

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 18 September 2008

Present:

Prof A Walker, Vice-Principal (Chair)	Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)
Prof J A Swaffield, Head of School, The Built Environment (SBE)	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 Hogg, Head of School, Management & Languages (SML)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Prof B Austin Head of School, Life Sciences (SLS)	Prof K G Lumsden, Director of Edinburgh Business School (EBS)

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms Julie Forster, Director of Development
Mr Peter Kerr, Director of Estate & Building Services for items M3965 and M3966	Ms L Kirkwood-Smith (Clerk to PME)

Apologies:

Professor A Muscatelli, Principal and Vice-Chancellor	Professor J Jones, Deputy Resources (Strategy & Resources)
Mr P L Wilson, Secretary of the University	Professor G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convener of the Research Co-ordination Board (RCB)
Mr K Ross, Interim Director of Human Resources	Prof B G D Smart, Deputy Principal (DP) (International Business Development (IBD))

	ACTION	With whom
	Who when	
M3954 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting held on 21 August 2008 subject to the following minor amendments:	LKS	19 Sept 08
<ul style="list-style-type: none"> • title of J Forster to be corrected and minute header changed to reflect her presence at the meeting; • an addition to M3943, reflecting the intention to balance any remaining overspend in the planned Library journal spend through compensatory savings identified in the relevant Schools. 		

M3955 ACTION LOG AND MATTERS ARISING

HEADS OF SCHOOLS OF THE BUILT ENVIRONMENT AND TEXTILES AND DESIGN

The Vice-Principal thanked Professor John Swaffield and Professor Roger Wardman, who were reaching the end of their terms of office as Heads of School, for their valuable contributions to the work of PME. The September meeting would be their last, with incoming new Heads, Professor Garry Pender and Professor Alison Harley, attending PME from October 2008.

LAUNCH OF 'FOCUS ON THE FUTURE'

The Director of Corporate Communications confirmed that the date of 5 November 2008 had been agreed for the launch of 'Focus on the Future'. Scotland's First Minister would attend the lunchtime event following the Conoco Phillips lecture scheduled on the same date. It was planned to invite two key individuals from industry to speak at the launch event. Schools had been invited to contribute to preparation of the invitation list.

RESEARCH GRANTS AND CONTRACTS

The DP(Research & KT) confirmed, with reference to M3947, that a report on planning tools for management of research grants and contracts would be presented at the October meeting of PME. GJG
16 Oct 08

Noted that IPE grants outstanding in the system would be reported as and when the relevant paperwork is logged in the system. GJG
Autumn 08

M3956 BUSINESS REPORTED BY THE CHAIR

OCTOBER 2008 SALARY RISE

The Vice-Principal advised that the October salary rise would be based on the September RPI due to be announced around 17 October. Due to the timing of the announcement, the rise would be included in the November payroll and backdated for one month.

Agreed that the University would pay the full RPI increase, assuming it is no more than about 5.5%: a level which was beyond current expectations. The Director of Finance & IS/IT confirmed that a rise of 5.5% was of a manageable scale in cash flow terms but would correspond to an additional ~£0.75m above the budgeted payroll costs. TM / AM
Oct 08

Agreed that the intention to pay this final stage of the pay settlement in full should be announced to staff by way of a timely all-staff email or through a communication with their October payslip once the exact RPI figure is known. In the event that this is significantly higher than the agreed ceiling further consideration would be required. (*Addendum: an all staff email from the Principal was released on 14 October 2008, confirming that a 5% salary rise, in line with the newly published RPI, would be paid in the November payroll.*)

VOLUNTARY SEVERANCE SCHEME

The Vice-Principal confirmed that an announcement on the Voluntary Severance Scheme would be sent to staff on 22 September 2008. This would invite all interested staff to consult with their Head of School/Section in the first instance.

UNIVERSITIES UK ANNUAL CONFERENCE

The Vice-Principal provided an oral update on the Universities UK Annual Conference which had been attended by the Deputy Principal (Strategy & Resources).

Agreed, with reference to reported reference to levels of institutional borrowing of UK HEIs, that information drawn from the annual Robson Rhodes report would be circulated to PME. This will indicate HWU's current position in relation to the sector average: a position that would alter dramatically following the University's commitment to additional future borrowing aligned to the residences and wider Estate Strategy. RMcG/LK-S
Sep 08

M3957 STUDENT NUMBERS UPDATE

Received and noted a highly provisional report on student numbers in 2008/09 based on actual and expected student registrations as at 17 September 2008.

Noted that the overall picture remained fluid with registration of students still ongoing; however, the scale of the current gap between registered and planned student numbers gave rise to concern. Noted potential reasons for late student registrations and anecdotal evidence suggesting slow down in some areas of the market.

The Director of Planning confirmed that in the coming week Schools would be asked to help to verify their student numbers. Further actions would be determined depending on the outcomes of this exercise. RMcG/
Schools
Sep 08

Agreed there was a need in future years for greater clarity in respect of student number targets and associated budget-setting for the Dubai Campus. Current uncertainties were exacerbated in those instances where Schools phased admissions throughout the year and further clarity was needed in respect of autumn 2008 reporting. PLW
Sep/early Oct
08

M3958 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 the meeting of the Board held on 3 September 2008.

GJG/RCB
Clerk
Oct 08

The attention of PME was drawn in particular to work ongoing to prepare a business case for submission to EPSRC in relation to a Knowledge Transfer Account (KTA) with the aim of seeking agreement on the basis of the University's whole EPSRC-funded portfolio.

Noted also confirmation of the date of 17 December 2008 for receipt by institutions of RAE 2008 results.

M3959 REPORT FROM THE LEARNING AND TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Learning and Teaching Board relating to the meeting of the Board held on 4 September 2008.

RJMC/ LTB
Clerk
Oct 08

Recommended that "if kept up to date" should be deleted from bullet point 1 of para 6.

RJMC
Sep/Oct 08
AM
Oct 08

RJMC

The DP(Learning & Teaching) highlighted the success of ISS contingency work in relation to preparations for the start of the new academic year and agreed that it would be appropriate, after a further week or two, for the Principal to thank those who had contributed to this success (note also M3975 below).

Agreed, with reference to National Student Survey (NSS) 2008 results, that a report should be presented at the meeting of PME in October 2008.

RJMC
16 Oct 08

Discussed and agreed, with reference to the Alumni Discount Scheme, that University-level policy for proposals of this kind would not be appropriate and that individual Schools should consider further in the context of current policy on Scholarships.

HoSs

M3960 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 26 August 2008.

PLW/IB Clerk
Sep/Oct 08

Approved a recommendation for the change of name of Student Welfare Services to Student Support and Accommodation. Noted that the change was recommended in response to student feedback and reflected wider practice in the sector.

KAP
Sep 08

Approved a recommendation for changes to the dates of the May 2009 buildings closed days from 18/19 May to 25/26 May, noting that the previously approved dates would otherwise fall within a period of assessment.

PLW/TM
Sep 08

EBS was invited to follow up with the Academic Registrar & Deputy Secretary if there were any remaining concerns about the proposed change in the May holiday dates.

KGL
Sep 08

The Academic Registrar & Deputy Secretary drew attention in the Report to arrangements being made to consider the implementation of the Points Based Immigration System (PBIS) in accordance with the requirements of the Home Office. Noted that HR had been approved as staff "sponsors" and Recruitment & Admissions as "sponsors" for students. The Academic Registrar & Deputy Secretary confirmed potential delay of a further year in implementation of the PBIS and highlighted also the anticipated onerous nature of some administrative aspects of the new system to be undertaken by institutions.

M3961 CONSULTATION LOG

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

The Head of IPE indicated that he wished to consult further with the Director of Estates with regard to the Universities Scotland consultation on a climate change commitment by HEIs.

M3962 MANAGEMENT ACCOUNTS FOR THE PERIOD TO END AUGUST 2008 (PERIOD 1)

Received and noted Management Accounts for the period to end August 2008 (period 1). Reserved Section (Ref section 30, FOI(S)A).

M3963 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR AUGUST 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 August 2008.

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

Noted that IPE grants outstanding in the system would be reported as and when the relevant paperwork is logged in the system.

GJG
Autumn 08

TRS

M3964 RESEARCH GRANTS 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 August 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 growth of the order book over the next 12 months.

Noted the remaining action to investigate and report on the apparent mismatch between the research grants and contracts figures reported and the actuals reported in the University management accounts.

GJG/PMcN
Autumn 08

M3965 PRELIMINARY ESTATES STRATEGY PREPARED BY DRIVERS JONAS

Discussed and approved, for onward presentation to the Court at its meeting on 29 September 2008, an Estate Strategy document prepared on behalf of the University by Drivers Jonas. Noted that, with a few minor revisions which were highlighted by the Director of Estates, the Estate Strategy Committee at its meeting on 8 September 2008 had confirmed its support of the Strategy document.

Court Clerk

PGK/
RMcG

PME highlighted the following necessary revisions to the document ahead of its presentation to the Court:

- the reference to 10 year plan will be altered to '...10 years and beyond..';
- quoted planned student numbers to be revised in consultation with the Director of Planning. Noted that revisions might impact on the quoted FTE per square metre data page 35 on Dubai;- Agreed that the 'No change' statement was misleading. We should also clarify that the University does not hold the lease;
- page 45, 5.60 should be altered to clarify that control is via the Registry timetabling section.

The following points emerged in the course of PME discussion:

- the Estate Strategy was being approved by PME as an overarching statement of strategic direction; however, the individual projects referred to within the document would be subject to the normal gated processes of development and review of business cases, project development and conclusive future decisions taken on the basis of affordability and risk. The document's 'preliminary' status should change following implementation of changes requested above;
- agreement with the greater focus of the Strategy on re-shaping current provision rather than expanding the Estate;
- the Strategy highlighted the need for significant and essential backlog maintenance investments;
- further consideration was required to identify the most appropriate benchmark group for estates metrics;
- the requirement for close linkage of Infrastructure Theme Team projects with the Strategy. There was a potential opportunity through Theme Team work to flesh out community and social aspects of the Strategy;
- the Director of Finance & IS/IT expressed confidence in the robustness of linkage between the Estate Strategy and the capex/cashflow planning;

- the need to optimise opportunities through fundraising activities in conjunction with Development & Alumni;
- the ability of University management to ensure delivery of projects to plan was a critical aspect. Additional investment in the support/skills to support delivery of the Strategy would be required.

M3966 ANNUAL REPORT FROM THE ESTATE OFFICE

Received and approved, for onward presentation to the Court at its meeting on 29 September 2008, an Annual Report from the Estate Office for 2007/08. Court Clerk
Sep 08

Discussion touched on development of more strategic KPIs in future; energy costs and traditional sources v. "green" energy; the need to gain a better understanding of appropriate space metrics and the comparator group for these; and opportunities to fully re-engage the University community with sustainability issues, initiated previously under the banner of the Sustainability Campaign.

M3967 RISK MANAGEMENT POLICY

Noted withdrawal of this item and agreed the draft Policy should be considered at the meeting of PME on 23 October 2008. PMcN
16 Oct 08 L Loy

M3968 RISK REGISTER

Received and adopted the Risk Register and noted, In accordance with an earlier request by the former Chairman of Court, that a Risk Register summary should be presented to Court at its next meeting. PMcN
22 Sep 08

Noted that the risk associated with growth of international student numbers remained significant due to market volatility and would be considered in close detail in the light of ongoing student registration. The sub-risks had been re-defined and further work was underway to clarify objectives and consider all impacting factors.

Noted that feedback from the SML pilot exercise involving the PDR process (risk 5) would be included in a report for consideration by the PDR Management Group.

M3969 RAY AND EXAMINATIONS DIET 2009: MAY BUILDINGS CLOSED DATES

Approved a recommendation that the two day annual May holiday be moved to the following week, i.e. in 2009, from Monday 18 and 19 May to Monday 25 and Tuesday 26 May (item dealt with under M3960 above). Notification of the change should be disseminated. PLW/TM
Sep 08

Noted the impact on the diet of the assessments within the new restructured academic year of the historical May buildings-closed dates and noted a report of the outcomes of consultations with a variety of stakeholder groups including key committees and boards, staff trade unions and a representative School: the majority had been found to be in favour of the option to move the holiday dates back by one week.

M3970 GENDER EQUALITY SCHEME ANNUAL REPORT

Received and approved a Gender Equality Scheme annual report for 2007/08 for onward publication on the HWU Equality and Diversity web pages.

PME endorsed future routing of the annual report through the Infrastructure Board and recommended that it should be considered also by the Student Experience Working Group. PME clerk
Sep 08 SV

M3971 ANNUAL REPORT OF THE UNIVERSITY COLLECTIONS COMMITTEE

Noted and endorsed, for onward presentation to the Court at its meeting on 29 September 2008, an annual report for 2007/08 from the University Collections Committee. Noted also an annual collections management summary forward plan for 2008/09 and 2009/10 which would be subject to future review in the context of ongoing budget planning. Court Clerk
22 Sep 08

M3972 ANNUAL REPORT OF THE OCCUPATIONAL HEALTH & SAFETY COMMITTEE

Noted and approved, for onward presentation to the Court at its meeting on 29 September 2008, an annual report for 2007/08 of the Occupational Health & Safety Committee. A necessary minor amendment to Table 3 was highlighted: "Scottish Borders College" should read "Scottish Borders Campus".

Court Clerk
22 Sep 08

The Academic Registrar & Deputy Secretary agreed to seek further information for the Head of the School of Textiles & Design on the accident rate reported for SBC.

KAP
Sep 08

Noted moves to reduce the number of false fire alarm activations and the University's need to maintain firm disciplinary measures where cases were the result of abuse of the fire alarm system.

Noted also the very positive recent news of the University's Healthy Working Lives (Gold) award.

M3973 ANNUAL REPORT FROM THE UNIVERSITY HEALTH SERVICE

Received and approved, for onward presentation to the Court at its meeting on 29 September 2008, an annual report for 2007/08 from the University Health Service.

Court Clerk
22 Sep 08

M3974 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)

Noted and approved a recommendation from the Academic Promotions Board (Senior Promotions) for the promotion to Professor of Dr P Green, School of Life Sciences. Agreed that the recommendation should be forwarded for approval by the Senate and the Court.

Court Clerk/
Senate Clerk
Sep 08

M3975 SAS/ISS CONTINGENCY MONTHLY REPORT

Received and noted a monthly update presented by the Director of Finance & IS/IT on the SAS/ISS contingency projects.

The Academic Registrar & Deputy Secretary highlighted in particular the ISS Contingency Project. The Project had been successfully delivered and was operational with only minor teething problems. It was recommended that UICS, the Finance Office, Schools and the Academic Registry should be thanked for their contributions to this successful outcome.

AM
Oct 08

RJMC

M3976 AOCB

PANMURE HOUSE

Noted confirmation from the Director of EBS of completion of the purchase by the School of Panmure House, Edinburgh. Noted plans to take forward a programme of refurbishment of the building: the School would be working with the Director of Development to develop supporting fundraising activities. Noted that the refurbishment project was expected to take around three years and would provide a high quality facility for use by the wider University.

SCOTTISH BORDERS CAMPUS PROJECT

The Director of Finance & IS/IT reported that there had been a recent Joint Strategy meeting of the Borders Campus Project confirming good progress on the project with funds still left in contingency. While the University had been unable to claim around £250k of ERDF funding, this loss to the project had been largely counterbalanced through gains resulting from a VAT treatment scheme.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 23 October 2008**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor of the Learning & Teaching Board (LTB)
Mr P McNaull, Director of Finance & IS/IT	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof G Hogg, Head of School, Management & Languages (SML)	

In attendance:

Mr R McGookin, Director of Planning	Ms J Forster, Director of Development
Mr K Ross, Interim Director of Human Resources	Ms R Moir, Director of International Development
Ms T Merrick, Director of Corporate Communications	Ms Gerda Bartsch, Project & Programme Manager for items M3980 and M3981
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)	Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof A Walker, Vice-Principal	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof B G D Smart, Head, Dubai Campus

ACTION	
Who	With
when	whom

M3977 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting held on 18 September 2008 subject to the following minor amendments:

- M3960 altered to read "Student Support and Accommodation".

LK-S
24 Oct 08

M3978 MATTERS ARISING AND ACTION LOG

CORPORATE COMMUNICATIONS

Noted that confirmation of the change of May holiday dates in 2009 would be disseminated by Corporate Communications within the next few days.

TM
Oct 08

RESEARCH GRANTS & CONTRACTS ACCOUNTING

The Deputy Principal (Research & KT) updated PME on work by the Research Grants Office to collate and track data on research grants and contracts. This was revealing a number of factors contributing to the apparent mismatch between grant values accounted for in the Forward Look reports and those accounted for in the University Management Accounts.

GJG
Oct 08

M3979 BUSINESS REPORTED BY THE CHAIR

JOINT FUTURE THINKING TASK FORCE ON UNIVERSITIES

The Principal provided an oral update.

COURT DISCUSSION ON THE ESTATE STRATEGY

The Principal reported on the discussion on the Estate Strategy at the meeting of Court held on 29 September 2008. While the Estate Strategy had been approved in principle by the Court, capital projects encompassed within it would be approved individually through the normal gated process, with approvals dependent on highly robust business cases and financial planning.

The Principal requested that any further detailed information for Court consideration in support of the case for the Residences Project which is planned to be routed via the Finance Committee should be circulated first to PME.

PMcN/PME
Clerk
Nov 08

M3980 STRATEGY REVIEW UPDATE

Noted and endorsed progress and planned next steps as detailed in a presentation by the Deputy Principal (Strategy & Resources).

Noted that Cross-Cutting Learning and Teaching proposals would be presented for consideration by PME at its meeting on 27 November 2009.

RJMC
14 Nov 08

Discussed the need for radical restructuring of Professional Support Services across the University to enable financial plan envelopes for 2009/10 and 2010/11 to be met and agreed that PME members, including those with responsibility for the larger part of Professional Support Services, such as the Secretary of the University, the Academic Registrar & Deputy Secretary and the Director of Finance & ISIT should ensure that this general message is reinforced and understood by the Sections for which they hold responsibility.

PLW/KAP/
PGM/
RJMC/GJG/
TM/JF
Oct/Nov 08

M3981 PROFESSIONAL SERVICES THEME PROPOSALS

Noted and approved Professional Services Theme Team proposals from People, Physical Infrastructure, Process and Organisation and Technology Infrastructure Theme Teams, to be taken forward subject to certain conditions being satisfied by Theme Team Leaders before expenditure can be incurred. Noted planned investment of £191,400 in 2008/09 in the Themes which in total included:

PEOPLE (Theme Leader: Professor Alan Prior)

- Values Programme (core values and culture, KPIs for people processes)
- Development Programme (leadership and staff development, equality and diversity training, staff induction)
- Staff Survey
- HR Development Framework

PHYSICAL INFRASTRUCTURE (Theme Leader: Mike Fitchett)

- University Library design brief
- Visitor Centre (development of University Main Reception)

PROCESS & ORGANISATION (Theme Leader: Tony Newjem)

- Student Advice & Support Centre "One Stop Shop"
- Research Support Process Review
- University Committee Structure Review

TECHNOLOGY INFRASTRUCTURE (Theme Leader: Steve Salvini)

- Website refresh
- University Texting Service
- Wireless Network
- Sustainable IT – Phase 1 (including server virtualisation)
- REALISM (Real Information Security Management)—a needs assessment

Agreed conditions included:

- completion of a formal budget template to be signed off by the Heads of all Schools/Sections affected by the proposed projects;
- completion of formal project terms of reference showing proper linkage with core strategies and approved by those responsible for those strategies; and
- further development of those proposals which were indicated in the paper presented to PME as requiring more work.

Agreed that the Strategy Working Group will have the authority to ensure that the relevant conditions are satisfied.

JJ/GB et al
Oct/Nov 08

SWG

M3982 PEOPLE MANAGEMENT STRATEGY

Noted and endorsed the general direction of development of a People Management Strategy as presented by the Director of HR, noting that the outline strategy would form the basis of further engagement with Schools and Sections.

KR from Oct
08

Endorsed currently identified top priorities:

- Framework Agreement;
- Personal Development & Review (PDR);
- Promotions, Bonuses and Contribution Pay;
- Rebus HR Information System updates;
- Voluntary Severance Scheme;
- Borders College;
- Operational support;

and noted and discussed current challenges and future workstreams.

PME members were invited to input any further comments on the Strategy to the Interim Director of HR.

PME
Oct 08

Discussed issues associated with the National Framework Agreement and the University's adoption of the HERA job evaluation scheme. The following were highlighted as issues recommended for further consideration:

KR et al
From Oct 08

- need for a lighter touch approach and reduced bureaucracy;
- greater transparency including provision of information on the HERA system which will assist Heads of Schools/Sections; and
- requirement to resolve the matter of the fit between University processes for measuring and rewarding performance and the HERA system.

Noted a report that the relevant Trade Union representatives had not analysed current submitted forms for consideration by the Senior Staff Review Board. Agreed that any further delays in the Review Board process would not be acceptable: for this reason, plans should progress with or without Trade Union involvement.

KR et al
From Oct 08

M3983 STUDENT NUMBERS UPDATE 2008/09 AND BASE-LINE PLAN 2009/10

Noted an update presented by the Director of Planning on UG/PGT/PGR registered and expected student numbers in 2008/09 as at 10 October 2008 and base-line student numbers targets for 2009/10.

This highlighted that, overall, campus-based students in Scotland had increased by 104% over 2007/08 (99% of target), and campus-based students in Dubai had increased by 165% (130% of target). Noted, in respect of Scottish campus-based numbers, variations in performance against target across Schools and student categories with associated indicative fee surpluses and shortfalls against budget by the respective Schools.

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

Discussed PGT student recruitment and agreed that a business case and implementation plan for centralisation of the admissions process, as previously agreed by PME, should be considered at the next meeting of PME on 27 November 2008. The Director of Planning emphasised the need for the plan for introduction of any new arrangements involving process or marketing changes, to be deliverable in six to eight weeks (ie pre-Christmas2008) to avoid disruption to the student applications phase for 2009 entry.

RJMC et al
20 Nov 08

Noted, in respect of lateness of some PGT applications and admissions, the potential need for greater flexibility to mitigate the negative effects of this new pattern. Initial suggestions for further thought included: more than one entry cohort in the year; special incentives to secure timely entry; and further consideration of the timetable for assessments.

RJMC et al

M3984 NATIONAL STUDENT SURVEY RESULTS

Noted a summary analysis of NSS 2008 results by subject grouping, highlighting performance against the average of the 94 Group of universities.

	Heads of Schools were requested to disseminate the results to relevant members of their staff and to ensure that senior level staff are involved in the student staff liaison committees which will be considering the results over the autumn period.	HoS Oct 08	
	Agreed that there must be regular reporting to PME from Schools on actions/initiatives to resolve issues highlighted in NSS results.	RJMC/HoSs	
	Agreed that the DP (Learning & Teaching), with the involvement of the Students Association, should lead efforts towards the end of the calendar year to disseminate information to the wider student body, more especially the final year undergraduate cohort, about actions and progress by the University in relation to improvements to the student experience.	RJMC et al Dec 08	
	Agreed to review NSS subject groupings to ascertain the potential in the next NSS for disaggregated reporting within the School of Textiles & Design.	LKS Oct 08	
M3985	LEAGUE TABLE/RANKINGS UPDATE		
	Noted a summary report from the Director of Planning highlighting outcomes for Heriot-Watt University in terms of 2008 publications of: the Sunday Times University Guide; the THE-QS Shanghai Jiatong World Universities Rankings; and the Ecole des Mines de Paris Professional Ranking of World Universities.		
	(Reserved Section: Ref Sections 30,33 FOI(S)A).		
M3986	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 1 October 2008.	GJG/RCB Clerk Nov 08	
	The Deputy Principal (Research & KT) highlighted several items of news including plans to develop a substantial brochure on the University's research strategy with a proposed publication date of early February 2009. Heads of Schools were asked to ensure that their respective Directors of Research engage fully with development of the publication.	HoSs Oct 08 – Jan 09	Dir's of Res.
M3987	REPORT FROM THE LEARNING AND TEACHING BOARD		
	Received and approved, for onward presentation to the Senate at its next meeting, a report from the Learning and Teaching Board relating to its meeting held on 2 October 2008.	RJMC/ LTB Clerk Oct 08	
M3988	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 30 September 2008. The Board submitted two items for approval: a draft Contribution Pay Policy; and a draft Fraud Prevention Policy and guidelines as detailed below. The attention of PME was also drawn to a proposal being considered by the Board on a proposed change of name to the Professional Services Board.		
	CONTRIBUTION PAY POLICY		
	Noted and approved a Contribution Pay Policy. Noted that the Policy, which will implement part of the National Framework Agreement, detailed the arrangements for recognising and rewarding exceptional contribution by means of contribution points, accelerated increments and bonus payments.	KR	H.R.
	FRAUD PREVENTION POLICY		
	Noted and approved a Fraud Prevention Policy and guidelines presented by the Director of Finance & IS/IT, for dissemination and implementation across the University.	PMcN Nov 08	Man. Servs/ Corp Comms
	Noted that the Policy provided a cohesive framework for minimising the University's exposure to fraud, endorsing the various safety mechanisms currently in place as well as establishing an annual review of the Policy to ensure that it remains effective over time. Noted that in due course the policy would be supplemented by a further Policy document relating to identity theft/fraud.		

Approved for onward presentation to the Audit Committee, circulation of the Policy and guidelines to all Heads of Schools, Institutes and Sections, Financial Controllers and communication to all staff. (*addendum: webposted at: www.hw.ac.uk/reference/finance/fraud-prevention-plan.pdf*)

Audit C. Clerk
Nov 08

M3989 PERFORMANCE AND DEVELOPMENT REVIEW (PDR) UPDATE

Noted an update from the PDR Working Group presented by the Vice-Principal.

Noted:

- post training review of the PDR sessions delivered to the School of Management & Languages in a pilot phase had been undertaken and the outputs would be used to develop PDR training to be delivered to staff across the University from early 2009;
- arrangements had been agreed which would reduce the total staff effort required for training over the course of 2009;
- a communications plan has been agreed to ensure that information about the PDR process is provided to all staff;
- the Centre for Sport & Exercise would undertake the next PDR training sessions in October 2008 and a group of Professional Support Service sections with previous experience of PDR will undertake an abbreviated form of training in November to allow them to start the next PDR cycle in January 2009 using the new processes;
- development of the new PDR training schedule was well underway with a view to the timetable being communicated to staff in December 2008.

M3990 CONSULTATION LOG

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

M3991 RISK REGISTER UPDATE

Received and noted a report presented by the Director of Finance & IS/IT on planned updates to the University's Risk Register following the meeting of the Risk Management Strategy Group on 17 October 2008.

Noted a request for amendment to the notes associated with Risk 2 from the Interim Director of HR and agreed that he should propose amended wording. (*Addendum: amended wording was subsequently proposed and adopted.*)

KR
Oct 08

Members of PME were asked to direct any further comments to the Risk Management Strategy Group via the Director of Finance & IS/IT.

PME members
Oct 08

The Director of Finance & IS/IT highlighted that it would be timely to arrange an expanded meeting of the Risk Management Strategy Group involving a larger group of invited members of Court.

M3992 MANAGEMENT ACCOUNTS FOR THE PERIOD TO END SEPTEMBER 2008

Received and approved Management Accounts for the period to the end of September 2008 (period 2). (Reserved Section, Ref Section 30, FOI(S)A).

The Director of Finance & IS/IT confirmed that work on the first quarter budget re-forecasting exercise was underway.

M3993 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR SEPTEMBER 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 September 2008 (period 2).

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

Noted that IPE grants outstanding in the system would be reported as and when the relevant paperwork is logged in the system.

Heads of Schools were asked to note that, due to the volume of proposals being processed, the relevant paperwork should be presented to TRS in good time ahead of external deadlines for submission. This message should be relayed to School Directors of Research.

HoSs
Oct 08

M3994 PROPOSAL FOR A RESEARCH INCOME FORECASTING TOOL

Noted and endorsed development of a proposed system to provide a research income forecasting tool which would be considered further at the meeting of the Research Co-ordination Board in December 2008.

Noted that the tool was designed to assist the annual planning process by Schools of projecting the expected income from research, combining research awards and proposals information held by TRS with information from school planning processes to provide an integrated estimate of future income. The tool, which would draw on a source of continually updated information, was expected to introduce far greater transparency, providing the relevant information underlying research income planning assumptions. The Deputy Principal (Research & KT) confirmed that no additional resources would be required to implement the new forecasting facility which had the potential in future to enable greater efficiency.

M3995 PROCESS TO APPROVE INSTITUTIONAL COMMITMENT TO MAJOR INITIATIVE BIDS

Approved a process to approve institutional commitment to major initiative bids including systems, approval criteria and communication lines relating to processes for: approval of bids requiring additional commitment of resources within and over and above School budgets; approval for fixed term staff costs fully covered by external sources; and recruitment of staff on fixed term contracts.

Agreed that the policy documentation should be disseminated by TRS to Schools/Principal Investigators and HR. (addendum: webposted at:
www.trs.hw.ac.uk/Research/Documents/Process-to-Approve-Institutional-Bids.pdf)

GJG/T.R.S.
Oct 08

M3996 DRAFT STRATEGIC AUDIT PLAN 2008/09 TO 2010/11

Noted and approved a draft strategic Annual Audit Plan for 2008/09 to 2010/11, noting that this would include: Core Financial Systems Reviews; Other Financial Systems Reviews; Non Financial Systems Reviews; Strategic and Other Reviews; and Internal Audit Management.

Noted that the content of the audit plan reflected a broader approach, covering the full range of risk areas, non-financial as well as financial and targeting of the internal audit function to provide maximum value for money. The Director of Finance & IS/IT also highlighted a new lighter touch approach to guidelines on audit requirements as advised by the Scottish Funding Council.

Noted that the Director of Finance & IS/IT would take forward discussions with the Academic Registrar & Deputy Secretary with reference to the timing of the review of student enrolment in the light of delay of implementation of SAS.

PMcN
Oct/Nov 08

KAP

M3997 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2008

Approved a recommendation from the Academic Promotions Board (Senior Promotions) 2008 that Dr John Sawkins be promoted from Reader to Professor.

Noted that, following confirmation from PME, approval would be sought by correspondence from the Senate and the Emergency Committee of Court.

LK-S/S Smith
Oct 08

M3998 SAS MONTHLY REPORT

Received and noted a monthly update on the SAS Project presented by the Director of Finance & IS/IT highlighting that the project was currently working to plan.

M3999 ANNUAL REVIEW 2008 CALL FOR CONTRIBUTIONS

Noted that an invitation to contribute to the Annual Review would be released shortly. Heads of Schools were asked to arrange timely submissions. HoSs

M4000 SBC CO-LOCATION PROJECT UPDATE

Noted a brief oral update from the Director of Finance & IS/IT who confirmed that the SBC main campus building project was on track for completion by February 2009.

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 27 November 2008

Present:

Prof A Walker, Vice-Principal (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor 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)
Mr P McNaull, Director of Finance & IS/IT	

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms L Kirkwood-Smith (Clerk to PME)
Mr M Bates, Director of Recruitment & Admissions attended for item M4003	

Apologies:

Prof G Hogg, Head of School, Management & Languages (SML)	Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof A Muscatelli, Principal and Vice-Chancellor	Ms J Forster, Director of Development
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Ms R Moir, Director of International Development
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof B G D Smart, Head, Dubai Campus

ACTION	
Who	With
when	whom

M4001 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting held on 23 October 2008.

LK-S
28 Nov 08

M4002 MATTERS ARISING AND ACTION LOG

M3979 ESTATE STRATEGY

Noted, in relation to the Residences Project, that a Project Board would hold its first meeting on 11 December 2008.

M3985 LEAGUE TABLE/RANKINGS UPDATE

Noted an update error which the clerk agreed to amend. The action on this item remained outstanding.

LK-S
Oct 08

M4003 CENTRALISATION OF POSTGRADUATE ADMISSIONS PROCESS

Noted and discussed a presentation and paper presented by the DP(Learning & Teaching) which outlined the case for centralisation of the taught postgraduate admissions process, presenting the business case, project scope, draft service level agreement between Schools and Recruitment & Admissions, current PG admissions criteria and outline roles for staff in the proposed new process.

Agreed to delay making a final decision until all Heads of School had had an opportunity to feed in their views and wider consultation had taken place.

Noted matters of concern highlighted in the course of discussion including:

- ability of administrators without detailed knowledge or experience to assess the quality of degrees from different universities;
- implementation of a centralised system ahead of full implementation of SAS. The Director of Finance & IS/IT highlighted that the SAS direct admissions process would go live in February 2009, but this and other components were still under development;
- implementation of the new system ahead of the launch of a range of new courses
- need for reassurance that Schools would be consulted without delay in the case of unusual applications;
- direct contact with specialist course directors underpinned admissions to some courses;
- the timing and speed of the further consultation process necessary with School colleagues who were committed to other priorities in the weeks ahead;
- matching of resources to cope with peaks and troughs in the admissions cycle, coupled with the need to avoid any duplication in the admissions process;
- importance of improved external visibility via the web to support the process;
- need to identify savings where possible. If not properly implemented there was potential for staff costs associated with the function to be increased.

Agreed that the DP(Learning & Teaching) should proceed to develop the detail of the proposal informed through further consultation, particularly with recruitment and admissions colleagues in Schools, and with Heads of Schools not present at the PME meeting on 27 November 2008. The proposal should be considered again by PME following this further development. Agreed that consultation with the Trade Unions must be delayed in the meantime.

RJMC et al
Nov08-Jan 09

M4004 STRATEGY REVIEW UPDATE

Noted a Strategy Review update presentation from the DP(Strategy & Resources) which included recent progress and next steps. The presentation highlighted:

- recently launched advertising of new academic posts;
- ongoing autumn round planning meetings. Topical Themes now formed a part of the operational planning cycle;
- planned sign-off by SWG in December of Professional Service Theme Proposals;
- ongoing development of cross-cutting learning & teaching themes, a presentation on which would be made at the meeting of PME in January 2009;
- financial position including first quarter forecasts and annualised expenditure reduction targets;
- ongoing learning and teaching 2007/08 financial performance review;
- plans for the launch of a second round opportunities study in coming weeks. There would be an open call but proposals were expected to be targeted on core strategy and would be considered in the context of wider Theme planning.

Discussed matters highlighted in the supporting paper and noted issues highlighted for further consideration:

- any expansion of the central Planning Office function should consider also the planning support needs of Schools;
- the second round Opportunities Study proposals should be linked to existing Strategic Theme structures.

JJ/RMcG
08/09

M4005 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 the meeting of the Board held on 6 November 2008.

GJG
Dec 08

RCB
Clerk

Noted, with regard to release of RAE results on the morning of 17 December 2008, that an open meeting led by the Principal would be held in the University at 3.30pm in LT4 to disseminate information to the wider University community.

M4006 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Learning and Teaching Board relating to the meeting of the Board held on 13 November 2008.

RJMC
Dec 08

LTB
Clerk

The DP(Learning & Teaching) confirmed that a report on the outcomes of the pilot Module Feedback Survey would be presented to PME at its meeting on 18 December 2008.

RJMC
11 Dec 08

M4007 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 the meeting of the Board held on 5 November 2008.

PLW
Dec 08

IB Clerk

Approved a draft Treasury Policy, detailed under M4015 below.

M4008 PDR UPDATE

Noted an update from the Vice-Principal on progress of the Performance and Development Review project (PDR) and planned next steps.

Noted that the main phase of PDR Reviewee training, involving 1,400 staff, would start in January 2009 with a full schedule for training through to June 2009. So far 250 School and Professional Support Service staff across the University have received reviewee training. Following reviewee training in SML, and the Centre for Sport & Exercise, the subsequent phase of creation of Forward Job Plans was underway.

Agreed that the normal processes established to manage cases of non-compliance with the University's aims/instructions should apply to the PDR process: it was therefore unnecessary to include the proposed diagram for managing cases of non-engagement with the PDR process. Agreed that it would be helpful however to clarify the position in terms of staff discipline.

ACW/KR
Dec 08

M4009 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines of up to November 2008 and noted arrangements for the co-ordination of the University's responses.

N/A

M4010 ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS 2007/08

Received and approved, for onward presentation to the Court at its meeting on 15 December 2008, Annual Accounts and Financial Statements for the year ended 31 July 2008. The following recommendations were made:

- a donation made to the James Clerk Maxwell Foundation should be reported in the publication;
- with reference to the University's reported mission statement, the Director of Corporate Communications confirmed that this would be reviewed on completion of the University's branding exercise.

PMcN
8 Dec 08

Court
Clerk

PMcN
Dec 08
TM et al
Early 09

M4011 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2008

Received and approved Management Accounts for the period to the end of October 2008 (period 3). (Reserved Section, Ref Section 30, FOI(S)A).

M4012 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR OCTOBER 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 October 2008 (period 3).

The report highlighted a relatively strong performance against target evidenced by:

- a value of awards of £6.9m against a total for the previous year of £21.8 m and current year target of £18.6 m;
- a value of proposals of £38.3 m against a total for the previous year of £131.2 m (the latter including significant Doctoral Training Centre proposals) and current year target of £75 m.

Heads of Schools were reminded to keep reinforcing the message to relevant colleagues in their Schools that, given the volume of proposals currently being processed, the relevant paperwork should be presented to TRS in good time ahead of external deadlines for submission.

HoSs
Dec 08

A message of congratulations should go to relevant colleagues in Schools which had contributed to the very positive recent uplift in proposals activity.

GJG
Dec 08

Discussed also changes to the pattern of external funding and agreed need to guide principal investigators appropriately.

GJG/HoSs
Dec 08
ongoing

M4013 RESEARCH AWARDS FORWARD LOOK REPORT FOR OCTOBER 2008 AND TURNOVER REVIEW

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of October 2008 and review of turnover in 2007/08. 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 overall plots highlighted continuing growth in the 1-year forward look, together with small gains for the longer-term metrics. Contributions to the movement in the value of the order book were highly variable across Schools.

Noted the initial results of an analysis of the shortfall in actual research activity, relative to expectation, and the further developments planned. The preliminary analysis highlighted broadly mismatches between 2007/08 Forward Look records and the related Management Accounts which would continue being investigated in further detail. However, it was noted that research activity over the most recent two months was up significantly – at the level expected from the Forward Look. Whether this trend continues will await to be seen.

ACW/GJG/
PMcN
Nov08-Jan 09

M4014 ANNUAL REPORT OF THE ENDOWMENT COMMITTEE

Received and noted an Annual Report of The Endowments Committee presented by the Vice-Principal. (Reserved Section: Ref Section 30, FOI(S)A).

Noted the value and importance of market research in determining optimum targeting and use of funds which were established largely to provide scholarships and prizes. This should enable more effective co-ordination of use of funds across the University in the future.

M4015 TREASURY POLICY

Noted and approved a draft Treasury Policy to be presented for the endorsement of the Court at its meeting on 15 December 2008.

PMcN/
8 Dec 08

Court
Clerk

Noted that the Policy applied to the entire Heriot-Watt Group covering both the University and all of its subsidiary companies, with the purpose of identifying, mitigating, managing and controlling financial risks.

M4016 RISK REGISTER

Received and adopted the University's Risk Register which had been updated following a meeting of the Risk Management Strategy Group held on 17 October 2008.

Agreed that a summary of the Risk Register should be presented to the Court at its meeting on 15 December 2008.

PMcN/
8 Dec 08

Court
Clerk

M4017 RISK MANAGEMENT POLICY

Noted and approved a Risk Management Policy for onward presentation for the endorsement of the Court at its meeting on 15 December 2008.

PMcN
8 Dec 08

Court
Clerk

Noted that the Policy provided a consistent basis for measuring, controlling, monitoring and reporting risk across the University at all levels.

In the course of discussion the following issues were raised:

- need to consider further the linkage with health & safety and insurance risks;
- need to keep in sight large impact risks which are sufficiently controlled that they do not feature in the Risk Register.

M4018 PROPOSED NEW ORDINANCE: EXTERNAL ACADEMIC PARTNERS, AND POLICY ON THE MANAGEMENT AND OVERSIGHT OF ACADEMIC PARTNERS

Noted and approved a proposed new Ordinance: External Academic Partners for onward presentation to the Ordinances & Regulations Committee, Senate and Court.

RJMC
Dec-Feb 08

O&R/
Senate/
Court
Clerks

Noted and approved a draft Policy on the Management and Oversight of Academic Partners for onward presentation to the Ordinances & Regulations Committee and Senate.

RJMC
Dec-Feb 08

Noted that the Policy document which covered the full range of academic partnerships, in the UK and internationally, provided a framework for the required processes to ensure the quality of such partnerships and to minimise risk.

M4019 THE ROLE OF COURT IN OVERSEEING QUALITY ASSURANCE AND ENHANCEMENT AT HERIOT-WATT UNIVERSITY

Noted and approved a statement summarising the role of the Court in overseeing Quality Assurance and Enhancement for onward presentation to the Court for approval. Noted that the statement was prepared to meet a request to institutions from the SFC for baseline information.

RJMC
8 Dec 08

Court
Clerk

M4020 GUIDANCE FOR HEADS OF SCHOOL AND COURSE TEAM LEADERS ON TEACHING WORKLOAD AND QUALITY

Noted and discussed Guidance for Heads of Schools and course team leaders on teaching workload and quality.

Approved the guidelines with respect to teaching workload/resource allocation.

Agreed that minor revisions should be made to the Guidelines with respect to teaching quality to reflect:

- measures including the module grade profile and student feedback should be viewed as a trigger for further consideration of teaching performance;
- recognition that there might be factors other than poor teaching which could lead to lower than threshold performance in the measures adopted.

Agreed also that there should be a cross-reference to the relevant Role Descriptors in relation to the scope of academic staff as detailed on page 6 of the Guidelines document.

The Deputy Principal (Learning & Teaching) agreed to revise the relevant sections of the document and to reissue to PME for final approval by correspondence.

RJMC
Nov-Dec 08

M4021 ANNUAL REPORT OF THE FINANCE COMMITTEE

Noted an Annual Report 2007/08 of the Finance Committee which would be presented by the Committee to the Court at its meeting on 15 December 2008.

Convener FC
Dec 08

Court
Clerk

M4022 ANNUAL REPORT OF THE AUDIT COMMITTEE

Noted an Annual Report 2007/08 of the Audit Committee which would be presented by the Committee to the Court at its meeting on 15 December 2008.

Convener AC
Dec 08

Court
Clerk

M4023 SAS UPDATE REPORT

The Director of Finance reported that the project was progressing on track.

M4024 ANY OTHER COMPETENT BUSINESS

BONUS PAYMENTS

Noted the need to review the process of communications with staff and provide further guidance in relation to application for bonuses made to Review Boards, either by staff members themselves or by their by line manager, and managing sensitively the outcomes of the decisions of the Boards.

KR
08/09

H.R.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 18 December 2008**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof P Corbett, Head of Institute, Petroleum Engineering (IPE)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaull, Director of Finance & IS/IT	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor of the Learning & Teaching Board (LTB)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms L Kirkwood-Smith (Clerk to PME)
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms R Moir, Director of International Development
	Ms J Forster, Director of Development

Apologies:

Prof G Pender, Head of School, The Built Environment (SBE)	Prof B G D Smart, Head, Dubai Campus
--	--------------------------------------

		ACTION	
		Who when	With whom
M4025	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting held on 27 November 2008.	LK-S 19 Dec 08	
M4026	MATTERS ARISING AND ACTION LOG		
	PRINCIPAL'S NEW APPOINTMENT		
	The Principal advised PME of his plans to take up the appointment of Vice-Chancellor at the University of Glasgow from October 2009.		
	A member of PME asked as to the impact of the Principal's planned departure from HWU on his continued leadership role within the University. PME confirmed its support for continued implementation of the University's strategy, led by the Principal while he remains with the University, and continuation of the Principal's full role in leading University and chairing PME through the same period. The Secretary of the University also confirmed the full support of the Chairman of Court advising that, unless a particular conflict of interest situation arose, the approach that should be adopted is business as usual.		
M4027	BUSINESS REPORTED BY THE CHAIR		
	RAE2008 RESULTS		
	The Principal highlighted overall positive results and confirmed that, until the detail of the		

results has been analysed further, it is not clear what strategic actions of the University might be agreed. In the meantime, thanks were due to all colleagues who had contributed to the positive result.

GJG/TM

Dec 08

M4028 STRATEGY REVIEW UPDATE

Noted and endorsed an update presentation from the DP(Strategy & Resources) including recent progress and next steps. (Appendix A appended to the minutes.)

Noted the proposed schedule of activities:

December 08:

- Recruitment open to New Topical Themes academic posts;
- First round planning meetings in progress;
- Professional Services Technical Infrastructure Theme Terms of Reference submitted to the SWG for approval;
- 2nd round Opportunities Study launched (end January deadline for submissions).

January/February 09:

- Physical Infrastructure; People; and Organisation and Processes Terms of Reference to be submitted to SWG;
- Learning and Teaching Flexible Learning Theme proposal to be submitted for PME approval;
- Review of the VS scheme relative to required savings;
- Completion of second performance review;
- Review Opportunities proposals;
- Receipt of revised recovery/disinvestment plans;
- Issue of revised budget envelopes to Heads of School/Services.

March/April 09:

- Operational planning meetings for Schools/Services/Themes;
- Appraisal of outputs of academic performance review and status of recovery/disinvestment and agreement on future actions;
- Review of theme progress/plans/incorporation of opportunities proposals;
- Professional Services performance review;
- Agreement on budget plans.

The Principal reported on the reaffirmation, at its meeting on 15 December 2008, of Court's full support of the University Strategy, and the support of the Court for continuation of the Voluntary Severance Scheme until mid-January 2009.

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

The Principal reported on the approval of the Court on 15 December 2008 of four nominees from the Court to serve on the selection committee to appoint a new Principal. Under the terms of Ordinance 27, the Secretary of the University would also take forward consultations to identify four nominees from the Senate. The Principal reported that Court had also approved a proposal that a consultant head-hunter should be commissioned to support the recruitment process. To this end, the Director of HR would organise a tendering exercise. It was planned to appoint a head-hunter in January with a view to making an appointment within 3 to 4 months.

M4029 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 the meeting of the Board held on 4 December 2008.

GJG/RCB
Clerk

Feb 09

Heads of Schools were asked to communicate with their respective Directors of Research ahead of 9 January 2009 and the presentation of Schools' strategies by the latter at the RCB Away Day.

HoSs

Dec08-
Jan 09

M4030 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 the meeting of the Board held on 12 December 2008.

PLW/IB Clerk

Feb 09

M4031 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report from the Learning & Teaching Board relating to the meeting of the Board held on 11 December 2008.

RJMC/LTB
Clerk

Feb 09

M4032 LEARNING AND TEACHING MATTERS

SCHOOLS' RESPONSES TO THE NATIONAL STUDENT SURVEY (NSS) 2008

Noted and discussed a report presented by the DP(Learning & Teaching) detailing Schools' NSS Action Plans with regard to issues raised by Survey results, and Schools' processes for engaging with the student body. The Principal highlighted the importance of NSS results as a key measure of student satisfaction in nationally published university league tables.

Agreed that:

- senior members of staff in each School should take responsibility for managing/co-ordinating School actions and for ensuring feedback to students through staff/student liaison committees;
- students in all Schools should have received feedback via staff/student liaison committees by the end of January 2009. Heads of Schools were asked to work with their respective Directors of Learning and Teaching to ensure completion of this phase;
- Schools' action plans should extend to cover the Dubai Campus; and
- Schools should consider a more structured approach to their plans, such as the model adopted by the School of the Built Environment. This was reported to be working effectively.

HoSs et al

Dec 08-
Jan 09

REPORT ON THE MODULE FEEDBACK SURVEY

Noted interim results, presented by the DP(Learning & Teaching), from the first pilot Module Feedback Questionnaire relating to the first semester of 2008/09. The DP highlighted evidence of broad student support for the Module Feedback approach.

Agreed to adopt the Module Feedback results as a leading indicator for student satisfaction, as measured by the NSS, noting that the Module Survey questions reflected those used in the NSS.

RJMC

From
Dec 08

REPORT ON STUDENT PROGRESSION

Received and noted a report from the Deputy Principal (Learning & Teaching) on the continuation of fresher students from 2004/05 to 2007/08. Noted an overall drop in the non-continuation rate from 12.1% in the 2006/07 cohort to 10.6% in the 2007/08 cohort, with a variable pattern of performance evident across Schools.

PME noted the results and endorsed their adoption as a leading indicator for progression.

The DP highlighted the importance of senior chairing of Examination Boards and the role of the Boards in bringing about a positive change.

STAGED ESCALATION OF ACADEMIC ENHANCEMENT PLANS: UG PROGRAMMES

RJMC

Dec 08-
Jan 09

Noted and approved a proposed framework, presented by the Deputy Principal (Learning & Teaching), for staged escalation of Academic Enhancement Plans for Undergraduate Programmes. PME recommended that the roles of Senate and Court in approving the withdrawal of courses be included in the Stage 7 section of the framework document and agreed that, subject to this update, the document should be disseminated within the University.

M4033 DUBAI PLAN UPDATE

Noted a summary oral update from the Secretary of the University on progress including issues for further consideration and future steps.

PLW et al
08/09

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

M4034 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2008

Received and approved Management Accounts for the period to the end of November 2008 (period 4). Reserved Section (Ref Section 30, FOI(S)A).

M4035 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines of up to January 2009 and noted arrangements for the co-ordination of the University's responses.

M4036 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR NOVEMBER 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 the end of November 2008 (period 4).

The report highlighted continued relatively strong performance against target evidenced by:

- a value of awards of £8.7m against a total for the previous year of £21.8m and a current year target of £18.6m; and
- a value of proposals of £45.7m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals) and a current year target of £75m.

M4037 RESEARCH AWARDS FORWARD LOOK REPORT FOR NOVEMBER 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 November 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 that the overall plot for the one year forward look was consistent with the growth trend of recent months, while there was evidence of some flattening out with regard to years two and three, possibly indicative of a greater proportion of short life grant awards.

Noted ongoing efforts to close the gap in the reported value of research grant and contract income between the management accounts and Forward Look reports. The Vice-Principal agreed to disseminate supplementary information on spend profiles to Heads of Schools.

ACW

Dec 08

M4038 RISK REGISTER

Received and agreed to adopt the University's Risk Register, updated following the meeting of the Risk Management Strategy Group on 17 October, and noted recent and planned developments. Reserved Section (Ref Section 30 FOI(S)A).

Noted future plans of the Director of Planning to prepare a quarterly report evaluating the potential impact of changes in the external environment. Noted also that student accommodation, with particular reference to quality of provision and investments to meet health & safety obligations would be considered in more detail.

Members of PME were invited to submit any comments relating to the Risk Register or risks not included in the Register to the Director of Finance & IS/IT ahead of the next meeting of the Risk Management Strategy Group in February 2009.

The Director of Finance & IS/IT highlighted moves to introduce a more systematic approach to the linkage of School Risk Registers and the University-level Risk Register.

PME members

Dec 08/
Jan 09

Agreed that a fresh invitation should be made to members of Court vis-à-vis representation on the RMSG ahead of the February meeting.

PMcN/L Loy

Dec 08-
Feb 09

PMcN

Dec 08-
Jan 09

M4039	GUIDANCE ON EMBEDDING RESEARCH IN THE PDR PROCESS	Noted, discussed and approved, for further co-ordination by the PDR Board, in consultation with the RCB, of the processes outlined, a guidance document relating to embedding of research activity in the PDR process.	GJG/ACW et al	Dec 08- Feb 09
		Noted that the guidelines considered the principles relating to identification of appropriate research milestones for academic staff at any given grade, to the allocation of time for research, and the challenges to be addressed in identifying appropriate productivity levels.		
M4040	PDR UPDATE	Noted an update from the Vice-Principal on progress of the Performance Review project (PDR) and planned next steps.		
		Noted:		
		<ul style="list-style-type: none"> • commencement of the next major step of the project in January 2009 with a training schedule for reviewees developed with PDR co-ordinators in Schools and Professional Services; • PDR Reviewers training schedule and material had been developed; and • PDR training for members of PME would take place on Monday 19 January 2009. 	PME members	19 Jan 09
M4041	INTERNAL REVIEW REPORT AND ACTION PLAN: INSTITUTE OF PETROLEUM ENGINEERING	Received and noted a report of an Internal Review (Institute and Programme level) of the Institute of Petroleum Engineering, which was undertaken in May 2009. Noted that the Review Panel had expressed broad confidence in the ability of the Institute to deliver high quality programmes of an appropriate standard.		
		Noted that there were no direct actions necessary by PME in connection with the recommendations of the Panel.		
M4042	DISABILITY EQUALITY SCHEME: SUMMARY ANNUAL REPORT 2008	Received and noted a summary Annual Report for 2008 of the Disability Equality Scheme, detailing achievements and future challenges for the remaining year of the Scheme.		
M4043	INTERNAL COMMUNICATIONS STRATEGY	Noted, discussed and approved for implementation an Internal Communications Strategy presented by the Director of Corporate Communications.	TM et al	Dec 08
		<p>Approved, in the context of the Strategy, the following recommended tactical steps:</p> <ul style="list-style-type: none"> • development of an internal communications policy; • development of training and guidance for management working with Human Resources and reinforced through the Leadership Training Programme; • establishment of regular information meetings for senior staff; • attendance by the Principal at management meetings; • increasing use of face-to-face communications, open meetings and other staff events; • use of new communications channels to help support future university wide projects; • reinstatement of Monthly Summary communications; • development of a new and improved hard copy newsletter; • investigation of the potential for a staff and student intranet; • evaluation of effectiveness through a focus group meeting termly and “pulse check” measures; and • support for a regular Staff Survey currently being developed by the ‘People’ Theme Team. 		
M4044	MONITORING AND EVALUATION OF THE MARKETING AND PR STRATEGY	Noted and approved, for implementation, proposed approaches presented by the Director of Corporate Communications to the monitoring and evaluation of the University’s Marketing and PR Strategy. These were provided in response to a request made by PME when the Strategy	TM et al	Dec 08

was approved in July 2008.

The Director of Corporate Communications highlighted plans to complete a branding strategy in early spring 2009.

M4045 STAFF TRENDS UPDATE

Received and noted a report on staff numbers/trends as at October 2008 presented by the Vice-Principal. The report highlighted continuing decline in the population of Research Associates.

Agreed it would be helpful to give further consideration to additional supplementary information including:

- split in the category of Research Associate to distinguish PhD students amongst the number; and
- absence rates / staff turnover.

ACW

Mar 09

KR

Mar 09

M4046 SAS UPDATE REPORT

Received and noted an update report on the SAS Programme progress.

M4047 ANY OTHER COMPETENT BUSINESS

OVERSEAS GRADUATION CEREMONIES

The Principal expressed thanks to Registry and other staff involved in organising recent successful overseas graduation ceremonies.

**Heriot-Watt University
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 29 January 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Mr P McNaull, Director of Finance & IS/IT
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor 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)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)

In attendance:

Mr R McGookin, Director of Planning	Ms R Moir, Director of International Development
Mr K Ross, Interim Director of Human Resources	Mrs K Patterson, Academic Registrar & Deputy Secretary
Ms J Forster, Director of Development	G. Bartsch, S Kay and P Kerr attended discussion on item 4051
Ms T Merrick, Director of Corporate Communications	Ms L Kirkwood-Smith (Clerk to PME)

Apologies:

Prof K Lumsden, Director of Edinburgh Business School (EBS)	Prof B G D Smart, Head, Dubai Campus
---	--------------------------------------

		ACTION Who / when	With whom
M4048	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting of PME held on 18 December 2008.	LK-S 30 Jan 09	
M4049	MATTERS ARISING AND ACTION LOG		
	HEAD OF IPE The Principal welcomed Professor Simon Stewart, newly appointed Head of the Institute of Petroleum Engineering.		
	STAGED ESCALATION OF ACADEMIC ENHANCEMENT PLANS Noted, in relation to M4032, the documentation had been updated to reflect PME feedback.		
	RISK MANAGEMENT STRATEGY GROUP Noted, in relation to M4038, on the matter of Court member representation on the Group, that the Director of Finance & IS/IT planned to raise at the forthcoming meeting of the Audit Committee on 2 February.		
M4050	BUSINESS REPORTED BY THE CHAIR		
	HEAD OF SCHOOL OF LIFE SCIENCES The Principal conveyed congratulations and best wishes to Professor Brian Austin who had		

recently been appointed as the Director of the Institute of Aquaculture, University of Stirling.

MAIN GRANT FUNDING 2009/10

The Principal highlighted, in the context of the outcomes of RAE 2008 and associated main QR grant funding, the expectation of an SFC announcement on grant funding for 2009/10 around late March / early April 2009.

PAY NEGOTIATIONS

The Principal updated PME on ongoing communications between UCEA, UCU and ACAS.

M4051 SCOTTISH BORDERS CAMPUS UPDATE

Received an update by the Director of Campus Services SBC on the Scottish Borders Campus Co-location Project confirming near completion of the project. Noted that the schedule for completion would include finalisation of the relevant legal agreements, including service level agreements between the University and Borders College by early February 2009.

Noted current plans for completion of construction works in March 2009 with Borders College due to move into campus facilities in April 2009. The project was due to be completed in August 2009. Noted that a Campus Management Committee was already operational and Campus management structures were being put in place. Noted that the project has attracted significant external interest, and a body of funded research work focusing on lessons learned and best practice for other collaborations of its kind in Scotland had been undertaken on behalf of the Scottish Funding Council. The Director of Campus Services highlighted projected v. budgeted costs, expected operational future operational cost savings and lessons learned.

Noted that future project work would include student residences at the campus; development of sport and leisure facilities; and reviewing potential for further development of academic collaboration between Heriot-Watt and Scottish Borders College.

Agreed that thanks should be relayed to relevant University staff involved in the project.

PLW
Feb/Mar 09

M4052 STRATEGY REVIEW UPDATE

Received and noted a presentation from the DP(Strategy & Resources) highlighting progress and next steps in the Strategy Review process. Noted:

- the approaching deadline for Topical Theme appointment applications. An update would be presented at the meeting of PME in February;
- progress in the approval process for Professional Services Themes. The Technology Infrastructure Theme had been approved, the Physical Infrastructure and People Themes were under final consideration and the Process and Organisation Theme was awaiting final Terms of Reference sign-off;
- a deadline of 31 January for 2nd round Opportunities Study. Signs were already positive in terms of emerging good ideas;
- near completion of the financial performance review of Schools;
- completion of the quality/teaching review of Schools;
- following announcement of RAE2008 results the quality/research review of Schools was in progress; and
- ongoing financial planning including Voluntary Severance impact on budget compliance for 2009/10 and beyond. Supplementary planning round meetings would be held in February 2009.

The DP(Strategy & Resources) provided a reminder of the financial plan for 2009/10 and 2010/11 submitted to the SFC in summer 2008 and confirmed progress through the Voluntary Severance Scheme (based on estimated 'probable' savings) towards achieving the agreed budget targets. Thus far, estimated 'probable' savings were in the region of £2m against a target of £3.8m in 2009/10. Noted the associated potential impact of the shortfall on School and Services investments which, even allowing for a minimal level of new investment, when combined with an estimated probable income shortfall against target and known additional costs in the coming year, would lead to an overall budget deficit if the University took no further action.

M4053 VOLUNTARY SEVERANCE UPDATE

Noted an update on the current status of VS applications/acceptances presented by the Vice-Principal.

Discussed preparations required through the period up to the meeting of Court on 23 March 2009 to develop an options appraisal, in particular in the scenario that the required savings target remains unmet. Reserved Section (Ref Section 30, FOI(S)A).

SWG/PME
Feb 09

Noted, in respect of Professional Support Services, the need to assess potential for sustainable cost savings across Services as a whole and agreed that a meeting with all relevant budget holders should take place not later than 13 February 2009. A report on the outcomes of this assessment should then be forwarded as quickly as possible to the Strategy Working Group.

PLW/PMcN
13 Feb 09

Agreed that, if necessary, an additional meeting of the SWG should be scheduled in February 2009.

JJ
Feb 09

The Director of HR agreed to disseminate information to PME on potential re-deployment arrangements.

KR
30 Jan 09

M4054 PDR UPDATE

Noted an update from the Vice-Principal on progress of the Performance & Development Review (PDR) project. The Vice-Principal confirmed that progress towards full implementation of the PDR process was on track.

M4055 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 the meeting of the Board held on 9 January 2009.

GJG/RCB
clerk
Feb 09

The DP(Research & KT) highlighted, with reference to plans to embed research in the PDR process, that a proforma of expected research performance would be considered by the RCB at its meeting in March 2009 and presented subsequently to PME.

GJG
Apr 09

The DP(Research & KT) also drew attention to ongoing discussions within the University on the implications associated with REF, in preparation for a wider national consultation to take place later in the year. Noted the expectation of a start towards the gradual introduction of REF elements in 2011 leading to full implementation in England by 2013 and REF-driven HEFCE funding in the year following. Impact on the Scottish research funding model was expected to follow subsequently.

M4056 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved for onward presentation to the Senate at its next meeting, a report from the Learning & Teaching Board relating to the meeting of the Board held on 22 January 2009.

RJMC
Feb 09

LTB
Clerk

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

The Principal agreed to share information with colleagues emerging from a recently published CIHE report on graduates' skills in stem subjects.

AM
Feb 09

Returning to the Report of the Board, the DP(Learning & Teaching) drew the attention of PME to learning and teaching in the 1994 Group, which the Board had agreed would be the key overarching theme for discussion at the Board's Away Day on 3 February.

M4057 PREPARATIONS FOR POSSIBLE INDUSTRIAL ACTION

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

M4058 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines of up to April 2009, and noted arrangements for the co-ordination of the University's responses.

M4059 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2008

Received and approved Management Accounts for the period to the end of December 2008 (period 5).

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

M4060 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR DECEMBER 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 the end of December 2008 (period 5).

The report highlighted continued relatively strong performance against target evidenced by:

- a significant upward swing in the value of awards in the month to £12.4m, against a total for the previous year of £21.8m and a current year target of £18.6m; and
- a value of proposals of £53.2m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current year target of £75m.

M4061 RESEARCH AWARDS FORWARD LOOK REPORT FOR DECEMBER 2008

Received and discussed a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of December 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 that the overall plots showed continuing growth across all measures, consistent with a generally improving trend over the last three years. Noted; however, that while during the first four months of 2008/09 the improvements translated into increases in actual turnover, the December figures for recognised income had dropped back. Performance across Schools was highly variable.

The Vice-Principal tabled supplementary information highlighting monthly recognised income and accumulated recognised income for the comparative years 2007/08 and 2008/09 and analyses of unspent grant balances. The Vice-Principal drew attention in particular to the gap in 2007/08 between accumulated end of year income and actual spend. PME noted analyses of unspent grant balances since FY 04/05 and grants transferred out of the University over the same period with departing Principal Investigators. Noted evidence that the value of unspent grant balance had reduced significantly against a previous high level in 2004/05.

Noted potential causes of discrepancy in the accounts which Financial Controllers, working closely with their respective Schools, could help to resolve. Main factors included ensuring that grants which are transferred with their Principal Investigator to other institutions are removed from the University's system; ensuring that all work carried out is properly charged; and reducing as far as possible any time lag in starting projects. The Vice-Principal also highlighted an estimated potential understatement of research out-turn in the current year of £200-300K.

Noted potential for delay in recruitment of Research Associates. University approval and recruitment processes could added further to "delays" already occasionally created by the time-gap between a Research Council grant announcement and actual payment. Agreed to institute steps to streamline and speed up the VMG approval process providing authority to proceed with advertisement of Research Associate posts.

ACW et al
From Feb 09

Agreed that a summary report providing a full diagnosis of all factors contributing to mismatches between the University accounts and the research grants and contracts records system should be presented to PME at the end of the summer 2009.

ACW et al
Jul/Aug 09

M4062 REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP

Received and noted a report of the outcomes of the meeting of the Risk Management Strategy Group held on 16 December 2008.

The Director of Finance & IS/IT confirmed plans for substantive discussions at the meeting of the Group at its meeting in February following which an updated Risk Register would be presented to PME at its meeting on 19 March 2009.

PMcN
12 Mar 09

M4063 PENSION RISK MANAGEMENT

Noted a presentation by the Director of Finance & IS/IT highlighting increasing employer pension contribution liabilities in the coming year. Noted that triennial actuarial valuations for USS and LPF schemes as at 31 March 2008 had been released in December 2008. These confirmed revised employer contribution rates amounting to a 4.5% increase in LPF contributions from 1 April 2009 and an increase of 2% in USS contributions from 1 August 2009 converting to additional costs per scheme per annum of £450k and 800K respectively.

Noted risk factors and increased volatility which had the potential over coming years to further increase substantially employer liability in respect of pension contributions.

Approved a proposal that the University should undertake a review of its existing pension scheme arrangements with a view to retaining access to defined benefit final pension arrangements for current and future University employees while achieving reduction in the costs and volatility associated with this benefit. The Director of Finance & IS/IT highlighted broadly potential future options.

Agreed that the Director of Finance & IS/IT should present a report on fully costed options for consideration by PME and by the Finance Committee before the end of the current financial year. In the meantime, advice on increased costs in 2009/10 would be prepared for inclusion in planning round guidance to budget holders.

PMcN et al
Jun 09

M4064 POLICY ON THE MANAGEMENT OF COMMERCIAL BILLING AND THE COMMERCIAL DEBT COLLECTION PROCESS

Received and approved for dissemination/implementation, a Policy presented, by the Director of Finance & IS/IT, on Management of Commercial Billing and the Commercial Debt Collection Process.

PMcN et al
Feb 09

Noted that the policy, which covered all billing and debt collection for commercial relationships which the University enters into with third parties, was intended to ensure that the management of commercial billing and debt collection is clear and consistent, and that the University's legal rights are protected and its potential liabilities limited.

M4065 POLICY ON MANAGEMENT OF STUDENT FEES, CHARGES, FINES AND DEBTS

Received and approved, subject to further work to fully complete the consultation process, a Policy on Management of Student Fees, Charges, Fines and Debts presented by the Director of Finance & IS/IT.

Heads of Schools were asked to consult with their School representatives in the membership of the Fees Working Group inviting the relevant colleagues to feed back their comments to Kevin Mallett by 6 February 2009. Heads of Schools were also asked to ensure that their respective School representatives in the Infrastructure Board communicate with all relevant School colleagues in support of consultations led by the Board.

HoSs
Feb 09

M4066 SAS PROJECT UPDATE

Received and noted an update report presented by the Director of Finance & IS/IT on the progress of the SAS Project. Noted, following notice of the planned departure from the University of the Project Manager that Sean McDonald would stand in as Interim Project Manager.

Noted a current backlog in processing applications. The Director of Finance & IS/IT reported that steps were being taken by the Director of Recruitment & Admissions to resolve the problem as quickly as possible. Heads of Schools should report any significant problem which

HoSs
Feb 09

is not resolved in the coming few weeks to PME in the first instance.

The Director of Planning confirmed that student recruitment update reports would be presented regularly to PME from February 09.

RMcG
Feb-autumn 09

M4067 ANY OTHER COMPETENT BUSINESS

ARRANGEMENTS FOR THE APPOINTMENT OF A NEW PRINCIPAL

Noted that, in terms of Ordinance 27: Appointment of the Principal, a selection committee had been established and was actively engaged in the process of identifying a successor to Professor Anton Muscatelli and of making a recommendation. Noted the intention to secure a new appointment by spring 2009.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 26 February 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof G Pender, Head of School, The Built Environment (SBE)
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor 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)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Mr P McNaull, Director of Finance & IS/IT
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)

In attendance:

Mr R McGookin, Director of Planning	Ms J Forster, Director of Development
Mr K Ross, Interim Director of Human Resources	Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms L Kirkwood-Smith (Clerk to PME)
Ms T Merrick, Director of Corporate Communications	

Apologies:

Prof B Austin Head of School, Life Sciences (SLS)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof K Lumsden, Director of Edinburgh Business School (EBS)	Prof B G D Smart, Head, Dubai Campus

		ACTION	
		Who	With
		when	whom
M4068	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting held on 29 January 2009.	LK-S	
		27 Feb 09	
M4069	MATTERS ARISING AND ACTION LOG		
	APPOINTMENT OF A SUCCESSOR TO THE PRINCIPAL		
	Noted the schedule for advertising and selection. Noted that interviews will be held during the week beginning 11 May 2009 with the intention that the joint committee of the Court and the Senate will make a recommendation to Court on 18 May 2009.		
M4070	BUSINESS REPORTED BY THE CHAIR		
	REVIEW OF THE SCHOOL OF LIFE SCIENCES		
	The Principal updated PME on plans to take forward a review of the School of Life Sciences. Outcomes would be reported to PME and to Court at their meetings in June 2009. Terms of Reference for the Review, which would focus broadly on academic coherence, were being prepared and would be presented to a forthcoming meeting of PME.	AM/JJ et al	Mar-May 09
	APPOINTMENT OF DEPUTY PRINCIPAL (RESEARCH & KT)		
	The Principal confirmed the appointment of Professor Alan Miller, currently Vice-Principal (Research), University of St Andrews, as the successor to Professor Gavin Gibson. Professor Miller will take up the appointment on 1 May 2009.		

SCOTTISH GOVERNMENT FUNDING

The Principal updated PME on the recent Government pre-budget announcement confirming expected efficiency gains to be achieved by the Scottish Government to the tune of £500m in each of the next two years. The cut would have an inevitable impact on HE funding and the University should make appropriate allowance for this in its own budget planning.

M4071 SAS PROJECT

Noted and discussed a presentation by the SAS Project Manager and supporting paper which provided an update on implementation of the SAS project.

Noted, following an assessment that the scale of change achievable in the current year was overly ambitious, a change in scope of the project over the immediate term. The immediate focus would be on areas of key functionality with strict prioritisation in terms of impact on business continuity in key areas. As a result of this change in focus, the benefits of SAS over ISS would take longer to achieve but; nevertheless, remained key drivers of the project.

M4072 POSTGRADUATE CENTRE

Noted and discussed an update on the Postgraduate Centre presented by the Director of Postgraduate Studies who confirmed that the Centre would be available for use from 30 March 2009.

Noted that, while the Centre had been designed specifically for postgraduate level use and priority on bookings should be arranged accordingly, where there was an opportunity to accept bookings for undergraduate teaching, these ought to be accommodated.

Agreed that further thought should be given to options for a name for the Centre and noted current suggestions.

PME

M4073 STRATEGY UPDATE

Received and endorsed a strategy implementation update report from the Deputy Principal (Strategy & Resources). Noted reports on:

- VS update and financial plans. Noted a summary of projected outcomes of VS by School. Noted budget scenarios presented for 2009/10 and 2010/11. Discussed under M4074 below.
- Performance Review including a summary of financial performance by School and main activities in 2007/08. Academic Quality Review (UG teaching) was considered under M4077. Noted that Academic Quality Review (research) was currently underway;
- Theme appointments and progress made in short-listing of candidates;
- recommendations in relation to second round Opportunities Study proposals received. Endorsed recommendations of the Strategy Working Group in relation to proposed routes for further development.

Actions on SWG.

M4074 VOLUNTARY SEVERANCE UPDATE

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

M4075 PERFORMANCE & DEVELOPMENT REVIEW (PDR) UPDATE

Received and discussed an update report on implementation of PDR presented by the Vice-Principal.

PME members were asked to note and to plan with a view to meeting the schedule for completion of FJPs within 4 weeks of PDR reviewee training.

PME
Spring 09

Heads of Schools and Professional Support Services were requested to speak to the Vice-Principal if they have difficulties in supporting any aspect of PDR implementation.

HoSs/Section
Feb/
Mar 09

M4076	ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2008	Received and approved recommendations of the Academic Promotions Board (Senior Promotions) for onward presentation to the Senate and to the Court.	Clerks to PME/Court and Senate Mar 09	
M4077	ACADEMIC PERFORMANCE REVIEW (QUALITY)	<p>Received a report from the DP(Learning & Teaching) describing progress being made towards the University's academic (learning and teaching) objectives of having a profile similar to the 1994 Group. The report highlighted the University's position and the position of each School in relation to 5 KPIs: entry scores; progression; degree class; graduate employment; and NSS scores.</p> <p>Endorsed the decisions of the SWG on the updated Scorecard for each academic programme and the decisions on the need for Academic Enhancement Plans to address areas of weakness. Agreed that a formal response from the relevant Schools should be submitted by 27 February 09.</p> <p>The following concerns were highlighted and it was agreed that further discussions should be taken forward on these and any other concerns raised by Heads of Schools:</p> <ul style="list-style-type: none"> • whether submissions ought to be made to and considered by LTB; insufficient distinction between red/amber/green scorecard divisions. 	RJMC/HoS/ SWG Mar 09	
M4078	MANAGEMENT POLICY ON INDUSTRIAL ACTION	<p>Agreed that there was an insufficient number of members present to consider this item and that it should be considered by PME at its meeting in March 2009.</p> <p>In the meantime any critical issues identified to be communicated between Heads and the Director of HR.</p>	KR / PME clerk 13 Mar 09	HoS/Section Feb/Mar 09 Dir of HR
M4079	STUDENT APPLICATIONS UPDATE	Received and noted an update report on undergraduate and postgraduate taught course student applications presented by the Director of Planning.		
M4080	REPORT FROM THE RESEARCH CO-ORDINATION BOARD	<p>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 10 February 2009.</p> <p>The DP(R&KT) provided an oral update in relation to item 7.</p> <p>The attention of Heads of School was drawn to a new round of capital investment for research (the Research Capital Investment Fund). Bids to be received to TRS by Friday, 13 March. (item 3.1 of the report).</p>	GJG/ Mar 09	RCB clerk
M4081	REPORT FROM THE INFRASTRUCTURE BOARD	<p>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 19 February 2009.</p> <p>The Secretary of the University provided a supplementary oral update on item 10 (Residences 1 & 2) of the report. Serious infrastructure risks relating to Residences 1 & 2 at the Edinburgh Campus had been brought to the attention of the Risk Management Strategy Group. The Secretary of the University reported on the necessary replacement of internal doors in order to comply with fire regulations. The cost estimate for this work, which lay in the region of £0.5m, presented a serious financial threat in the current financial year. The Secretary confirmed that a contingency plan was being scaled up to ensure that, should it be required, alternative student accommodation will be made available.</p>	PLW Mar 09	IB Clerk

M4082	REPORT FROM THE LEARNING & TEACHING BOARD (EXTRACT FROM THE REPORT OF THE LTB AWAY DAY)	Received and approved for, onward presentation to the Senate at its next meeting, a report from the Learning & Teaching Board relating to its Away Day held on 3 February 2009.	RJMC Mar 09	LTB Clerk
M4083	RESIDENCES PROJECT UPDATE	<p>Noted an update report on the Residences Project presented by the Director of Finance & IS/IT including: a summary of the building and facilities management specification; a summary of the procurement options; and a first draft of the New Residences Outline Project Plan. The final model was still under development and a draft would be presented at a future meeting of PME.</p> <p>Noted, since approval by the Court for the first phase of the project to progress the capital project planning and development of the business case, that the Residences Project Board was meeting on a monthly basis.</p> <p>Noted that the main objectives of the first phase were to agree specifications for the Edinburgh and Galashiels campuses' new residence buildings, recruit a project manager and develop detailed cost proposals, project timetables, and a financial model of the incremental input of the project on the University's 5-Year Plan. Noted that detailed plans would be presented to PME, the Finance Committee and Court for approval to proceed to Phase 2, prior to issuing a tender and evaluating construction processes.</p>	PGM et al	
M4084	CONSULTATION ON THE SFC DRAFT CORPORATE PLAN 2009-12	<p>Noted a consultation by the SFC on its draft Corporate Plan 2009-12 with a closing date of 6 March for invited comments from institutions.</p> <p>Noted comments on the Plan from the Director of Planning. No further comments were raised by PME.</p>	RMcG 6 Mar 09	
M4085	CONSULTATIONS LOG	Received and noted a report of consultations communicated to the University with deadlines of up to April 2009, and noted arrangements for the co-ordination of the University's responses.		
M4086	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2009	<p>Received and approved Management Accounts for the period to 31 January 2009 presented by the Director of Finance & IS/IT. Reserved Section (Ref Section 30, FOI(S)A)</p> <p>PME members were invited to direct any comments on the Accounts to the Director of Finance & IS/IT.</p>	PME Feb/ Mar 09	
M4087	RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR JANUARY 2009	<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 the end of January 2009 (mid-year).</p> <p>The report highlighted continued relatively good performance above target evidenced by:</p> <ul style="list-style-type: none"> • a value of awards in the month to £12.1m, against a total for the previous year of £21.8m and a current year target of £18.6m; and • a value of proposals of £61.5m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current year target of £75m. <p>Noted that while there appeared some flattening of new award announcements in the month a significant Science & Innovation Award was yet to register in reporting.</p>		

M4088 RECONCILIATION OF THE FORWARD LOOK DATABASE WITH 2007/08 RESEARCH TURNOVER

Received and noted a report presented by the Vice-Principal which provided a reconciliation between the Forward Look Database and the actual research turnover reported for 2007/08.

Noted that the report confirmed an adjustment to the way in which back-dated grants are treated in the database which would continue to be used in future Forward Look reports. Noted also that, for management purposes, the underlying research activity rate should be separated from necessary accounting adjustments.

Noted that, following completion of further checks, the Version-2 Forward Look Database would be used to construct the new Forward Look data for future PME reports.

M4089 INTERNAL AUDIT REPORT: BUDGET SETTING & MONITORING AND TREASURY & CASH MANAGEMENT

Received and noted an Internal Audit Report on Budget Setting & Monitoring and Treasury & Cash Management which would be presented to the Audit Committee at its meeting on 3 March 2009.

M4090 INTERNAL AUDIT REPORT: GENERAL LEDGER AND REVIEW OF INCOME & DEBTORS

Received and noted an Internal Audit Report on General Ledger and Income & Debtors which would be presented to the Audit Committee at its meeting on 3 March 2009.

The Director of Finance & IS/IT highlighted risk level 4 assessment against General Ledger reconciliations. Due to the inability of the Finance Office to allocate a consistent level of staff resource in this area, the issues raised by the external auditors with regard to General Ledger had not yet been resolved. The matter of staff resource required resolution and, in the meantime, continuing engagement with the auditors on this matter were likely to have an impact on audit costs in the year.

M4091 REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP AND UPDATED RISK REGISTER

Received and noted an updated Risk Register as at 10 February 2009 and a report from the Risk Management Strategy Group as of the same date.

The Director of Finance & IS/IT confirmed plans to arrange a substantive discussion on Risk involving an invitation to a few members from the Court at a forthcoming meeting of PME.

PGM /
Mar 09

PME
Clerk

M4092 ESTABLISHMENT OF A PUBLICATIONS DATABASE AND INSTITUTIONAL REPOSITORY

Endorsed in principle a proposal presented by the DP(Research & KT) for establishment of a University Publications Database and Institutional Repository for full-text doctoral theses and other research outputs.

Agreed that further work should be taken forward with a view to embedding the proposal within the scope of the Technology Infrastructure Theme.

GJG et al
Spring 09

M4093 PROPOSAL FOR A CAREER PATH IN ENTERPRISE & KNOWLEDGE TRANSFER

Agreed to bring back this item for consideration at the meeting of PME on 19 March 2009.

PME clerk 13
Mar 09

M4094 INTERNAL REVIEW REPORT: PROGRAMME REVIEW OF UNDERGRADUATE PROVISION WITHIN THE SCHOOL OF ENGINEERING AND PHYSICAL SCIENCES

Received and noted an Internal Review Report of undergraduate provision within the School of Engineering & Physical Sciences undertaken in May 2008, noting panel recommendations and the School's responses. The Quality Enhancement & Standards Committee had confirmed in January 2009 that no further action was required at University or School level.

Noted that the Panel had concluded that it had broad confidence in the ability of the School to deliver programmes of an appropriate standard.

M4095 SUMMARY OF OFFICE OF STUDENT SUPPORT AND ACCOMMODATION 2007/8 ANNUAL REPORT

Received and approved, for onward presentation to the Court at its meeting on 23 March 2009, a summary annual report 2007/08 of the Office of Student Support and Accommodation.

KAP/Court
Clerk
17 Mar 09

M4096 SUMMARY OF FORMAL STUDENT COMPLAINTS AND APPEALS 2007/8

Received and approved for onward presentation to the Court at its meeting on 23 March 2009, summary reports of formal student complaints and appeals 2007/08.

KAP/Court
Clerk
17 Mar 09

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 19 March 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof B G D Smart, Head, Dubai Campus
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor 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)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaull, Director of Finance & IS/IT	Prof A Harley, Head of School, Textiles and Design (TEX)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
R Stamp, A Warner of Stamp Consultancy and M Dunn of dh insight attended for item M4100	

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms L Kirkwood-Smith (Clerk to PME)
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms R Moir, Director of International Development
Professor Paul Hughes, School of Life Sciences	Ms J Forster, Director of Development

Apologies:

Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof A Prior, School of Life Sciences	

		ACTION Who when	With whom
M4097	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting held on 26 February 2009.	LK-S 20 Mar 09	
M4098	ACTION LOG AND MATTERS ARISING		
	Noted the Action Log. There were no matters arising.		
M4099	BUSINESS REPORTED BY THE CHAIR		
	SFC FUNDING ANNOUNCEMENT INCLUDING MAIN RESEARCH (REF) FUNDING		
	Noted an update from the Principal confirming expectation of receipt of the announcement of main grant funding for 2009/10 from the SFC on 2 April 2009.		
	Agreed that an all staff communication should be prepared and released by the Director of Corporate Communications as soon as possible following receipt of the announcement.	TM First week April 09	
M4100	BRANDING STRATEGY		
	Received and discussed a presentation by Stamp Consultancy on the outcomes of the Brand Communications review.		

Agreed next steps, to:

- establish a cross University group, chaired by the Secretary of the University to take forward development of a 3 to 5-year branding strategy implementation plan. The group should include, inter alia, representation from Schools; Corporate Communications; Recruitment & Admissions, Development & Alumni; and Careers Advisory Service;
- direct communications with each management team in the University to secure their engagement in development and implementation processes.

PLW/TM et al

From Mar 09

M4101 VOLUNTARY SEVERANCE

Noted recommendations prepared in a paper for consideration by the Court at its meeting on 23 March 2009. The paper indicated the current position on staff savings, as a consequence of the Voluntary Severance Scheme and associated vacancy management, and recommended actions including initiating compulsory redundancy procedures in specific areas which had been identified as requiring additional savings to bring them into a financially sustainable position.

PME indicated its unanimous support for the paper which would be presented jointly to the Court by senior management and the Convener of the Staffing Strategy Committee, noting that Court would be invited to: note the progress made in achieving staff savings and the consequent benefits to the University in terms of investments in the strategic plan; to note those areas which had a continuing staff redundancy situation; and to approve commencement of a compulsory redundancy process not later than 27 April 2009, assuming the need continues. During the intervening period and the consultation phase, staff identified as being in "at risk" areas would continue to have access to the Voluntary Severance Scheme.

AM/ACW/
23 Mar 09

JMcC

Noted prospects for minimising potential compulsory redundancies through continued use of VS and through redeployment. The Director of HR agreed to redistribute a list of potential redeployment vacancies.

KR Mar 09

Agreed that a response should be prepared to a recent communication from UCU to members of Court. The content should be agreed at a planned meeting with lay members of Court on Friday 20 March following which arrangements should be made for immediate release.

AM et al
20 Mar 09

M4102 NEW RESIDENCES UPDATE

Noted an update report on the New Residences Project presented by the Director of Finance & IS/IT. Noted the status quo and key issues to be considered in respect of development of the project. Noted a proposed re-phasing of the project, the first draft model of which was in the process of being prepared. The re-phasing would spread the project over a longer period with the result that the University would be better placed to control the rate of commitment to fund against income generation. Noted that approval to proceed remained subject to approval through a gated process and would require a detailed business case including a financial model.

Noted that a project plan and business case would be presented for discussion and approval at the meetings of PME and Court at their meetings in May 2009 and the Finance Committee at its meeting in June 2009.

PGM et al

May 09

M4103 REVIEW OF THE SCHOOL OF LIFE SCIENCES

Noted and approved the remit and scope of the planned review of the School of Life Sciences.

Noted that the review, which would be undertaken by an appointed Review Group chaired by the Principal, would consider the alignment of disciplines currently within the School, focusing on key aspects of academic coherence, academic leadership and critical mass. Noted that the review was specifically not designed to replace or enhance the Voluntary Severance Scheme or academic performance review processes.

Noted that a final report, outlining recommendations and proposed timescales, would be submitted to PME for consideration at its meeting on 4 June 2009, following which a report containing PME's responses to the recommendations would be presented to the Court for approval at its meeting on 29 June 2009. Noted that interim reports would be presented to PME at its meetings in April and May 2009.

AM with
Review
Group
Mar-May 09

M4104 PDR UPDATE

Received and noted an update on progress in implementation of Performance & Development Review (PDR). Noted that delivery of PDR Reviewee and Reviewer training remained on schedule; however, progress in terms of completion of FJPs by Schools and Sections was reported to be relatively poor.

PME Heads of School/Section were asked to encourage completion of FJPs in accordance with deadlines and to check with the PDR Project Manager if centrally reported statistics on completion appear not to match with known progress locally.

PME

Mar 09
ongoing

M4105 RESEARCH ACTIVITIES IN PDR AND PROMOTION

Noted and approved in principle guidance presented by the DP(Research & KT) for embedding research in the PDR process and continuing development of the link between PDR and promotion.

Agreed that:

- the 40% time allocation to research activity upon which the guidelines are based should be made explicit;
- re 3.5, further investigation of benchmark performance should be undertaken. Agreed that HWU targets should be consistent with a position reaching the upper quartile of all universities;
- to help achieve broad buy-in, the guidance should be presented for further discussion at the PDR Project Board, the Learning & Teaching Board, and discussed with early career staff in Schools and with the UCU; and
- consolidated Research and Learning & Teaching documentation should be presented for discussion at the Staffing Strategy Committee.

GJG

Mar 09

GJG with
RMcG

Mar 09

GJG

Mar-Jun
09

GJG/RJMC

Jun 09

Agreed that the Infrastructure Board should oversee the development of similar guidelines for non-academic members of staff.

PLW/I.B.

From Apr
09

M4106 MANAGEMENT POLICY ON INDUSTRIAL ACTION

Approved a Management Policy on Industrial Action for implementation, should the need arise, led by the Director of HR.

KR

From Mar 09

Approved in principle the sample letters forming appendixes to the Policy with the following recommendations:

- the wording should be reviewed/amended depending on the prevailing circumstances;
- messages about the impact of industrial action on the student body should be strengthened;
- in the event of withholding of a proportion of salary, the University would adopt the previous practice of donating the monies withheld to the Student Hardship Fund. This arrangement should be made explicit in relevant staff communications.

M4107 PG STUDENT RECRUITMENT UPDATE

Received and noted an update report from the Director of Planning on postgraduate student applications/acceptances as at 7 March 2009.

Noted limited significance thus far of PGT Home/EU applications which currently represented only around 20% of the likely final total; however, the trend appeared positive overall for all Schools. Meanwhile Overseas applications, which were also encouraging, approached 50% of the likely final total and were a more significant indicator at this stage. Noted progress made in terms of processing of applications since the last report to PME. Noted that offers accepted by candidates, which currently represented just over a quarter of the likely final total, were comparable overall with the same time last year, with variations across Schools.

Noted that current PGR applications represented around 50% of the likely final total and appeared on track overall at least to maintain the level of applications in 2008, which had been a significant elevation against the previous year. Noted variation across Schools. Noted that the majority of research student applications received still remained under consideration with no confirmation of offer/rejection yet made.

	Noted that a further update would be provided to PME at its meeting in April 2009.	RMcG 23 Apr 09	
M4108	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 10 March 2009.	GJG Mar 09	RCB clerk
M4109	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 March 2009.	PLW Mar 09	IB Clerk
	The Secretary of the University drew attention to the Board's discussion, as reported under item 1 of the report in relation to the People Strategy, and the recommendation of the Board that higher priority should be given to development and implementation of Promotion and Review Boards in relation to non-academic staff.		
	PME approved the recommendation that Review Boards for non-academic staff should be advanced in the order of HR priorities and that re-prioritisation of activities should be arranged and a new schedule devised accordingly.	KR/PLW Mar 09	
	Noted and discussed also a report from the Board highlighting a critical shortage of trained HERA evaluators to support Review Board processes. Agreed that, in addition to the matter of scheduling, the Director of HR should develop proposals for further consideration by PME on key operational issues including development of the pool of trained HERA evaluators drawn from within the University staff population.	KR Mar/Apr 09	
	The Secretary of the University also drew attention to a policy for auditing arrangements for the monitoring of staff annual leave which had been approved by the Board for onward presentation to PME at its meeting in April 2009.	PLW 16 Apr 09	
M4110	REPORT FROM THE LEARNING & TEACHING BOARD (EXTRACT FROM THE REPORT OF THE LTB AWAY DAY)		
	Received and approved an approach to academic enhancement and an associated action plan reported from the Learning & Teaching Away Day held on 3 February 2009. Noted the proposed framework would form part of a five year strategic plan for Learning & Teaching.		
	Approved for onward presentation to the Senate at its next meeting.	RJMC Mar 09	LTB Clerk
M4111	HWUSA ANNUAL REPORT TO COURT		
	Received and noted an annual report from the HWU Students Association for onward presentation to the Court at its meeting on 23 March 2009.		
M4112	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2009		
	Received and approved Management Accounts for the period to 28 February 2009 (period 7) presented by the Director of Finance & IS/IT. Reserved section (Ref Section 30, FOI(S)A).		
	PME members were invited to direct any comments on the Accounts to the Director of Finance & IS/IT.	PME Mar/Apr 09	
M4113	RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR FEBRUARY 2009		
	Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period the end of February 2009 (period 7).		
	The report highlighted continued relatively good performance above target evidenced by:		
	<ul style="list-style-type: none"> • a value of awards in the year to date of £13.8m, against a total for the previous year of £21.8m and a current year target of £18.6m; and 		

- a value of proposals in the year to date of £66.7m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current year target of £75m.

M4114 FORWARD LOOK REPORT FOR FEBRUARY 2009

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of February 2009. The report, drawn from the revised "Version-2" database, indicated the evolution of research "order books" at both University and School level, spreading the value of each research award on an equal monthly basis across the period of its life-span. Forward Looks were presented in each of one, two and three year periods.

Noted also the first of regular reports of current accumulated actual spend compared with available spend, according to the database. The Vice-Principal highlighted overall general consistency across the measures; however there were variations between actual available spend and actual accumulated turnover which affected in particular the Schools of SLS, SBE and TEX. These merited further investigation by the relevant Heads of Schools.

HoS -
SLS, SBE,
TEX
Mar-Apr 09

M4115 PROPOSAL FOR A CAREER PATH IN ENTERPRISE & KNOWLEDGE TRANSFER

Discussed and endorsed, for further development, a proposal, presented by the DP(Research & KT) and approved by the RCB at its meeting in February 2009, for a career path in enterprise and knowledge transfer.

Agreed that in the first instance the Deputy Principal (Research & KT) should consult further with the Vice-Principal and the Director of HR to consider potential integration/linkage with research career path development guidance.

GJG with
ACW/KR.

spring 09

M4116 SAS PROJECT UPDATE

Received and noted an update report presented by the Director of Finance & IS/IT on the progress of the SAS Project. Noted that the Direct Admissions function was expected to go live with a controlled release in the week commencing 30 March 2009.

M4117 ANY OTHER COMPETENT BUSINESSS

DISCUSSION ON RISK/RISK MANAGEMENT

Noted plans to include a substantive discussion on risk/risk management at the meeting of PME on 23 April 2009 to which a small number of Court members will be invited.

PMcN
Apr 09

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 23 April 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof B G D Smart, Head, Dubai Campus	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof G Pender, Head of School, The Built Environment (SBE)
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)
Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Dr J McClure, Court member, was present for item M4132
Ms J Forster, Director of Development	Mr E Weeple, Court member, was present for item M4132
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convener of the Research Co-ordination Board (RCB)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Prof A Prior, Acting Hear, School of Life Sciences	

	ACTION	With whom
	Who	
	When	
M4118 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting held on 19 March 2009.	LK-S	
	24 Apr 09	
M4119 MATTERS ARISING AND ACTION LOG		
UCU BALLOT		
Noted the intention of UCU to proceed with a ballot of its membership in May 2009 over possible industrial action in connection with national pay negotiations and redundancy issues. The Director of HR agreed to maintain a watching brief in the meantime and to prepare for implementation of the Management Policy on Industrial Action should the need arise.	KR	
JAMES WATT INSTITUTE OF HIGH-VALUE MANUFACTURING		
Approved a recommendation for the adoption of the name James Watt Institute of High-Value Manufacturing by the Institute of High-Value Manufacturing from immediate effect.	GJG	
	From Apr 09	
MEGAWATT PROGRAMME		
The Vice-Principal highlighted a recent announcement on the Commercialisation Programme, originally forming part of the "MegaWatt" project, which had secured funding from the ERDF and SFC.		

M4120 BUSINESS REPORTED BY THE CHAIR

The Principal updated PME on a recent government budget announcement, and the potential impact on funding for HE; the planned national ballot of its membership by the UCU; and a meeting called in May with USS to consider future employers' contributions.

M4121 VOLUNTARY/COMPULSORY SEVERANCE: UPDATE

Noted recent progress aimed at reducing the number of "at risk" areas facing a redundancy situation. Work would continue to minimise this number by 27 April 09, at which point, following the March Court decision, remaining areas with redundancies would need to enter the formal three-month consultation as a precursor to possible compulsory dismissals. The Vice-Principal and Interim HR Director informed PME that the University would be proceeding on this basis. They went on to summarise the communication and consultations processes that were to be initiated.

Noted that papers detailing the commencement of the formal redundancy consultation and the areas to which this would apply would be sent out to all staff affected early in the week beginning 27 April 2009 and would be presented to all the trade unions at the meeting called for Friday 1 May.

KR/ACW
w.b. 27 Apr 09

M4122 PDR UPDATE

Received and noted an update on progress in implementation of Performance & Development Review (PDR). Noted that delivery of PDR Reviewee and Reviewer training remained on schedule; however, progress in terms of completion of FJPs by Schools and Sections was reported to be relatively poor.

PME Heads of School/Section were asked to press on with progress towards completion of FJPs in their respective areas.

PME
Apr 09 ongoing

M4123 STUDENT APPLICATIONS UPDATE

Received and noted an update on student applications (UG, PGT, PGR) from the Director of Planning, highlighting:

- UG:- as at mid-April, overall growth of 10% over the same point in 2008 in undergraduate (Home/EU) applications, of which more than 95% of the likely final total had been received;
- PGT:- as at 8 April, overall growth in postgraduate (Home/EU) applications of (Home/EU) applications of 33% and 37% respectively. Performance was highly variable across Schools; Noted a rise in most Schools in the volume of applications subject to neither a rejection or an offer;
- PGR:- the previous year's increased level of applications was being maintained overall with an overall 4% rise in applications over the same point in 2008, but, with about half the likely final total of applications received, the pattern remained patchy. Noted a significant proportion of applications currently pending an offer or rejection.

Discussed possible operational factors impacting on the speed of applications processing. PME members were encouraged to raise any operational issues associated with SAS online applications, e.g. the highlighted issue of terminology used to describe programmes/courses on the Banner screen with the SAS Project Board. Heads of Schools were also reminded of the opportunity for referral of excess applications meeting the relevant criteria to the Dubai Campus.

PME
Apr 09 ongoing

Noted that a further update on student applications to be presented by the Director of Planning at the meeting of PME on 21 May 2009.

RMcG
14 May 09

M4124 BRANDING COMMUNICATIONS STRATEGY

Noted an oral update from the Director of Corporate Communications on work being taken forward with Schools to identify branding and marketing needs with a view to a Branding Communications Strategy implementation plan being presented to PME by early Autumn 2009.

TM
21 Aug 09

M4125	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 8 April 2009.	GJG May 09	RCB clerk
M4126	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 14 April 2009. Approved draft policies highlighted in the report which were dealt with separately under M4137, M4138 and M4139 below. Noted that, following University-wide consultation, a Policy on Auditing the Arrangement, Taking and Monitoring of Annual Leave would be presented to PME for approval. The Secretary of the University agreed to ensure that the draft policy was copied to Heads of School. The Secretary of the University drew attention to work due to progress over the summer period to develop the future configuration of professional support services. Proposals would be presented to PME in time for the 2009/10 planning cycle.	PLW May 09 PLW Summer 09 PLW/PMcN Autumn 09	IB clerk
M4127	REPORT FROM THE LEARNING & TEACHING BOARD	Received and approved, for onward presentation to the Senate at its next meeting, a report from the Learning & Teaching Board relating to its meeting held on 19 March 2009. The Deputy Principal (Learning and Teaching) drew attention in particular to item, 2, the update of RAY reviews. Noted that, following review of RAY across Schools/IPE, a University-wide report on academic implementation of RAY would be presented to the PME at its next meeting.	RJMC May 09 RJMC 14 May 09	LTB clerk
M4128	CONSULTATIONS LOG	Received and noted a report of consultations communicated to the University with deadlines up to June 2009 and noted arrangements for the co-ordination of the University's responses.		
M4129	5-YEAR BUDGET PLAN	Noted and discussed an update on the consolidation of the 5-year budget plan (V2) for further development to a V3 budget plan. Noted next steps: further discussions with budget holders with a view to seeking budget compliance and development of V3 within next two weeks; and presentation of a revised budget plan at the Court Away Day on 18 May 09. Agreed that all relevant voluntary severance savings should be factored into the V3 budget.	JJ/PMcN/ with budget holders Apr/May 09	
M4130	REVIEW OF THE SCHOOL OF LIFE SCIENCES	Noted and endorsed an interim report on the review of SLS presented by the Principal on behalf of the SLS Review Group. The report detailed progress and proposed further steps towards development of recommendations for presentation to PME and to Court at their meetings on 4 and 29 June 2009 respectively. Noted that the review was currently in the evidence-gathering phase and at its second meeting in 5 May 2009, the Review Group would consider the key outcomes emerging from the evidence and, using such findings as a basis, would begin the process of scenario-modelling and formulating recommendations. Agreed, in terms of evidence gathering plans, that meetings should be scheduled with the Heads of SML and MACS.	AM et al AM et al	28 May 09 Apr 09

M4131 RESIDENCES PROJECT UPDATE

Received and endorsed a report, presented by the Director of Finance & IS/IT, on the ongoing development of the project and accompanying business case and financial model for the proposed replacement of student residential accommodation. Noted that not all Project Board members had yet had an opportunity to review the paper.

Noted that a final case for approval to proceed to Phase 2, including issuing a tender and evaluating construction processes, would be presented to PME at its meeting in May 2009 and to the Finance Committee and Court at their meetings in June 2009. The attention of PME was drawn in particular to the modular approach to the project which would enable phasing of the construction and possible revision of plans should financial assumptions not be met. Noted factors for further consideration: profile of HWU student non-residency-based accommodation; full factoring in of C&R restructuring; and a place-marker in V3 of the 5-year budget.

PMcN et al
Apr-Jun
09

M4132 DISCUSSION ON STRATEGIC RISK

The Director of Finance & IS/IT provided background context as the basis for the discussion on risk including external government priorities/policies, governance good practice etc.

Reserved section (Ref Sections 30/33 FOI(S)A)

Noted discussion on risk would feature in the programme of the Court Away Day on 18 May. In the meantime PME/attending Court members were asked to input any further thoughts to the Director of Finance & IS/IT to be relayed to the Risk Management Strategy Group.

PME/J
McClure, E
Weeple
Apr/May
09

M4133 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 09

Received and approved Management Accounts for the period to 31 March 2009 presented by the Director of Finance & IS/IT who reported an overall good performance. The accounts highlighted:

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

The Director of Finance & IS/IT asked PME budget holders to make particular efforts, where possible, to preserve savings made thus far and those achieved in the remainder of the financial year.

PME
Apr-Jul 09

M4134 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR MARCH 2009

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period the end of March 2009 (period 8).

The report highlighted continued good performance above target evidenced by:

- a value of awards in the year to date of £15.4m, against a total for the previous year of £21.8m and a current year target of £19.7m; and
- a value of proposals in the year to date of £75.1m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current year target of £75m. The target for the year was therefore already exceeded.

M4135 FORWARD LOOK REPORT FOR MARCH 2009

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 2009. 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 and included current accumulated actual spend from the monthly Management Accounts compared with available spend from the Forward Look database.

The Vice-Principal highlighted good progress in terms of the 1-year forward look, with the longer term trend consistent with the improving picture of recent years; however there were indications of further investigation/action needed in respect of spend relative to order book accounts for SBE, SLS, and STD.

M4136 PRIORITISATION AND MANAGEMENT OF JOURNAL BUDGETS

Approved proposed allocation of £90k of library costs to Schools to meet the shortfall in 2008/09. Noted, in respect of future years, and in the light of escalating costs, the need either to manage a substantial cut in journal spend or, through agreement with Schools, implement significant increases in their contributions.

Endorsed a £90k reduction in journal spend by the Library, to be applied incrementally at the rate of £30k for each of the next 3 years. This was consistent with agreed professional support service budget savings over the same period. Noted, in this scenario, that Schools could decide to increase the budget to meet all or part of the expected shortfall against the current scale of journal list.

Agreed in the first instance that the DP(Learning & Teaching) and the University Librarian should present options for future management of journal expenditure at a Heads of School meeting to which Prof Alan Miller should be invited. Following this, Schools will be expected to undertake a full assessment of their respective future needs and to indicate the scale of their expected contribution for the next two years.

RJMC/MLB
May 09

Noted that it would be helpful to benchmark HWU's volume of subscriptions to those of e.g. Edinburgh and Strathclyde Universities and to consider options for electronic-only subscriptions.

M4137 POLICY AND PROCEDURE FOR APPROVING, MONITORING AND REVIEWING PERSONAL DATA PROCESSING AGREEMENTS

Noted and approved, for dissemination and implementation, a Policy and Procedure for Approving, Monitoring and Reviewing Personal Data Processing Agreements presented by the Secretary of the University on behalf of the Infrastructure Board.

PME/IB Clerks
Apr 09

Noted that the policy covered contracting with external suppliers, contracts, agents and partners to process personal data (when and why this is necessary), and step by step guidance for approving, monitoring and reviewing personal data process agreements.

M4138 UNIVERSITY FAIR TRADE CATERING POLICY

Noted and approved, for dissemination and implementation, a Fair Trade Catering Policy presented by the Secretary of the University on behalf of the Infrastructure Board.

PME/IB Clerks
Apr 09

Noted that the policy points included in the document were already in operation in the University, but having a formal policy statement would enable the University to apply for Fair Trade Status.

M4139 RELIGIOUS AND CULTURAL OBSERVANCE STATEMENT

Noted and approved, for dissemination and implementation, a Religious and Cultural Observance Statement presented by the Secretary of the University on behalf of the Infrastructure Board.

PME/IB Clerks
Apr 09

Noted that the statement recommended flexibility towards staff and students wishing to observe religious or cultural events where business and study priorities permit.

M4140 INTERNATIONAL DEVELOPMENT COMMITTEE

Approved a recommendation presented by the Director of International Development, for reconstitution, with immediate effect, of the International Development Forum to the International Development Committee and approved the proposed remit.

RJM
From Apr 09

Noted that the principal function of the International Development Committee would be to develop and coordinate the implementation of the University's International Strategy in consultation with Schools, Institutes and relevant Support Services. In addition, the Committee would be responsible for the monitoring, evaluation and review of the International Strategy and its implementation. Noted also that the Committee, chaired by the Director of International Development and including representation from every School/PGI, would report directly to PME on a quarterly basis, reporting on relevant items to LTB, RCB, IB and the Quality Enhancement & Standards Committee as appropriate.

Endorsed a planned review of the Dubai Campus Steering Group to consider the remit, membership and reporting responsibilities, meeting plans and reporting links, outcome recommendations of which would be presented to PME for approval at a future date.

PLW et al
Summer 09

M4141 ACADEMIC PROMOTIONS BOARD (LECTURER ADVANCEMENT) 2008

Noted and approved a summary report, presented by the Vice-Principal on behalf of the Academic Promotions Board (Lecturer Advancement), on the outcomes of considerations by the Board in relation to advancement from Grade 7 to Grade 8 in 2008.

Noted that a further meeting of the Board would be held on 8 May to consider outstanding cases from 2008.

M4142 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)

Approved a recommendation, presented by the Vice-Principal on behalf of the Academic Promotions Board (Senior Promotions), and approved by the Senate Business Committee, for the promotion of Dr G Couples to the position of Professor from 1 August 2008: the recommendation to be relayed to the Court for final approval, following which the candidate should be receive formal notification from HR.

PME Clerk /
Dir of HR
Apr 09

M4143 INTERNAL REVIEW CYCLE 2

Noted and approved a proposal, presented by the DP(Learning & Teaching), that a new Internal Review process be implemented from 2010/11 and that the RAY review should be continued for a further year (2009/10) during which time plans for the new Review process should be developed.

Agreed that the Quality Enhancement and Standards Committee (QESC) and the Senate should be invited to approve the proposal, LTB should lead consultation on the destination statement and expected norms for the University, and QESC will lead development of the new methodology and prepare the relevant training materials.

RJMC
From Apr 09
through 2008/9
-2009/10

M4144 DUBAI CAMPUS REVIEW: FEBRUARY/MARCH 2009

Received and endorsed a summary report, presented by the Deputy Principal (Learning & Teaching), of a review of Dubai Campus provision which had been prepared for the QESC and would be considered following PME by the Senate.

Noted that a more detailed report would be considered by QESC at its meeting in May, by the Dubai Steering Group, relevant Schools and the Head of Dubai Campus.

M4145 INTERNAL REVIEW REPORT AND ACTION PLAN: COMPUTER SCIENCE PROGRAMME

Received and noted a report, presented by the Deputy Principal (Learning & Teaching), of an Internal Review and Action Plan of the Computer Science Programme, School of MACS, undertaken in February 2008. Noted that the Review Panel had expressed broad confidence in the ability of the School to deliver the Computer Science programme.

Noted that there were no direct actions necessary by PME associated with the recommendations made by the Panel.

M4146 STAFF TRENDS UPDATE

Noted an update on staff number trends to the end of January 2009 presented by the Vice-Principal. Agreed, in relation to M4045 of the meeting held in December 2008, that RA staff would not be disaggregated as suggested in the centrally produced report in future: Schools would be able to generate this more detailed analysis if they required it.

M4147 SAS PROJECT UPDATE

Received and noted an update report presented by the Director of Finance & IS/IT on the progress of the SAS Project.

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 21 May 2009

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof B G D Smart, Head, Dubai Campus
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Principal (Strategy & Resources)	Prof B Austin Head of School, Life Sciences (SLS)
Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convener of the Research Co-ordination Board (RCB)	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mr P McNaull, Director of Finance & IS/IT	Prof G Pender, Head of School, The Built Environment (SBE)
Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof A Prior, School of the Built Environment (SBE)	

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms L Kirkwood-Smith (Clerk to PME)
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms R Moir, Director of International Development
Ms J Forster, Director of Development	Mr Sean McDonald, Interim SAS Project Manager, attended for item M4151

Apologies:

Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
---	--

	ACTION	With whom
Who when		
M4148 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting held on 22 April 2009.	LK-S	22 May 09
M4149 MATTERS ARISING AND ACTION LOG		
DEPUTY PRINCIPAL (RESEARCH AND KNOWLEDGE TRANSFER) The Principal welcomed Professor Alan Miller who was attending his first meeting of PME.		
HEAD OF SCHOOL OF LIFE SCIENCES The Principal conveyed his thanks to Professor Brian Austin, attending his last meeting, in appreciation of his valuable contribution to PME.		
ACTION LOG ITEM M4109 REVIEW BOARD ARRANGEMENTS Noted and endorsed, for further development and with consultation through the JNCC, a proposal from the Interim Director of HR, for delegation to Schools/Sections of the management of awards of contribution points (accelerated increments) and bonus payments. Promotions would continue to be managed centrally. It was proposed that, if agreed, such a scheme could be operational for the first time in summer 2010.	KR	From May 09
M4150 BUSINESS REPORTED BY THE CHAIR		
Noted oral updates from the Principal on the postponed UCU ballot and ongoing pay negotiations, and future HE funding in the light of planned cuts to the Scottish budget.		

M4151 STUDENT ADMINISTRATION SYSTEM (SAS)

Received and discussed an Options Appraisal from the SAS Project Board, noting that the appraisal had arisen out of concerns about potential risk to business continuity in the light of the scale of process changes required and the ability of the University to absorb these and carry out the necessary system testing within currently planned resources for implementation of SAS.

Agreed that the University should adopt Option 3, i.e. that the implementation of the Banner student administration modules during summer 2009 be delayed. Instead, there would be phased implementation over 2009/2010. Recruitment and Admissions related functionality would continue to be developed within Banner during 2009 as originally planned. ISS would continue to be used for student administration during 2009/2010 with the ISS Student self-service enrolment being re-used from last year. Noted that this would require some re-work on course and modules structures in ISS.

Agreed that Banner 8 should be installed for development purposes immediately. Student administration functionality will be developed and tested in parallel to the key business processes that will continue in ISS during the academic year 2009/2010. Some piloting of cohorts of students in Banner during 2009/2010 will reduce the risk of the overall implementation. This would allow for full testing of the system at the relevant time of year and in conjunction with the Student Process Advisory Board (SPAB) that has commenced.

PME, in reaching its decision, agreed the absolute necessity of ensuring user confidence in the new system and minimising risk to the smooth delivery of the project.

Agreed that the best estimate possible of the costs (direct and indirect) of the proposed contingency arrangements should be included in the 5-Year Budget plan which will be presented to PME at its meeting on 4 June 09.

PGM et al
Wb 1 Jun 09

Agreed to record in the minutes of the meeting the need to learn lessons from current experience of difficulties in implementing the SAS Project which highlighted the importance of complete confidence in the planning and implementation phases of future IS/IT projects, in particular assurance that impacts on business processes/work flow are fully considered in both phases.

M4152 VOLUNTARY/COMPULSORY SEVERANCE UPDATE

Noted a report presented by the Vice-Principal on progress made since 23 March 2009 (as at 11 May 2009) and noted planned next steps in relation to voluntary/compulsory severance.

Noted that, of the 19 separate at risk pools reported to the Court in March 2009, alternatives to compulsory redundancy had been identified in respect of 9 of these. In a further 6 of the remaining 10 pools there was reported probability that the risk of compulsory redundancy would be removed, either through voluntary redundancy, redeployment or further savings being identified. There were 4 remaining pools involving 9 individuals and a reduction of 6 posts which remained at a higher risk of redundancy.

The Vice-Principal confirmed that progress continued to be made to reduce as far as possible the potential for compulsory redundancy and further positive developments were expected over coming weeks.

M4153 PDR UPDATE

Received and noted a summary report on progress/issues and a further paper tabled by the Vice-Principal providing statistical data on completion rates in relation to implementation of PDR.

M4154 STUDENT RECRUITMENT UPDATE

Received and noted an update on student applications (UG, PGT, PGR) from the Director of Planning, highlighting:

- UG HEU:- with more than 95% of applications received, an overall increase of 10% compared to the same time last year. Just over half of the likely final total of Overseas applications had been received highlighting an increase, at this still early stage, of 18% compared to a roughly comparable period last year;
- PGT:- an overall increase of 44% compared to the same time last year, balanced roughly

- evenly between HEU and Overseas. Performance across Schools was highly variable;
- PGR:- with around 65% of the likely final total of applications, an overall increase of 4% compared to the same time last year (i.e. no appreciable advance), balanced heavily in favour of HEU applications. Performance across Schools was highly variable. Noted that the majority of applications were still under consideration, as indicated by the small number of acceptances reported.

Agreed with regard to scholarships/fee abatements, in particular in relation to postgraduate students, to invite the DP(Research & KT) to consult further with the Director of Postgraduate Studies and to seek a proposal for a more co-ordinated and systematic approach to managing these across the University.

AM
May-Jul 09

M4155 5-YEAR BUDGET CONSOLIDATION

Noted a brief oral update from the Director of Finance & IS/IT on work in progress towards completion of the consolidated budget and presentation to PME at its meeting on 4 June 2009. Work was continuing to, for example, clarify provisions for Theme investments and while bottom line figures, as reported at the Court Away Day on 18 May 2009, were unlikely to alter significantly in the final version of the budget, there were likely to be further changes in the pattern of its distribution.

PMcN/JJ
Wb 1 Jun 09

M4156 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 8 May 2009.

GJG
May 09

RCB clerk

PME Fellows of the Royal Society of Edinburgh were reminded of the closing date approaching for nomination of new Fellows to the RSE.

PME RSE
fellows

M4157 REPORT FROM THE LEARNING & TEACHING BOARD

Agreed, in the absence of the DP(Learning & Teaching) to bring this item back to PME at its meeting on 4 June 09. For onward presentation to the Senate at its next meeting.

RJMC
May 09

LTB clerk

M4158 REVIEW OF THE SCHOOL OF LIFE SCIENCES: INTERIM REPORT

Received and endorsed an interim report from the Principal on behalf of the SLS Review Group which had been prepared following the meeting of the Group on 5 May 2009.

VAM
wb 1 Jun 09

SLS
Review
Group

Noted that the Review Group would submit a final report to PME at its meeting on 4 June 2009 outlining recommendations and proposed timescales. Noted the intention, following PME approval, to submit a report containing PME's response to the recommendations to the Court for approval at its meeting on 29 June 2009.

Noted that the interim report confirmed completion of the evidence-gathering phase of the Review and the emerging recommendation of the Review Group that the School remain as a separate single entity. This option would be conditional on delivery against an intra-School Recovery Plan.

M4159 DEVELOPMENT & ALUMNI OFFICE: UPDATE

Noted an updated on the activities of the Development & Alumni Office presented by the Director of Development & Alumni Relations. The report covered the fundraising and operational progress of the office, highlighting challenges and opportunities.

The Principal highlighted the importance of maintaining continuity of investment in the area of alumni relations to meet medium and long term goals.

M4160 RESIDENCES PROJECT UPDATE

Noted an oral update on progress towards presentation of the final Residences Project business case to PME at its meeting on 4 June 09.

PGM
wb 1 Jun 09

M4161 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to July 2009 and noted arrangements for the co-ordination of the University's responses.

M4162 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2009

- Received and approved Management Accounts for the period to 30 April 2009 (period 9), presented by the Director of Finance & IS/IT.

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

The Director of Finance & IS/IT drew attention in particular to the detailed variance analyses on MACS, IPE and EPS.

The Director of Finance & IS/IT asked PME budget holders to make particular efforts, where possible, to preserve savings made thus far and those achieved in the remainder of the financial year.

PME
May-Jul 09

The Secretary of the University highlighted anomalies in the Accounts in relation to the Dubai Campus. The Director of Finance & IS/IT agreed to consult on this with a view to resolving in time for publication of the Management Accounts for May 09.

PGM/PLW
Jun 09
Fin.
Controller

M4163 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS REPORT FOR APRIL 2009

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period the end of April 2009 (period 9).

The report highlighted continued good performance evidenced by:

- a value of awards in the year to date of £16.2m, against a total for the previous year of £21.8m and a current full year target of £19.7m; and
- a value of proposals in the year to date of £86.4m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current full year target of £75m.

The DP(Research & KT) highlighted potential for future growth, indicating that further consideration would be given to the University's portfolio of research grants and contracts.

AM et al

M4163 FORWARD LOOK REPORT FOR APRIL 2009

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 2009. 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 and included current accumulated actual spend from the monthly Management Accounts compared with available spend from the Forward Look database.

While the overall University figures showed consistency, the Vice-Principal highlighted anomalies in spend relative to order book accounts indicated in the accounts for SBE, SLS and STD which merited further investigation.

ACW/GP/AP
AH
DoRs/
Financial
Controllers

M4164 RISK REGISTER AND REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP

Noted a brief oral update from the Director of Finance & IS/IT who confirmed that comments emerging from discussions at the Court Away Day on 18 May would be fed into the June meeting of the Risk Management Strategy Group.

PGM
Jun 09

M4165 ACADEMIC PROMOTIONS BOARD (LECTURER ADVANCEMENT) 2008

Received and approved a summary report presented by the Vice-Principal on Academic Promotions Board (Lecturer Advancement) 2008 late cases considered by the Board.

Noted that it had been agreed by the Board that cases for Research Staff for promotion to grade 7 to 8 should be signed off by the Academic Promotions Board. This change would be implemented and the Review Board meeting in October 2009 would consider backdated requests until 2007, as these had not been considered by any other Board.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 4 June 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof B G D Smart, Head, Dubai Campus
Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convener of the Research Co-ordination Board (RCB)	Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Mr P McNaull, Director of Finance & IS/IT
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)
Prof A Prior, School of the Built Environment (SBE)	Prof A Harley, Head of School, Textiles and Design (TEX)

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mr K Ross, Interim Director of Human Resources	Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms L Kirkwood-Smith (Clerk to PME)
Ms J Forster, Director of Development	Dr M King, Assistant Registrar (Learning Strategies), attended for discussion on item M4169

Apologies:

Prof J Jones, Deputy Principal (Strategy & Resources)	Prof B Austin, Head of School, Life Sciences (SLS)
Prof K Lumsden, Director of Edinburgh Business School (EBS)	

	ACTION	With whom
	Who	
	when	
M4166 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting held on 21 May 2009 with amendment to confirm the presence at the meeting of Professor A Prior.	LK-S	
	5 Jun 09	
M4167 MATTERS ARISING AND ACTION LOG		
SAS PROJECT CONTINGENCY (M4151)		
Noted and discussed required SAS Project contingency activities and the associated likely additional costs over the coming summer period.		
Agreed that the Director of Finance & IS/IT should discuss as soon as possible detailed contingency plans with the Academic Registrar & Deputy Secretary, relevant Academic Registry staff, the SAS Project Manager and SAS School representatives to determine backfill needs to release staff time to undertake contingency work and to estimate additional staff needs. (Reserved section: ref Section 30 FOI(S)A).	PGM	
	Jun 09	
Agreed that the Director of Finance & IS/IT should provide a report to the next meeting of PME confirming those areas where a solution has yet to be identified and anticipated pressure points over the period to autumn 2009.	PGM	
	25 Jun 09	

M4168 BUSINESS REPORTED BY THE CHAIR

The Principal updated PME on the postponed UCU ballot and ongoing pay negotiations, and future HE funding in the light of planned cuts to the Scottish budget.

M4169 REVIEW OF THE SCHOOL OF LIFE SCIENCES

Received and discussed a summary final report from the Review Group of the Review of Life Sciences, presented by the Principal, and noted the options, conditions and recommendations detailed in the report.

Approved each of the 11 recommendations of the Review Group including the key recommendation, (Recommendation 1), taking into account all the available evidence, that the School of Life Sciences remain as a separate, single School with a refocused recovery plan (Option A), and with a new School Management Team to produce and lead the implementation of the plan.

Approved Option B: 'Realignment of the Disciplines of the School', as a secondary recommendation, i.e. one that would be introduced if the School was unable to meet its own targets, as specified in the recovery plan to be developed under Option A.

Agreed that a report including PME's response to the recommendations should be submitted to the Court for approval at its meeting on 29 June 2009.

VAM / M King / MK/
22 Jun 09 Clerk

Agreed, thereafter, that the School should progress with the development of its plan, for consideration by PME at its meeting on 27 August 2009.

AP/ S.L.S.
20 Aug 09

Agreed that the following resources should be made available as a matter of priority to support School planning activities:

- detailed PGT/PGR performance data;
- additional appropriate staff resources to work under the guidance of the School Financial Controller, providing relevant support for financial planning/analysis.

RMcG
PMcN
Jun-Jul 09

Agreed that relevant SLS staff should be invited to participate in research opportunity review discussions led by EPS, in particular in relation to the Life and Physical Science Interface Theme.

DG/AP
Jun-Jul 09

Agreed that, while the recovery plans are being formulated, physical moves associated with reintegration of Sport and Exercise Science staff with the School of Life Sciences should be held in abeyance.

DG/AP

M4170 VOLUNTARY/COMPULSORY SEVERANCE UPDATE

Noted a report on progress made since 23 March 2009 and as at 1 June 2009. Noted that a second meeting had been held with UCU, EIS, Unite and Unison Trade Union representatives on 22 May at which an update was provided by University management on progress made to reduce the number of "at risk" pools. There had been agreement at this meeting that the University and the Trade Unions should continue working together to seek to identify means of avoiding compulsory redundancy in areas of continued risk.

Noted: areas where the risk of redundancy had been removed - including 71 individuals and a reduction of 15 posts; areas with a probability that the risk of compulsory redundancy will be removed either through volunteers coming forward, redeployment, or further savings identified - including 8 individuals and a reduction of 6 posts, and areas which, as yet, remained at a higher risk of redundancy - including 6 individuals and a reduction of 4 posts.

Noted and discussed a request, relayed by the Vice-Principal on behalf of the Trade Unions represented at meeting on 22 May, that the University consider recommending to Court on 29 June 2009 that any remaining staff savings be achieved through normal management processes, and that compulsory redundancy processes be terminated on the grounds that the majority of the savings had been, or were very close to being, achieved. PME agreed that this message from the Trade Unions should be relayed on their behalf to the Court: agreed, nevertheless, that PME could not, on its own behalf, make such a recommendation at the present time.

ACW
29 Jun 09

Agreed that the Secretary of the University should report to the Court at its meeting on 29 June 2009, the proposed constitution of the Redundancy Committee should this be required.

PLW
9 Jun 09

M4171 PERFORMANCE & DEVELOPMENT REVIEW (PDR) UPDATE

Received and noted a summary report, presented by the Vice-Principal, on progress made in implementation of Performance & Development Review (PDR). Noted:

- over 90% of staff had received PDR Reviewee training;
- progress remained poor against the expected Forward Job Plan (FJP) completion rate. In relation to this issue, the Principal urged Heads of Schools/Sections who had FJPs outstanding to make rapid progress to complete these in their respective Schools/Sections.
- the summation of the objectives from FJPs should fulfil the School/Section operational plans;
- the PDR Project Board would now engage in a review of FJPs across the University;
- several Schools/ Sections had not trained all the staff that require to be trained;
- a handover plan was under development take PDR forward as a live service supported by HR.

HoSs/Sections
Asap through
Jun/Jul 09

M4172 RESEARCH ACTIVITIES IN PDR AND PROMOTION

Noted and approved guidance for embedding research in the PDR process and continuing development of the link between PDR and promotion. Noted that the guidance, which set out principles in relation to: identifying appropriate research milestones; challenges in respect of identifying appropriate performance levels; and the link between cumulative achievement, current performance and promotion, was an updated version of a document which had been approved in principle by PME at its meeting in March 2009, subject to some further development.

Agreed that the document should be circulated with Guidance for Heads of Schools and course team leaders on teaching workload and quality (approved by PME in November 2008).

RJMC/AM
Jun 09

Noted that a programme of meetings in Schools targeted at early career staff to discuss PDR/research goal setting/promotion/career development would be taken forward.

AM

The Vice-Principal reminded Heads of Schools of the importance of including specific relevant targets in individual academic staff FJPs. In aggregate these should sum to the agreed School level targets.

HoSs
Jun-Jul 09

M4173 KEY INDICATORS OF RESEARCH PERFORMANCE

Noted, in support of the guidance for embedding research activities in PDR and promotion (M4172 above), key indicators of research performance presented by the Director of Planning. The paper identified a wider framework of Research KPI metrics, including REF-oriented bibliometrics as well as RAE-derived measures, and identifies values for these metrics, in terms of UK and HWU unit of assessment averages over the RAE period, highlighting HWU's performance relative to the UK as a whole. Noted the purpose of the data to inform consideration of scaling the metric values to develop benchmark performance values in relation to the guidance on research activities relevant to PDR.

Agreed that it would be helpful to disseminate the information across Schools with guidance documents detailed in M4172 above.

RMcG / RJMC
/ AM
Jun 09

M4174 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved, for onward presentation to the Senate at its next meeting (next formal meeting not until 14 October 2009), a report from the Infrastructure Board relating to its meeting held on 20 May 2009.

GJG
Jun 09

IB Clerk

Approved item 1 of the report (Ref: M4184 below).

M4175 REPORT FROM THE LEARNING & TEACHING BOARD

Received and noted a report from the Learning & Teaching Board relating to its meeting held on 20 April 2009. Noted that the report had been approved at the meeting of PME on 21 May 2009 for onward presentation to the Senate. Because of the absence of the DP(Learning & Teaching) at the last meeting the report was re-presented.

M4176	R/CIF PLAN 2008/9 – 2010/11	<p>Noted and approved Capital Infrastructure Funds CIF and Research CIF (RCIF) current and planned commitments for the period 2008/09 to 2010/11 for implementation as recommended by the Strategy Working Group.</p> <p>Noted CIF funded projects in the learning and teaching refurbishment programme in the current year.</p> <p>Noted the projects and provisions in the Research and Topical Theme of the plan which had been prioritised through a proposal round led by RCB and approved by the Strategy Working Group.</p>	<p>JJ/RMcG Jun 09</p>
M4177	CONSULTATIONS LOG	<p>Received and noted a report of consultations communicated to the University with deadlines up to August 2009 and noted arrangements for the co-ordination of the University's responses.</p>	
M4178	FORWARD LOOK REPORT FOR MAY 2009	<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 May 2009. 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 and included current accumulated actual spend from the monthly Management Accounts compared with available spend from the Forward Look database.</p> <p>Noted a reported marked drop in all three forward look values in the month. As there had been a long period of average growth, nothing further could be reported on the significance of the fall before future comparative data becomes available.</p>	
M4179	5-YEAR FINANCIAL PLAN CONSOLIDATION (VERSION 3)	<p>Received and approved a 5-Year Financial Plan (version 3) for onward presentation to the Finance Committee at its meeting on 15 June 2009, with an accompanying sensitivity analysis and disaggregated School-level financial plans. Noted that the final Plan would be forwarded by the Finance Committee to the Court for final approval at its meeting on 29 June 2009.</p> <p>Noted that the Finance Committee and the Court would be invited to approve a three-year element of the plan as required for submission to the SFC by the end of June 2009 and to note that further efforts would be made through the summer period, led by the Director of Finance & IS/IT and involving Financial Controllers, on further consolidation of years 4 and 5 of the budget plan.</p>	<p>PGM / FC/Court clerk 8/22 June 09</p> <p>PGM et al Jun-Jul 09</p>
M4180	RESIDENCES PROJECT UPDATE AND BUSINESS PLAN	<p>Noted and approved the business case for the Residences Project for presentation to the Finance Committee at its meeting on 15 June 2009, on the basis of confirmation that there was now full reconciliation between the business plan and the University's 5-Year Financial Plan.</p> <p>Agreed that the Finance Committee and Court should be invited to consider a recommendation from PME for progress to Phase 2: issuing a tender and evaluating construction proposals and to note that a case for progress to Phase 2: appointment of a construction firm will be presented to PME, to the Finance Committee and to Court in autumn 2009.</p> <p>Noted and discussed the Project Risk Log which highlighted individual "owners" with particular responsibilities and accountabilities in respect of delivery of the project. Agreed that as PME as a body was responsible and accountable for the management and delivery of the project any concerns by individuals who have been identified as "responsible" and "accountable" for elements of the project which they believe are not being adequately progressed or have issues that are not being resolved quickly through the Project Board should arrange for timely escalation of these matters to PME.</p>	<p>PGM Jun 09</p> <p>PGM Sep 09</p> <p>PME/other 'responsible'/ 'accountable' project staff.</p>

M4181 DUBAI CAMPUS DEVELOPMENT

Noted and approved a case presented by the Secretary of the University for extension for a further five years, with no changes, of the Agreement between Heriot-Watt University and the University's Academic Infrastructure Partner, Eikon. Noted that Eikon required this length of Agreement to obtain funding to build a new campus, and that the need to progress building to accommodate future growth was becoming urgent.

Noted that the University was continuing to expand its operation, with the 2009/10 student intake on track with budget plans and steady growth in projected contribution to the University's financial bottom line over the period of the 5-Year Plan. On this basis, the University would, in any case, seek to extend the Agreement with Eikon. PME agreed that Dubai Campus operations lay at the centre of the University's International Strategy and noted the projected contribution of the campus to the University's financial bottom line over the period of the 5-Year Financial Plan: net income that, if lost, would need to be replaced from other sources. The option of restricting future growth in student numbers in Dubai was not considered credible and over-stretching currently available physical resources could lead to the University losing its growing competitive strength. Noted that the full cost of the new build would be met by the Infrastructure Provider.

Agreed:

- to relay the recommendation to the Court for consideration at its meeting on 29 June 2009, with added emphasis on the supporting strategic rationale for the proposal;
- need to ensure that that an agreement is reached with Eikon which enables the University to have an appropriate level of influence over the design of the proposed new campus;
- need to re-clarify exit/teach-out points that would apply in the event of any future unexpected factors impacting on the financial viability of Campus operations.

PLW
22 Jun 09
PLW et al
PLW

M4182 STANDARD TUITION FEES 2009/10

Noted and endorsed proposed standard Tuition Fees to be levied in 2009/10.

Noted that the proposed Tuition Fees would be presented to the Finance Committee at its meeting on 15 June 2009. The Finance Committee had been authorised by the Court to approve proposed Tuition Fees on behalf of the Court.

ACW/
Fin Comm
clerk
8 Jun 09

M4183 ENDOWMENTS INVESTMENT AND MANAGEMENT POLICY

Received and approved an Endowments Investment and Management Policy for onward presentation for approval by the Finance Committee and the Court at their meetings on 15 and 29 June 2009 respectively. Agreed, following Court approval, that the policy should be implemented with immediate effect and a copy provided to the fund manager.

ACW
8 and 22 Jun
09
FC/
Court
Clerk

Noted that the aim of the policy was to balance a low- to medium-level of capital risk with the need to generate income, both for current purposes and into the future. The overall objective was to ensure that the University will continue to be able to meet the endowment objectives into the future in line with the original intentions of the donors.

Noted that the policy and investments performance would be assessed at least annually by the Endowments Committee to ensure, as far as possible, that the returns continue to support the endowment objectives and that investment performance is optimised.

ACW
End.
Comm.

M4184 AUDITING THE ARRANGEMENT, TAKING AND MONITORING OF ANNUAL LEAVE

Received and approved a Policy on Auditing the Arrangement, Taking and Monitoring of Annual Leave, presented by the Secretary of the University on behalf of the Infrastructure Board. Noted that the policy, which had been produced to meet a specific audit requirement to have consistent recording and monitoring arrangements in place across the University, set out the basis on which annual leave should be arranged and taken. The usual arrangements should be undertaken by HR and others to support immediate implementation.

KR
PME clerk
Jun 09

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 2 July 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof G Pender, Head of School, The Built Environment (SBE)	Mr P McNaull, Director of Finance & IS/IT
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof B G D Smart, Head, Dubai Campus
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 Wilson, Secretary of the University and Convener of the Infrastructure Board	

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms L Kirkwood-Smith (Clerk to PME)
Ms K Nicol, Head of Human Resources Strategy	

Apologies:

Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convener of the Research Co-ordination Board (RCB)	Ms R Moir, Director of International Development
Prof A Harley, Head of School, Textiles and Design (TEX)	Ms J Forster, Director of Development
Prof K Lumsden, Director of Edinburgh Business School (EBS)	

	ACTION	With whom
	Who when	
M4185 MINUTES OF THE PREVIOUS MEETING		
Approved the minutes of the meeting held on 4 June 2009.	LK-S 3 Jul 09	
M4186 MATTERS ARISING AND ACTION LOG		
V/CS UPDATE		
Noted an update from the Vice-Principal confirming approval of the Court at its meeting on 29 June 2009 with the recommendation to terminate the compulsory redundancy processes on the terms summarised under "Scenario-2" as presented and as agreed with the Campus Unions, and that Court had instructed University management to complete the remaining savings through other means working, as appropriate, in collaboration with the unions concerned.		
Noted an update and noted that a further update on progress should be presented at the meeting of PME on 27 August 09.	ACW 20 Aug 09	
RESIDENCES PROJECT		
Noted an update on discussions on the Residences Project at the 29 June meeting of the Court. Noted that the full business case would be presented to PME for approval prior to submission to the September meeting of Court.	PGM Aug-Sep 09	

REVIEW OF SLS

Noted an update on discussions at the 29 June meeting of the Court and the approval of the Court of the recommendations submitted by PME in relation to future options for the School.

Agreed, with regard to the School plan to be presented to PME at its meeting in August 2009, that as long as the plan presented at that stage provides sufficient information on which to assess the proposed direction of the School, key initiatives and magnitude of change, PME would be prepared to consider the plan on that basis and invite development of further financial detail to be presented at the September or October meeting of PME.

HoS
Sep-Oct 09

DUBAI CAMPUS DEVELOPMENTS

Noted an update from the Secretary of the University. Noted that the Court, at its meeting on 29 June 2009 had approved the recommendation to take forward plans for development of new campus facilities.

Agreed that the Secretary of the University, with input from the Heads of Schools, SML and EPS would draft the exchange letter to the Infrastructure Provider and take forward negotiations.

PLW / GH /
DG Jul 09

ACTION ITEM M3985: LEAGUE TABLE RANKINGS: Purchase of advertising space

The Director of Corporate Communications confirmed that the action outstanding had been completed.

M4187 BUSINESS REPORTED BY THE CHAIR

The Principal confirmed that a formal offer had been made to an individual in respect of the Director of HR appointment. The proposed start date was 1 September 2009.

M4188 SAS UPDATE

Noted and approved in principle recommendations relayed by the SAS Project Manager on behalf of the SAS Project Board for re-initiation of the project plan to implement the SAS project. The recommendations were made in the light of ongoing difficulties and continuing concerns in relation to successful completion of the project.

Agreed to convene a short life working group to consider how best to take the project forward through a new project plan. Agreed that the Head of the School of Mathematical & Computer Sciences should chair the working group which will make recommendations, including a revised governance structure, to the August 09 meeting of PME. Other proposed members of the group were: the chairs of the PME Boards; Director of Finance & IS/IT; the Academic Registrar & Deputy Secretary; Director of Corporate Communications; Vice-Principal and the SAS Project Manager. The governance structure proposals, to be presented in a brief document, should be focused on achieving more effective stakeholder representation and engagement through the Project Board, more secondments to the Project Team and establishment of a new Project Steering Group. The proposals should seek to address recently experienced obstacles to successful implementation of the project.

PDeW
20 Aug 09 w.group

Agreed, following submission of the proposed governance structure to PME for consideration, a fully costed new Project Plan should be presented at the September 2009 meeting for approval. The SAS Project Manager confirmed he would embark on this work straight away, working in parallel and in liaison with the working group.

PDeW/SMcD
17 Sep 09 w.group

Agreed that an all staff email should be released as soon as possible confirming arrangements to re-initiate the project while ISS contingency arrangements are in place.

TM/KAP/SMcD
3 Jul 09

M4189 5 YEAR PLAN UPDATE

Noted an update on changes to the 5-Year Plan between the June meeting of PME and its subsequent presentation to the Finance Committee and to the Court. Noted that further planning meetings would take place over the summer period to further develop years 4 and 5 of the Plan.

Agreed desirability in future years to involve budget-holders in the checking of the 5-Year Plan commentary sections.

PGM

	Noted urgency on development of the planning framework for Dubai Campus operations. The Head of Campus requested that he be involved in Dubai budget planning processes.	PLW et al Jul 09	
M4190	PEOPLE STRATEGY 2009-2014		
	Received and approved a People Strategy statement for implementation, noting that the Strategy statement provided a framework within which further detail needs to be developed. Noted that resources associated with implementation of the Strategy, as detailed in the document, had been incorporated in the 5-Year Plan.	PLW From Jul 09	Dir of HR
M4191	PERFORMANCE & DEVELOPMENT REVIEW (PDR) UPDATE		
	Received an update report presented by the Vice-Principal on implementation of the PDR process.		
	Noted highly variable performance across Schools and Professional Support Sections in relation to completion of Forward Job Plans (FJPs) and agreed that a message should be relayed to all staff via an All-Staff Email confirming the final deadline of Friday 31 July 2009 for complete sign-off of FJPs outstanding. Heads of Schools confirmed at the meeting that this was an achievable target date.	ACW 7 Jul 09	
	Heads of Schools/Sections were asked to liaise with the Project Manager on completion numbers reported where these require to be updated.	HoS/Section Jul 09	
M4192	STUDENT APPLICATIONS UPDATE		
	Noted an overall very positive report on student applications / acceptances relating to September 2009 entry.		
	Heads of Schools were asked to check that their respective Schools were sufficiently prepared to manage the further growth in applications over the summer period and to ensure ongoing liaison with time-tablers to keep a running check on issues of capacity. Agreed, as the largest risk remained the potential volume of "no shows", care should be taken not to make any unduly early decisions to cap numbers of places.	HoS Jul-Sep 09	
M4193	REPORT FROM THE RESEARCH CO-ORDINATION BOARD		
	Item withdrawn. Noted that the report would be presented at the meeting of PME on 27 August 2009.	AM 20 Aug 09	
M4194	REPORT FROM THE INFRASTRUCTURE BOARD		
	Received and approved, for onward presentation to the Senate, a report from the Infrastructure Board relating to the meeting of the Board held on 11 June 2009.	PLW/IB clerk Oct 09	
	Approved item 1 of the report (Ref: M4190 above).		
	Approved item 2 of the report (Ref: M4203 below).		
M4195	REPORT FROM THE LEARNING & TEACHING BOARD		
	Received and approved, for onward presentation to the Senate, a report from the Learning and Teaching Board relating to the meeting of the Board held on 18 June 2009.	RJMC/MK Oct 09	
M4196	CONSULTATIONS LOG		
	Received and noted a report of consultations communicated to the University with deadlines up to August 2009 and noted arrangements for co-ordination of the University's responses.		

M4197 DUBAI DEGREE ENTRY PROGRAMME (DEP)

Noted and approved a proposed academic and operational model for the degree entry programme at the Dubai Campus to take effect from September 2009. This included agreement in the first instance to:

- prepare a case for VMG including a job description for the appointment of a Course Leader, reporting to the Head of Campus with management responsibility for the DEP team, and develop the remit and reporting structure of a DEP Course Management Group which will be convened by the Course Leader;
- develop role descriptions and contractual arrangements for part-time tutors who will be employed through the relevant Schools;
- review the staffing requirements prior to the 2010 academic year;
- develop the minor changes required for September 2009 in order that the current programme can run for a further year pending more significant changes to be approved formally for the subsequent year;
- ensure that the timetabling planning for 2009 is coordinated with the DEP team, prior to appointment of a Course Leader;
- continue to monitor/benchmark progression rates;
- review and describe the budgetary arrangements for the programme.

PLW/BGDS
Jul 09

PLW/HR
Aug 09

Dubai S.G.
Sep 09
HoS
Jul-Aug 09

BGDS
Jul-Aug 09

RJMC
Jul 09
PLW et al
Jul 09

PLW

PLW et al

Noted, as a matter of urgency, the need to receive the report of the group convened by the Secretary of the University, at the request of the Strategy Working Group on 3 June 2009. The request was for development of proposals for the structure and processes for Dubai Campus budget planning/management. This will form the framework against which the urgent budgetary decisions should be made to enable the Course Leader appointment to proceed and to deliver the action plan by September 2009.

M4198 MANAGEMENT ACCOUNTS FOR THE PERIOD TO END MAY 2009

Received and approved Management Accounts for the period to 31 May 2009 (period 10), presented by the Director of Finance & IS/IT. (Reserved Section: Ref Section 30, FOI(S)A.)

The Secretary of the University highlighted the need to correct inaccuracy in respect of the statement on page 7 of the 'Dubai' accounts.

PME budget holders were asked to take what steps they can to improve the projected overall position to the end of the financial year as highlighted on page 6 of the report.

Noted that steps would be taken to ensure that no Group Management Accountant references appear in future papers.

PGM
Jul 09

PME budget holders
End Jul 09
PME clerk

M4199 RESEARCH GRANTS & CONTRACTS PROPOSALS AND AWARDS: MAY 2009 REPORT

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period the end of May 2009 (period 10).

The report highlighted continued good performance evidenced by:

- a value of awards in the year to date of £18.6m, against a total for the previous year of £21.8m and a current full year target of £19.7m; and
- a value of proposals in the year to date of £92.2m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current full year target of £75m.

M4200 FORWARD LOOK REPORT FOR JUNE 2009

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of June 2009. 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.

Noted continuing progress, consistent with the upward trend line, following a recently reported dip.

M4201 RISK REGISTER

Received and noted an updated Risk Register as at 10 June 2009 and a report from the Risk Management Strategy Group as of the same date.

Requested that the SAS risk be re-evaluated in the light of recent developments. Not other comments were raised in relation to the Risk Register.

PGM
11 Aug 09

R.S.M.G.

M4202 ACADEMIC DEVELOPMENT AT DUBAI CAMPUS

Received proposals presented by the DP(Learning & Teaching) in relation to Dubai campus operations which focused on strategic issues and proposed solutions to support the growth and development of campus provision over the future period. Noted that the proposals had been approved previously by the Dubai Campus Steering Group.

Approved a recommendation for the continued and extended role (2 visits per year), for the Deputy Principal in relation to oversight of quality assurance at the campus.

RJMC
From Sep 09

Approved a recommendation for an extended remit for the Educational Development Unit (EDU) which would involve two visits to the campus each year for the purpose of undertaking staff induction and development at Dubai. Approved in principle the proposal, within the scope of the recommendation relating to EDU's role, for the introduction of a system of peer observation and support, subject to a further meeting in the summer with relevant staff led by the Head of the Dubai Campus.

RJMC/BGDS
From Sep 09

The Secretary of the University agreed to incorporate the above plans into the budgetary framework being developed for Dubai Campus operations.

PLW et al
Jul 09

M4203 INFORMATION SECURITY POLICY STATEMENT AND REALISM PROJECT TERMS OF REFERENCE

Noted and approved a draft Information Security Policy statement for implementation. Noted that the Policy, which was approved by the Infrastructure Board at its meeting on 11 June 2009, set out a framework of governance and accountability for information security management and assigned senior management and operational responsibilities for information security. The University's Insurers and Internal Auditors had identified the need for an Information Security Policy as an essential requirement to avoid uninsured loss as a result of breaches of information security.

Noted and approved in principle the Terms of Reference of the RealISM: Real Information Security Management Project, subject to agreement with stakeholders on the priorities, timescales and staff time resources required to achieve the project deliverables, and consideration by the Strategy Working Group of wider prioritisation of Professional Services Theme projects. It was suggested that the core representative team taking the project forward should include an individual with broad practical experience of the different types of information that the University uses and shares.

AEJ/JJ
From Jul 09

S.W.G.

Noted that a Portable Data Security (encryption): Project Terms of Reference statement was in the process of being developed and would be forwarded to the PME following endorsement by the Director of UICS.

AEJ
Aug/Sep 09

Noted that both projects aimed to achieve the controls set out in the management action plan recommended by the Internal Auditors following their Internal Audit of Data Security undertaken in January 2009.

M4204 INTERNAL AUDIT REPORT: DATA SECURITY

Received and noted an Audit Report by the University's Internal Auditor of Data Security, noting that the audit review had been carried out in January 2009 in accordance with the 2008/09 Internal Audit Plan.

Noted that the scope of the review had been to consider the effectiveness and controls in place within the University to ensure that effective data security practices were in place and to assess the University's compliance with the control areas of ISO 27001 (international information security standard). An extract of the relevant minute of the Audit Committee, which had received the report at its meeting on 15 June 2009, was appended to the report.

M4205 INTERNAL AUDIT REPORT: INTEGRATED LANGUAGE SERVICES

Received and noted an Audit Report by the University's Internal Auditor of Integrated Language Services (ILS), noting that the review had been carried out in January 2009 in accordance with the original 2008/09 Internal Audit Plan.

Noted that the scope of the review had been to assess the profitability of ILS and overall financial management arrangements and to determine to what extent ILS was compliant with financial regulations and procedures. An extract of the relevant minute of the Audit Committee, which had received the report at its meeting on 15 June 2009, was appended to the report.

M4206 INTERNAL AUDIT REPORT: GOVERNANCE

Received and noted an Audit Report by the University's Internal Auditor of Governance, noting that the review had been carried out between January and May 2009 in accordance with the original 2008/09 Internal Audit Plan.

Noted that the scope of the review had been to review the governance arrangements in place at the University against revised CUC guidance and the SFC's Financial Memorandum. An extract of the relevant minute of the Audit Committee, which had received the report at its meeting on 15 June 2009, was appended to the report.

M4207 ALLOCATION OF CAMPUS ACCOMMODATION FOR ACADEMIC YEAR 2009/10

Noted a report of recommended revisions to the allocation of campus student accommodation in 2009/10 in the light of the impact of the projected increase in student recruitment on the demand for accommodation. The proposals were based on two courses of action: to revise the priorities on campus accommodation to free up required room space and to increase the supply of alternative suitable off-campus accommodation with a view to protecting in particular recruitment of undergraduate and international students, the University's commitment to the International Student Centre and Erasmus Mundus programmes. Noted investigatory work was yet to be completed in relation to alternative off-campus accommodation.

PME proposed that availability of campus accommodation should be guaranteed for students moving from the Dubai Campus and, if practicable, the 'guarantee' relating to off-campus accommodation offered could indicate the radial distance from the University.

KAP
Jun-Jul 09

M4208 STAFF TRENDS UPDATE

Noted an update report on staff number trends to the end of April 2009 presented by the Vice-Principal.

M4209 ANY OTHER COMPETENT BUSINESS

INTERIM PROMOTION BOARD PROCEDURES FOR NON-ACADEMIC STAFF (GRADES 1-7)

Noted and discussed concerns relating interim Promotion Board procedures, in particular in relation to School/Section management input to the procedures.

Agreed that, where relevant PDR documentation exists, this should form part of the case for promotion, and where PDR documentation is absent, an equivalent statement signed off by the relevant line manager and Head of School/section (and seen in advance by the candidate seeking promotion), should form part of the case for promotion.

The Secretary of the University with HR agreed to take forward discussions with Trade Unions with a view to reaching agreement on acceptable arrangements through the period of interim Promotion Board procedures.

PLW
Jul 09

H.R.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 27 August 2009**

Present:

Prof A Muscatelli, Principal and Vice-Chancellor (Chair)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof B G D Smart, Head, Dubai Campus
Prof A Harley, Head of School, Textiles and Design (TEX)	Prof G Pender, Head of School, The Built Environment (SBE)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor of the Learning & Teaching Board (LTB)

In attendance:

Professor S Chapman, Principal Designate	Ms R Moir, Director of International Development
Mrs K Nicol, Head of HR Strategy	Ms J Forster, Director of Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Mr R McGookin, Director of Planning
Ms T Merrick, Director of Corporate Communications	Mr S McDonald SAS Project Manager attended for M4213/4
Mr Kevin Mallett, Group Financial Controller	Mr P G Kerr, Director of Estate & Building Services attended for M4213-15
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Prof K Lumsden, Director of Edinburgh Business School (EBS)	Mr P McNaull, Director of Finance & IS/IT
---	---

		ACTION	
		Who when	With whom
M4210	MINUTES OF THE PREVIOUS MEETING		
	Approved the minutes of the meeting held on 2 July 2009.	LK-S 28 Aug 09	
M4211	MATTERS ARISING AND ACTION LOG		
	DUBAI ENTRY PROGRAMME		
	Noted an oral update on the Dubai Entry Programme from the Secretary of the University. Noted confirmation that the post of Course Leader was currently being advertised with the expectation that the successful candidate would be in post shortly after the start of the new academic year. New contractual arrangements were being put in place for the relevant tutors and plans would be taken forward to reshape the Dubai Entry Programme over the course of the coming academic year.		
M4212	BUSINESS REPORTED BY THE CHAIR		
	Noted an oral update from the Principal on national budget issues.		

M4213 SAS PROJECT: GOVERNANCE

Received and noted proposals in respect of future governance arrangements relating to the re-initiated SAS Project.

Approved the proposals subject to the following changes:

- the SAS Project Board be chaired by the Vice-Principal. This would enable the Principal to retain oversight of the project from a position of greater independence;
- a further School representative, drawn from the ranks of Director of Administration, should be included in the membership of the SAS Steering Group;
- the Corporate Communications function should be represented in the governance arrangements: while this need not involve membership of either the Project Board or the Steering Group, the role should involve close liaison with both.

PDeW

SMcD

Agreed that, as the membership of both the Steering Group and the Project Board included only one representative Head of School, it will be important that a structure is put in place, within the body of the project, which supports strong engagement with Schools at the level of Head.

PDeW
Sep 09

SMcD

Agreed, in terms of the necessary customisation of software, that efforts should be made to identify whether suitable ready made products can be procured from elsewhere. Agreed also the need to give serious consideration to the necessary constraints on budget and diversity across Schools, and associated project prioritisation.

PDeW
Sep 09

SMcD

Agreed that an outline SAS Project structure, Project Plan and revised budget should be presented to PME at its meeting on 24 September 09. Agreed that if the revised Project Plan presents any significant budgetary implications, this should be discussed first at the meeting of the Strategy Working Group (meeting on 9 September 09).

PDeW
Sep 09

SMcD

Agreed that that Governance structure for the project should be in place by the time of the September or October meeting of PME.

PDeW
Sep/Oct 09

SMcD

M4214 SAS PROJECT: GENERAL UPDATE

Noted a general update on the SAS project as at 21 August 2009, presented by the SAS Project Manager.

M4215 RESIDENCES PROJECT BUSINESS CASE: PROGRESS REPORT

Noted and discussed an update on progress on the Residences Project presented by the Academic Registrar & Deputy Secretary.

Approved in principle a recommendation that the project should progress to the next stage with the commitment of further expenditure around £400K (already built into the budget for 2009/10).

PGM et al
Sep 09

Agreed that:

- the Project Board should proceed to consult fully with all the stakeholders to identify the preferred design option;
- evolving design options should be presented to the Court at its meeting on 28 September;
- the Residences Project financial model should be updated and reviewed by Senior Officers and the assessment combined with the report submitted to PME on 27 August 2009 for submission to the Estates Strategy Committee, the Infrastructure Board and the Finance Committee.

Agreed that an ad-hoc meeting of PME should be convened to consider the preferred design option and the financial model in detail ahead of submission of the business case to the meeting of the Court on 28 September 09. The financial model/options appraisal should include relevant information on costs associated with areas of interconnectivity, e.g. with Catering & Residences, other maintenance costs and rental levels, sufficient to enable PME to check that all relevant costs can be contained within the 5-Year budget plan envelope with no potential negative impact on the University's bottom line.

PGM et al
Sep 09

M4216 NATIONAL STUDENT SURVEY (NSS) 2009 UPDATE

Noted and discussed an update presented by the DP(Learning & Teaching) and the Director of Planning on the University's comparative performance in NSS 2009, key issues identified and associated recommendations.

Approved the 7 key proposals highlighted in the paper presented to PME:

1. LTB to reprioritise its work to reflect the increased importance of NSS;
2. Annual Monitoring (APMR) to be revised to resemble the financial planning process with more targeted reporting (including the enhancement (recovery) plans) and meetings in each semester;
3. Publicity and preparations for NSS, ISB and Module Feedback to be strengthened through the formal establishment of a Working Group of LTB Chaired by the DP(Learning & Teaching) with membership drawn from Schools, Professional Support Services and HWUSA;
4. Heads of School to take responsibility for leading on teaching quality and to review their organisational structure and clarify the roles and responsibilities of school staff;
5. Heads of School together with senior colleagues to meet regularly with School Officers;
6. Heads to School to revise and update their plans to address the issues raised through NSS to ensure that they are properly prepared for NSS 2010; and
7. Heads of School to develop an action plan to identify and address poor teaching.

RJMC with others from Sep 09

Endorsed the "quick wins" proposed in the presentation given by the DP(Learning & Teaching).

RJMC with HoSs from Sep 09

Agreed in relation to NSS, that the following should be considered at the meeting of PME on 24 September 2009 with prior discussion at the meeting of the Strategy Working Group on 9 September 2009:

RJMC with others 9-24 Sep 09

- introduction of Peer Observation and Support and other staff development activities;
- engagement in the Academic Enhancement Framework to address cultural issues;
- roles and responsibilities for PME and LTB and for PME/LTB members in leading and managing change; and
- any other relevant matters emerging from ongoing discussions. In the meantime, the DP(Learning & Teaching), the new Principal and the President of the HWU Students' Association would take forward scheduled meetings with Heads of Schools.

Agreed that a debate on NSS should be arranged to take place if possible at the next meeting of the Senate, and that further discussion should be encouraged within other relevant forums in Schools.

RJMC with others Sep 09

Agreed that the DP(Learning & Teaching) should refine the proposed action plan in the light of comments received at PME. The plan should reflect:

RJMC with others Sep 09

- parity of esteem between research and teaching activities;
- clarity of goal (to achieve a position in the upper quartile nationally);
- the need for cultural change and identification and sharing of good practice across the University;
- issues related to students' expectations, ensuring shared understanding between Schools and their students;
- partnership working with the student body;
- emphasis on shared understanding and ownership of the issues (non-divisive);
- the benefits of staff training and development in relation to changing learning and teaching approaches;
- inclusion of Dubai campus in NSS considerations; and
- the need for clear, consistent and helpful communications.

M4218 STRATEGY UPDATE

Received and noted an update on strategy presented by the DP(Strategy & Resources).

PROFESSIONAL SERVICES THEME PROPOSALS

Received and approved proposals for investment in the following Professional Services Theme Proposals:

JJ et al Sep 09

- Process & Organisation: Project Manager for 'One-stop Shop' project – 2009/10 investment;
- Web update – 2009/10, 2010/11 and 2011/12 investment; and
- Students' Association Volunteering Project – 2009/10 investment.

Agreed that investment funds should be allocated in 2009/10 to support the Research Information System Project. Agreed, in order to fund this and the above proposals which exceeded the budget envelope set for Professional Services Themes in 2009/10, both 2009/10 and 2010/11 budgets would require an overlap with expenditure currently planned in 2010/11 effectively being brought forward.

JJ et al
Sep 09

ACADEMIC THEME APPOINTMENTS UPDATE

Noted an update on progress in relation to Academic Theme appointments. The DP(Research & KT) accepted the invitation proposed by the Strategy Working Group to lead a sub-group of SWG charged with managing the Academic Theme appointments process.

AM et al
from Sep 09

Noted next steps in relation to Topical Themes would involve preparation for autumn round planning meetings where year 2 business plans would be considered.

NEW TOPICAL THEME: CREATIVITY, DESIGN AND INNOVATION

Noted that nominations were currently being collated for inclusion in planned workshops to develop the scope of the proposed new theme: Creativity, Design and Innovation. The DP(Strategy & Resources) confirmed plans to complete a business plan for the Theme for approval by the end of December 2009.

PROFESSIONAL SERVICES THEME PROJECTS

Noted an update on progress of project strands of each of the four Professional Services Themes.

RESEARCH POOLING

Noted an update on recent developments in relation to the Marine Science, SUPA2 and Mathematics pools.

M4219 STAFF SAVINGS UPDATE

Received and noted an update presented by the Vice-Principal on staff savings achieved since the meeting of the Court on 29 June 2009 at which it was agreed that the formal Compulsory Redundancy consultation be terminated and that the risk of compulsory dismissals, in this context, be withdrawn.

Noted that of ten posts which had remained in excess of requirements, three new voluntary severance deals had been identified in addition to four redeployment opportunities. The remaining three posts were being absorbed into revised structures. Noted that with these remaining cases concluded, total annualised savings would be £4.6m with a total cost accruing in the financial year 2008/09 of £3.4m.

M4220 PDR UPDATE

Received and noted an update report presented by the Vice-Principal on implementation of the PDR process.

Noted that whilst 80% of all staff had completed a FJP, around 300 staff had yet to do so. A follow up exercise was underway to see, the remaining FJPs. The deadline for the quality review element of the project has therefore been moved to 18 September 2009: findings from this process would be presented to PME in due course. Noted that the PDR Implementation Project would close in September 2009 with a final report to be presented to the IB and PME. An interim group would continue to oversee PDR processes in the course of the next full cycle.

M4221 STUDENT RECRUITMENT UPDATE

Received and noted an update report from the Director of Planning on student acceptances (conditional and unconditional) for 2009/10 entry as at the third week in August compared with roughly the same period in 2008. The report highlighted overall significant growth:

- UG HEU numbers increased by 26% to 2,134
- UG OS numbers decreased by 20% to 159 (a further ~20 pre-sessional English Language Course students were still expected)
- TPG HEU numbers increased by 42% to 547
- TPG OS numbers increased by 25% to 1,175

- RPG HEU numbers increased by 38% to 29
- RPG OS numbers decreased by 18% to 53

Noted, due to a high risk of breach of the consolidation cap on student numbers, the University had withdrawn from the clearing process.

M4222 REVIEW OF THE SCHOOL OF LIFE SCIENCES: SCHOOL PLAN

Received, discussed and endorsed the overall direction of an outline Plan to 2013/14 for the School of Life Sciences presented by the Head of School for further development. Noted the key aims of the Plan to:

- get the School into a position of academic and financial strength;
- address performance of PGT and research;
- deliver demonstrable achievements in 2 years; and to
- achieve financial compliance within 3 years.

Noted the requirement for front-loading of some of the required investment including new staff appointments.

Noted planned immediate next steps:

- approval for new courses and new modes of delivery (September)
- inclusion of Dubai courses in KHDA license (October)
- finalised Plan for PME (October)
- finalised budgets and project plans for each initiative (October)

Agreed that a final Plan should be presented to PME at its meeting in October 2009 having first been considered in detail by the Strategy Working Group.

AP et al
Sep/Oct 09

M4223 WEB REFRESH PROJECT

Noted coverage of this item under M4218 above. Noted that a report on the Web Refresh Project would be presented to PME by the Director of Corporate Communications at either one of its meetings scheduled for 24 September or 22 October 2009.

TM
Sep/Oct 09

M4224 BRANDING IMPLEMENTATION PLAN

Noted an outline implementation plan and update on current progress in relation to implementation of the Branding Strategy.

Noted that a Branding Engagement Group has been established with a clear remit of driving the brand implementation and of being accountable for policy and budget through the IB and the PME. Significant work had taken place with Schools and key Professional Support Sections to incorporate specific requirements of the brand and to ensure that appropriate interactions with target markets.

M4225 REPORT OF THE RESEARCH CO-ORDINATION BOARD

Received and approved, for onward presentation to the Senate, reports from the Research Co-ordination Board relating to the meetings of the Board held on 12 June and 14 July 2009.

The DP(Research and KT) confirmed plans by the Board to give alternate meetings of the Board over to discussion on strategic topical issues. The regular business of the Board would therefore be reported to PME at alternate meetings.

M4226 REPORT OF THE INFRASTRUCTURE BOARD

Received and approved, for onward presentation to the Senate, a report from the Infrastructure Board relating to the meeting of the Board held on 11 August 2009.

Agreed to withdraw item 1 from the PME agenda: - updated Conflict of Interest Policy for approval. The Secretary of the University highlighted recommended changes emerging from consideration of the Policy by the Chairman of Court in the context of review of the Policy by the Staffing Strategy Committee. Following further updating of the Policy to reflect these, the Policy would be forwarded to PME for consideration/approval.

PLW
Sep/Oct 09

M4227 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to October 2009 and noted arrangements for co-ordination of the University's responses.

M4228 RISK REGISTER AND REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP

Received and noted an updated Risk Register as at 11 August 2009 and a report from the Risk Management Strategy Group as of the same date, presented by the Director of Finance & IS/IT.

Attention was drawn to moves to sub-divide larger more complex risks.

PME members were reminded to give further consideration to the Risk Register individually and to feed back any further comments to the Director of Finance & IS/IT.

All
Sep/Oct 09

M4229 ANNUAL QUALITY ASSURANCE REPORT TO THE SCOTTISH FUNDING COUNCIL

Received and approved an annual statement for 2008/09 of the University's Quality Assurance / Internal Review activities for submission, by the end of September, to the Scottish Funding Council (SFC) as part of the regime of formal reporting to the Council. Noted that the statement would be presented to the Senate for approval and onward presentation to the Court. The SFC required that annual quality assurance statements be explicitly endorsed by institutions' governing bodies. The DP(Learning & Teaching) confirmed that the report would be presented also to the Audit Committee at its September meeting.

RJMC
Sep 09

M4230 TRAC DEVELOPMENT AND RESOURCE MODELLING GROUP (TDRMG)

Received and noted a report presented by the Vice-Principal which provided a general update on TRAC/fEC processes within the University led by the TRAC Development and Resource Modelling Group (TDRMG).

Approved a recommendation for a revised membership structure for the TDRMG for implementation.

ACW
from Aug 09

Agreed that PME should receive reports from the TDRMG on a regular basis.

ACW
from 09/10

TDRMG

M4231 RICcarton ECO-VILLAGE: TOWARDS ZERO CARBON HOUSING

Noted, and approved in principle, a proposal presented by the Secretary of the University to commit expenditure of £10K from the relevant Theme budget to enable preparation and submission to the City of Edinburgh Council of outline planning consent in relation to the planned Riccarton Eco-Village, embedded in the 'Energy' Theme. The sixteen-dwelling test village would be designed as a practical demonstration of new and emerging low carbon and renewable energy technologies in "controlled" real life circumstances from design, build to occupancy and maintenance.

Noted that the project would require access to 1.1 hectares of land on the campus: the favoured position being situated on the research park opposite the Postgraduate Centre where commercial and teaching connections would be given visibility. Noted that the City of Edinburgh Council had indicated that it may be, in principle, willing to consider an application for outline planning permission.

Agreed, prior to work commencing, that the Secretary of the University should provide Heads of Schools with a geographical plan confirming the campus site on which the outline plan would be based and that discussion should take place within SWG to consider the choice of site.

PLW/SWG
Sep 09

S Roaf/
P
Corbett

M4232 POLICY ON CONFLICT OF INTEREST

Agreed to withdraw this item from the August 2009 agenda (ref M4226 above).

M4233 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 JULY 2009 (FULL YEAR)

Received and approved Management Accounts for the period to 31 July 2009 (full year), presented by the Director of Finance & IS/IT. The Accounts highlighted a positive result for the year, with the caveat that they would be subject to audit with potential for change.

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

Noted that a draft of the statutory Annual Accounts would be presented to PME at its meeting on 24 September 2009.

PGM
17 Sep 09

M4234 RESEARCH GRANTS & CONTRACTS – PROPOSALS AND AWARDS: REPORT FOR JULY 2009

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of July 2009 (full year).

The report highlighted overall good performance in the year including:

- a value of awards in the year of £27.1m, against a total for the previous year of £21.8m and a current full year target of £19.7m; and
- a value of proposals in the year of £103.1m against a total for the previous year of £131.2m (the latter including significant Doctoral Training Centre proposals), and a current full year target of £75m.

M4235 RESEARCH GRANT AWARDS: FORWARD LOOK – JULY REPORT (PERIOD 12)

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 2009 (full year). 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.

Noted close correlation between the monthly management accounts and the available spend reported from the Forward Look database with both in region of a record research income in the region of £20m. Noted, according to the typical pattern, and based on the value of grants and contracts on the books for 2009/10, a forward estimate of research turnover in the coming year of £22m.

M4236 ANY OTHER COMPETENT BUSINESS

THANKS AND APPRECIATION TO PRINCIPAL ANTON MUSCATELLI

The Vice-Principal and the Secretary of the University conveyed thanks and appreciation on behalf of the academic and support service communities of the University for the good leadership and guidance provided by Professor Anton Muscatelli.