the University highlighted the inclusion in the report of two papers. The first of these projected student numbers based on School figures. The second paper (Paper 2), included two areas of amendment, the most significant of which was a downward revision of forecasts relating to the number of BA Management students of the School of Management & Languages. The Secretary of the University confirmed that Paper 2 was considered to provide more conservative, though more realistic projections. In this forecast, future operations appeared sustainable with a projected modest deficit in 2007/08 rising to a surplus in 2008/09 and stepped growth in the subsequent years. The (expected positive) impact of the Dubai Foundation Course was not reflected in the forecasts.

In the course of discussion, the following key aspects of Dubai operations were highlighted in terms of their potential impact on sustainability of operations:
- clarity in the respective future responsibilities of the University and the infrastructure provider;
- forward investment planning to match required additional infrastructure and resource needs for growth in student numbers;
- careful control of staff costs;
- contribution of operations to the University's international strategy and profile, and its other activities.
Agreed that the financial forecast should be presented to the next meeting of the Finance Committee. early Sep 07

**M3634 ELECTRONIC RECORDS AND DOCUMENT MANAGEMENT SYSTEM (ERDMS) TO SUPPORT SAS IMPLEMENTATION**

Noted and approved a business case, presented by the DP(Learning & Teaching), for Phase 1 of an ERDMS to meet the immediate needs of SAS implementation. Noted that Phase 1 would be implemented by January 2008.

Noted that, within the SAS project, the following ERDMS requirements had been identified as immediate priorities: streamlining the capture and management of records documenting recruitment and admissions; improving the speed and quality of the service to applicants; digitising student records currently held in paper form; and documenting course and module content approvals, enabling an audit trail of changes to be preserved. The aim was that ERDMS would be scaleable to capture other functions across the University as they are identified as business priorities.

Noted that the Capex costs for Phase 1 of £200k for 2007/08-2008/09 had been included in the Capex budget. SAS project savings had been reallocated to support the Capex costs of the ERDMS on the basis that the latter would be essential to gaining maximum benefit for SAS, the VLE, HWeb and other major systems planned.

**M3635 CORPORATE ELECTRONIC POINT OF SALE (EPOS) SYSTEM**

Noted and approved a request, presented by the Academic Registrar & Deputy Secretary, to initiate a project aimed at procuring and implementing a new Electronic Point of Sale (EPOS) system for use by Catering & Residences and the Edinburgh Conference Centre. Noted that the present system was obsolete and no longer supported by suppliers. Noted that running costs of the replacement EPOS were estimated to be equivalent to current costs.

**M3636 RESTRUCTURING OF THE ACADEMIC YEAR**

Noted proposals in respect of procedural issues requiring resolution as a result of Restructuring of the Academic Year in 2008. Key issues were managing the one-off shorter summer vacation of 2008, no scope for arena-style registration in 2008, and the impact of ECC existing bookings on accommodation availability.

Agreed that:
- current deadlines for the summer assessment process for continuing and graduating students should remain as at present, i.e. concluded by 18 July 2008;
- the Resit Diet and associated processes should be brought forward by at least one week with the possibility further explored that these might be brought forward by up to two weeks;
- due to the non-availability of the James Watt Centre for arena style registration, appropriate arrangements should be made, with Registry staff help, to carry out student registration within Schools. Agreed that further consideration might be given to use of the crush areas in the Schools of Engineering & Physical Sciences and The Built Environment;
- current deadlines for the summer assessment process for continuing and graduating students should remain as at present, i.e. concluded by 18 July 2008;
- the Resit Diet and associated processes should be brought forward by at least one week with the possibility further explored that these might be brought forward by up to two weeks;
- due to the non-availability of the James Watt Centre for arena style registration, appropriate arrangements should be made, with Registry staff help, to carry out student registration within Schools. Agreed that further consideration might be given to use of the crush areas in the Schools of Engineering & Physical Sciences and The Built Environment;
- to delay for some students in gaining access to on-campus accommodation, accommodation contracts for fresher UG students should start on Saturday 6 September. This would be in time for Fresher's Week and one week prior to the start of teaching. Noted that, due to the lifting of the SFC consolidation cap, the number of rooms made available to continuing UG students would have to be reduced to deal with increased numbers. PGT and PGR accommodation contracts would start on Saturday 13 September 2008, with the previous year's contract ending on 6 September 2008;
- as Monday 15 September 2008 would be a public holiday affecting the Edinburgh Campus, the first day of block 1 teaching should begin on Tuesday 16 September 2008;
- teaching for PGT courses should begin on Thursday 18 September (17 September in subsequent year), to allow sufficient time for students to move into their accommodation, complete the registration process, register with the police etc. The previous year's assessment processes should be completed not later than 8 September 2008;
- a Transitional Regulation should be put in place while the process of updating all relevant Ordinances and Regulations to accommodate the change in the academic structure is underway.

Noted that further proposals would be developed for discussion at a special meeting KAP et al
of the Learning & Teaching Administrators Forum, the LTB and the IB.  

The Academic Registrar & Deputy Secretary requested that she be included in the membership of the RAY Project Board, in the light of broad involvement of sections under her control with RAY issues.  

M3637 PROJECT PLAN FOR PERFORMANCE AND DEVELOPMENT REVIEW PROJECT  
  Noted that the new PDR process would be implemented from 2008/09.  

M3638 CAPITAL BIDS 2006/07  
  Received and noted a report on capital bids made during the 2006/07 Planning Round process, presented by the Group Management Accountant on behalf of the Director of Finance & IS/IT.  
  Noted that the value of bids from submissions received had been £105m. Following review and an initial high level process of editing, the total value of bids had been reduced to £79m. Key revisions made had been the removal of a bid for new residences on the Edinburgh Campus, and duplicate bids for the High Mill and the Student Administration Services, both of which had been approved previously and included in the University's Strategic Plan. Noted that not all budget holders had submitted capital plans for the full five years to 2011/12; therefore, there was a risk that capital requirements for the full planning period were understated.  

The Principal emphasised the need for prudent management of finances by budget holders in the remaining period of the financial year to enable the University to meet, at least, the revised forecast surplus of £600k.  

M3639 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2007 (PERIOD 10)  
  Received and noted Management Accounts for the period to 31 May 2007 (Period 10), presented by the Group Management Accountant on behalf of the Director of Finance & IS/IT. These highlighted:  
  - a year to date improvement by £362k which comprised almost entirely a payment in settlement of a contract dispute;  
  - the position was still £414k worse than budget for reasons previously reported (Dubai and fees shortfall);  
  - growing likelihood that the University would out-perform the Q3 forecast of £250k, moving to a revised forecast of £600K.  

The Principal emphasised the need for prudent management of finances by budget holders in the remaining period of the financial year to enable the University to meet, at least, the revised forecast surplus of £600k.  

M3640 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR JUNE 2007  
  Received and noted a report from the DP(Research) and Technology & Research Services on Research Grants & Contracts: proposals and awards for the period to the end of June 2007 (period 11). This highlighted:  
  - a value of awards to date of £20.1m compared with a total value of awards in 2005/06 of £14.3m. Noted that linear projection compared to the current year's target indicated an increase of £6.4m;  
  - a value of proposals to date of £76m compared with a total value of proposals in 2005/06 of £51.8m. More than 60% of the current year's total to date was attributed to the School of EPS. Noted that linear projection compared to the current year's target indicated in increase of £20.9m.  

Noted, following a recent announcement, that an award of £6.3m continued funding for the Scottish Manufacturing Institute would be formally received and would be included in reporting in the near future.  

M3641 INTERNAL AND EXTERNAL AUDIT REPORTS  
  Received and noted internal and external audit reports presented by the Group Management Accountant on behalf of the Director of Finance & IS/IT. These included:
Noted the recommendations made by the auditors in respect of each report and endorsed the reported management responses.

**M3642 STANDARD APPLICATION FORM FOR ETHICAL APPROVAL**

Noted and approved a proposed common application form and procedure for ethical approval of research programmes in Schools, presented by the Secretary of the University.

PME members were invited to provide any further comments, which could inform any further fine-tuning of the form, to the Secretary of the University.

**PME Jul 07**

**M3643 ELIR: REFLECTIVE SUMMARY ON REPORT**

Received and approved an 'ELIR: Reflective Summary on Report', presented by the DP(Learning & Teaching). Noted that, as part of the ELIR process, each institution was invited to submit one year after the publication of the ELIR Report, a Reflective Summary and Action Plan in which the institution discusses its progress in addressing issues raised in the ELIR Report. The Summary and Plan then form the basis of a dialogue on progress between the QAA and the institution. Noted that an ELIR follow-up meeting with HWU would take place in early September 2007.

The DP(Learning & Teaching) highlighted in particular the ongoing need to monitor and manage diversity of practice across the University.

**PME Jul 07**

**M3644 INTERNAL REVIEW OF LANGUAGES AND INTERCULTURAL STUDIES**

Received and noted the report on the Internal Review of Languages and Intercultural Studies which took place in November 2006. Noted that, in May 2007, the Quality Enhancement & Standards Committee had confirmed that the Review had been carried out according to University Guidelines, had agreed with the Review Panel's judgement and recommendations, and had concurred that no University-level action was required and that the School's response and action plan addressed the issues raised in the Report.

Noted that the DP(Learning & Teaching) would discuss further with the Head of School, actions on the School, and agreed to seek a more detailed update from the Head of School on the first recommendation of the Report.

Noted that the Review Panel had expressed broad confidence in the ability of the School of Management & Languages to deliver high quality programmes of an appropriate standard in Languages and Intercultural Studies.

**PME Aug 07**

**M3645 INTERNAL REVIEW OF THE SCHOOL OF TEXTILES & DESIGN**

Received and noted the report on the Internal Review of the School of Textiles & Design, which took place in November 2006, and endorsed the recommendations of the Quality Enhancement & Standards Committee (QESC) as described below.

Noted that the QESC had endorsed the findings of the Review Panel and had made recommendations for University action in respect of processes for the recruitment and promotion of staff, and the criteria for the supervision of research students. Noted that the Senate, at its meeting on 20 June 2007, had approved the Committee's recommendations. Noted also, in respect of staff issues that HR would review the way external specialists are used for the appointment and promotion of staff in design disciplines.

Noted that the Review Panel had concluded that it had broad confidence in the ability of the School to deliver programmes of an appropriate quality and academic standard both now and in the future.
M3646 ORACLE PROJECT STATUS REPORT

Noted a report on the status of development of Oracle research reports, presented by the Group Management Accountant on behalf of the Director of Finance & IS/IT.

Noted: a formal structure was being established to increase user involvement in report design and development; slippage in project timescales due to diversion of resources to support RAE activities; work had started to better integrate pre and post award data capture and reporting.

PME members were invited to direct any feedback through the Group Management Accountant who was project leader for the Research Reporting Project. Jul 07

M3647 BANKING TENDER: PROGRESS UPDATE

Noted a progress update on the banking tender arrangements, presented by the Group Management Accountant on behalf of the Director of Finance & IS/IT.

Noted that Court, at its meeting on 25 June 2007, had given final approval to proceed with implementation of change in the University's banking arrangements with a transfer of banking facilities to Barclays. Approval had been given for any two of the Director of Finance & IS/IT, the Vice-Principal and the Secretary of the University, to sign on behalf of the Court, all further documentation required to effect the transition to Barclays.

M3648 ANY OTHER COMPETENT BUSINESS

DEPUTY PRINCIPAL (RESEARCH): LAST MEETING OF PME

The Principal expressed his thanks and appreciation to Professor Denis Hall for his valuable contribution to PME over the past 9 years.

ATTENDANCE AT PME BOARDS

PME colleagues were reminded of the need to ensure high levels of attendance of the relevant representative members at meetings of the Boards of PME - the Learning & Teaching Board, the Research Co-ordination Board and the Infrastructure Board. Irregular attendance had been reported in respect of the Research Co-ordination Board; however, it was noted that a high level of attendance was imperative at the meetings of all Boards. Relevant Heads of Schools/other members of PME were invited to submit any comments they had on attendance issues to the Conveners of the respective Boards.
PLANNING AND MANAGEMENT EXECUTIVE
Minutes of the meeting on 23 August 2007

Present:
Prof A Muscatelli, Principal (Chair)  Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof A C Walker, Vice-Principal  Prof G Gibson, Deputy Principal (DP) (Research and KT) and
Prof P De Wilde, Head of School, Mathematical and Computer Sciences (MACS)  Prof R Wardman, Head of School, Textiles and Design (TEX)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)  Prof B Austin, Head of School, Life Sciences (SLS)
Prof K J Cornwell, Head, Dubai Campus  Prof B G D Smart, Deputy Principal (DP), International Business Development (IBD)
Prof J A Swaffield, Head of School, The Built Environment (SBE)  Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching)
Mr P McNaul, Director of Finance and IS/IT  and Convener of the Learning and Teaching Board (LTB)
Prof J Fernie, Head of School, Management and Languages (SML)  Prof K G Lumsden, Director of Edinburgh Business School (EBS)

In attendance:
Mr R McGookin, Director of Planning  Mr M Bates Director of Recruitment and Admissions attended for items M3652 and M3653
Mrs M Cook, Director of Human Resources (HR)  L Kirkwood-Smith (Clerk)

Apologies:
Prof J D C Jones, Deputy Principal (Strategy and Resources)  Professor John Simmons, Head of School, and Physical Sciences (EPS)
Mrs K Patterson, Academic Registrar and Deputy Secretary

ACTION:
who when (with

M3649 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of 5 July 2007 with the following amendment: in M3619, second paragraph, add "per fellowship" following "~£50-60K per annum"
LK-S 24 Aug 07

M3650 MATTERS ARISING / ACTION LOG
M3617 CARNEGIE VISITING PROFESSORSHIP
Noted that the University had made a submission. Applications were expected to be considered at a forthcoming meeting of the Carnegie Trust Board.

M3642 ETHICAL REVIEW PROCESS
The Secretary of the University confirmed that no further comments on the proposed common application form and procedure for ethical approval had been received. Arrangements were therefore underway to implement the process as presented at the previous meeting.

M3648 ATTENDANCE AT PME BOARDS
Colleagues were reminded that where the absence of a School representative
from a PME Board meeting was unavoidable, nominated deputies could be
invited to stand in.

M3617 ACADEMIC BOYCOTT OF ISRAEL

The Principal confirmed Press & Public Relations Office awareness of this
matter. The University had prepared its own statement as a contingency;
however there were no plans to release an official statement unless or until
external circumstances created pressure to do so.

M3644 INTERNAL REVIEW OF LINCS

The Head of School of Management & Languages provided a short paper
updating members of PME on the strategic focus and direction of the
Department of Languages and Intercultural Studies. The HoS also highlighted
significant new investment in the Department's facilities. In the course of
discussion, which touched on pricing in relation to LINCS' provision, it was
recommended that pricing of HWU courses should be reviewed as an element of
the Strategy Review process.

M3624 ENDOWMENT, RESTRICTED AND DONATED FUNDS

The Vice-Principal updated PME on recent communications with the Chairman
of Court and with the Convener of the Finance Committee on the management
of funds. Due to the detailed nature of responses from these colleagues, including
a proposal that the Endowments Working Group should report as a sub-committee
of the Finance Committee, further work would be required in preparing further
recommendations for PME approval. It was intended to present these for
consideration at the meeting of PME on 20 September 2007.

MEMBERSHIP OF PME

The Principal welcomed Professor Brian Austin and Professor Gavin Gibson who
were attending PME for this first time in their new roles as Head of School, SLS,
and DP(Research & KT) respectively.

The Principal also acknowledged with thanks the contributions to PME of
Professor Fergus Priest, and Professors Keith Cornwell and John Fernie, all of
whom were attending or had attended their last meeting of PME.

M3651 BUSINESS REPORTED BY THE CHAIR

VISIT BY THE CABINET SECRETARY EDUCATION AND LIFELONG LEARNING

The Principal confirmed the planned visit to the University of Fiona Hyslop,
Cabinet Secretary for Education and Lifelong Learning and Lothians MSP, on
26 September 2007. PME would be kept updated on plans.

STRATEGY REVIEW

The Principal confirmed that the DP(Strategy & Resources) was making a speedy
recovery. Work was progressing with the Performance Review phase and the
Opportunities Studies phase had been launched with a deadline of the end of
September for proposals from Schools and Support Sections. PME Boards were
also actively involved in progressing this phase of the Review. It was intended
that a subgroup of PME would meet with Schools in the second week of
September to discuss early evidence arising from the Performance Review
process, and to explore any potential opportunities emerging.

M3652 STUDENT RECRUITMENT UPDATE

Noted an update, presented by the Director of Planning, on undergraduate and
postgraduate taught course student applications and acceptances, as at late
August 2007. Noted that the 2006 snapshot, presented for comparative purposes,
had been taken one week later in the year. The report highlighted:
- UG HEU and OS acceptances (UFs&CFs) had increased over the previous year,
but fell significantly short of targets for growth. Numbers were expected to drift upwards to a degree over coming weeks.

- PGT HEU applications had increased marginally while PGT OS applications were reduced by some 13%, producing an overall reduction of 11% in PGT applications compared to the previous year. Noted that performance across Schools was highly variable.
- PGT HEU acceptances were reduced by 12.5% and PGT OS acceptances increased by 6% aggregating to an overall reduction of 0.6% compared to the previous year. Noted that performance across Schools was highly variable.

The Director of Planning highlighted vulnerability associated with the significant number of applications from countries with historically weak rates of conversion.

The Director of Planning reported that a few Schools remained confident that population growth targets would be met. If not achieved through recruited numbers, targets would need to be met through improved student retention.

Noted an analysis of PGT applications processing confirming that 2,901 offers had been made thus far with no decision yet made on a further 1,067 which were backlogged. Noted significant variance across Schools in the percentage of rejections against total applications. The percentage of backlogged applications against total applications was also highly variable though there were valid reasons for delay in many cases. PME agreed on the need to eliminate any delays associated with inefficiencies in processing.

POSTGRADUATE ADMISSIONS PROCESS REVIEW AND PROPOSED ADMISSIONS POLICY FOR PGT COURSES

Noted and approved a proposed University-wide Admissions Policy for Postgraduate Taught Courses and proposals for establishment of a revised Postgraduate Admissions Process agreed through LTB and the Postgraduate Recruitment Working Group. Noted that the revised process, due to go live in December 2007 would make use of additional functionality provided by the new Student Administration System.

Discussed and agreed key features of revised processes including:
- use of administrative staff where possible to make decisions on applications - recognising that many decisions would rely only on straightforward checks against criteria for entry established by Schools;
- agreed timescales for decision-making and informing prospective students;
- use of conditional offers pending receipt of information to complete a prospective student’s application;
- applicants accepted on a first qualified, first admitted basis in all but a very small number of courses where student demand outstripped available places (MSc Petroleum Engineering and M Fashion Marketing);
- fully automated processes managed by central Recruitment & Admissions;
- online admissions application, processing and tracking with electronic ‘workflow’ management tools;
- decision making devolved to Schools within the agreed University framework, but imposing a limit of 3 weeks on the time that an application may rest in a School before it is automatically taken back to central Recruitment & Admissions for action;
- shared access to applications data by Schools and central Recruitment & Admissions to enable immediate action where this is necessary;
- expectation that Schools will have a supporting structure for managing applications that, for a given course, does not rely on single individuals or any method of processing that could give rise to undue delay.

(Reserved Section: Ref Section 33 FOI(S)A)

The Director of Finance & IS/IT highlighted the need for Heads to ensure attendance of relevant School representatives at SAS process workshops.

FRAMEWORK AGREEMENT

The Director of HR confirmed expectations that the Trade Union ballot outcomes would be known soon after ballot closure on 31 August 07.
Noted that 30 matching forms remained outstanding with a further 40 referred back to the relevant staff for further information. These figures excluded new starts.

The Director of HR confirmed recent evidence of attempts by a few managers to circumvent the terms and conditions expected to be agreed within the terms of the Framework Agreement, though moves to introduce local arrangements or "deals".

PME confirmed its view that such attempts were unacceptable, that any local agreements running contrary to the terms or the spirit of the Framework Agreement held no validity, and that members of staff who are discovered to be undermining the Framework Agreement in this way will be considered in breach of discipline and will be dealt with accordingly. PME colleagues were asked to alert HR of any breaches that come to their attention.

Noted that HR would provide guidance documentation supported by briefing sessions to Heads of Schools/Sections on aspects of Framework Agreement implementation.

In response to an enquiry about arrangements for 24-hour IT cover, the Director of HR confirmed that current plans included 'on call' cover on a goodwill basis.

M3655 REPORTS FROM THE BOARDS OF PME

REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Noted and approved a report relating to its July 2007 meeting of the Research Co-ordination Board.

REPORT FROM THE INFRASTRUCTURE BOARD

Noted and approved a report relating to its July 2007 meeting of the Infrastructure Board.

Endorsed a proposal being developed by the Board for a structured reporting system for key Support Service activities with a view to reducing the number of working groups reporting directly to PME. Five such areas had been identified: Finance & IS/IT, Human Resources including Equality and Diversity (staff); Estates Strategy; the Student Experience (including welfare, links with the Students' Association, Equality and Diversity); and Internationalisation including Dubai, and Marketing. Further consideration would be given to the structure and remit of sub groups, and to the appointment of conveners.

Approved, with regard to item 4 on 'Reporting Structure', a proposal that the Occupational Health & Safety Committee, the IS/IT Policy Group, the Marketing Policy Group and the Welfare Forum should in future report to PME through the Infrastructure Board.

Noted that the Secretary of the University would discuss with the Convener of the PLW et al the role of the VMG in considering replacement posts. Concerns focused on the level of detail with which VMG considered such cases.

M3656 RAE PROGRESS REPORT

Noted an update from the Vice-Principal on progress in preparations for RAE 2008. Noted that a process was underway across Schools to update academic staff members on their RAE status. Noted that decisions were not yet absolutely final and staff still had an opportunity to respond. Noted that good progress was being made on the collection of relevant data for submission.

Noted work ongoing to complete RA5a documentation: the textual description element of the submission describing the research environment and indicators of esteem. It was noted that documentation, which was required for each unit of assessment, was at varying stages of completion and was highly variable in style and quality. Heads of Schools were asked to ensure clarity within their own Schools as to staff responsibilities for production of the documentation, and to encourage consolidation of effort, ensuring the engagement of relevant senior colleagues in the process. Noted the need to ensure a consistent and coherent
approach across the University in the RA5a submissions, and effective liaison in the case of joint submissions. The Principal confirmed that the first of a number of meetings chaired by him to review RA5a documentation would take place shortly.

M3657 RAE-RELEVANT VACANCIES
(Reserved section: Ref Section 33 FOI(S)A)

M3658 SBC CO-LOCATION PROJECT: UPDATE
Received and noted a progress report presented by the Director of Finance & IS/IT on the SBC Co-location Project. This outlined progress within key Workstreams including: project co-ordination; the Netherdale Campus; management structures and savings; academic coherence; and residencies.

Noted that satisfactory progress was being made across all workstreams with the exception of the High Mill construction. The Projects Team was reported to be working to catch up on delays caused by the unexpected find of dry rot in the roof of High Mill building. Noted that whilst the risk status had been raised for this element of the project, remediation work was largely completed and contingency planning was underway. The Director of Finance & IS/IT confirmed that while timescales were very tight, it was envisaged that a handover would take place in line with an agreed phased entry timetable without the need to resort to contingency measures.

M3659 CONSULTATIONS LOG
Noted external consultations communicated to the University with deadline dates for responses of July-September 2007, and noted arrangements for the co-ordination of the University’s responses.

M3660 GALASHIELS AND EDINBURGH RESIDENCES: OVERVIEW OF OPTIONS
Noted Options Appraisal reports relating to the strategic provision of student accommodation at the Borders and Edinburgh Campuses, presented by the Director of Finance & IS/IT. The documentation included an options appraisal report from the Residences Project Board and a report on the financial evaluation of options of the Residences Project by Quayle Munro Ltd.

Approved a recommendation that, in the light of the findings of the options appraisal reports that further detailed work should be undertaken on the 'conventional own build programme' option for both Edinburgh and SBC residences - with SBC residences the most urgent of the two projects. Noted that this option presented the lowest cost of capital and would give the University maximum control and flexibility over the assets and management of the facilities.

(Reserved section: Ref Section 33 FOI(S)A)

Agreed that further consideration of the Residences projects must be given in the context of capital investment funds available and other competing capital priorities. Projects would need to be tailored and phased accordingly. Agreed also that further planning progress must be on the basis of approval from the bank as regards additional borrowings to fund the projects, and on the Finance Committee, Court and PME being satisfied that the University can comfortably accommodate the scale of the new investment and the associated borrowing costs.

M3661 EDINBURGH INTERNATIONAL SCIENCE FESTIVAL
Noted and approved in principle, pending further information on the net cost to the University, a proposal for the enhanced future involvement of HWU in the Edinburgh International Science Festival (EISF).

Agreed that the School of EPS with input from the School's Financial Controller
should develop the financial case further, including clarification of total net costs to the University of the proposed involvement. The Principal agreed to consult further with relevant colleagues to refine the proposal.

Agreed that involvement with the EISF should be developed as a University-wide activity, engaging the University community as a whole and not restricted just to the School of EPS.

Agreed also that the University should be mindful of other opportunities to showcase/represent the University's activities in high profile forums.

M3662 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2007

Received and noted Management Accounts for the period to 31 July 2007 (end of year).

(Reserved section: Ref Section 30 FOI(S)A)

The Principal congratulated all budget holders on efforts to restrain spending in the last few months of the financial year.

Noted a range of factors (areas of budget saving/overspend, income v. projected income and trend) which had influenced the end of year results.

M3663 OPERATING TREND UPDATE

Noted a report, presented by the Vice-Principal, which provided an Operating Trend Update showing the University's overall financial progress and current, July 2007 Plan.

M3664 FINANCIAL PROGRESS OF SCHOOLS AND JUNE 2007 PLANS

Noted a report on the financial progress of Schools and June 2007 Plans, presented by the Vice-Principal.

M3665 RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR JULY 2007

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: proposals and awards for the period to the end of July 2007 (end of year). The very encouraging results reported included:
- a value of awards for the year of £28.8m compared with a total value of awards in 2005/06 of £14.3m. The School of EPS in particular had done well, contributing £17.2m. This included a recent significant award of continued funding for the Scottish Manufacturing Institute;
- a value of proposals to date of £88.5m compared with a total value of proposals in 2005/06 of £51.8m.

Agreed that these good results for the year should be publicised within the University community.

M3666 RESEARCH GRANT AWARDS: FORWARD LOOK - REPORT FOR JULY 2007

Received and noted a Forward Look report on Research Grants & Contracts Awards for the period to the end of July 2007 presented by the Vice-Principal. This indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its life-span. Forward Looks were presented in each of one, two and three year periods. Noted also an analysis of awards by funding source.
M3667  PENSION SALARY SACRIFICE

Noted and approved a proposal for the introduction of new arrangements to minimise National Insurance payments made by both employees and the employer on pension contributions made to USS, through a 'salary sacrifice' scheme.

Noted projected potential savings to the University and to the body of relevant members of staff if all members participate. Noted the intention to introduce the new Scheme with a 'go-live' date of 1 January 2008, to be introduced on an "opt out" basis.

Noted that a paper outlining plans would be presented to the Finance Committee of Court at its next meeting on 11 September 2007.  

Noted also the need to commence work on a communication strategy for employees in USS and to engage with the relevant local trade unions.

PMcN  AGH  Sep 07

PMcN / Fin Off  HR  Aug-Sep 07

M3668  FINANCIAL REGULATIONS

Received and noted draft revised Financial Regulations presented by the Director of Finance & IS/IT. PME members were invited to read the Regulations and to provide any comments to the Director of Finance & IS/IT over the coming month.

Noted an error with the appendix provided to supplement section 6.4.

Noted that there remained 8 regulations outstanding. Noted the intention to complete drafting of these over the next few months and to present them to PME for approval in November or December 2007.

PMcN  Nov-Dec 07

M3669  DUAL AND JOINT AWARDS: POLICY PAPER

Noted and approved a proposed policy governing formal agreements with other institutions in respect of dual and joint awards such that:
- all formal agreements should only refer to awards by HWU unless a joint or dual award has been approved by either of the UG and PG Studies Committees.
- The Studies Committees should only approve cases where the partner(s) have each made a significant contribution to the development of the course at each academic level;
- dual awards made by partners outside the formal agreement should not be encouraged or supported, and the University will not support partners in activities that would lead to unauthorised dual awards, for example, through data exchange. Noted that the proposed policy would not prevent foreign partner institutions from taking their own decision to award a (dual) degree or other qualification;
- Schools should consider at the time of agreement negotiation whether a dual award should be explicitly forbidden in the agreement documents.

Noted that the Policy would be considered by the Quality Enhancement & Standards Committee and, thereafter, the Senate.

RJMC  S Smith  Aug-Oct 07

M3670  REVISED STAFF GRIEVANCE POLICY & PROCEDURES

Approved a revised Grievance Policy & Procedure for Staff for dissemination and implementation.

MCC  H.R.  Aug-Sep 07

M3671  REVISED STAFF DISCIPLINE POLICY & PROCEDURES

Approved a revised Disciplinary Policy and Procedure for Staff with the following amendments:
- tighter clarification of the applicability of the policy and procedures to Academic, Administrative, Library and Computing staff;
- greater prominence in the document should be given to the role of HR in decisions to suspend a member of staff, emphasising that no such action is permitted without prior consultation with HR.

Following amendment the Policy and Procedure should be disseminated and implemented.

M3672 ACADEMIC PROMOTIONS BOARD (LECTURER ADVANCEMENT) 2007

Received and approved a report confirming the recommendations of the Academic Promotions Board (Lecturer Advancement) held on 18 June 2007.

Steps should be taken by HR to confirm the results with candidates and with other relevant individuals.

M3673 fEC GAINS FROM RESEARCH COUNCIL FUNDING

Noted a summary, presented by the Vice-Principal, which indicated the additional research funding that the University had attracted from the Research Councils as a consequence of the switch to pricing on the basis of 80% fEC. Noted that overall funding associated with announced grants since March 2006 had increased by 22% over that which would have been received on the pre-fEC basis.

M3674 SEEL JOINT STUDY: MAXIMISING THE ECONOMIC AND COMMERICAL IMPACT OF THE EDINBURGH CAMPUS

Noted an update, presented by the DP(Research & KT), on plans to take forward two studies funded by SEEL. One was an analysis and market research appraisal of the University's areas of research strength and interdisciplinary/interdepartmental collaboration opportunities in the context of external markets; the other would examine the potential options for competitive development of the Edinburgh Campus and Research Park in the context of interactions with industry. Noted that the studies, which were the first steps in a process that would rescope the approved current Heriot-Watt Research Park project, would be overseen by a joint task force comprising representatives from SEEL and HWU colleagues.

Noted the intention to integrate the studies, to be concluded by the end of November 2007, with the timetable and discussions of the Strategy Review Group with the expectation that the outcomes of the studies would inform the deliberations of the Group. In discussion, the importance of the contribution of the studies to the Opportunities Studies phase of the Strategy Review was highlighted. Colleagues were reminded of the timescale for the Opportunities Studies phase: the deadline for proposals was 28 September, with a very short time available thereafter for detailed consideration of these.