

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 September 2007

Present:

Prof A Muscatelli, Principal (Chair)

Prof A C Walker, Vice-Principal

Prof P De Wilde, Head of School, Mathematical and Computer Sciences (MACS)

Computer Sciences (MACS)

Mr P L Wilson, Secretary of the University and Convener of

Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)

Mr P McNaull, Director of Finance and IS/IT

Prof G Hogg, Head of School, Management and Languages (SML)

Professor John Simmons, Head of School, and Physical Sciences (EPS)

Prof G Gibson, Deputy Principal (DP) (Research and KT) and

Convener of the Research Co-ordination Board (RCB)

Prof R Wardman, Head of School, Textiles and Design (TEX)

Prof J D C Jones, Deputy Principal (Strategy and Resources)

Prof B Austin, Head of School, Life Sciences (SLS)

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)

In attendance:

Mrs M Cook, Director of Human Resources (HR)

Mrs K Patterson, Academic Registrar and Deputy Secretary

L Kirkwood-Smith (Clerk)

Apologies:

Mr R McGookin, Director of Planning

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

Prof K J Cornwell, Head, Dubai Campus

Prof B G D Smart, Deputy Principal (DP), International Business Development (IBD)

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

ACTION:

who

(with

when

M3675 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of 23 August 2007.

LK-S
21 Sep 07

M3676 MATTERS ARISING AND ACTION LOG

PME MEMBERSHIP

The Principal welcomed Professor Gillian Hogg who had joined PME in her capacity as the new Head of the School of Management & Languages.

The Principal acknowledged the valued contribution of Professor John Simmons who was attending his last meeting of PME, expressing thanks for his service to PME and to the University over a large number of years.

Received and noted an 'Action Log' report detailing agreed actions and progress made against each.

M3677 MANAGEMENT ACCOUNTS

Received and noted Management Accounts for the period to 31 August 2007 (period 1). (Reserved Section: Ref FOI(S) Section 30)

The Secretary of the University confirmed that confirmation would be sought from the relevant Financial Controller vis-à-vis the budgeted income for Dubai Campus operations. The figure presented in the accounts was at variance with the agreed business plan.

PLW
Sep 07

M3678 BANKING PROJECT UPDATE

Received an oral update on bank transfer arrangements from the Director of Finance & IS/IT and noted that an update had been presented to the Finance Committee at its meeting on 11 September;
(Reserved Section: Ref FOI(S)A Section 33)

M3679 RISK REGISTER

Received and noted an updated Risk Register presented by the Director of Finance & IS/IT on behalf of the Risk Management Strategy Group. A summary version of the Risk Register was tabled at the meeting.

Noted and discussed movement of identified risks since the last report, noting in particular the movement to top place of the ranking, delivery of the Strategic Plan. The Director of Finance & IS/IT outlined plans for development of supporting strategies (HR, Estates, Communications, Marketing etc), with activities extending into 2008. It was emphasised in discussion however that all of the central pillars of the University's Strategic Plan should be developed by the end of 2007.

Noted key strands of activity being taken forward through the Learning & Teaching and Research Co-ordination Boards and through meetings convened by the DP(Strategic & Resources) with School Management Groups. A meeting had yet to be arranged with the School of Engineering & Physical Sciences but would in the near future. Noted also that the Strategy Working Group planned a period of intensive communications across the University in the coming month or so. This would include, inter alia, strategy updates and discussions at the October meetings of Senate and Court. Noted the approaching deadline of 28 September for receipt of Opportunities Proposals which were expected from all sections of the University.

M3680 ANNUAL REPORT OF THE ESTATE OFFICE

Received and approved the Annual Report of the Estate Office for onward presentation via the Estate Strategy Committee to Court at its meeting on 1 October 2007.

PLW Court Clerk

24 Sep 07

The Director of Estate & Building Services drew attention to the Executive Summary of the Report which highlighted:

- successful completion of a number of projects including major projects such as the Scottish Borders Campus Co-location project and commencement of the new Postgraduate Centre;
- management, maintenance and cleaning costs of the Estate Office remained below those of similar institutions;
- like all universities, HWU faced the challenge of a substantial backlog maintenance requirement as the fabric of the estate ages. The recently published HWU Estate Condition and Compliance Survey had provided robust information which would help inform the Estate Strategy and forward planning on estate maintenance.

Noted and discussed also the summary 'Key Messages' section of the Audit Scotland report 'Estate Management in Higher Education' which had been published in September 2007. Noted that:

- the report was insufficient in so far as it focused only on the non-residential elements of institutions' estates;
- the report had drawn on Estate Management Statistics which were inconsistent and reliant on estimated figures. Their usefulness as a basis for the published audit was therefore limited;

- Universities Scotland was expected to invite comments on the report from Vice-Chancellors.

M3681 FRAMEWORK AGREEMENT: ORAL UPATE

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

- Around 1,500 letters confirming decisions on matching to the new pay spine were in the process of being released to individual members of staff;
- Around 80% of staff had been white-circled, i.e. their roles had been found to be within grade, with ~10% green-circled, and a further ~10% red-circled;

The Director of HR explained the process and timescale for handling appeals.

Agreed that, as a matter of priority, Heads of Schools/Sections should prepare a message for staff in their respective sections, confirming processes for support and advice. This was considered to be particularly important in the immediate term for any colleague whose role had been red-circled. Agreed that the Director of HR should provide Heads with advice on the content of messages.

HoSs/Sections
21 Sep 07 MCC

M3682 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received, discussed and approved, for onward presentation to the Senate, a report from the Research Co-ordination Board relating to the September 2007 meeting of the Board.

In respect of Paragraph 2, 'RAE2008', Heads of Schools were encouraged to ensure completion of RA5a documentation as soon as possible and to ensure that the revised deadline for uploading other RAE documentation was met.

HoSs

M3683 REPORT FROM THE LEARNING & TEACHING BOARD

Received, discussed and approved, for onward presentation to the Senate, a report from the Learning & Teaching Board relating to the August 2007 meeting of the Board.

Noted and discussed, in relation to the Internationalisation Strategy for Learning & Teaching, apparent inconsistency between International Development Forum and School priorities. Inconsistencies were found in the areas of identification of potential partners and linkages and the pace at which new international programmes were being developed across Schools.

Agreed need to ensure appropriate feedback to the DP(IBM). Heads of Schools were also asked to ensure that their respective Schools were properly represented at the forthcoming and future meetings of the Forum.

RJMC
HoSs

Sep onwards

M3684 BUSINESS REPORTED BY THE CHAIR

The Principal provided feedback on informal discussions relating to the Spending Review.

The Principal highlighted the recent successful visit to the University of Sir John Elvidge, the Scottish Government Permanent Secretary. The Principal also confirmed the planned visit to the University of Fiona Hyslop MSP, Cabinet Secretary for Lifelong Learning, on 29 October 2007.

The Principal relayed discussion on the future of the RAE which had formed part of the agenda for discussion at the Universities UK Annual Conference in September 2007. Formal consultation with the sector was due to be launched within the next few months.

M3685 RAE-RELEVANT VACANCIES

Received and noted a summary of academic vacancies entailing research duties which, if filled would have potential for inclusion in RAE 2008. The report was as presented at the meeting of PME in August 2007. Heads of Schools were invited to provide an oral update on subsequent developments.

Agreed that, remaining vacancies, in particular those which would not be filled by the RAE census deadline of 31 October 2007, should be reviewed in accordance with the agreement in April 2007 of PME that recruitment to positions not completed by the RAE deadline date should not automatically be permitted to progress.

ACW
Sep 07

MCC

M3686 CONSULTATIONS LOG

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

M3687 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS

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 August 2007 (period 1). XXX (Reserved section: Ref FOI(S) Section 33)

Agreed that linear projections for the year should be replaced by more accurate forecasting informed through consultations with Schools. The outputs of this work would also inform forecasting of the Forward Look positions on research awards.

GJG/TRS
Sep-Nov 07

Schools

The DP(Research & KT) highlighted the importance of appropriate scrutiny by TRS of all industrial funding contracts. Evidence had been highlighted of a small proportion of contract grants which had circumvented process agreed to ensure that work is properly costed. HoSs were asked to ensure uniform compliance with the rules within their respective Schools.

HoSs
Sep 07 ongoing

M3688 RESEARCH GRANT AWARDS FORWARD LOOK: REPORT FOR AUGUST 2007

Received and noted a Forward Look report on Research Grants & Contracts Awards for the period to the end of August 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.

The report highlighted:

- a weaker result in August compared to the previous very strong month;
- nevertheless, the position relating to past performance remained good, maintaining the underlying positive trend;
- in the past 12 months large increases had been achieved for all measures with a substantial increase in the 3-year figure. Increases were consistent with the improved research grant award performance in 2006/07 compared with the previous year. Shorter term Forward Look figures were less strong, indicating that a significant proportion of new awards in the past year were replacing projects which were due to finish in the next year or two.

M3689 ENDOWMENT MANAGEMENT

Noted and approved a proposal to establish an Endowment Committee with responsibility for management of the University's Endowment Accounts. Noted also an Internal Audit Report by Scott-Moncrieff relating to endowments, which had highlighted weaknesses in the University's procedures.

Approved the proposed membership and remit of the Endowment Committee which would report to the Finance Committee of Court and would comprise both lay and non-lay members of the Court. Noted that the Committee would be responsible for the general and financial management of Endowment Funds and management of legal aspects. A report would be submitted annually by the Endowment Committee to the Finance Committee.

Agreed that:

- the proposal should be forwarded to the University's lawyers to ensure compliance with legal requirements and the expectations of the Office of the Scottish Charity Regulator;
- the proposal should be forwarded for comment to the Chairman of Court and the Convener of the Finance Committee; and
- the finally agreed paper should be reported to PME and submitted to the Finance Committee and the Court for formal approval.

ACW

Sep-Dec 07

Sep-Dec 07

M3690 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)

Noted and approved recommendations by the Academic Promotions Board (Senior Promotions): Exceptional Procedures Promotion Panel, for the promotion to Lecturer B of:

- Dr Rink van Dijke, Institute of Petroleum Engineering;
- Dr Eric Mackay, Institute of Petroleum Engineering;
- Dr Mehran Sohrabi, Institute of Petroleum Engineering.

MCC

HR

Sep 07

Arrangements should be made formally to notify candidates and other relevant colleagues.

M3691 GENDER EQUALITY SCHEME AND EQUAL PAY POLICY

Noted an update on publication in June 2007 of the University's Gender Equality Scheme, and the intention to monitor its implementation via the Equal Opportunities Committee reporting to the Infrastructure Board and to PME. Noted that the Equality Act 2006 established working practice that is outcome-focussed, proportionate and relevant alongside specific duties including publication of a Gender Equality Scheme, publication of an equal pay policy statement, and undertaking of a gender impact assessment.

Approved in principle an Equal Pay Policy Statement to be published by 28 September 2007. Noted, however, significant resource implications associated with implementation of the Policy which would require the University to undertake a range of activities including: conducting an equal pay review and plan an implement identified actions emerging from the review; agree an equal pay policy with the University's recognised Trade Unions; monitor reward practices and incorporate Impact Assessment into the programmed table of activity; provide information to employees on reward practices; provide suitable training and guidance for members of staff involved in decisions relating to pay and benefits; and consult on policies that impact on reward and ensure coherence within HR policies and practice relating to equal pay and to wider policies which impact on equal pay.

Agreed that a report providing a timetable for developments and the resource implications of the Equal Pay Policy Statement be prepared for initial consideration by the Infrastructure Board and thereafter PME.

PLW
MCC

Sep-Dec 07

M3692 ANNUAL REPORT OF THE STAFFING STRATEGY COMMITTEE

Received and endorsed, for onward presentation to Court at its meeting on 1 October 2007, an Annual Report of the Staffing Strategy Committee.

Agreed, in respect of Paragraph 5 'Educational Development Unit', last sentence, to recommend inclusion of a reference to enhancement of research.

PLW

24 Sep 07

M3693 ANNUAL REPORT OF THE UNIVERSITY COLLECTIONS COMMITTEE

Received and endorsed, for onward presentation to Court at its meeting on 1 October 2007, an Annual Report of the University Collections Committee.

PLW
24 Sep 07

Court Clerk

M3694 ANNUAL REPORT OF THE OCCUPATIONAL HEALTH & SAFETY COMMITTEE

Received and approved, for onward presentation to Court at its meeting on 1 October 2007, an Annual Report of the Occupational Health & Safety Committee.

PLW
24 Sep 07

Court Clerk

M3695 ANNUAL REPORT OF THE HEALTH SERVICE

Received and approved, for onward presentation to Court at its meeting on 1 October 2007, an Annual Report of the University's Health Service.

PLW
24 Sep 07

Court Clerk

M3696 ANNUAL REPORT OF THE WELFARE FORUM

Received and approved, for onward presentation to Court at its meeting on 1 October 2007, an Annual Report of the Welfare Forum.

PLW
24 Sep 07

Court Clerk

M3697 STAFF TRENDS

Received and noted a quarterly summary report on staff numbers/trends as at end July 2007 presented by the Vice-Principal.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 18 October 2007

Present:

Prof A Muscatelli, Principal (Chair)
Prof A C Walker, Vice-Principal
Prof P De Wilde, Head of School, Mathematical and Computer Sciences (MACS)
Prof J D C Jones, Deputy Principal (Strategy and Resources)
Mr P McNaull, Director of Finance and IS/IT
Prof G Hogg, Head of School, Management and Languages (SML)
Prof D Greenhalgh, Head of School, Engineering and Physical Sciences (EPS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)

Prof G Gibson, Deputy Principal (DP) (Research and KT) and convener of the Research Co-ordination Board (RCB)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof B Austin, Head of School, Life Sciences (SLS)
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, The Built Environment (SBE)
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
Ms T Merrick, Director of Corporate Communications

Mr R McGookin, Director of Planning
Mr Sandy Buchanan, Head of Development Operations, DAO
L Kirkwood-Smith (Clerk)

Apologies:

Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)

Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Ms J Reilly, Director of Development

ACTION:
who
when

(with

M3698 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 20 September 2007.

LK-S
18 Oct 07

M3699 MATTERS ARISING AND ACTION LOG

MEMBERSHIP OF PME

The Principal welcomed:

- Professor Douglas Greenhalgh, attending a first meeting of PME in his capacity as Head of the School of Engineering & Physical Sciences;
- Theresa Merrick, attending a first meeting of PME in her capacity as Director of Corporate Communications;
- Sandy Buchanan, attending on behalf of Janice Reilly, Director of Development, who had been invited to join PME, but who had tendered apologies for the meeting on 18 October 2007.

ESTABLISHMENT OF AN ENDOWMENT COMMITTEE

Received, with reference to M3689, an update from the Vice-Principal on proposals for the establishment of a formally constituted Endowment Committee, and endorsed the proposals such that:

- in accordance with advice from the University's solicitor, the proposed Endowment Committee should be formally established as a Committee of the Court, reporting to the Finance Committee, and with a membership as noted;
- the purpose of the Committee would be to assist the Court in discharging its responsibilities with regard to donations, endowments and legacies in the

context of the University as a charitable body. In broad terms, the remit of the

Agreed that the proposals should be presented for comments and approval at the forthcoming meetings of the Finance and Audit Committees (joint meeting) and Court in November and December 2007 respectively.

ACW
Nov-Dec 07

Court Clerk

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

PME
Oct 07

M3700 BUSINESS REPORTED BY THE CHAIR

The Principal updated PME members on discussions in the HE sector on the likely scale of new funding available to higher education as part of the Spending Review settlement due to be announced in mid-November 2007. It appeared unlikely that the sector would receive additional funding at a level anywhere near that called for in the Universities Scotland Spending Review bid.

The Principal updated PME members on the potential for bibliometric performance to feature more highly in subsequent Research Assessment Exercises. The Vice-Principal reminded colleagues that a consultation on the future of the RAE was due to be launched in November 2007. The Vice-Principal also reported that he was in a position to contribute to national policy development debate through his continuing association with the UUK Advisory Group on RAE reform.

M3701 STRATEGY REVIEW: PERFORMANCE REVIEW AND OPPORTUNITIES STUDIES

Received and discussed a report on the outcomes of the Performance Review phase of the Strategy Review presented by the DP(Strategy & Resources) and the Director of Planning. The report, which was accompanied by a presentation by the DP(Strategy & Resources), provided a summary of the outputs of the Performance Review in terms of academic profile, resource and sustainability, and financial performance.

Noted, with respect to the Strategy Review process:

- near completion of the Performance Review phase. Work in this phase was continuing in respect of collection and initial evaluation of research quality/bibliometry data and on the review of Support Services;
- ~150 outline Opportunities Studies proposals had been received from Schools and Support Services across the University. Noted major themes emerging. Noted that the review process for academic Opportunities proposals had begun and themes would be developed through a series of workshops to be held in November 2007;
- metrics and methodology applied in each section of the Performance Review including those relevant to ongoing data collection and initial evaluation of research activities.

Noted, in respect of the outcomes of the Performance Review:

- variability evident in the results across the University's portfolio;
- positive areas of performance upon which there may be potential to further develop the University's strengths, and negative areas which indicated the need for "recovery plans";
- evidence of generic problems for which institution level solutions were required, in particular in relation to student progression and degree classifications (PME approved recommendations for modifications to Examination Board practice aimed at improving the University's performance in both areas – ref: M3703)
- evidence of common problems, notably PGT programmes which were not covering their full costs. Noted ongoing work by the LTB to set norms for the volume of staff resource to support PGT programmes. Potential for further efficiency gains should be investigated, e.g. through development of common core teaching materials;
- cross-cutting themes emerging in the Opportunities Studies phase. These should be led by the Schools concerned and supported through relevant

discussion forums by PME;

- need to engage PME members in the initial process of review of Opportunities Studies proposals. The DP(Strategic & Resources), the Director of Planning and the Director of Finance would consider how best to implement the agreed review process. Noted the desirability of external input to help support the evaluation process.

Agreed:

- support for the validity of the data and analyses. Agreed that the outputs of the Performance Review were intended to provide a basis for further investigation and discussion;
 - re-affirmation of the commitment of PME to the University's performance objectives;
 - re-affirmation of the agreed view that an incremental approach would be insufficient to enable the University to realise its ambitions. The new Strategic Plan should therefore represent significant change;
 - in principle, the requirement and process for academic and/or financial "recovery plans" to be instigated;
 - to adopt, maintain and develop the performance monitoring framework of the plan;
 - PME members should provide suggestions as to useful external colleagues who might be invited to contribute to the November workshop sessions. Noted that the DP(Strategic & Resources) would co-ordinate the process for gathering nominations;
 - in principle, that Performance Review data could be shared between Schools. Any School which wishes to raise any objection about sharing of its data with other Schools should do so by Friday 19 October (ACTION: HoSs);
 - The DP(Strategic & Resources) would distribute to Heads of Schools copies of the powerpoint slide show shown at the meeting. (ACTION: JJ)
- Approved the outline timetable and processes for the coming period:
- By end October – identification of areas for further investigation and most likely in need of a recovery plan, and review of Opportunities proposals by the Strategy Working Group (SWG);
 - November - wider engagement of stakeholder groups, workshops to define viable strategic themes and revenue streams, identification of project teams, and instigation of recovery planning;
 - December - definition/integration of outline Strategic Plan (Court & PME workshop), agreement through project teams of how recovery plans will be taken forward, outline Strategic Plan presented for Court approval, initial discussion on draft recovery plans and incorporation of Opportunities in operational plans;
 - January - development of the Strategic Plan for publication and for reporting to the Scottish Funding Council;
 - February - completion of proposals by project teams, submission of recovery plans to the SWG and PME;
 - March - embedding of Strategic Plan in School/Section operating plans.

PME/SWG
Oct 07-Mar 08

M3702 STRATEGY REVIEW: IMPACT ON PME POLICIES - VMG POLICY

Noted and approved proposals for revision to Vacancy Management Group (VMG) policy such that:

- VMG would not give automatic approval for "replacement" appointments until the Strategic Plan has been developed sufficiently to provide guidance. This would apply to appointments where the new member of staff would contribute predominantly to the same activities as the member of staff who had left;
- in exceptional circumstances where a replacement appointment is considered justified, any assertions would need to be tested, if necessary in consultation with the Strategy Working Group;
- the policy was not intended to exclude opportunistic appointments emerging from the Opportunities Studies where a clear business case providing strong justification for action ahead of completion of the Strategy Review is provided.

Agreed that the revised Policy should be implemented with immediate effect.

JJ VMG
Oct 07

M3703 MODIFICATION TO EXAMINATION BOARD PRACTICE

Noted and approved, for onward consideration by the Senate at its meeting on 24 October, proposals presented by the DP(Learning & Teaching) for modification to Examination Board practice.

RJMC

19 Oct 07

Noted that the proposed modifications followed a review by a working group of the Learning & Teaching Board and the Quality Enhancement & Standards Committee and were intended to enable improvements in student progression rates and proportions of "good degrees" awarded.

Noted that key proposed changes for consideration by the Senate included:

- replacement of Module Boards which had a small number of members with Assessment Boards comprising all staff;
- adoption of a formal system for mapping raw marks to final published marks;
- development of a clear set of criteria by Schools to identify unusual patterns in assessment results;
- identification at Examination Boards of the need for support for underperforming students;
- review of Examination Board guidelines to remove unintended barriers.

Noted planned further action including: review of the relevant regulations; development of student support services; and improved reporting. The Academic Registrar & Deputy Secretary reported also on an ongoing pilot exercise undertaken by Student Welfare Services, involving the School of Engineering & Physical Sciences which was aimed at improving support to "at risk" first year students.

Agreed, in the context of the proposals, that discipline norms developed by the Schools, which should provide evidence of how a measurable improvement in assessment results will be achieved, should be presented to PME in due course.

LTB et al
Oct-Dec 07

Noted the expectation that improvement would be evident in the assessment results from the current academic year and agreed that PME should review the initial outcomes as the first step of a programme of ongoing monitoring.

PME
Summer 08

M3704 FRAMEWORK AGREEMENT: UPDATE

Received and noted an oral update from the Director of HR on progress on the Framework Agreement and a tabled summary report on the outcomes of the matching process for all categories of staff. The Director of HR confirmed:

- Framework Agreement letters had been issued to all staff;
- the appeals process was underway in respect of staff members with "red-circled" roles. The closing date for receipt of notification of intention to appeal was 18 October 2007;
- the "informal" (informative) phase of the appeals process would take place over the course of November with the "formal" (process) phase to follow in December;
- the appeals process for staff members with white-circled roles would follow the appeals process for "red-circled" cases;

Discussed the HERA process including the algorithm applied to assign roles to grades. Discussion focused in particular on perceived lack of transparency in the mechanism involved in the process.

MCC
Oct-Nov 07

The Director of HR agreed to seek a definitive statement from HERA clarifying the form of HERA process information that the University would be permitted to release. The Director of HR also confirmed that information about an individual role score could not be released to a Head of School/Section without the approval of the individual concerned and without a Role Analyst having first discussed the scored results with the role holder.

The Director of HR answered further points raised by a Head of School who voiced particular views on the desirability of peer review and income earning capacity as influencing factors on role evaluation and staff promotion.

Discussed also the support available through the appeals process to members of

the relevant Trade Unions compared to that available to non Trade Union members. The Director of HR confirmed that all members of staff submitting an appeal would be allocated a trained Role Analyst to advise them. Heads were asked to remind relevant staff of the role of HR to assist and advise colleagues throughout the process.

HoSs
Oct 07 ongoing

Heads of Schools/Sections were requested to alert the Director of HR to any proliferation of misinformation about Framework Agreement processes in order that relevant matters can be properly addressed.

HoSs
Oct 07 ongoing

M3705 STUDENT NUMBERS 2007/08: UPDATE

Received and noted a report on student numbers 2007/08 as at 17 October 2007 from the Director of Planning. The report, which excluded PT UG, Research Postgraduates and DDL student numbers, highlighted:

- aggregate growth had been achieved in respect of FT UG and FTE PGT course student numbers, currently standing at 104% of the previous year's population. While the population of FT UG HEUs, FTE Overseas postgraduate taught course, and to a lesser extent FT UG Overseas students, had increased over the previous year, FTE HEU fee PGT student numbers were reduced on the previous year;
- Reserved Section: Ref Section 33 FOI(S)A
- performance against targets was variable across Schools;
- earlier expectations of a significant number of 'no shows' had been borne out.

Agreed, with respect to the shortfall in budgeted student fees in the current year, that relevant Heads of Schools should work with their respective Financial Controllers to reshape their School budgets with a view to ensuring that expenditure in the year stays within a revised budget. These plans would be considered further in the forthcoming Planning Round.

HoSs Fin Controllers
Oct-Nov 07

Noted potential for improvement to the University's financial bottom line brought about by the fees surplus achieved by the School of Management & Languages.

M3706 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

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

GJG
19 Oct 07

M3707 REPORT FROM THE LEARNING & TEACHING BOARD

Received, discussed and approved, for onward presentation to the Senate, a report from the Learning & Teaching Board relating to the October 2007 meeting of the Board.

M3708 REPORT FROM THE INFRASTRUCTURE BOARD

Received, discussed and approved, for onward presentation to the Senate, a report from the Infrastructure Board relating to the August and September 2007 meetings of the Board.

M3709 RAE 2008: UPDATE ON STAFF SELECTION AND NUMBERS AND DATA PREPARATION

STAFF SELECTION

Received and approved recommendations relating to the selection of staff for inclusion in RAE2008 presented on behalf of the RAE Steering and Advisory Groups by the Vice-Principal.

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

Agreed that authority should be delegated to the Vice-Principal to make any remaining necessary changes to enable the University to optimise its submission. It was anticipated that any such changes would be relatively small in number. Noted that, following delivery of the RAE selection letters - the contents of which were approved by PME - any subsequent changes to submission plans would be made in consultation with the individuals concerned.

ACW
Oct-Nov 07

Noted the responsibility of Heads of Schools to ensure that relevant members of their staff receive an appropriate letter in person.

HoSs
Oct 07

Noted the responsibility of the Vice-Principal and the DP(Research & KT) for full submission of the University's RAE data and documents by 23 November 2007.

ACW
23 Nov 07

GJG

DATA PREPARATION

Noted an update from the DP(Research & KT) with regard to RAE 2008 data preparation. Noted that:

- some of the RA5 documentation still required further work. PME members were reminded that this documentation would be given significantly more weight in the judgement of the UoA Panels than in the previous RAE;
- all relevant members of staff should be actively involved in preparation of RA2 documentation.

Heads of Schools were reminded that they should be working closely with their respective Directors of Research to ensure the full engagement of their staff in RAE preparations.

M3710 FUNDRAISING CAMPAIGN: UPDATE

Received an oral update from the Principal on the University's Fundraising Campaign and recent staff changes in the Development & Alumni Office.

Noted:

- new appointments arising from restructuring of the Development & Alumni Office;
- a Campaign Council Away Day had taken place on 11 October 2007. The programme for the day had focused on progress of the Campaign and its alignment with the ongoing Strategic Review, the Campaign case for support and master-class training in engaging and asking for support from prospective donors;
(Reserved Section: Ref Section 30, FOI(S)A)
- a reminder to PME members of the need to keep the Development & Alumni Office informed of potential fundraising leads.

M3711 CONSULTATIONS LOG

Noted an external consultation communicated to the University with a deadline date for response of November 2007 and noted arrangements for the co-ordination of the University's response.

M3712 ANNUAL ACCOUNTS 2006/07

Received and approved, for onward presentation to the Finance and Audit Committees (joint meeting) and to Court at their meetings in November and December 2007 respectively, draft Annual Report and Financial Statements of the University for the year ended 31 July 2007.

PMcN
Nov-Dec 07

Court Clerk

Noted that auditing of the Accounts had been completed. While there would be further iteration to the narrative sections, no material adjustments to the figures were anticipated.

The Director of Finance & IS/IT also provided a summary statement, reconciling the results to the July 2007 Management Accounts. Noted that the audited Accounts reported a net surplus for the year of £2.2m, significantly ahead of both

the budget and the results reported for Period 12. The reconciliation summary confirmed post-close postings to the finance system and adjustments made to the Statutory Accounts which had contributed to the revised position.

M3713 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 SEPTEMBER 2007 (PERIOD 2)

Received and noted Management Accounts for the period to 30 September 2007 (period 2 (Reserved Section: Ref: Section 30 FOI(S)A).

M3714 DUBAI CAMPUS: SUMMARY FINANCIAL PROJECTIONS

Received and noted summary financial projections to 2011/12 with respect to Dubai Campus operations.

Reserved Section: Ref Sections 30, 33 FOI(S)A).

PLW
2008/09

PMcN

M3715 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR SEPTEMBER 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 September 2007 (period 2). :
(Reserved Section: Ref Sections 30, 33, FOI(S)A).

M3716 RESEARCH GRANT AWARDS FORWARD LOOK: REPORT FOR SEPTEMBER 2007

Received and noted a Forward Look report presented by the Vice-Principal on Research Grants & Contracts Awards for the period to the end of September 2007. The report 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.

The report highlighted a small increase in the one year Forward Look position over the previous month with longer term positions maintained.

M3717 POLICY ON ADVANCE INSTALMENTS FOR POSTGRADUATE TUITION FEES

Noted and approved a draft Policy on Advance Instalments for Postgraduate Tuition Fees presented by the Vice-Principal for immediate implementation. Approved the minimum instalment, as proposed by the Fees Working Group for 2007/08.

Agreed that section 1.2 of the Policy document should be amended to include reference to Government as well as Corporate Sponsors.

Noted that, under the terms of the Policy, which had been developed by the Fees Working Group in consultation with Schools/IPE, it would be the normal expectation that Schools/IPE would charge an advance instalment on tuition fees to postgraduate overseas applicants as part of the process of accepting a study place at the University. Noted that Schools/IPE could use their discretion in waiving this requirement where individual circumstances would make this inappropriate. Noted the intention of the Policy to improve the University's ability to predict student numbers for planning purposes, and reduce the number of applicants who accept offers but do not commence study.

Noted that a minimum instalment would be agreed by the Fees Working Group on an annual basis.

M3718 INTERNAL REVIEW OF THE SCHOOL OF LIFE SCIENCES

Received and noted a report on the Internal Review of the School of Life Sciences which took place in February 2007 and which had been considered by the Quality Enhancement & Standards Committee. Noted the conclusion of the review panel of 'broad confidence' in the ability of the School to deliver programmes of an appropriate quality and academic standard both now and in the future.

Noted that no University level action was required and that the School's response and action plan addressed the issues raised in the report. It was agreed however, that it would be useful to add a note in section 2.7 of the report, confirming that the recommendation vis-a-vis personal career development/promotion will be superceded by the Framework Agreement PDR process. Noted, in respect of the MSc in Brewing & Distilling, the report would be forwarded for further consideration by the Postgraduate Studies Committee.

RJMC
Oct 07

M3719 AMENDMENTS TO ORDINANCES & REGULATIONS

Noted proposed amendments to Ordinances & Regulations including:
- Ordinance 30: Appointment to Court of Members of Academic and Academic-Related Staff, and rescinding of Ordinance 31: Appointment to Court of Members of Staff Other Than Academic and Academic-Related Staff;
- Regulation 3: Modular First Degrees, Schedule 1A (Degree of Bachelor of Combined Studies);
- Regulation 4: Postgraduate Diplomas and Graduate Diplomas;
- Regulation 18: Postgraduate Certificates and Graduate Certificates;
- Regulation 44: Mixed Mode Study - Modular First Degrees;
- Regulation 48: Higher Degree of Master (Taught);
- Regulation 9: Assessments and Examinations;
- Regulation 14: Academic Dress;
- Regulation 15: Congregations;
- Regulation 31: Degree Examinations;
- Regulation 50: Student Discipline.

Agreed, in respect of proposed amendments to Regulation 31: Degree Examinations, to recommend to the Senate that the Principal & Deans Committee should retain the delegated authority of the Senate to approve the circumstances in which the Regulation may be applied and any additional conditions which should be imposed under particular circumstances in which this Regulation is invoked. This arrangement would enable expeditious decision-making as and when demanded by circumstance.

AM
24 Oct 07

PME

Agreed that the recommendation should be presented to the Senate at its meeting on 24 October 2007.

Agreed that the DP(Learning & Teaching) and the Convener of the Ordinances & Regulations Committee should consider the recommendation to be made to the Senate in terms of an appropriate time duration that might be applied to invocation of the Regulation, should the necessity for this to be stipulated in the Regulation emerge from Senate discussion.

RJMC
24 Oct 07

RHW

M3720 ORACLE PROJECTS UPDATE REPORT

Received and noted a progress report from the Director of Finance & IS/IT on Oracle Projects, including an update on training in Oracle Projects, and developments in Research reporting.

M3721 IS/IT POLICY GROUP QUARTERLY REPORT

Received and noted a report from the IS/IT Policy Group summarising progress and main activities for the Group for the last quarter (Term 3, 2006/07).

M3722 SAS HIGHLIGHT REPORT

Received and noted an 'SAS Highlight Report' for October 2007 summarising progress and main activities of the SAS project over the last quarter and an outline of plans for coming months.

M3723 ANNUAL REVIEW 2007: CALL FOR CONTRIBUTIONS

Received and noted a call for contributions to the Annual Review 2007 presented by the Director of Corporate Communications. Heads of Schools/PGLs and Chairs of PME Boards and Heads of Support Services were invited to contribute proposals for inclusion in the 2007 Annual Review to the Press Officer by 23 October 2007 if possible.

PME

23 Oct 07

Noted the planned production schedule and the proposed structure and themes this year's Annual Review report.

PLANNING AND MANAGEMENT EXECUTIVE Minutes of the meeting on 21 November 2007

Present:

Prof A Muscatelli, Principal (Chair)
Prof A C Walker, Vice-Principal
Prof P De Wilde, Head of School, Mathematical and
Computer Sciences (MACS)
Prof J A Swaffield, Head of School, The Built Environment (SBE)
Mr P McNaull, Director of Finance and IS/IT
Prof B Austin, Head of School, Life Sciences (SLS)
Prof G Hogg, Head of School, Management and Languages (SML)
Prof D Greenhalgh, Head of School, Engineering and
Physical Sciences (EPS)
Prof P Corbett, Head of Institute, Petroleum Engineering
(IPE)

Prof G Gibson, Deputy Principal (DP) (Research and KT)
Convener of the Research Co-ordination Board (RCB)
Prof R Wardman, Head of School, Textiles and Design
(TEX)
Prof J D C Jones, Deputy Principal (Strategy and
Resources)
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
Infrastructure Board (IB)

In attendance:

Mrs M Cook, Director of Human Resources (HR)
Mrs K Patterson, Academic Registrar and Deputy Secretary
Ms T Merrick, Director of Corporate Communications

Mr R McGookin, Director of Planning
Ms J Forster, Depute Director of Development, DAO
L Kirkwood-Smith (Clerk)

Apologies:

Prof B G D Smart, Deputy Principal (DP), International
Business Development (IBD)

ACTION:

who
when

(with

M3724 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 18 October 2007.

LK-S
22 Nov 07

M3725 MATTERS ARISING PME MEMBERSHIP

The Principal welcomed Ms Julie Forster, Depute Director of Development, who had been invited to join PME as an attendee member.

M3726 ACTION LOG

ENDOWMENT COMMITTEE (Ref: M3699)

Noted approval of the proposals by the Finance Committee at the joint meeting on 19 November 2007. The proposal will be presented to the meeting of Court on 10 December 2007.

DUBAI CAMPUS: SUMMARY FINANCIAL PROJECTIONS (Ref: M3714)

The Secretary of the University confirmed a revised projection for Dubai Campus operations in the current year (Reservedsection: Ref Section 33, FOI(S)A)

Noted that current Dubai financial figures did not take account of central costs: conversely, benefits to the University as a result of Dubai Operations, relating to student numbers transferring to the Edinburgh Campus to complete an honours year were also not reflected in the accounts. An accounting method should be adopted which properly reflects these factors.

ANNUAL REVIEW 2007: CALL FOR CONTRIBUTIONS (Ref: M3723)

TM
29 Nov 07

The Director of Corporate Communications confirmed that proposals for inclusion in the Annual Review 2007 publication had been received, and that preparations were underway. Noted that an outline of the publication would be presented to PME at its meeting on 4 December 2007.

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

M3727 BUSINESS REPORTED BY THE CHAIR

COMPREHENSIVE SPENDING REVIEW (CSR)

PMG
Nov-Dec 07

The Principal updated PME on the outcomes of the disappointing 2007 CSR. A recent announcement had confirmed an allocation to higher education of ~£30m over three years to 2011. This amounted to an overall 2.9% increase, or a real-terms cut in funding for the sector.

The Principal reported on ongoing discussions within Universities Scotland and a meeting planned with the Cabinet Secretary for Education & Lifelong Learning on 22 November.

PME members were advised to consult with the Director of Corporate Communications in the event of any external approach for comment on the CSR.

WORLD RANKINGS

The Principal and the Director of Planning updated PME on arrangements for Heriot-Watt University's inclusion in the THES-QS University Rankings (top 500). Noted that, the University should have a place in the ranking based on a full set of scores by the time of the next publication in 2008. Noted the key indicators used in the rankings, and a summary of recently published 2007 rankings which was tabled by the Director of Planning.

Agreed to develop an action plan and timetable aimed at focusing and co-ordinating the University's efforts to optimise its position in the 2008 results.

RMcG TM/JF Dec-Jan 07

M3728 STRATEGY REVIEW UPDATE

Noted a report on the outcomes of the Performance Review which was completed as regards the financial performance of all academic activities and the academic profile of undergraduate programmes. The report confirmed the intention to complete the review of the academic profile of research activities shortly after the RAE 2008 submission.

Agreed the list of activities identified through the Performance Review so far as requiring "recovery plans" in terms of their financial performance or academic profile. Approved also procedures for recovery planning including criteria for the acceptance of recovery plans, and a framework to enhance the linkage of Operational Planning to Strategic Planning.

Noted an update on the Strategy Development Workshop programme. Three workshops involving 75 staff had been held to consider the strategic themes emerging from the Opportunities Proposals. This process was likely to lead to the identification of multi-disciplinary "Theme Teams" to develop selected

themes.

Noted and endorsed the timetable for next steps in the Strategy Review process including:

- 23 November, last of the November Strategy Workshops;
- early December – School Planning Round meetings discuss recovery planning;
- 6, 7 December – PME/Court Strategy Workshop to define strategic themes, following which Theme Teams would be established;
- 10 December – presentation to Court of outline Strategic Plan;
- January – draft the Strategic Plan;
- January – develop detailed Theme plans;
- February/March – consider full recovery plans and strategic project plans (from Theme plans), School Planning Round meetings. Develop Operational Plans.

M3729 FRAMEWORK AGREEMENT: UPDATE

Received and noted an oral update on the Framework Agreement from the Director of HR.

Heads

Noted that 230 appeals against role gradings had been received. Of these, 170 were appeals against "red-circling", 35 against "white-circling" and 25 against "green-circling". It was intended that the formal phase of the "red-circle" appeals would be completed by the end of the month, with the intention to complete the informal (informative) phase of the appeals process for "white-circled" and "green-circled" cases by the end of December 2007. The Director of HR reported that the main trade unions had restricted direct involvement in the appeals process to cases within their own memberships.

Nov-Dec 07

Noted a request from the Director of HR to Heads of Schools/Sections that they help to ensure that relevant staff members adhere to the agreed timetable for handling appeals. Noted that the Principal would be kept informed of progress of the appeals process.

M3730 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

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

M3731 REPORT FROM THE LEARNING & TEACHING BOARD

Received, discussed and approved, for onward presentation to the Senate, a report for November 2007 from the Learning & Teaching Board.

M3732 REPORT FROM THE INFRASTRUCTURE BOARD

Received, discussed and approved, for onward presentation to the Senate, a report for November 2007 from the Infrastructure Board.

Received and endorsed, with regard to item 5 'Strategic Review 2007: Performance Review Context and Approach', a presentation from the Director of Finance & IS/IT. The presentation outlined approaches to the Performance Review of Infrastructure Service provision. PME endorsed the assumption that service provision related to all relevant services, wherever these were provided - within a central Support Service or within Schools. This recognised the pan-University nature of many support services processes.

Discussed, with regard to the Strategic Review, evidence that the University's spend per student stood at the upper end of the '94 Group' in terms of academic and non-academic expenditure. This was not reflected well in League Tables which focused mainly on Library and IT spend per student. It was incumbent on Heads of Schools to ensure that information incorporated in HESA returns

provided a full and accurate representation of the relevant areas of expenditure.

M3733 RAE 2008: UPDATE ON DATA PREPARATION AND SELECTION OF STAFF FOR INCLUSION IN THE SUBMISSION

STAFF SELECTION

Received and endorsed an update report from the Vice-Principal summarising inclusion of FTE staff numbers to be submitted in each School/Unit of Assessment in RAE 2008. Noted that, following approval on 18 October of the list of staff for inclusion, one appeal against exclusion received. This had been considered and the appeal had not been upheld. A small number of additions had been made to the previously approved list. Noted that a final check would be carried out to ensure full compliance with the Equal Opportunities Policy relating to the RAE2008 selection. (Reserved section: Ref Section 33, FOI(S)A)

DOCUMENTATION

Noted that work was continuing in the final stages of completion of RA5 documentation. The Vice-Principal emphasised that opportunities should be taken to review current documentation and make any improvements right up to the submission deadline date.

HoSs
23 Nov 07 et al

Heads of Schools were requested to ensure that relevant updates are made to the University's webpages by the end of the calendar year as these were likely to be referenced by RAE panel members.

HoSs
31 Dec 07 et al
31 Dec 07

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

The Vice-Principal expressed thanks to the DP(Research & KT) and TRS for their significant effort in helping the University to prepare its RAE submission.

M3734 CONSULTATIONS LOG

Noted external consultations communicated to the University with deadline dates for responses up to January 2008, and noted arrangements for the co-ordination of the University's responses.

M3735 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2007 (PERIOD 3)

Received and noted Management Accounts for the period to 31 October 2007 (period 3).

HoSs
Fin Controllers

(Reserved Section: Ref Sections 30, FOI(S)A).

M3736 STUDENT NUMBERS UPDATE

Received and noted an update on student numbers as at 5 November 2007 from the Director of Planning. The report highlighted changes in population over the previous year. These were variable between different student categories with FT UGs and FTE PGTs combined reported to be 105% of the previous year. FT Overseas Fee undergraduates were 103% of the previous year and FTE Overseas Fee PGTs 108% of the previous year. Significant growth had been achieved in respect of the Dubai Campus with a headcount in 2007/08 of 635. Overall the student population had increased by 7%
(Reserved section:Ref Section 33, FOI(S)A)

M3737 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR OCTOBER 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 October 2007 (period 3). The report highlighted that, overall, the results for the month were encouraging (Reserved Section: Ref Section 30, 33, FOI(S)A).

M3738 RESEARCH GRANT AWARDS FORWARD LOOK: REPORT FOR OCTOBER 2007

Received and noted a Forward Look report presented by the Vice-Principal on Research Grants & Contracts Awards for the period to the end of October 2007. The report 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 overall October had been an encouraging month, reflecting recent positive progress in the total value of new awards announced.

M3739 TUITION FEES FOR 2008/09

Received and approved proposed tuition fees for 2008/09. Noted that PME members had had an opportunity to comment on the proposed fees prior to their presentation to the meeting of the Finance Committee on 19 November 2007. No comments had been received and the fees had subsequently been approved by the Finance Committee.

Noted the opportunity to make late revisions to premium fees rates. Schools were advised to arrange this as quickly as possible.

Agreed to check future arrangements, in particular whether the further approval of tuition fees by the Finance Committee was a statutory requirement. PME took the view that approval of tuition fees was a management function. (Addendum: Ordinance 2 of the University on 'Fees, Charges, Fines and Debts', confirms that fees levied in respect of the academic work of the University including, inter alia, tuition fees will be determined by the Court in consultation with the Senate.)

HoSs
24 Nov 07

PMcN Court Clerk Nov-Dec 07

M3740 INTERNAL AUDIT RECOMMENDATIONS: SUMMARY

Received and noted a summary of action monitoring and progress tracking, presented by the Director of Finance & IS/IT, in respect of recommendations made by the University's internal auditors for the two years from 2005/06.

M3741 EXTERNAL AUDIT RECOMMENDATIONS: SUMMARY

Received and noted a summary of action monitoring and progress tracking, presented by the Director of Finance & IS/IT, in respect of recommendations made by the University's external auditors for the three years from 2004/05.

M3742 INTERNAL AUDIT REPORTS

Received and noted Internal Audit Reports from Scott-Moncrieff including:
- Review of Dubai Campus - May 2007;
- Health and Safety Review - June 2007;
- ICT Infrastructure and Freedom of Information - June 2007.

Noted the auditor's findings and recommendations, and the accompanying management responses with assigned actioners and deadlines dates for actions.

PME endorsed the view that the University should take reasonable steps to minimise risks vis-à-vis security/accessibility of the university's ICT infrastructure; however, measures designed to reduce or eliminate risk should not be so stringent as to impact negatively on operational effectiveness or the ability of

PMcN

UICS

the University utilise IT to make progress. Decisions should therefore be informed by appropriate assessment of the risks.

Noted in respect of the findings of the Health & Safety review the top priority of Risk No 1 in the report, noting that action including formal risk assessment training should be actioned by the Health & Safety Manager not later than September 2008. Noted the intention undertake action on this matter far sooner than the auditor's recommendation, and noted that a report on progress would be presented to PME in due course.

PLW PMcN Jan 2008

M3743 REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP

Noted an oral update from the Director of Finance & IS/IT confirming that significant updates would be made to the University's Risk Register following a meeting of the Risk Management Strategy Group on 20 November 2007. Noted also that plans were currently underway to provide a series of risk assessment training workshops (ref: M3742 above).

PMcN
Jan 08

M3744 AMENDMENTS TO ORDINANCES AND REGULATIONS

Received and noted proposed amendments to Ordinances & Regulations including:

- Ordinance 12: Deans of the University and Sub-Deans;
- Ordinance 16: Appointment of Academic Staff, Academic-Related Staff and of the Librarian;
- Ordinance 23: Honorary Professors, Honorary Reader, Honorary Senior Lecturer, Honorary Lecturers and Honorary Research Lecturer;
- Ordinance 24: Visiting Professor, Institutional Fellow and Honorary Fellow;
- Ordinance 25: Title of Professorial Fellow, Research Fellow, Institutional Fellow and Honorary Fellow;
- Ordinance 26: Heads of Departments;
- Ordinance 28: Edinburgh College of Art;
- Ordinance 36: Approved Service Units Approved Tutors;
- Ordinance 37: Approved Teachers and Approved Tutors;
- Ordinance 43: Approved Supervisors;
- Regulation 15: Congregations of the Senate;
- Regulation 17: Standing Committees of the Senate;
- Regulation 33: Centre For Combined Studies;
- Regulation 40: Principal and Deans Committee;
- Regulation 4: Postgraduate Diplomas and Graduate Diplomas;
- Regulation 18: Postgraduate Certificates and Graduate Certificates;
- Regulation 48: Higher Degree of Master (Taught);
- Regulation 12: Safety.

Agreed that the earlier decision vis-à-vis regulation 12 should be revisited, and agreed to recommend that that the Health & Safety Manager and the Occupational Health & Safety Committee be invited to give further consideration as to how best to promote and advise on Health & Safety matters within the University. A recommendation should be presented to PME in due course.

PLW CPender/OHSC
Nov 07 -Jan 08

M3745 RECORDS RETENTION POLICY FOR EXAMINATION SCRIPTS AND MARKED COURSE WORK

Noted and approved a Records Retention Policy for Examination Scripts and Marked Course work for immediate implementation, noting that the Policy had been approved by the Infrastructure Board at its meeting on 5 November 2007.

Archivist
Nov 07

Noted that the Policy would assist the University in meeting its obligations to students, compliance with internal and external examination procedures, quality assurance, professional review and accreditation, Data Protection and Freedom of Information law, as well as reducing unnecessary burdens on staff and space resources.

M3746 STRATEGIC REVIEW OF STUDENT SERVICES

Noted, and endorsed in principle, a report by the Working Group on the Student Experience, established by the Infrastructure Board to carry out a Strategic Review of Student Services provided by the University and the Students' Association.

Noted that the report contained 26 recommendations, implementation of which would enable the University to measure performance, and to consider mechanisms for improving linkages with the Students' Association for the benefit of the student community. Amongst these was the recommendation that the Working Group should continue on a formal basis as a permanent Working Group on the 'student experience' encompassing the work of the Welfare Forum and co-ordination of activities for international students.

Noted, as highlighted in the report, the proactive support to students provided by the Students' Association and the difficult financial situation in which the Association was operating. Noted, with regard to the latter point, and as detailed in recommendation 14, that confirmation of the financial outturn of the Association for 2006/07 was awaited: final figures were due in November 2007. A Financial Controller had been appointed to assist the Students Association and its financial position would be reviewed quarterly. Costs were being reduced.

Noted significant resource issues associated with many of the recommendations, and agreed that detailed recommendations should be developed for further consideration by PME. Noted that the Working Group would continue to report to the Infrastructure Board on a regular basis.

PLW/KAP
AY 07/08

M3747 ANNUAL REPORT FROM THE OFFICE OF STUDENT SERVICES

Received and approved for onward presentation to Court at its meeting on 10 December 2007, an annual report from the Office of Student Services.

KAP
3 Dec 07

Court Clerk

M3748 ANNUAL REPORT OF FORMAL STUDENT COMPLAINTS AND APPEALS

Received and approved for onward presentation to Court at its meeting on 10 December 2007, an annual summary report of formal student complaints and appeals.

KAP
3 Dec 07

Court Clerk

M3749 ANNUAL REPORT FROM THE CHAPLAINCY

Received and approved, for onward presentation to Court at its meeting on 10 December 2007, an annual report from the University Chaplaincy.

PLW
3 Dec 07

Court Clerk

M3750 ANNUAL REPORTS OF THE JOINT NEGOTIATING AND CONSULTATIVE COMMITTEE (JNCC) UCU AND EIS/ULA

Received and endorsed, for onward presentation to Court at its meeting on 10 December 2007, annual reports from the Joint Negotiating & Consultative Committee (JNCC) UCU and EIS/ULA.

ACW
3 Dec 07

Court Clerk

PME members were invited to input any comments they have on either of the reports to the Vice-Principal ahead of submission to the Court.

PME
3 Dec 07

M3751 SBC PROGRAMME PROGRESS REPORT

Received and noted a progress report for November 2007 of the SBC Co-location Project, presented by the Director of Finance & IS/IT.

The Director of Finance & IS/IT reported on the continued delays on the main campus and expenditure against contingency funds, as reported in the progress report. The latter was in the process of being fully investigated and plans were being put in place to mitigate further impact. The High Mill project was reported to be complete; however, an issue had arisen regarding withholding of a guarantee by the contractor as the roof of the building had not been replaced. This issue had the potential add further costs to the project. (Reserved section: Ref Section 30, FOI(S)A)

PMcN et al
Nov 07 ongoing

M3752 STAFF TRENDS

Received and noted a quarterly summary report on staff trends to the end of October 2007, presented by the Vice-Principal.

PLANNING AND MANAGEMENT EXECUTIVE

Minutes of the meeting on 4 December 2007

Present:

Prof A Muscatelli, Principal (Chair)
Prof A C Walker, Vice-Principal
Prof P De Wilde, Head of School, Mathematical and Computer Sciences (MACS)
Mr P McNaull, Director of Finance and IS/IT
Prof D Greenhalgh, Head of School, Engineering and Physical Sciences (EPS)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof J A Swaffield, Head of School, The Built Environment (SBE)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)

Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof J D C Jones, Deputy Principal (Strategy and Resources)
Prof B Austin, Head of School, Life Sciences (SLS)
Prof RJM Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning and Teaching Board
Prof J A Swaffield, Head of School, The Built Environment (SBE)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)

In attendance:

Mrs M Cook, Director of Human Resources (HR)
Mrs K Patterson, Academic Registrar and Deputy Secretary
Ms T Merrick, Director of Corporate Communications

Mr R McGookin, Director of Planning
Ms J Forster, Depute Director of Development, DAO
L Kirkwood-Smith (Clerk)

Apologies:

Prof B G D Smart, Deputy Principal (DP), International Business Development (IBD)

Prof G Hogg, Head of School, Management and Languages (SML)

ACTION:
who (with
when

M3753 MINUTES OF THE PREVIOUS MEETING.

Approved the minutes of the meeting of PME held on 21 November 2007.

6 Dec 07
LK-S

M3754 MATTERS ARISING AND ACTION LOG

PME ACTION LOG

The Principal confirmed a reversal of recent practice in relation to the record of PME meetings. Noted that a record of actions arising from PME would be prepared and disseminated as soon as possible following the meeting of PME with which these were associated. The full minute of the meeting would be released subsequently.

LKS
Dec 07 onwards

M3755 BUSINESS REPORTED BY THE CHAIR

COMPREHENSIVE SPENDING REVIEW

The Principal highlighted ongoing discussions within the sector following the CSR announcement in the autumn. There was currently limited optimism with a recognition that while the SFC had confirmed its aim to smooth funding over the three year period, the overall funding award for Scottish higher education was meagre. The Principal advised that a joint sector (Universities Scotland)/Government Future Thinking Task Force had been established to consider the role of higher education in the context of Scotland's wider economic strategy. The Task Force was expected to carry out its review over the next four to five months.

M3756 SCHOLAR PROGRAMME UPDATE

Received and discussed an update on the SCHOLAR Programme presented by the Chair of the SCHOLAR Forum. A copy of the presentation made, outlining the scale and achievements, vision and future strategy of the programme is appended to the minutes.

Noted and discussed SCHOLAR Programme impact, plans and future opportunities both in the UK and abroad.

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

M3757 STRATEGY REVIEW

Received, discussed and approved a presentation by the DP(Strategy & Resources) outlining preparations for the Joint PME/Court Workshop on 6 and 7 December 2007 and the proposed approach and objectives of the Workshop, the outcomes of which would inform discussion and approval of the main pillars of the Strategy and the planning framework at the meeting of Court on 10 December 2007. A copy of the presentation is appended to the minutes.

JJ
6, 7 Dec 07

RMcG

Endorsed the proposed approach to the Workshop including securing Court's:
- endorsement for: planning methodology; major problem-driven themes as the foundations of the strategy; and identification of the themes;
- advice on: emphasis within themes; scale and pace of change; institutional targets and linkage with unit/project/individual targets;

and development of a shared position between PME and Court in advance of the Court meeting on 10 December 2007.

Endorsed proposed topical strategic themes, underpinning capability, learning and teaching developments, and progression of the review of support service/support processes for recommendation to Court members at the Workshop.

MCC/HoSs
Dec 07 ongoing

VMG

It was expected that current recruitment policy in respect of academic staff shall reflect performance requirements associated with the emerging Strategic Plan.

M3758 FRAMEWORK AGREEMENT UPDATE

Received an oral update from the Director of HR on implementation of the Framework Agreement, confirming:
- the process of appeal against role evaluations was ongoing with the process nearing completion in respect of "red-circled" cases. Appeal outcomes would be conveyed to individuals following final assessments and judgements by consistency panels;
- HR would produce statistical information on the outcomes of appeals phase in due course;
- Framework letters outstanding for manual staff were due for release in the near future. Particular issues remained under discussion in relation to working hours, overtime rates and shift patterns;
- significant workphases on other key aspects of Framework Agreement implementation would be fully underway soon, for example, work on the Performance & Development Review process.
(Reserved section: Ref Section 30, FOI(S)A)

M3759 (Reserved Item: Ref Section 30, FOI(S)A).

Noted plans to consider HR issues in the context of the Strategy Review at the next meeting of the Strategy Working Group.

M3760 RAE 2008

Noted an update report from the Vice-Principal on the final staff selection for inclusion in the RAE 2008 which was submitted on 29 November 2007.

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

The Vice-Principal reported that an SFC-led consultation seeking the views of the Scottish sector and other stakeholders on proposals for a UK-wide 'Research Excellence Framework' was currently underway and would be considered in detail, inter alia, by the Research Co-ordination Board.

M3761 Reserved section: Ref Section 30, FOI(S)A).

M3762 MONITORING OF MODULE RESULTS: UPDATE

Received an oral update from the DP(Learning & Teaching) confirming, with reference to M3703 and the agreement to develop discipline "norms" for module assessment results, that, to date, all but two Schools had submitted guidance on their expectations as regards module results. Review of information received had revealed broad consistency across Schools and it was therefore possible to use this as a basis for development of common guidelines including indicators such as pass/fail thresholds. There was, however, less consistency evident in finer details such as expected rates of 'A' or 'B' scores, with Schools showing reluctance to set targets for these. The DP(Learning & Teaching) confirmed that discussions on the matter were continuing.

M3763 CONSULTATION ON TEACHING WORKLOAD: UPDATE

Noted an oral update from the DP(Learning & Teaching) on work ongoing to establish guidelines for the staff resource required to deliver teaching per module. Information provided by Schools confirmed a wide range of staff FTE allocated to teaching of a single module with examples ranging from 4.3 FTE to 11.6 FTE. Consultation was ongoing to develop clearer understanding of the activities concerned and differences in staff resources needs.

Noted and discussed the need in determining norms to consider fully aspects such as quality, profitability and student outcomes, and to understand whether and to what extent there were clear links between these and the volume of staff resource deployed to teach.

M3764 STUDY GROUP: UPDATE

(Reserved section: Ref Section 30,33 FOI(S)A).

M3765 MEDIA COVERAGE REPORT

Received and noted a summary report from the Director of Corporate Communications, of media coverage on the University for the period from September to November 2007.

Noted that currently Heriot-Watt had no system or resources deployed to provide the media analysis necessary with which to measure the University's impact; however, there was evidence that the University was in general comparatively under-reported in the national press and in key high profile publications.

Agreed that proposals should be developed aimed at increasing the media impact of the University. The Director of Corporate Communications confirmed plans to develop a media relations strategy with the aim of strengthening the communication of key messages to target audiences, and to introduce an evaluation system to analyse media coverage. Noted that the capacity of the current Press & PR team to deliver the strategy was being reviewed.

MCC
Dec 07 – Jan 08

M3766 CONSULTATIONS LOG

Noted external consultations communicated to the University with deadline dates for responses up to January 2008, and noted arrangements for the co-ordination of the University's responses.

M3767 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR NOVEMBER 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 November 2007 (period 4).
(Reserved Section: Ref Section 30, 33, FOI(S)A)

M3768 RESEARCH GRANT AWARDS FORWARD LOOK: REPORT FOR NOVEMBER 2007

Received and noted a Forward Look report presented by the Vice-Principal on Research Grants & Contracts Awards for the period to the end of November 2007. The report 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.
(Reserved section: Ref Sections 30, 33 FOI(S)A).

M3769 ANNUAL REPORT OF THE HWU STUDENTS' ASSOCIATION

Noted and endorsed, for onward presentation to the University Court at its meeting on 10 December 2007, an Annual Report from the HWU Students Association.

In order to give PME members sufficient time to consider the report a draft had been disseminated on 29 November 2007 for comments by 3 December 2007. As a result of feedback, a minor amendment had been made to the wording in the second paragraph of the 'Finances' section of the report. This amendment was incorporated in the version distributed with PME papers for the meeting, and the attention of PME members was drawn to it. No further comments recommending alteration to the report were received ahead of or at the meeting on 4 December 2007.

Noted and discussed the Students' Association current financial situation which had been characterised by a continual trend of declining trading turnover. While key commercial activities were making a profit, this was insufficient to cover all of the costs of other services. Cost savings had been implemented by the Association. The Secretary of the University highlighted that the Students Association was keen to enhance student support activities, e.g. to external students, but did not currently have the resources available to do this. Noted that further research was required to ascertain the needs and expectations of external students and how these could be met and this was a strand of activity that would be taken forward by the recently established Working Group on the Student Experience.

M3770 AUDIT COMMITTEE ANNUAL REPORT

Noted, for information, the Annual Report of the Audit Committee which would be presented to the Court at its meeting on 10 December 2007.

M3771 ANNUAL REPORT OF THE FINANCE COMMITTEE

Noted, for information, the Annual Report of the Finance Committee which would be presented to the Court at its meeting on 10 December 2007.

M3772 ELIR INSTITUTIONAL REVIEW

Received and noted confirmation from the DP(Learning & Teaching) that, following a recent meeting with the QAA to consider action taken by the University following its ELIR review which had been reported in the recent one year follow-up report, that the QAA had confirmed that it would not be requesting any particular action by the University. Noted that this news would be reported to the Quality Enhancement & Standards Committee and the Senate.

RJMC
Jan 08

M3773 ANNUAL REVIEW 2007

Received and noted an outline of the contents of the Annual Review 2007 publication. Recommended that the SMI should be given some prominence in the publication.

MT
Dec 07

Recommended also that further consideration should be given to outreach activities to help raise the general profile of the SMI.

DRH
Jan 07 ongoing

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 24 January 2008

Present:

Prof A Muscatelli, Principal (Chair)
 Prof A C Walker, Vice-Principal
 Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
 Mr P McNaull, Director of Finance & IS/IT
 Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.

Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
 Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))
 Prof J D C Jones, Deputy Principal (Strategy & Resources)
 Prof B Austin Head of School, Life Sciences (SLS)
 Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)
 Prof G Hogg, Head of School, Management & Languages (SML)

In attendance:

Mrs M Cook, Director of Human Resources
 Mrs K Patterson, Academic Registrar & Deputy Secretary
 Ms T Merrick, Director of Corporate Communications
 Prof B Wherrett, Director of Postgraduate Studies, attended for discussion on item M3778
 Mr G Duncan, SAS Project Manager, attended for discussion on item M3788

Mr R McGookin, Director of Planning
 Ms J Forster, Deputy Director of Development, DAO
 Ms L Kirkwood-Smith (Clerk to PME)
 Mr M Bates, Director of Recruitment & Admissions, attended for discussion on item M3778
 Ms W Nightingale, SAS Implementation Manager, attended for discussion on item M3788

Apologies:

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

Prof R Wardman, Head of School, Textiles and Design (TEX)

		ACTION:	
		Who	With whom
		when	
M3774	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 4 December 2007.	LK-S	
M3775	MATTERS ARISING: ACTION LOG		
	CONSULTANCY PROCEDURES		
	Noted, with reference to M3761, confirmation from the DP(Research and Knowledge Transfer that consultancy policy and procedures had been considered at a recent meeting of the Commercialisation Policy Group.		
	Noted that investigations had revealed that a 'Policy on Research Grants & Contracts, Consultancy and Commercial Activities', which been considered by the relevant Boards and PME in 2004, had not completed the relevant processes of approval and implementation.		
	PME agreed that the current draft Policy should be disseminated as the relevant point of reference for policy in this area – replacing the currently available out of date policy statement. In the meantime, work should continue to update the draft Policy statement with a view to submitting this for the approval of PME and, thereafter, the Court.		
	Agreed that the revised Policy should make appropriate reference to Conflict of Interest Policy. Agreed also that the Policy should give due consideration to aspects such as staff incentive, and information collection relevant to future RAEs. Agreed also that the Policy should make explicit the requirement that consultancy activities be authorised by the relevant Head of School.		
	Agreed that HR should institute a regular process for updating conflict of interest statements from staff.	ACW/GJG Jan-Mar 08	

STRATEGY REVIEW COMMUNICATIONS

Noted, with reference to M3761, an update from the Director of Communications confirming use of the Strategy Review Newsletter to manage communications on topics of concern to staff throughout the Strategy Review process.

MCC/HR
From Jan 08

M3777 BUSINESS REPORTED BY THE CHAIR

FUTURE THINKING TASK FORCE

The Principal gave an update on the role of the joint Future Thinking Task Force, note being taken in related sectors of the planned future scoping work of the group, and general concerns within the sector about the scale and pattern of funding that would be available over the next three years. Universities Scotland was due to hold a meeting on 29 January to consider further what the sector might wish to feed into the Task Force debate. Any senior officer of HWU who wished to represent the University's views at this meeting should consult with the Principal.

RECRUITMENT OF HEADS OF SCHOOLS

With reference to confirmation from the Principal that the normal recruitment process for Head of School vacancies will in future include external advertisement, PME agreed that Ordinance 26 should be amended to reflect this change. Agreed that an internal consultation process should be retained to assist potential internal applicants in deciding whether to put themselves forward in the recruitment selection process.

KAP/SSmith
Jan-Feb 08

Noted that external advertisement of academic Head positions was established as normal practice in many higher education institutions. Noted issues likely to arise from the change which would require careful consideration. These included: impact on the budget of potential additions to the payroll; and the need to ensure that the internal consultation process is managed so that there is no negative impact on selection and recruitment processes which must remain fair and equitable for all candidates.

M3778 RECOMMENDATIONS FOR THE MANAGEMENT OF NEW SCHOLARSHIPS AND SCHOLARSHIPS INFORMATION

Received and discussed recommendations presented by the Depute Director of Development for the management of new scholarships and scholarships information. (Reserved Section: Ref Section 33 FOI(S)A).

Approved recommendations that:

- a handbook listing all scholarships, bursaries and other awards be created for internal and external use;
- the University should define scholarships and bursaries according to their source of funding, and put in place appropriate stewardship arrangements;
- a Scholarships Advisory Group be established;
- a Scholarships Officer be appointed initially on a two year fixed term basis to co-ordinate the administration and stewardship of new and existing awards.

Agreed, with regard to the Scholarships Officer post, that a business case should be prepared for the consideration of Vacancy Management Group (VMG). Work should continue with the aim of securing funding support for the post; either through external sponsorship, or a model which utilised an element of scholarships donations to cover the administrative costs, or a combination of both. While VMG approval need not be withheld pending final verification of external funding, the underwriting of any potential funding gap must be identified within the Development & Alumni budget, or if necessary, from other service area(s) in which potential savings can be made.

JF et al
Jan-Mar 08

M3779 STRATEGY REVIEW

Received an update from the DP(Strategy & Resources) on the Strategy Review process, and discussed current status and next steps.

Noted:

- an outline Strategic Plan had been agreed by Court at its meeting in December 2007. Noted key elements of the Plan;
- Theme Teams were in the process of being established to take forward academic theme plans. Pooling themes would be convened by Pool leaders, and membership of cross-cutting teaching themes (flexible/enhanced T&L, international, CPD were under

- discussion;
- a communications plan was being implemented;
 - a methodology had been agreed for the review and development of support service processes;
 - planning maps for strategic and operational planning and the linkage between these;
 - criteria for the PDR process were under development and a PDR project group chaired by the Vice-Principal had been established;
 - workload models for learning and teaching and research activities were being developed. It was highlighted in discussion that appropriate references should be made to 94 Group benchmarks. Growing research intensity remained a core strategic aim, therefore total workload balance across the University had to be optimised accordingly, with workloads assigned to individuals in way that will deliver acceptable levels of quality and enhanced financial performance;
 - HR aspects of change management were under active consideration or had been identified for detailed consideration in the near future;
 - the Strategy Working Group would be responsible for presenting any recommendation for disinvestment in an activity to PME;
 - the need to ensure that activities which are not encompassed by the main academic themes are appropriately captured in the Strategic Plan.
 - (Reserved Section: Ref 30 FOI(S)A).

Endorsed the proposed schedule for key next steps:

- recovery plan drafted by end February;
- academic theme business plans presented by early March;
- support service strategy : performance review in March, recovery/efficiency planning in April and development of strategic theme plans in May;
- Budgets set in June.

Agreed that the Strategy Review communications plan should be discussed in detail at the next meeting of the SWG.

JJ/TM
SWG
8 Feb 08

M3780 WORKLOAD ALLOCATION FOR RESEARCH ACTIVITY AND THE PDR SYSTEM

Noted and discussed aspects of a discussion paper which summarised a view on how research activity might be incorporated in the University's proposed PDR system, and the key features of the PDR system in terms of how – in respect of research –the strategic aims of the University might best be served. Noted that the paper had been approved by the RCB, and that further consideration was being given to the matching of targets to career stage in line with role profiles, and quantitative aspects of target setting and research performance.

In the course of discussion a number of issues were highlighted for further consideration: effective PDR would depend on a tiered structure of reviewers and reviewees – it was important however that "silos" were not encouraged by the configuration of budget management and the PDR processes; the need for coherent communications between central planning and Schools in terms of contributions of groups and individuals towards meeting University level strategic targets; the need to make appropriate adaptations to notional splits on staff time per activity depending on individual Schools, e.g. 40% time allocation on research might be an optimum and workable arrangement for one School but not in another.

Agreed that the proposed approach should be considered further by the PDR Consultative Group.

GJG / ACW et
al
Jan-Feb 08

M3781 FRAMEWORK AGREEMENT UPDATE

Received an oral update from the Director of HR on implementation of the Framework Agreement confirming:

- all staff except new recruits and small numbers of staff in contractually non-standard areas had received their Framework letters;
- of 308 appeals 155 had been dealt with including appeals against "red-circling". The process of review of white and green circled cases by Consistency Panels was ongoing;
- appeals relating to a small number of red-circled roles had been unsuccessful and a smaller number of these were pursuing second stage appeal. The process of second stage appeal would be discussed with the relevant Trade Unions in the coming week.

M3782 REPORTS FROM PME BOARDS

RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate, a report from the Research Co-ordination Board relating to its meeting and Away Day held on 6 and 11 January respectively.

Noted also a draft response to the current Funding Council consultation on the Research Excellence Framework (REF), development of which had been informed through internal consultations and discussions held at the recent Universities UK annual conference. Liaison would continue with Universities Scotland as the University worked on finalising its response to the consultation.

LEARNING AND TEACHING BOARD

Received and approved, for onward presentation to the Senate, a report from the Learning & Teaching Board relating to meetings held on 13 December 2007 and 10 January 2008.

INFRASTRUCTURE BOARD

Received and approved, for onward presentation to the Senate a report from the Infrastructure Board relating to its meeting held on 11 December 2007.

M3783 MONITORING OF MODULE RESULTS: UPDATE

Noted a report presented by the DP(Learning & Teaching) on module results following the first diet of assessments in 2007/08. The report highlighted that there had been little change in student performance compared to the previous year, with the likelihood that non-progression rates would not be improved in the current year.

Noted that evidence gathered in the Performance Review phase of the Strategy Review highlighted a concentration around an average rate of 6.5% p.a. non-progression across the benchmark group of institutions. PME endorsed the proposal that this value should be adopted for the entire University as an appropriate target for improvement to student non-progression rates.

Agreed that the LTB should continue to monitor results following each examination diet. Noted that a separate report would be prepared to analyse the correlation between the percentage of A and B assessment grades and honours degree classifications.

RJMC/LTB
Jan – Jun
08.

Heads of Schools were asked to discuss diet 1 results in detail with their relevant Departmental Heads.

HoSs Jan-
Feb 08

M3784 CONSULTATIONS LOG

Noted external consultations communicated to the University with deadlines date for responses up to February 2008, and noted arrangements for the co-ordination of the University's responses.

M3785 RISK MANAGEMENT REPORT AND RISK REGISTER

Received and approved an updated Risk Register which had been reviewed and updated as at 15 January 2008 by the Risk Management Strategy Group.

PME members were invited to feed any relevant information on identified institution level risks to the Risk Management Group. Noted the expectation that Schools' and Sections' own Risk Registers would be presented at spring planning round meetings.

PME
Jan 08

Agreed to include strategic risk as a substantial item for discussion at the meeting of PME to be held on 24 April 2008.

PMcN/PME
Clerk April
08

M3786 PME BOARD MEMBERSHIP ROLES

Discussed and approved a proposal which defined the roles of School members of LTB and RCB, School Directors of Research and of Learning & Teaching, and hence, with respect to

the management structure of PME and the Boards, the concomitant structures within Schools.

Agreed that the document should make explicit the expectation that Directors in their Board roles are participating in decision making on behalf of their respective Schools and therefore must, in undertaking this responsibility, consult with their respective Heads of School. Noted the expectation that major policy decisions would continue in future to be referred to PME.

JJ
From Jan 08

Discussed further issues such as policies on training and remuneration, which it was agreed should be considered further in the context of the Framework Agreement.

JJ
From Jan 08

Agreed that the policy should be disseminated through the relevant Boards, and via Heads of Schools and Directors, to relevant School staff.

GJG / RJMC
Jan-Feb 08

Noted that a similar proposal relating to membership of the Infrastructure Board was planned.

PLW/JJ
spring 08

M3787 IS/IT POLICY GROUP QUARTERLY REPORT

Received and noted an update report on the progress and main activities of the IS/IT Policy Group relating to Term 1 of 2007/08.

M3788 SAS QUARTERLY REPORT

Received a report and recommendations on the SAS Project from the Director of Finance & IS/IT, the SAS Project Manager and the SAS Implementation Manager.

Noted and discussed critical challenges to delivery against the agreed timetable of the SAS project and steps being taken to resolve these. Noted, however, that delivery of the project was under severe risk.

Agreed to put in place contingency measures as recommended by the SAS Project Board. The decision was made on the understanding that these measures would almost certainly be likely to cost less in financial terms and in terms of risk to the delivery time of vital elements of the project than the option of buying in the additional support from the supplier which would be required to deliver the project to the agreed timetable.

PMcN / SAS
Project
Team Jan-
Sep 08 in
first
instance.

Agreed therefore:

- IT support for the Restructuring of the Academic Year (RAY) project will be delivered to schedule (by autumn 08) through temporary improvements to the functionality of the ISS system. Noted confirmation that the capacity to achieve this already existed within the project team;
- improvements to the ISS system will be required to help support key areas of operation such as the Dubai Campus from autumn 08. Other key obligations such as the statutory HESA returns will also need to be supported. The target timescale for delivery of implementation of SAS should be revised to autumn 2009.

(Reserved sections: Ref Section 30, FOI(S)A)

Other key issues raised in the course of discussion highlighted the need for continued support of shadow systems pending full delivery of SAS. Noted that a rigorous process of consultation had been implemented to help ensure that all user requirements would be met by SAS; shadow systems were not therefore envisaged in the future.

Agreed that the Director of Finance & IS/IT should work with the Director of Corporate Communications and the Academic Registrar & Deputy Secretary to develop the necessary communications plan to disseminate information and reassurances about revisions to the SAS plan.

PMcN/TM/
KAP
Jan 08

M3789 ERDMS PROJECT

Approved a recommendation presented by the DP(Learning & Teaching) that the ERDMS project be delayed at least until October 2008 and that there should be a review in June 2008 to reconsider a start date for the project.

RJMC Jan &
Jun 08

Noted that significant IS/IT and Academic Registry staff resources were required to support the SAS project. It was not envisaged that resources could be deployed to support the ERDMS in the near future without either incurring additional recruitment costs to support

ERDMS or by placing the SAS project at unnecessary risk.

Noted that the ERDMS project manager would continue to plan for the ERDMS project and to identify opportunities to re-prioritise departments that could participate in the project without drawing heavily on IS/IT or Academic Registry staff resources.

M3790 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2007

Received and noted Management Accounts for the period to 31 December 2007 (period 5) presented by the Director of Finance & IS/IT.

Reserved Section: Ref Sections 30,33 FOI(S)A).

Noted income and expenditure accounts, balance sheet and cash-flow positions and opportunities and risks relating to the accounts.

M3791 OPERATING TREND AND RESEARCH INCOME UPDATE

Received and noted an update report on Operating Trend and Research Income presented by the Vice-Principal. This highlighted the University's overall financial progress and current (July 2007) plan, covering the consolidated operating position and the research trend. Noted that current planning excluding pay costs assumed a year on year rate of inflation of 3%. (Reserved Section: Ref Section 30,33 FOI(S)A).

Agreed need to schedule a substantial discussion on research grants and contracts income performance at a future meeting of PME.

ACW/GJG
Spring 08.
Meeting date
TBC

M3792 RESEARCH GRANTS & CONTRACTS – PROPOSALS AND AWARDS REPORT FOR DECEMBER 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 December 2007 (period 5). (Reserved Section: Ref Sections 30, 33 FOI(S)A)

The DP(Research & KT) confirmed major awards in the pipeline. These were expected to be included in reporting for January 2008.

Noted need to maintain a close watching brief on progress over the coming few months in particular in relation to new proposals activity.

GJG
ongoing

M3793 RESEARCH GRANT AWARDS – FORWARD LOOK REPORT FOR DECEMBER 2007

Received and noted a Forward Look report presented by the Vice-Principal on Research Grants & Contracts Awards for the period to the end of December 2007. The report 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. (Reserved Section: Ref Sections 30, 33 FOI(S)A)

M3794 FINANCIAL REGULATIONS

Noted and approved, for onward presentation to the Finance Committee at its next meeting on 29 February 08, remaining sections which would complete the full review of the University's Financial Regulations. These included regulations: 4.2 The Planning Cycle; 4.5 Fraud, 5.1 Authorised Signatories; 5.4 Accounting Practice; 6.9 Endowments & Donations; 8.5.2 Treasury Management Policy Statements; 9.1 Restricted Funds; 9.2 Deferred Capital Grants; 9.3 Retirement Benefits; 9.5.1 Corporation Taxes, Capital Gains Tax, Construction Industry Tax; 'Appendix D', Remit of the Endowment Committee.

PMcN /
Clerk to Fin
Committee
PMcN Feb
08

Agreed with reference to Regulation 9.1, that should a current plan to give authority to the HWU Development Trust to receive and promote donations be approved (in consultation with the Director of Finance and the Vice-Principal), that steps should be taken to modify the regulation as it currently stands.

PMcN

M3795 TUITION FEE ANALYSIS

Noted an analysis of tuition fees charged by Heriot-Watt University and its main competitors in 2006/07 and 2007/08 as identified by individual Schools. Noted that the analysis had been prepared to enable the University's Fees Working Group to identify major competitors and to draw comparisons on fee levels at both undergraduate and postgraduate level.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 21 February 2008**

Present:

Prof A Muscatelli, Principal (Chair)	Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
Prof A C Walker, Vice-Principal	Prof J D C Jones, Deputy Principal (Strategy & Resources)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof B Austin Head of School, Life Sciences (SLS)
Mr P McNaull, Director of Finance & IS/IT	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J A Swaffield, Head of School, The Built Environment (SBE)	Prof R Wardman, Head of School, Textiles and Design (TEX)

In attendance:

Mrs M Cook, Director of Human Resources	Mr R McGookin, Director of Planning
Ms T Merrick, Director of Corporate Communications	Ms J Forster, Deputy Director of Development, DAO
Ms L Kirkwood-Smith (Clerk to PME)	Mr I Laing attended for item M3810

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)	Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))	

		ACTION:	
		Who	With
		when	whom
M3796	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 24 January 2008.		LK-S
M3797	MATTERS ARISING/ACTION LOG		
	SAS AND ISS CONTINGENCY PLAN		
	The Director of Finance & IS/IT and the Director of Corporate Communications confirmed ongoing close liaison in respect of communications associated with SAS and ISS contingency planning.		
M3798	BUSINESS REPORTED BY THE CHAIR		
	RESEARCH EXCELLENCE FRAMEWORK		
	The Principal confirmed that the University had submitted a robust response to the recent consultation and had had an opportunity to influence the response submitted by Universities Scotland. The Principal also reported on his recent participation in a Universities UK meeting with HEFCE focusing on RAE post 2008.		
	JOINT FUTURE THINKING TASK FORCE		
	The Principal confirmed that one meeting had taken place so far. It was not clear that the Task Force would focus on anything new in future discussions; however, the opportunity for open dialogue directly with government representatives would continue to be extremely useful.		
	POSTGRADUATE AND RESEARCH FUNDING		
	The Principal highlighted future opportunities for growth supported by SFC Research Postgraduate Grant funding and through the KT grant funding stream.		

M3800 FRAMEWORK AGREEMENT UPDATE

Received an oral update from the Director of HR on implementation of the Framework Agreement confirming:

- progress being made in the appeals process; a significant number of appeals from manual staff were being handled;
- work had been started on phase 2 implementation, including for example flexible hours, Dubai and SCOT contracts as well as the PDR process;
- around 50% of HR staff time was being spent on Framework Agreement related work. This volume of activity was expected to continue through Phase 2. A workplan was being developed.

M3801 PERFORMANCE AND DEVELOPMENT REVIEW (PDR) UPDATE: ACADEMIC WORKLOADS AND REVIEWERS

Noted guidance presented by the Vice-Principal on behalf of the PDR Project Board on the linkage of management of academic duties to the new PDR process. The guidance summarised planned approaches to:

- the allocation of academic tasks and the development of/agreement on a forward job plan (FJP) for each academic member of staff;
- the FJP as a basis for the PDR interview/discussion;
- arrangements for the appointment of reviewers from a core review team including HoS, Directors of Research and Learning & Teaching and heads of academic disciplines. Within the agreed structure for undertaking PDR, under normal circumstances no single reviewer would be responsible for more than 10 reviewees.

In the course of discussion, the need for a clear distinction between workload agreements and the PDR process was highlighted. Although the two were linked in terms of operation of the review process as it would apply to individuals, these were supported by separate processes.

In the light of the guidance, Heads of Schools were invited to consider the teams that they might consider deploying for the review of academic staff and advise the PDR Board.

HoSs
Mar 08

M3802 UNDERGRADUATE STUDENT APPLICATIONS UPDATE

Received and noted an update on Undergraduate HEU applications as at end January 2008 presented by the Director of Planning. Reserved Section (Ref Section 33, FOI(S)A).

M3803 HEU UNDERGRADUATE STUDENT TARGET NUMBERS

Received and approved proposed targets for Home/EU undergraduate student numbers for 2008/09 entry presented by the Director of Planning.

RMcG R&A /
Spring 08 Schools et al

Noted the planning assumption for 2008/09 that uncapping in science, engineering, mathematics and technology "priority areas" would remain. As in 2007/08, it was also assumed that growth would be on a marginal "fees-only" basis. There seemed to be no prospect at present of additional funded places or of consolidation of fees-only into fully-funded places in the medium- and longer-term. It was assumed also that relaxation of the cap on "non-priority area" subjects would remain at the increased level of 10% over the previous base; however, growth in the current year at HWU had used up a substantial portion of the increased headroom. The Principal confirmed that general pressure on government would continue from within the Scottish sector for an increase in funded undergraduate places. Reserved Section: Ref Section 33, FOI(S)A).

M3804 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate, a report from the Research Co-ordination Board (RCB) relating to its meeting on 6 February 2008.

GJG RCB clerk
Feb 08

In respect of IP Policy and its application to postgraduate research students (item 5 of the report), the Vice-Principal requested that further discussion on the University's policy should be included on the agenda of a future meeting of the Board. The purpose of the discussion should be to challenge the current assumption that it is not legally possible to assume automatic ownership of a student's IP.

GJG RCB clerk
Mar 08

With reference to the RAE, Heads of Schools were reminded that work should be ongoing to ensure that research information available on the University's webpages is accurate and up to date.

HoSs
Feb-Mar

M3805 REPORT FROM THE INFRASTRUCTURE BOARD	08	PLW IB clerk Feb 08
Received and approved, for onward presentation to the Senate, a report from the Infrastructure Board (IB) relating to its meeting on 5 February 2008.		
The Secretary of the University highlighted a range of issues of current involvement of the Board as detailed in the report, and in particular highlighted the concern felt by the Board about the mechanism by which the decision was reached to delay full implementation of the SAS project until 2009 (item 9). The Board had not had the opportunity to consider the implications of such a serious decision and was concerned about its omission from consultative and decision-making processes. This matter had raised a wider question about the effectiveness of business transacted between committees and boards in the current structure. The Dubai Steering Group, which represented a key stakeholder, had also missed an opportunity to input into decision-making.		
M3806 REPORT FROM THE LEARNING & TEACHING BOARD	RJMC Feb 08	LTB clerk
Received and approved, for onward presentation to the Senate, a report from the Learning & Teaching Board (LTB) relating to its meeting on 5 February 2008.		
Noted consideration of the Board of diet 1 module results, in respect of ongoing work to monitor progression and academic standards. The DP(Learning & Teaching) also tabled a report for consideration by LTB and PME which summarised performance and illustrated the relationship between the pattern of higher grade module results and that of final classification of degree awards. The report also highlighted the current level of variance between the University's awards and the benchmark 94 Group average. There was evidence that without clear steps to institute change the current trend would continue.		
Endorsed proposals of the Board, in relation to undergraduate assessments, to: - adopt a threshold value of 10% non-progression which should be used to trigger further scrutiny of module results by Examination Boards and Course Teams across the whole University; - adopt a target of 70% "good awards" (enhanced first degrees/1 st class/2 nd upper awards) for all disciplines; - adopt a threshold value of 55% good awards in the final year and pro-rata thresholds in other years which should be used to trigger further scrutiny of module results by Examination Boards and Course teams across the whole University.	RJMC 07/08 onwards	LTB
In respect of the SAS Project and ISS developments to support RAY, PME endorsed efforts by the Board to work with Schools to ensure that deadlines are met for production of RAY data.		
M3807 NSS RESULTS 2007: ANALYSIS BY INDIVIDUAL QUESTION		
Noted a summary report of National Student Survey results presented by the DP(Learning & Teaching). The report analysed the results by individual question and subject area, with HWU's performance in each area graded according to the scale of deviation from the combined average of the 94 Group universities for the same question and subject grouping.		
Noted that the report highlighted that action to address issues raised by respondents lay mainly within Schools rather than central University services. Student feedback had highlighted particular areas of weakness which needed to be addressed by the Schools concerned.		
Agreed that, in due course, LTB should provide a report to PME confirming actions taken by Schools as a result of the findings.	RJMC Spring 08	LTB/HoSs
M3808 CODE OF ETHICAL FUNDRAISING AND RECEIPT OF PHILANTHROPIC GIFTS FOR HERIOT-WATT UNIVERSITY	JF et al From Feb 08	
Noted and approved, with recommendations as noted below, a Code of Ethical Fundraising and Receipt of Philanthropic gifts for Heriot-Watt University for implementation as a formal policy document of the University.		
Noted that the Policy provided best-practice guidance on: receiving philanthropic gifts; processing gifts and donations; management of funds; donors' rights; fundraising practices; acceptance and refusal of donations; repayments of donations; and tokens of thanks.		
PME made the following recommendations: - the threshold value of a gift to an individual that may be kept by the individual should be	JF PME	

	<p>raised from £25.00 to £50.00;</p> <p>- any further comments on the policy should be directed to the Depute Director of Development who has the authority to make any minor changes to the policy document as appropriate.</p>		Feb 08
M3809	THES-QS WORLD UNIVERSITY RANKINGS		
	<p>Noted and approved proposals presented by the Director of Planning with respect to processes involved in the preparation of the University's plans to achieve a placing in the THES-QS World's Top University's Ranking.</p> <p>Noted that HWU was included in a set of over 600 universities to be ranked. Noted information on the Peer Review element which constituted 40% of the total score for each institution. Other elements in the scoring included: citations per faculty (20%); employer review (20%); student:staff ratio (10%); international students (5%); and international staff (5%).</p>	RMcG	D&A/ HoSs/AM
		Feb-spring 08	
M3810	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2008 (MID YEAR)		
	<p>Received and noted Management Accounts for the period to 31 January 2008 (mid year) presented by the Director of Finance & IS/IT. (Reserved Section: Ref Sections 30, 33, FOI(S)A).</p> <p>Agreed need to check with the Research Grants & Contracts Office that awards are being fully utilised, with activities matched to expected timescales. Agreed also the need to check the robustness of IPE research grants and contracts accounts.</p> <p>Agreed that future staff trends reports presented to PME should include research associates. (See also M3811 below).</p>	GJG Feb-Arp 08	PMcN et a
		ACW From spring 08	
M3811	RESEARCH GRANTS & CONTRACTS – PROPOSALS AND AWARDS REPORT FOR JANUARY 2008		
	<p>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 January 2008 (mid year) Reserved Section: Ref Sections 30, 33 FOI(S)A).</p> <p>Noted and discussed a paper tabled by the DP(Research & KT) which summarised key issues relating to research grants and contracts awards and the actions that are being taken, or should be taken, to address these. The paper had been considered also in the context of M3810 above.</p> <p>Endorsed the actions proposed; highlighting, in the course of discussion, the need to share resources and expertise, for example, in proposal writing, which could include experience and expertise drawn from Development & Alumni as well as from within Schools, and in the projection/planning of future income.</p>	GJG	RCB
		ongoing	
M3812	RESEARCH GRANT AWARDS – FORWARD LOOK REPORT FOR JANUARY 2008		
	<p>Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of January 2008. The report 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. Reserved Section: Ref Sections 30, 33 FOI(S)A</p>		
M3813	HERIOT-WATT UNIVERSITY SUPPLEMENTARY PENSION SCHEME		
	Reserved section: Ref Section 30, FOI(S)A		
M3814	INTERNAL AUDIT: MANAGEMENT REPORTING		
	<p>Received and noted an Internal Audit Report on Management Reporting by Scott-Moncrieff presented by the Director of Finance & IS/IT.</p> <p>Noted that the report was the outcome of an audit performed in accordance with the 2007/08 Audit Plan, commissioned in anticipation of increased demands on the University's corporate reporting system, and would be presented to the Audit Committee at its meeting on 4 March 2008.</p>		

Noted confirmation from the Director of Finance & IS/IT confirming that resolution of the issues identified as requiring attention would be a major objective of his team in the current year. Resource issues associated with this work should be considered further in the current planning round.

PMcN et al
Spring 08

M3815 SAS AND ISS CONTINGENCY PROJECTS

Received and noted an update on SAS and ISS contingency projects presented by the Director of Finance & IS/IT. Noted the current status of various strands of activity associated with both the SAS recovery plan and ISS contingency developments.

Noted and discussed provision of RAY data as a critical element in each of ISS contingency, timetabling and SAS projects. The DP(Learning & Teaching) reminded School colleagues of the importance adhering to the deadlines intimated for provision of data. The DP(Learning & Teaching) reported some slippage in delivery in this regard. As regards the timetabling project, completion of data collection was required by mid-May to permit development of a new timetable. The timetablers were reliant on timely delivery of the relevant information. The DP also reminded colleagues that schedules of course approval were required from Schools by the end of February 2008.

PME endorsed the call for timely delivery against deadlines in order that delivery to plan of SAS and ISS contingency projects is not put in jeopardy.

HoSs
Feb 08
ongoing

M3816 RAY PROGRESS REPORT

Received and noted a report on the progress of the RAY project presented by the DP(Learning & Teaching), noting progress against the schedules for course approval and module detail submissions. RAY progress was discussed in the context of SAS and ISS Contingency projects as detailed in M3815.

M3817 SBC CO-LOCATION PROJECT PROGRESS REPORT

Received and noted a progress report on the SBC co-location project presented by the Director of Finance & IS/IT. The following issues were highlighted:

- the SFC had rejected the Strategic Change Fund bid element relating to ICT and education technology upgrade. Whilst this was being challenged, further rejection was possible in which eventually a capital bid contribution would be made by the Project Team to the University and the College;
- no further funding was available for the roof of the High Mill building which would need to be resourced through the University's annual capital investment planning - or potentially through fundraising;
- total spend was projected to conclude within the budgeted financial plan, however, the contingency fund was substantially allocated with £0.5m remaining to cover the period to February 2009.

M3818 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2007

Received and approved the recommendations of the Academic Promotions Board (Senior Promotions) 2007. Agreed that the results should be formally notified to the appropriate individuals and other relevant colleagues, with recommendations further relayed, where appropriate, to the Senate and to the Court for approval.

MCC/HR/ PME clerk
Feb 08

Agreed to alert HR with regard to two candidates who, in the records of the Board, had been assigned to the wrong School.

PME clerk
Feb 08

M3819 AMENDMENTS TO ORDINANCES AND REGULATIONS

Noted proposed amendments to the following Regulations which PME had the opportunity to provide comment on:

- Regulation 6: Degree of Doctor of Philosophy
- Regulation 17: Standing Committees of the Senate
- Regulation 41: Degree of Doctor of Business Administration
- Regulation 50: Student Discipline
- Regulation 51: Degree Entry Programme (Dubai)

The inclusion of "exceptionally high merit" in para 6.5 of Regulation 6 was suggested.

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 20 March 2008

Present:

Prof A Muscatelli, Principal (Chair)
 Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
 Prof R Wardman, Head of School, Textiles and Design (TEX)
 Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
 Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
 Mr P McNaull, Director of Finance & IS/IT
 Prof K G Lumsden, Director of Edinburgh Business School (EBS)

Prof A C Walker, Vice-Principal
 Prof J D C Jones, Deputy Principal (Strategy & Resources)
 Prof B Austin Head of School, Life Sciences (SLS)
 Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
 Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.
 Prof G Hogg, Head of School, Management & Languages (SML)

In attendance:

Mrs M Cook, Director of Human Resources
 Ms T Merrick, Director of Corporate Communications
 Ms L Kirkwood-Smith (Clerk to PME)

Mr R McGookin, Director of Planning
 Ms J Forster, Deputy Director of Development, DAO
 Mrs K Patterson, Academic Registrar & Deputy Secretary

Apologies:

Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
 Prof J A Swaffield, Head of School, The Built Environment (SBE)

Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))

		ACTION:	
		Who	With
		when	whom
M3820	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 21 February 2008.	LK-S	21 Mar 08
M3821	MATTERS ARISING/ACTION LOG		
	PGR STUDENTS' IP RIGHTS (Ref: M3804)		
	Noted an update from the DP(Research & KT) confirming that legal advice had been sought. This had confirmed that the University's policy vis-à-vis ownership of IP rights was enforceable. Noted that work would proceed to refine the policy, and to put an appropriate process in place to secure agreement with relevant individual students.	GJG/KAP	Spring 08
	RESEARCH GRANTS & CONTRACTS: ACCOUNTS CHECK AND EU FUNDING (Ref: M3810/M3812)		
	Noted work ongoing.	GJG	
	STAFF TRENDS REPORT (Ref M3810)		
	Noted that a report would be presented to the meeting of PME on 24 April 2008.	RMcG	17 Apr 08
M3822	SAS PROJECT UPDATE		
	Received a presentation from the SAS Project Manager and the SAS Implementation Manager (appended to the minutes).		
	Noted project interdependencies including the critical dependency on RAY to deliver by 30 April 08.		
	Endorsed proposals that:		
	- Timetablers' time should be, as far as practicable, ring-fenced from 14 April 2008 to 2 May 2008. Noted timetabling commitments assumed full-time staff available for a full teaching day Monday to Friday unless advised by the relevant Head of School.	HoSs	Mar 08

- Schools should ensure completion of all Ray approvals by 30 April 2008. Ray data must be delivered to timetable: i.e.
 - Ray Course and Module information by 30 April;
 - Additional timetabling information by 30 April. Given the need for streaming of data provision, the Principal asked Heads of Schools to make available immediately any information in a sufficiently complete state.

HoSs
20 Mar 08-
30 Apr 08

Agreed that optional modules list and combinations information should be provided to the Project Team by Schools not later than the beginning of July 2008.

HoSs
Beg. July 08

Recommended that further consideration should be given to the potential for rationalising module option combinations.

HoSs et al
Mar-Jun 08
UG/PG
Stud.
Comms

Agreed that the SAS budget should be submitted as soon as possible for consideration by the planning/budgeting team in the March/April planning round.

PMcN/SAS
Proj Team
Mar 08
WDN/LKS
20 Mar 08

Agreed to provide members of PME with a full copy of the presentation provided at the meeting.

M3823 BUSINESS REPORTED BY THE CHAIR

FUTURE FUNDING ENVIRONMENT

The Principal reported his views on potential changes in the Scottish funding environment.

VOLUNTARY SEVERANCE SCHEME

The Principal and the Director of HR reported that, following pursuit of further legal advice an update on plans for the Voluntary Severance Scheme would be presented to PME.

AM/MCC
24 Apr 08

M3824 STRATEGY REVIEW UPDATE

Noted an update on the Strategy Review by the DP(Strategy & Resources) (presentation appended to the minutes):

Noted:

- Topical Theme and Pooling Theme proposals had been received and were being considered. Most of the academic Recovery Plans had been received; however, recovery plans associated with the Research Quality Review were pending. Recovery plans were being considered via operational planning meetings to be considered subsequently by Strategy Working Group;
- a sample analysis of Academic Profile for Research was proposed as way of measuring performance against benchmark in four key measures: - publications rate, citations rate, research income and graduating PhD numbers. Discussed the requirement for different norms across various units of assessment and the need to consider further an appropriate level of aggregation of data to produce useful KPI measures. In terms of managing the overall performance targets of each School, it was the responsibility of the Head of School to decide how best to aggregate the data to inform appropriate target setting and the shape of Recovery Plans;
- the Support Services Quality Review (SSQR) was underway;
- an update on progress towards meeting the planned contributions by Schools and Support Services. Noted that a further £1.5m remained to be identified in savings/increased income. Noted that plans were still evolving and that Recovery Plans were almost entirely based on projected increased income. Significant risks to these projections had been identified, highlighting the need for a more balanced approach including greater focus on potential cost savings;
- work ongoing to scope the Voluntary Severance Scheme. Noted that further legal advice was being sought and an update would be presented to PME;
- work underway to develop academic quality criteria for performance management, promotion, remuneration and recruitment;
- development of a plan for internal communications;
- release of the 'Focus on the Future' Strategic Plan publication. The Director of Corporate Communications agreed to provide information on the cost of the publication to the DP(Strategy & Resources).

MCC Mar 08

The DP(Strategy & Resources) agreed to share the list of Support Service Theme Team nominees with Heads of Sections and invite their comments.

JJ
Mar 08

M3825 PDR UPDATE

Noted an oral update from the Vice-Principal on progress made by the PDR Project Board. Schools had provided information on proposed PDR structures, and detailed guidelines on the PDR process had been drafted and were out for consultation with relevant Trade Unions. In parallel, the Board was involved in development of more detailed aspects of the guidelines and ensuring their alignment with the wider institutional strategy.

In the course of discussion it was emphasised that the associated job plan for individuals should involve a balance between teaching and research aligned to individuals' strengths and potential, and which, when combined with all others, will enable the relevant School to meet its overall performance targets for teaching and research. In addition to meeting quantitative targets, aggregated job plans should also contribute towards meeting quality aims.

The Vice-Principal requested that a timetable be produced for implementation of PDR including staff training plans.

MCC et al
Mar-Apr 08

M3826 FRAMEWORK AGREEMENT UPDATE

Noted an oral update from the Director of HR on implementation of the Framework Agreement confirming progress in implementing stage 2 of the appeals process. Work would proceed on phase 2 implementation including cases involving non-standard contracts.

M3827 SFC MAIN GRANTS FOR 2008/09

Received and discussed a summary report from the Director of Planning on main grants for teaching and research for 2008/09 as recently announced by the Scottish Funding Council.

Noted:

- total recurrent grants for HWU of £36.260m (increase of 3.1%), against a planning assumption of £36.124m;
- an increase of 2.6% to HWU in resources for teaching;
- an increase of 1.9% to HWU in resources for research;
- an increase of 0.7% in the Main Quality Research Grant to HWU;
- an increase of 31.9% in the Knowledge Transfer Grant to HWU;
- an increase of 10.2% in the Research Postgraduate Grant to HWU.

Noted and discussed the University's performance compared with average increases for the Scottish sector, noting changes in market share and future growth opportunities.

Noted an opportunity to explore key issues raised in discussion further at the planned PME Strategy Discussion Day on 1 April 2008.

AM/RMcG
1 Apr 08

PME et al

M3828 UPDATE OF PG(T) APPLICATIONS AND COMPARISON WITH PGT RECOVERY PLAN PROJECTIONS

Received and noted a summary report from the Director of Planning highlighting:

- the trend of full-time on-campus PGT student numbers against target;
- PGT and PGR applications compared against the same period in the previous year and an update on applications processing for 2008/09 entry;
- an analysis of risk associated with PGT entrants in 2008/09 v. target by School;
- an analysis of risk associated with PGT entrants in 2008/09 v. recovery planning assumptions by programme/School.

Noted, on past experience, that PGT HEU applications as at March 2008, represented approximately 50% of the expected final total while OS applications as of the same date represented approximately 40% of the expected final total.

Agreed that a check should be carried out to ensure that the Policy for Postgraduate Taught Courses and Postgraduate Admissions Process approved in August 2007 was being applied by Recruitment & Admissions in respect of delays in processing of applications. This stipulated, inter alia, a limit of 3 weeks on the time that an application may rest in a Schools before it is automatically taken back to central Recruitment & Admissions for action.

RJMC
Mar 08

	<p>Heads of Schools were asked to consult with their respective PGR co-ordinators to speed up the applications process for this category of student.</p> <p>Noted plans for redevelopment of the University's website as a key marketing tool. The Director of Corporate Communications confirmed that a plan for this would be presented for consideration by PME in due course.</p>	<p>HoSs Mar/Apr 08</p> <p>TM spring/ summer 08</p>	
M3829	REPORT FROM THE RESEARCH CO-ORDINATION BOARD		
	<p>Received and approved, for onward presentation to the Senate, a report from the Research Co-ordination Board relating to its meeting held on 7 March 2008.</p>	<p>GJG/RCB clerk May 08</p>	
M3830	REPORT FROM THE INFRASTRUCTURE BOARD		
	<p>Received and approved, for onward presentation to the Senate, a report from the Infrastructure Board relating to its meeting held on 11 March 2008.</p>	<p>PLW/IB clerk May 08</p>	
M3831	REPORT FROM THE LEARNING & TEACHING BOARD		
	<p>Received and approved, for onward presentation to the Senate, a report from the Learning & Teaching Board relating to its meeting held on 13 March 2008.</p> <p>Approved proposed Guidelines for Examination Boards for integration into general examination guidance for dissemination to Schools.</p> <p>Endorsed the agreed timetable for RAY data provision to enable SAS/ISS contingency implementation (item 2 of the report). (See M3822 above).</p>	<p>RJMC/LTB clerk May 08 RJMC Mar/Apr 08</p>	
M3832	PROVISIONAL GRADUATE EMPLOYMENT STATISTICS		
	<p>Noted a report from the DP(Learning & Teaching) featuring provisional graduate employment data associated with the 2006/07 HESA return. The figures highlighted overall improvement in performance against the previous year albeit with a reduction in some disciplines. Noted, however, that there was still time to identify the destination of further graduates thus improving the quality of the data.</p> <p>The DP(Learning & Teaching) highlighted the link between the proportion of First Class/2.1 honorary degree awards made and the success of students in the graduate level jobs market.</p> <p>Endorsed the recommendation that the University should adopt as a core learning and teaching KPI, a positive indicator for graduate first destinations (first degree) including numbers in graduate-level employment and in further study/training.</p> <p>Heads of Schools were asked to ensure that all students whose destination is known are reported to the Careers Advisory Service for inclusion in the final DLHE return.</p>	<p>RJMC 07/08</p> <p>HoSs End Mar 08</p>	
M3833	CONSULTATIONS LOG		
	<p>Noted external consultations communicated to the University with deadline dates for responses up to May 2008, and noted arrangements for the co-ordination of the University's responses.</p>		
M3834	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 29 FEBRUARY 2008		
	<p>Received and noted Management Accounts for the period to 29 February 2008 (period 7) presented by the Director of Finance & IS/IT. (Reserved section: Ref Section 30, FOI(S)A).</p> <p>Noted the intention to report on proposals for funding of themes and on recovery plans at the meeting of PME on 24 April 2008.</p>	<p>JJ/PMcN 17 Apr 08</p>	<p>RMcG</p>
M3835	RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS		

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 February 2008 (period 7). (Reserved Section: Ref Sections 30, 33 FOI(S)A)

M3836 RESEARCH TURNOVER AND OVERHEAD RECOVERY

Received and noted a report presented by the Vice-Principal on research turnover and overhead recovery. Information was provided on monthly spend and overhead recoveries compared to available funds for the current and previous years.
Reserved Section: Ref: Sections 30, 33 FOI(S)A)

M3837 RESEARCH GRANTS & CONTRACTS: FORWARD LOOK

Received and noted a Forward Look report presented by the Vice-Principal on Research Grants & Contracts Awards for the period to the end of February 2008. The report 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 continuing improvement, marginally above the increasing trend line; however, currently awarded research income, spread over the announced periods already totalled £17m in the current year assuming no further awards. This remained at odds with the Management Accounts which implied a figure below £16m in 2007/08.

M3838 PROPOSED MODIFICATION TO ORDINANCE 26: HEAD OF DEPARTMENT

Noted and approved proposed revisions to Ordinance 26: Head of Department, for onward presentation to the Senate and to the Court. The proposed revisions would remove the requirement for a Head of School to be appointed only from among existing full-time academic staff of the School, would expand the body involved in the consultation seeking views to include all members of staff of the School, and would institute change in other aspects of the selection and recruitment process.

S Smith
May 08

Agreed with the proposal that provision for the appointment of a Deputy Head of School should be removed from the Ordinance, noting that this could be established under a separate procedure via the Memorandum of Understanding between the Principal and a Head of School.

M3839 AUDIT REPORT: SCHOOL OF MANAGEMENT & LANGUAGES

Received and noted an Internal Audit Report on Employment Financial Controls in the School of Management & Languages presented by the Director of Finance & IS/IT.

Agreed to withdraw this item to allow further consultation with relevant colleagues with a view to re-presenting at the next meeting of PME.

PMcN
17 Apr 08

KM/GL

M3840 HWU DISABILITY EQUALITY SCHEME (DES): ANNUAL REPORT

Received and noted a summary annual report for 2007 of the HWU Disability Equality Scheme 2006-2009 outlining continuing monitoring and information gathering, progress made by the University under the DES action plan and the University's continued commitment to disability equality through ongoing development of the DES.

Noted future challenges which centred on financial investment required to meet DDA requirements and the need for processes and structures to take forward particular aspects of DES implementation.

The need for tight linkage between DES considerations and LT4 work was highlighted. This was part of a wider challenge to link the DES agenda to the strategic planning process.

KAP/JJ et al
Mar/Apr 08

M3841 ANY OTHER COMPETENT BUSINESS

PME STRATEGY DISCUSSION DAY

Noted plans to hold a PME Strategy Discussion Day on 1 April 2008 to which members of LTB, RCB and others will be invited.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 24 April 2008**

Present:

Prof A Muscatelli, Principal (Chair)	Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
Prof A C Walker, Vice-Principal	Prof B Austin Head of School, Life Sciences (SLS)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Mr P McNaull, Director of Finance & IS/IT	Prof G Hogg, Head of School, Management & Languages (SML)
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof R Wardman, Head of School, Textiles and Design (TEX)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.	Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))
Prof J A Swaffield, Head of School, The Built Environment (SBE)	

In attendance:

Mrs M Cook, Director of Human Resources	Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms J Forster, Deputy Director of Development, DAO
Ms L Kirkwood-Smith (Clerk to PME)	Mr G Duncan, SAS Project Manager, and Ms W Nightingale, SAS Implementation Manager attended for item M3845
Mr David Woods and Mr Ed Weeple attended for item M3847	Mr I J Laing attended for items M3847 and M3848

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)	Ms T Merrick, Director of Corporate Communications
Prof K G Lumsden, Director of Edinburgh Business School (EBS)	Prof J D C Jones, Deputy Principal (Strategy & Resources)

		ACTION	
		Who	With
		when	whom
M3842	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 20 March 2008.	LK-S	
		25 Apr 08	
M3843	MATTERS ARISING/ACTION LOG		
	RESEARCH GRANTS & CONTRACTS: OVERHEAD RECOVERY RATE		
	Noted an update from the Vice-Principal with respect to M3836 and overhead recovery rates. Noted that there had been a lack of consistency in accounting for income and expenditure associated with SRDG funding which had been accounted for in separate areas of the accounts. This would be remedied in the coming month and an improved position would become evident in subsequent reports. Noted that overhead recoveries associated with staff were being realised with the actual figure to date above the budgeted figure for all of 2007/08.		
	Noted that the Research Grants Office was in the process of sampling grants to verify that planned recoveries were being achieved.		
	EU GRANTS & CONTRACTS		
	Noted an update from the DP(Research & KT) confirming the results of investigation into a reported reduction in EU grants and contracts. This appeared due to a hiatus between FP6 and FP 7 grants with FP7 grants having to go through a process of re-negotiation.		
M3844	BUSINESS REPORTED BY THE CHAIR		

VMG

Approved a proposal by the Principal, following consultation with colleagues, that relevant Heads of Schools/Sections or their nominated deputies, and Financial Controllers should be invited to attend meetings of VMG at which their particular requests will be considered.

MCC/
V.M.G.
From
spring 08

STRATEGY REVIEW

The Principal gave a brief oral update on progress on the Strategy Review. Noted that:

- topical theme teams were due to submit plans by 2 May 2008 including indicative investment of up to £0.5m each;
- the Learning & Teaching CPD theme team had been established and theme teams for internationalisation and flexibility were expected to be established shortly;
- ongoing dialogue in respect of academic recovery plans;
- ongoing development of the Voluntary Severance Scheme;
- ongoing preparation of the Estate Strategy with Drivers Jonas. There would be an opportunity to discuss the Estate Strategy at the Court Away Day on 12 May 2008.
- preparations underway for a launch event on 13 May 2008 for 'Focus on the Future'. A larger launch event for an external audience was planned for the autumn.

JOINT FUTURE THINKING TASK FORCE

The Principal reported that initially the task force was scheduled to meet monthly over a six month period. This has now been extended beyond June 2008. Tentatively, a meeting was being planned with all stakeholders in the HE sector, followed by at least one further meeting of the JFTTU in October 2008.

THE QS TOP UNIVERSITY LEAGUE

The Principal reported the expected imminent launch of the Peer Review process.

M3845 SAS BUDGET REFORECAST

Noted and approved a rescheduled delivery plan and new budget for SAS, noting the reasons for material variances against the budget previously approved by PME in May 2007.

PMcN
Apr-May
08 SAS
Project
team

Noted that the new plans extended the project with a new completion day of October 2010 and that the revised budget comprised a significant increase in resources. Noted that the revised budget had an NPV of £3.3m with a capital cost of the project of £4.3m compared to the original estimate of £2.7m. Annual depreciation would increase to £330K with annual operating costs expected to be higher, reflecting the need for a dedicated service management team. There was an expectation that staff resource would be released elsewhere as a result of SAS implementation. The extent of this remained to be quantified.

Agreed that further consideration was needed on the requirements for a post implementation management team from December 2010 of 6.0 FTEs from December 2010, noting that ultimately, if necessary, a formal request for any new appointments would need to be submitted for VMG consideration. Agreed that the Director of Finance with the SAS Project Board should give further consideration to staff resource needs in the first instance.

PMcN/
Apr-May
08 SAS P
Board

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

Agreed that PME should have a future discussion on Project Management Methodology and the analysis of project risks.

AM/
PMcN
2008

M3856 RAY PROGRESS UPDATE

Noted an update provided by the DP(Learning & Teaching) confirming that it was unlikely that all of the information on courses and modules would be provided by 30

April as planned.

Noted and discussed operational and procedural issues impacting on the ability of Schools to meet the deadline.

Agreed that efforts should be made to ensure submission of information on courses and modules as a matter of urgency. Heads of Schools should act on the assumption that approval will be given by the relevant Studies Committees rather than holding back submissions.

HoSs
Apr 08

Agreed that the SAS Implementation Manager should check with colleagues involved in timetabling to ensure that there is sufficient resource to carry through timetabling tasks and report back on any problems identified with the relevant Head of School and the DP(Learning & Teaching).

GD/HoSs
/RJMC
Apr 08

M3847 REVIEW OF RISK REGISTER AND RISK ENVIRONMENT STRATEGY

Received and approved the University's Strategic Risk Register as updated at the meeting of the Risk Management Strategy Group on 8 April 2008. Noted and discussed the top ten risks.

Noted a presentation from the Director of Finance & IS/IT as background to a wider discussion on strategic risk.

The following comments/observations were made in the course of discussion:

- further consideration should be given to visibility in the Risk Register of external factors/competition. Noted potential threats and opportunities which might arise as a result of any major change in central funding policy. Furthermore, in the light of current funding environment the next CSR was unlikely to allocate any significant additional funding to HE. It should be assumed that moves towards greater selectivity will continue;
- it will be important to consider how Government priorities translate into opportunities for HWU which also align with the University's aspirations. Noted the opportunity for discussion at the forthcoming Court Away Day;
- market trends in respect of student recruitment. While larger more recent markets in China and India appeared still to be growing, financial indicators suggested that this may not be sustained. The University will need to be alert to new opportunities to grow its transnational programmes, perhaps involving physical presence in overseas centres. This raised a number of issues/risks associated with culture, values and differences in the learning experience. Discussed potential to develop different models for articulation;
- areas of potential included engagement with industry through KT and industry based learning, and education in the areas of skills gap where the University's investments should align to funding opportunities and economic priorities. The University should be active in helping shape external policy, recognising the Government strategy will be aimed at increasing economic impact.
- the University would be investing effort in developing a media strategy and brand management;
- the option of adopting a tolerance zone for each risk. The Director of Finance & IS/IT suggested a pattern for this;
- The option of maintaining two Risk Registers; one focused on major projects and one focused on larger overarching risks.

PMcN
Jun 08

AM/PMcN

Agreed that further consideration should be given to more frequent discussions between PME and the RMSG.

M3848 BUDGET CONSOLIDATION

Noted progress and endorsed the approach towards consolidation of the 2008/09 budget. The budget presented included investment expenditure but not the additional income projected. Agreed that further discussions should take place with EPS and Estates to ensure funding for investment.

PMcN et
al
Apr-Jun
08

Noted that the target budget for Support Services in 2008/09 could be achieved through targeted savings; however, release of cumulative savings in the following two years would be dependent on major process/service reviews.

Noted rephrasing of academic investment plans as a result of agreement with EPS for slower phasing in recovery. This would be reviewed once the benefits of recovery plans/investment were realised in terms of financial gains. Noted that OS PGT recruitment was a key driver and area of identified risk.

Agreed that the Secretary of the University should consider whether any Estates spend scheduled for early 2008/09 could be brought forward to 2007/08 in anticipation of the cumulative surplus being sustained and available to spend this year. PLW
Apr 08

M3849 STUDENT RECRUITMENT UPDATE AND RISK APPRAISAL

Received an update report from the Director of Planning on student applications for 2008/09 entry as at mid-April 2008.
(Reserved Section: Ref Section 33 FOI(S)A).

Agreed need for further consideration by each School in the process of finalising their budget for the forthcoming year. It was evident that one-third of the estimated growth in student numbers was unlikely to materialise. HoSs
Apr-May
08

Agreed need for further consideration by the Strategy Working Group with respect to review of Recovery Plans. S.W.G.
Apr-May
08

The Director of Planning confirmed that he would aim to quantify the financial risk associated with Dubai Campus and transnational programmes recruitment targets. RMcG
Apr-May
08

M3850 PGT APPLICATIONS UPDATE

Noted a summary of PGT application decisions outstanding presented by the DP(Learning & Teaching).

Relevant Heads of Schools were asked to investigate applications for programmes where delays in processing had been highlighted. LK-S to advise Head of MACS. HoSs
May 08

Noted a report on SAS processes being developed and comments on an alternative method of processing PGT admissions through centralised means. Agreed need for further consideration by PME of the option to establish a centralised process. RJMC/
MB/
Spring/
summer
08 PME

M3851 OUTCOMES OF THE PME STRATEGY DISCUSSION DAY

Received and noted a summary of the outcomes of the PME Strategy Discussion Day held on 1 April 2008.

M3852 FRAMEWORK AGREEMENT UPDATE

Noted a brief oral update on the Framework Agreement by the Director of HR. Noted a total of 33 stage 2 job evaluation appeals. The appeals process for manual staff would start in around two weeks' time.

M3853 VOLUNTARY SEVERANCE SCHEME UPDATE

Noted an update on the Voluntary Severance Scheme by the Director of HR. Noted ongoing financial modelling of the proposed Scheme. A meeting would take place on 25 April to consider the outcomes of this work with a view to agreeing the package that

will be offered.

M3854 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved a report from the Research Co-ordination Board on its meeting held on 2 April for onward presentation to the Senate.

GJG/
May 08

RCB
clerk

M3855 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved a report from the Infrastructure Board on its meeting held on 8 April for onward presentation to the Senate.

PLW/
May 08

IB clerk

M3856 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved a report from the Learning & Teaching Board on its meeting held on 17 April for onward presentation to the Senate.

RJMC
May 08

LTB
clerk

Approved a 'Policy on Feedback to Students on Examination Performance' for further consideration by the Senate at its next meeting.

RJMC
May 08

LTB
clerk

Approved a 'Policy on Assessment and the Curriculum in Dubai' for further consideration by the Senate at its next meeting.

RJMC
May 08

LTB
clerk

The DP(Learning & Teaching) highlighted an apparent shortfall in teaching activities over the planning period of particular Topical Themes which should be considered further by the SWG and relevant Theme Teams. Discussed the need for planning to be informed by relevant market intelligence and future funding opportunities.

SWG
From Apr
08

Theme
Teams

M3857 EXAMINATION DIET 2 RESULTS

Noted an analysis of examination diet 2 results from the DP(Learning & Teaching). This followed an earlier decision to monitor results following each diet throughout the year.

Noted that, while there was considerably less spread in the results than in previous years, and there was some evidence of a slight downward trend, albeit with reliance on incomplete data for 2007/08. Nevertheless, half of the module results were noted to exceed the 10% threshold used to determine whether results are unusual (graded E or F). Noted that there were a number of instances where the threshold had been exceeded by a significant margin.

Agreed that PME should discuss further as a substantive item at its meeting on 14 May 2008.

RJMC
May 08

Noted that a further report would be presented to PME following the third diet of examinations.

RJMC
Summer
08

M3858 CONSULTATIONS LOG

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

M3859 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2008

Received and approved Management Accounts for the period to 31 March 2008

(period 8) presented by the Director of Finance & IS/IT.
(Reserved section: ref Section 30, FOI(S)A).

Heads of Schools and Support Sections were requested to review their third quarter forecast with their Financial Controllers before submission in the first week of May to ensure that the full year forecast is as realistic as possible and that the cumulative surplus achieved to date is preserved.

PME
budget
Holders.
Early
May 08

Agreed that the Secretary of the University should consider whether any Estates spend scheduled for early 2008/09 could be brought forward to 2007/08 in anticipation of the cumulative surplus being sustained and available to spend this year.

PLW
Apr 08

M3860 RESEARCH GRANTS & CONTRACTS PROPOSALS AND AWARDS

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 March 2008 (period 8). (reserved section: ref Sections 30, 33 FOI(S)A)

M3861 RESEARCH GRANTS AWARDS: FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of March 2008. The report 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.

M3862 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2007

Noted and approved a recommendation from the Academic Promotions Board (Senior Promotions) 2007. Noted that the recommendation would be presented to the Court for formal approval.

Agreed that HR should provide formal notification to the individual and to other relevant bodies.

MCC
Apr 08

M3863 STAFF TRENDS UPDATE

Received and noted a quarterly summary report on staff trends as at end January 2008, presented by the Vice-Principal.

Agreed to consider Research Associate recruitment further at the next meeting of PME.

ACW/GJ
G/MCC
PME
May 08

M3864 IS/IT POLICY GROUP UPDATE

Received and noted an update report from the IS/IT Policy Group for Term 2 of the current academic year presented by the Director of Finance & IS/IT. This included report on significant activities associated with a variety ongoing project work.

M3865 ORACLE PROJECTS UPDATE

Received and noted an updated status report on the development of Oracle System research reports presented by the Director of Finance & IS/IT. This confirmed, in relation to Phase 3 1, progress made on the reports reported in the autumn as being in various stages of development. Three reports had since advanced from development to production with a further 15 major research control reports nearing completion of extensive testing. Noted that work had progressed to Phase 2 with initial discussions on an implementation plan to record TRS research data within Oracle Financials.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 14 May 2008**

Present:

Prof A Muscatelli, Principal (Chair)	Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof A C Walker, Vice-Principal	Prof B Austin Head of School, Life Sciences (SLS)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof G Hogg, Head of School, Management & Languages (SML)
Mr P McNaull, Director of Finance & IS/IT	Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
Prof J D C Jones, Deputy Principal (Strategy & Resources)	

In attendance:

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

Apologies:

Ms T Merrick, Director of Corporate Communications	Prof J A Swaffield, Head of School, The Built Environment (SBE)
Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)	Ms J Forster, Deputy Director of Development, DAO
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.	

		ACTION	
		Who	With
		when	whom
M3866	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 24 April 2008	LK-S	
		25 May 08	
M3867	MATTERS ARISING/ACTION LOG		
	Received and noted a record of the actions arising from the meeting of PME on 24 April 2008. There were no matters arising.		
M3868	BUSINESS REPORTED BY THE CHAIR		
	COURT AWAY DAY		
	The Principal highlighted positive feedback following the Court Away Day on 12 May 2008 and thanked colleagues who had delivered presentations at the event. The Principal confirmed, in relation to the Estate Strategy, that this was still very much work in progress, with Drivers Jonas currently conducting stakeholder interviews.		
	CENTRAL FUNDING		
	The Principal reported that the SFC consultation on review of teaching funding methodologies had been held in abeyance in the light of the ongoing work of the Joint Future Thinking Task Force.		
	Reserved section: Ref Section 33, FOI(S)A).		
M3869	STRATEGY REVIEW UPDATE		

Noted an update from the DP(Strategy & Resources) on Strategy Review progress.

Noted:

- recovery plans were almost all submitted and under consideration. These would be reviewed in 2 to 3 months to monitor whether planned new income was being achieved, and especially in the light of student applications which would be monitored throughout the summer. Stock would be taken of student recruitment in mid-September;
- data had been communicated to Heads of Schools and Directors of Research, and further discussions would be required to develop research academic recovery plans;
- operational plans for 2008/09 were nearing finalisation and topical and pooling proposals and a pooling theme proposal had been submitted for consideration;
- cross-cutting Learning and Teaching theme teams had been established. Scoping work would continue over the summer period for reporting to the SWG and approval by PME from September 08;
- indicative total investment figures for recurrent expenditure in 2008/09 were £1.5m for Academic Themes and £0.5m for support service themes. A further £800K had been earmarked as an additional contribution to LTM (recurrent). Noted that further work would be required to ensure a fit within the budget envelope for 2009 onwards. The variance is marked for support services, and may require changes informed by the ongoing process review;
- full utilities costs would be disaggregated from the overall budget for support services. Work would be carried out over June and July to establish a method for the appropriate allocation of utilities costs to users;
- an Estate Strategy report was due soon from Drivers Jonas. The Estate Strategy would be considered initially by the SWG in June 2008;
- in relation to capital investments, a favourable outcome for HWU in terms of recently announced SFC Capital Investment Funding for 2008/09 and beyond, for which a proposal is to be submitted to the Funding Council by the end of June;
- completion of the user rating workshops, informing the performance review of Professional Support Services (PSS). A report was in progress. Noted also that PSS theme teams had been established. Themes would be scoped throughout the summer with reports due for submission to the SWG at the end of July for consideration/approval in August/September 08;
- planning/modelling of the proposed Severance Scheme was under way;
- work was continuing to develop academic quality criteria for performance management, promotion, remuneration and recruitment;
- An internal launch of 'Focus on the Future' held on 13 May. A external launch event was planned for the autumn.

Noted that Topical Theme proposals and a Pooling Theme proposal for funding in 2008/9 would be presented to PME at its meeting on 5 June 2008. JJ/RMcG 29 May 08

Noted the need to adapt the financial accounting system to ensure that management reporting meets future needs. Noted that a proposal was being developed by the Finance Office. The Principal advised that further discussion would be arranged with Schools to consider the financial management information needs in respect of monitoring the implementation of the Themes. AM/PMcN Jun 08

Noted the reliance of some recovery plans on significant increases in student numbers, and a dependence of some academic plans on optimised conversion of student applications to entrants. Heads of Schools were reminded of the need to progress quickly with processing of student applications. HoSs From May 08 ongoing

The Academic Registrar & Deputy Secretary confirmed that she would keep PME updated of any immigration related issues that might impact on overseas applications. KAP From May 08 ongoing

M3870 UUK GUIDANCE ON MONITORING IMPACT ON STUDENTS ARISING FROM INDUSTRIAL ACTION

Noted and discussed UCEA/UUK/GuildHE 'Guidance on minimising the potential impact on students arising from industrial action', presented by the Principal. A Scottish addendum, putting the advice into a Scottish context was also provided. This set out the contractual agreement between students and institutions.

The Principal agreed to circulate to PME members UUK information including a research report from the International Unit on managing internationalisation activities. AM May 08

M3871 FRAMEWORK AGREEMENT UPDATE

Noted an update on Framework Agreement implementation by the Director of HR. Noted that of 33 stage 2 appeals, 25 had been heard with the remainder to be heard by 16 May.

Of the 25, ~ 50% had been successful. Noted that manual staff appeal cases were at stage 1 of the appeals process.

The Director of HR agreed to supply further information on successful second stage appeals to the Vice-Principal. MCC 16 May 08

Noted consultations were ongoing with the relevant Trade Unions with regard to Staff Review Boards. It was expected that the Boards would meet in the autumn period.

(Reserved section: ref Section 33, FOI(S)A). HoSs May 08 ongoing

M3872 VOLUNTARY SEVERANCE SCHEME UPDATE

Reserved section: ref Section 30, FOI(S)A).

Agreed that the University should aim to conclude consultations with the relevant Trade Unions as soon as practicable. MCC et al Mid-May 08

M3873 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved for onward presentation to the Senate a report from the Research Co-ordination Board relating to its meeting held on 2 May 2008. GJG Jun 08 RCB clerk

M3874 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved for onward presentation to the Senate a report from the Infrastructure Board relating to its meeting held on 6 May 2008. PLW Jun 08 IB clerk

M3875 EXAMINATION PERFORMANCE

Agreed to postpone discussion in the light of the absence of the DP(L&T). Agreed that, agenda permitting, the item should be included for discussion on 5 June 2008. RJMC Jun 08

M3876 HWUSA RESPONSE TO SCHOOLS' NSS REPORTS

Agreed to postpone discussion in the light of the absence of the DP(L&T). Agreed that, agenda permitting, the item should be included for discussion on 5 June 2008. RJMC Jun 08

M3877 CONSULTATIONS LOG

Noted external consultations communicated to the University with deadlines dates for responses of May and June 2008, and noted arrangements for the co-ordination of the University's responses.

M3878 BUDGET CONSOLIDATION

Noted information included in the Strategy Review update provided by the DP(Strategy & Resources).

M3879 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2008

Noted an oral update on the Management Accounts for the period to 30 April 2008 (period 9) from the Director of Finance & IS/IT.

Noted that, while the cumulative position had been looking strong up to and including period 8, Quarter 3 forecast figures were predicting a significant fall back from this position. Investigations were continuing to identify the factors impacting on the last quarter accounts.

Agreed that the Management Accounts for April should be considered at the meeting of PME on 5 June 2008. PMcN 29 May 08

M3880 RESEARCH GRANTS AND CONTRACTS REPORT FOR APRIL 2008

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 April 2008 (period 9).

Reserved section: ref Sections 30, 33 FOI(S)A).

Noted evidence in IPE figures of a time-lag in recording of proposals.

Agreed that reports at the level of School should be considered at a meeting of PME in the near future.

GJG
Jun/Jul 08 PME

M3881 RESEARCH GRANT AWARDS FORWARD LOOK

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of April 2008. The report 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 and discussed evidence suggesting expenditure at a lower level than potentially available through awarded grants. A three year analysis of trend suggested that the rate of spend against awarded grants was lower than experienced in the earlier two years.

In response to a question about EU grant awards, the DP(Research & KT) reported that there were some in the pipeline. Projects had been delayed as a result of delays in the recruitment of research staff.

Noted that the Group Management Accountant had been tasked at the last meeting of RCB with checking on the extent of gaps between awards being active and project start dates. Agreed that it would be useful also to analyse potential knock on of this affect at the end of the award period, looking at spend occurring beyond the official life span of projects.

PMcN
May-Jun
08 IJL

Agreed that it would be useful to discuss grant management in terms of supporting management reporting tools at the meeting of PME on 5 June 2008. A subsequent meeting involving Heads of Schools should consider in detail the issues raised and develop proposals.

PMcN/GJ
G
5 Jun 08 PME

M3882 PGT APPLICATIONS' PROCESSING

Agreed, in the light of the absence of the DP(L&T) to postpone discussion until the meeting of PME on 5 June 2008.

RJMC
5 Jun 08 PME

M3883 SAS MONTHLY REPORT

Received and noted a summary report on progress made and next steps in relation to ISS contingency plans, timetabling and SAS (Banner) system implementation.

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

M3884 RAY DATA SUBMISSION UPDATE

Noted an update provided in the SAS Monthly Report under M3883.

M3885 SBC CO-LOCATION UPDATE

Received and noted an update on the SBC Co-location project by the Director of Finance & IS/IT.

Noted:

- meetings scheduled in coming days to consider Service Level Agreements between HWU and Borders College. Particular attention would be given to joint provision of the library facility and learning resources including, inter alia, HR/staff remuneration issues;
- VAT charging issues to be resolved as different VAT charging arrangements existed between the two institutions;
- completion of Phase 2 of the main campus development looked achievable by February 2009;
- loss of the contract for catering and the campus shop of the Students' Association to another bidder through a recent OJEU exercise;
- agreement that SML students would complete their honours year at the Edinburgh Campus;
- Quayle Munro Ltd was currently evaluating options for the development of HWU residences at SBC and a report was due shortly. It was planned that this would be presented to PME at its meeting in August 2008. PME endorsed the view that any decision by the University should be guided firmly by consideration of the strength of the market and market rates.

PLANNING & MANAGEMENT EXECUTIVE Minutes of the meeting on 3 July 2008

Present:

Prof A Muscatelli, Principal (Chair)	Prof G Hogg, Head of School, Management & Languages (SML)
Prof A C Walker, Vice-Principal (Chair for first part of meeting)	Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)
Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.	Prof J A Swaffield, Head of School, The Built Environment (SBE)
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof K G Lumsden, Director of Edinburgh Business School (EBS)
Prof J D C Jones, Deputy Principal (Strategy & Resources)	Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))
Ms Alison Harley, incoming Head, School of Textiles & Design (latter part of the meeting).	

In attendance:

Ms T Merrick, Director of Corporate Communications	Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms H Hymers, HR Manager
Ms J Forster, Director of Development & Alumni Relations, DAO	Ms L Kirkwood-Smith (Clerk to PME)
Mr I J Laing, Group Management Accountant	

Apologies:

Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)	Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Mr P McNaull, Director of Finance & IS/IT	Prof B Austin Head of School, Life Sciences (SLS)

	ACTION Who when
M3909 MINUTES OF THE PREVIOUS MEETING	
Approved the minutes of the meeting held on 5 June 2008.	LK-S 4 Jul 08
M3910 ACTION LOG AND MATTERS ARISING	
SAS/ISS CONTINGENCY: TIMETABLING RESOURCES (M3887)	KAP/DG Jul 08
Noted the issue of timetabling resources highlighted in the SAS Project monthly report and agreed that the Academic Registrar and Deputy Secretary and the Head of School should discuss further.	
NON-ACADEMIC STAFF REVIEW BOARDS 2008 (M3890)	PLW/HH et al Jul 08
The Secretary of the University confirmed that recent consultation had taken place with the relevant Trade Unions on arrangements for non-academic staff review boards, and that the Trade Unions had accepted that Review Boards would proceed later in the year within the terms discussed. Noted that a final sign off of the proposed arrangements would be organised with the Unions, following which, information should be disseminated. The Secretary of the University reported that, for this year only, individuals would have an opportunity to respond to any comments made by their line managers in the review documentation. Agreed that this provision should be reviewed in the context of the PDR process.	
VOLUNTARY SEVERANCE SCHEME (M3891)	PLW/TM Jul 08
It was confirmed that Court, on the recommendation of the Staffing Strategy Committee, had approved the Voluntary Severance Scheme on 23 June 08.	
The Secretary of the University and the Vice-Principal reported on a recent meeting with	HoSs/

the future incoming Acting Director of HR, confirming that good progress had been made in respect of developing criteria which would form the basis of invitations for Voluntary Severance, and establishing a hierarchy of eligible areas. Noted that a communications plan would form an integral part of the wider plan for implementation.

Sections
with JJ et
al

The DP(Strategy & Resources) highlighted the need for rapid decision making in making use of the Voluntary Severance Scheme in academic areas where necessary, but emphasised also the need for early consideration in respect of potential usefulness for Professional Services planning. This was particularly relevant to the budgeting years 2009/10 and 2010/11. All communications/actions to be informed by implementation guidance when this becomes available.

RESEARCH TURNOVER (M3907)

The DP(Research & KT) reported the outcomes of Recent RCB consideration of research turnover. Significant lagging on spend against grants in the system continued. Noted that the Board had agreed that there was an action on School Directors of Research to consult with Principal Investigators to ascertain the reasons behind the delays.

Heads of Schools were requested to ensure that these actions were taken forward.

HoSs

PME noted the potential for unrealistic targets on project start times being announced by Research Councils. The DP(Research & KT) highlighted the need in the future to seek realistic time profiles for project expenditure from the Principal Investigators concerned.

HoSs
Jul 08

5-YEAR PLAN (M3899)

Noted that not all plan sign-offs had been completed, but that the Finance Office would arrange completion of these in coming days.

PMcN
Jul 08

EXAMINATION PERFORMANCE (M3895)

Noted, with regard to the roll-out of an initiative to improve learning and teaching across the University, that there had been subsequent agreement to integrate this with the Learning and Teaching Strategy. Noted that the Strategy was still under development.

RJMC
Jul-Aug 08

M3911 PERFORMANCE & DEVELOPMENT REVIEW

Noted an update of recent progress and next steps from the Vice-Principal in respect of development of the planned Performance and Development Review (PDR) process.

The Vice-Principal confirmed, with reference to the PDR reviewer/reviewee structure, that the Vice-Principal would undertake to review Heads of Schools. This arrangement should not affect normal ongoing dialogue between Heads of Schools and the Principal; however, any colleague who has a concern should discuss this further with the Principal.

HoSs
Jul 08

The Vice-Principal drew attention to the limited training and administrative resources available in the HR department for the PDR roll-out and that requests will be going out to Schools and Sections for additional training staff to be identified and for support with arranging specific sessions.

HoSs/
Sections
Summer 08

The paper confirmed an action on Heads of Schools and Sections to update their staff on progress made and to emphasise the importance of PDR as a key tool by which the University Strategy can be implemented and by which individuals can develop their own job satisfaction.

HoSs/
Sections
Summer 08

M3912 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Infrastructure Board relating to its meeting held on 17 June 2008.

PLW/
Sep 08

Noted items presented for information.

Noted and approved an updated Performance Management Policy. Noted that the underpinning principles of the original Policy were unchanged; however the changes

made reflected development of the new PDR process.

Noted and approved an updated Capability Policy. Noted that the changes made to the original Policy reflected the revised Performance Management Policy and the PDR process.

Agreed that arrangements should be made to web-post/publicise both Policies as soon as possible.

PLW/LK
Jul 08

M3913 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Research Co-ordination Board relating to its meeting held on 13 June 2008.

GJG/
Sep 08

M3914 CONSULTATIONS LOG

Received and noted external consultations communicated to the University with deadlines for responses of June 2008, and noted arrangements for the co-ordination of the University's responses.

The PME clerk agreed to consider whether the scope of the Consultations Log report could be made broader to incorporate more items of topical interest.

LK-S
Jul/Aug 08

M3915 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2008

Received and approved Management Accounts for the period to 31 May 2008 (period 10) presented on behalf of the Director of Finance & IS/IT by the Group Management Accountant.
(Reserved section: Ref Section 30, FOI(S)A).

PME members were invited to direct any questions/comments on the accounts to IJL.

PME
Jul 08

M3916 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS - REPORT FOR MAY 2008

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 May 2008 (period 10).
(Reserved section: ref Sections 30, 33 FOI(S)A).

M3917 RESEARCH AWARDS FORWARD LOOK REPORT FOR JUNE 2008

Noted withdrawal of this item due to the limited time available to prepare the June report.

M3918 HWU TRADING: BUSINESS PROCESSES FOR CONSULTANCY

Noted and approved proposed new administrative arrangements for consultancy activity presented by the DP(Research & KT), with the following recommendations:

GJG
Jul 08

- to make explicit in the textual part of the policy the requirement for approval and sign-off by the relevant Head of School;
- the scope of the policy should be set out more clearly by providing a definition of consultancy work. This should be incorporated in the policy document or included in more detailed accompanying guidance notes.

Noted that the new administrative arrangements which would incur no additional costs to implement, reflected best practice in the sector and would enable the University to manage more effectively and securely its risk and the corporate liabilities of Heriot-Watt Trading Ltd and its directors.

PME discussed the issue of "private activities" such as paid directorships and agreed

H.R.

	that the staff Register of Interests must be kept up to date. Information thereby collected should inform future review of policy on consultancy activities.	ongoing
M3919	REPORT FROM THE AUDIT COMMITTEE	
	Received and noted a copy of the report from the Audit Committee, following its June 2008 meeting, which was presented to the Court at its meeting on 23 June 2008.	
	Noted that the Internal Audit Reports considered by the Audit Committee would be presented at the meeting of PME on 21 August 2008.	PMcN/ 14 Aug 08
M3920	REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP	
	Noted a brief oral update from the Director of Planning on the meeting of the Risk Management Strategy Group (RSMG) on 1 July 2008. The Director of Planning highlighted key topics that had been discussed: a desire of the RSMG for more direct engagement with individual School/Section Risk Registers and; focus on the top risks of delivery of the Strategic Plan and student recruitment targets and related contingency measures.	
	Noted that, following the meeting of the RSMG, an updated Risk Register was being prepared and would be made available to members of PME shortly.	PMcN Jul 08
M3921	AMENDMENTS TO REGULATION 42: FORMATION OF NEW COMPANIES	
	Noted discussed and approved proposed amendments to Regulation 42: Formation of New Companies, which were presented by the DP(Research & KT), and agreed that the proposed amendments should be presented to the Ordinances & Regulations Committee for appropriate redrafting of the Regulation at October meeting, following which, the revised Regulation should be presented to the Senate for approval.	GJG/O&R clerk Sep 08
	Noted endorsement of the proposed amendments by the Commercial Policy Group.	
M3922	INTERNAL REVIEW REPORTS AND ACTION PLANS	
	Noted withdrawal of this item. Agreed that the reports should be re-presented at the meeting of PME on 21 August 2008.	RJMC/ 14 Aug 08
M3923	SAS/ISS CONTINGENCY MONTHLY REPORT	
	Received and noted a report on progress of the SAS/ISS contingency projects presented by the Director of Finance & IS/IT and the Academic Registrar & Deputy Secretary.	
M3924	ESTATE STRATEGY	
	Received, noted and discussed a summary of the Estate Strategy document prepared by Drivers Jonas, presented by the Secretary of the University.	
	The Secretary of the University confirmed that he would consult further with the Director of Estate & Building Services and with Drivers Jonas to develop Section 9: 'The Way Forward' which would set out the future priorities of the estate in the years ahead.	PLW/PGK Jul/Aug 08
	The Secretary of the University confirmed that a copy of the document would be supplied to the Infrastructure Theme Team. Theme outputs will be integrated with the Estate Strategy.	PLW Jul 08
	Noted that reporting/approval arrangements would include:	
	<ul style="list-style-type: none"> • SWG • PME: 21 August 08 • Estate Strategy Committee: 16 September 08 • Court: 29 September 08 	PLW Jul 08 PLW 14 Aug 08 PLW 9 Sep 08 PLW 22 Sep 08

M3925 DUBAI PLAN UPDATE

Received, noted and discussed a Dubai Plan update including student number and financial projections to 2012/13, presented by the Secretary of the University. Three scenario plans were presented.

Noted difficulty in predicting incoming new recruited student numbers as many of these would not be confirmed until September 2008. Agreed that progress should be monitored closely in the interim period with a review undertaken and reporting to PME in September 2008.

PLW/
BGDS
Aug/Sep
08

Agreed that, once student numbers are known in September, Dubai Campus operations should be reviewed with a view to developing a strategic plan for the campus as soon as possible.

PLW/
BGDS
Autumn 08

(Addendum: an update on Dubai Campus student enquiries and applications was distributed to PME members on 7 July 08.)

M3926 MARKETING & PR STRATEGY

Received, discussed and endorsed a draft Marketing and PR Strategy presented by the Director of Corporate Communications. Noted the incorporation of a number of related strategies in key areas of Public Relations, Media Relations and Website management. A Recruitment & Admissions Strategy was under development.

Noted proposed priority investments in additional posts and in non-pay expenditure in 2008/09 and 2009/10.

The following developments to the Strategy were requested:

- explicit reference to communications with the student body;
 - integration, in due course, of the strategy for Dubai operations;
 - development of underpinning metrics against which performance will be measured.
- Agreed that these should be presented for further consideration by PME.

TM
Autumn 08

Agreed that further developments should be monitored by the SWG and PME.

TM/
Autumn 08
TM Jul-Sep
08

Agreed that work should proceed to develop a project work plan

M3927 FUNDRAISING PLAN UPDATE

Received, noted and discussed progress and achievements and next steps in relation to the University's Fundraising Campaign, reported by the Director of Development & Alumni Relations.

Agreed that strategic investment plans should be re-evaluated by the SWG and PME in the light of the Fundraising Plan.

SWG/PME/
Jul-Sep 08

M3928 STUDENT RECRUITMENT APPLICATIONS AND ACCEPTANCES

Received, noted and discussed an update on student recruitment applications and acceptances as at the end of June 2008, presented by the Director of Planning.
(Reserved section: Ref Section 33, FOI(S)A).

M3929 STRATEGY REVIEW

Received, noted and discussed an update on the Strategy Review process from the Principal and the DP(Strategy & Resources). Noted that Court, at its meeting on 23 June 2008, had approved the five year Strategic Plan and the three year financial forecast prepared for submission to the Scottish Funding Council by the end of June 2008. Noted, however, that there had been substantial discussion around the complexities of the Strategy, and recognition of the challenges and risks associated with it. The Court had approved the Voluntary Severance Scheme, which together with recovering plan processes would enable the planned investments while managing other costs.

Oral confirmation was invited from Heads of Schools present on their current view on prospects for meeting the targets confirmed in the planning process by their respective Schools. JJ/RMcG
Jul-Sep 08

Agreed that where clear evidence was available that planned income projections would not be met, swift action should be invited from the relevant Schools for revision of plans to include appropriate cost-cutting measures. HH/TM
10 Jul 08

Agreed to consider a draft paper on Voluntary Severance Scheme processes/communications at the meeting of the SWG on 10 July 08.

M3930 REPORT ON THE REVIEW OF LINCS

Received, noted and endorsed the findings and the recommendations of a report of the review of Languages and Intercultural Studies (LINCS).

Agreed that the report should remain confidential until a communications plan has been agreed. GH/TM
Jul 08

Noted the intention of the Vice-Principal to share with the LINCS team the details of the spreadsheets and financial models underlying the Report's recommendations and initiate implementation of the projected recovery plan. ACW
Jul 08

M3931 MEGAWATT PROGRAMME

Noted a summary of the Megawatt Programme proposal, presented by the Secretary of the University.
Reserved section: Ref Section 30, FOI(S)A).

M3932 PROFESSIONAL SERVICES QUALITY REVIEW

Received and noted a report of the outcomes of the Professional Services Quality Review presented by the DP(Strategy & Resources).

Agreed that the full report should be made available to Heads of Schools/Sections and to Professional Service Theme Team leaders for incorporation of relevant recommendations within Theme Plans. JJ/GB
Jul 08

Agreed that any opportunities for further savings and efficiencies should be considered by the Strategy Working Group with recommendations submitted to PME at its meeting on 21 August 2008. SWG
Jul-Aug 08

M3933 ANY OTHER COMPETENT BUSINESS

WELCOME TO THE NEW INCOMING HEAD OF THE SCHOOL OF TEXTILES & DESIGN

The Principal welcomed Alison Harley the new incoming Head of the School of Textiles and Design who joined the latter part of the meeting.

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 21 August 2008

Present:

Prof A Muscatelli, Principal (Chair)	Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof A C Walker, Vice-Principal	Prof R Wardman, Head of School, Textiles and Design (TEX)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Mr P L Wilson, Secretary of the University and Convener of the Infrastructure Board.
Mr P McNaull, Director of Finance & IS/IT	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof G Gibson, Deputy Principal (DP) (Research and KT) and Convener of the Research Co-ordination Board (RCB)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)

In attendance:

Ms Helen Hymers, HR Manager	Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms L Kirkwood-Smith (Clerk to PME)
Professor Adrian North (SLS) attended for items M3934 to M3938	Ms J Forster, Director of Development, DAO

Apologies:

Ms T Merrick, Director of Corporate Communications	Prof J A Swaffield, Head of School, The Built Environment (SBE)
Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))	Prof J D C Jones, Deputy Principal (Strategy & Resources)
Prof K G Lumsden, Director of Edinburgh Business School (EBS)	Prof B Austin Head of School, Life Sciences (SLS)
Prof G Hogg, Head of School, Management & Languages (SML)	

		ACTION	
		Who	With
		when	whom
M3934	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting held on 3 July 2008.	LKS	
		22 Aug 08	
M3935	ACTION LOG AND MATTERS ARISING		
	STUDENT RECRUITMENT IPE (M3928)		
	Noted an update from the Principal confirming indicative strength in IPE student numbers in the coming year with new space providing scope for healthy future growth.		
	SCHOLAR PROGRAMME (M3756)		
	Received and noted an update from the Vice-Principal on SCHOLAR Programme developments.		
	The Vice-Principal was invited to arrange development of a business plan.	ACW Nov 08	PJ
	REVIEW OF LINCS (M3930)		
	Noted an update from the Vice-Principal on the activities since the publication of the report on the review of Languages and Intercultural Studies (LINCS). Noted that supporting data had been shared with relevant colleagues who were now involved in developing a revised budget plan.		
	DUBAI CAMPUS UPDATE		
	Noted an update on student recruitment from the Secretary of the University. This highlighted overall buoyancy in student applications and acceptances. Current projections were for a student population of approximately 800 full- and part-time students in autumn 2008. Recruitment performance across Schools was reported to be highly variable.		
	The Secretary of the University was invited to arrange development of a business plan for Dubai Campus operations for consideration by PME.	PLW et al Nov 08	

M3936 BUSINESS REPORTED BY THE CHAIR

JOINT FUTURE THINKING TASK FORCE ON UNIVERSITIES

The Principal gave an update on steps towards finalisation of the Task Force report. The Principal confirmed that he would provide an update at a future meeting of PME.

AM
Oct 08

RESEARCH EXCELLENCE FRAMEWORK (REF)

Noted an update on the process of consultation. The DP(Research & KT) was invited to co-ordinate discussion within the University on suggested user impact/value metrics with a view to further feedback being sought on consolidated thoughts from selected external business stakeholders with whom HWU has associations.

GJG et al
Aug/Sep 08

M3937 STRATEGY REVIEW

Received an oral update from the Principal on the Strategy Review process.

PME endorsed posts, previously held in suspense, which had been recently approved in principle by the Strategy Working Group (SWG). These were in Biodiversity, the green consumer/decision-making and in future transport technologies. Agreed that these should be taken forward with Theme Teams. Noted that Theme Team leaders and Financial Controllers were completing detailed templates to enable all investments to be fully incorporated into budgets and included in management reports. Theme Team Leaders had also been invited to prepare recruitment plans and related documentation.

JJ/RMcG

PME agreed, with reference to the planned Focus on the Future launch, to check with the Director of Corporate Communications on the potential for sharing the 5 November 2008 date already in the First Minister's diary for the ConocoPhillips lecture.

AM/TM
Aug 08

Noted that Learning and Teaching and Professional Support Services Themes were progressing with reports and proposals due to be presented to the SWG in September.

Noted that an internal strategy update newsletter was due for release in early September.

Noted and discussed recent UCU correspondence on the matter of the proposed Professorial Performance Framework. The Principal confirmed that suggestions from PME members for further refinements to the template would be welcome; however, the method to be adopted offered a clearer, more objective and therefore fairer method of gathering evidence on individuals' contributions than systems used hitherto by the University. The data provided with the templates, while considered robust, were designed only to help frame discussions with individuals and not stand as lone indicators. In any case some measures were set at the level of programme/discipline, and not the individual. These data, nevertheless, provided useful background information on the overall performance of the particular discipline and would help to raise awareness among staff working within it.

Noted that the level of savings required in each School and for Support Services had been determined and approved by the SWG. Letters explaining use of the Voluntary Severance Scheme had been sent to Heads of Schools and individual meetings to clarify the guidance provided were being taken forward with Schools. Noted that a Voluntary Severance Management Committee had been established, as approved by Court, to consider individual applications and report to PME.

M3938 ESTATE STRATEGY

Noted and endorsed an update on development of the Estates Strategy as presented by the Secretary of the University, subject to further clarification as to the University's ability to secure the necessary level of borrowings in the "worst case" scenario that the Strategic Plan fails and the University is able only to continue to return modest annual surpluses through the planning period.

Endorsed the Capital Plan Model, noting that this was designed to be flexible and therefore figures presented were indicative and would be subject to change/re-phasing as the Strategy develops.

Agreed that following refinement over the next two to three weeks, the Preliminary Estate Strategy should be presented to the Finance Committee, the Estate Strategy Committee and Court at their September meetings.

PLW/
Aug/Sep 08

clerks

Agreed need to ensure that Theme Team inputs are reflected in the Strategy:

PLW et al

Action: KAP (SEWG outputs), JF, M Fitchett (Physical Infrastructure Theme Team).

Aug/Sep 08

The Head of IPE requested that the Strategy should include reference to the University's Orkney Campus.

PLW et al
Aug/Sep 08

M3939 RESIDENCES PROJECT

Noted and approved a project proposal, including timescale and funding option, for student residences for presentation to the Estate Strategy Committee, the Finance Committee and Court at their meetings in September 2008.

PLW/PMcN et
al Aug/Sept 08

Approved £45m phased investment to be financed from loan capital involving:

- immediate initiation of a building programme for 3 x 200 room residential blocks at the Edinburgh Campus;
- immediate initiation of a building programme for 250 study bedrooms at the Scottish Borders Campus;
- abandonment of the Eildon proposal;
- building maintenance provision for routine and long-term maintenance and major structural renovation/mid-life update predicated on 4.5% per annum on capital asset replacement value.

PME agreed that the developments should be self-financing with potential for some contribution over and above the value of capital repayments. Agreed that planning should proceed on the basis of market-rate rent charges and on the basis of student demand at Edinburgh and Galashiels campuses.

The Secretary of the University confirmed that the rates for all student accommodation on campus would be reviewed in due course.

The Secretary of the University and the Director of Finance were invited to develop a business plan including the impact against budget of loss of rental on residences I and II over the next three years.

M3940 STUDENT RECRUITMENT UPDATE

Noted an update presented by the Director of Planning on UG and PGT student recruitment including HEU/OS applications and acceptances and PGT applications processing.

Reserved Section(Ref Section 33, FOI(S)A).

Heads of Schools were asked, where possible, to streamline the recruitment process. In the meantime conditional acceptances should be offered to applicants quickly pending review and processing of their applications.

HoSs/
Admissions
tutors
Aug-Sep 08
PME clerk
Aug 08
RMcG with
Admissions
Office Sep 08

Agreed to relay this advice to the Head of SBE who was absent from the meeting.

Agreed that further information on deposit payments in the regular reports would be helpful.

M3941 SUNDAY TIMES UNIVERSITY GUIDE

Noted information on the University's past league table performance, as reported in the Sunday Times University Guide, and an assessment by the Director of Planning of the University's likely performance in the 2008 publication of the Guide due in mid-late September.

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

M3942 PDR UPDATE

Noted an update on PDR implementation plans in the context of a range of important HR projects to be progressed in the coming months. Endorsed a proposal that priority over the autumn period should be given to: work on the Rebus System; Staff Review Boards; and the roll-out of the Voluntary Severance Scheme. As a consequence of this prioritisation, the scheduled roll out of PDR reviewee and reviewer training would be extended, with training beyond those sections involved in the pilot phase, to proceed from the early part of 2009.

The Principal highlighted the need, in the context of discussion concerning volume of work involved in other HR priorities including Promotions Boards, to review the University's processes involving the HERA job evaluation system.

AM et al 08/09 HR

M3943 REPORT FROM THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Research Co-ordination Board relating to its meeting held on 2 July 2008.

With regard to the matter of ongoing work with Schools to identify potential cuts in the Library journal list, the Principal confirmed that a reduction to around £20-30K journal overspend against budget would be accepted if no further feasible reduction could be identified. Any shortfall against target should be compensated by savings elsewhere in the relevant Schools. Noted pressure of time to confirm future orders with publishers. In the meantime Schools should review their journal lists and confirm all potential areas of saving.

HoSs
Aug 08

With regard to the Research Strategy document, which would be published following the results of RAE2008, noted the suggestion that there should be a clear link between the document and an updated directory of research expertise.

GJG
Early 09

M3944 UPDATE ON DEGREE CLASS AND PROGRESSION

Noted analyses of the July graduation results, in terms of classification of degrees, and module pass results for years 1, 2 and 3 presented by the Deputy Principal (Learning & Teaching). These highlighted improvement in the percentage of "good" degrees awarded, but no significant change in the percentage of A+B or E+F module passes which remained broadly on par with the results in diets one and two in 200708. Noted that there was still an opportunity for the results for the year to improve following the August (resit) diet of examinations. The DP (Learning & Teaching) highlighted the need for focus on progression to be a priority in 2008/09.

Noted that detailed analysis would be undertaken at the end of the year, with further updates on progress reported after each examination diet.

M3945 CONSULTATIONS LOG

Received and noted a UK Intellectual Property Office consultation communicated to the University from Universities UK with a deadline for response of October 2008, and noted arrangements for the co-ordination of the University's response.

M3946 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JULY 2008 (PERIOD 12)

Received and approved Management Accounts for the period to 31 July 2008 (full year) presented by the Director of Finance & IS/IT.

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

M3947 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS – JUNE AND JULY 2008 REPORTS

Received and noted reports from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the periods to the end of June and July 2008.

(Reserved section: ref Sections 30, 33 FOI(S)A).

The DP(Research & KT) confirmed that an updated report would be presented to PME at its meeting in September 2008 including late additions to the July figures, notably IPE related awards.

GJG
11 Sep 08

TRS

The DP(Research & KT) confirmed that a report being compiled by TRS to support forward planning with regard to research grants and contracts would be presented at the meeting of PME in September 2008. (Addendum: this report will be presented at the meeting of PME on 23 October 2008.)

GJG
11 Sep 08

TRS

M3948 RESEARCH AWARDS FORWARD LOOK REPORT FOR JULY 2008

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of July 2008. The report 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.

The Vice-Principal highlighted the need to progress with a review to understand the issues underlying the apparent mismatch between the value of grants and contracts recorded and the

GJG/TRS/Fin
Office/

lower figures reported in the management accounts.

Schools Aug-
Oct 08

M3949 REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP (RMSG)

Noted an oral update on the Risk Register following the meeting of the RMSG on 12 August 2008. Noted:

- due to re-location, Dr A Parsley would no longer be attending the RMSG;
- the RMSG had agreed that the HR-related risk (5) should be divided into two separate risks: the first relating to human resource capacity, and the second relating to implementation of the PDR process;
- the RMSG had discussed the definition of the Financial Reporting risk (6) and agreed that this centred around the difficulties that School management teams had in understanding how the reported information related to their day-to-day operations. The Director of Finance & IS/IT would take forward further discussions with Schools to gain a clearer understanding of the problems.

PME members were asked to let the Director of Finance & IS/IT have their comments on potential changes/additions to the Risk Register ahead of the next release to PME.

PME members
11 Sep 08

M3950 INTERNAL AUDIT REPORTS FROM SCOTT MONCRIEFF

Received and noted Internal Audit Reports from Scott Moncrieff including management responses in respect of:

- School of Management & Languages – employment financial controls, November 2007;
- Payroll and Expenses Review, February 2008;
- Procurement Card Review, March 2008;
- Catering and Residences Review, May 2008;
- HR Strategy/Workforce Planning Review, May 2008;
- Risk Management Review, May 2008; and
- Health and Safety Review, May 2008.

Agreed that an update including the Auditor's response to the management responses should be presented to PME at its meeting on 23 October 2008. In the meantime attention should be paid especially to priorities ranked 4 and 5.

PMcN
16 Oct 08

M3951 INTERNAL REVIEW REPORTS AND ACTION PLANS

Received and noted Internal Review Reports and Action plans in respect of:

- Civil Engineering, Construction Management & Surveying and Architectural Engineering (May 2007);
- Accountancy UG/PG and Management PG (February 2008).

Noted that the Panels in both reviews had concluded "broad confidence in the ability of the School to deliver programmes of an appropriate quality and academic standard both now and in the future." Noted the highlighted actions reported as being addressed or having been addressed since each review.

M3952 SAS/ISS CONTINGENCY UPDATE

Noted a monthly update presented by the Director of Finance & IS/IT on the SAS/ISS contingency projects. Noted that the RAY and ISS contingency work-streams were almost complete with some remaining conflict on staff time affecting the timetabling work-stream. The focus of the team had shifted to implementing the SAS project which, while subject to some risk, remained on track and on budget.

M3953 STAFF TRENDS UPDATE

Noted an update quarterly report presented by the Vice-Principal on staff numbers/trends as at the end of July 2008.

The Vice-Principal agreed to provide information on 94 Group staff trends at a future meeting of PME.

ACW
Dec 08