

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 9 September 2009

Present:

Prof A Walker, Vice-Principal (Nominated Chair)	Prof G Hogg, Head of School, Management & Languages (SML)
Prof J Jones, Deputy Resources (Strategy & Resources)	Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof G Gibson, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)	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 Convenor of the Learning & Teaching Board (LTB)
Prof A Harley, Head of School, Textiles and Design (TEX)	Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board

In attendance:

Ms S Campbell, Director of People and Organisational Development	Mr R McGookin, Director of Planning
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms J Forster, Director of Development
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 S Stewart, Head of Institute, Petroleum Engineering (IPE)
Ms R Moir, Director of International Development	Prof B G D Smart, Head, Dubai Campus
Prof S Chapman, Principal and Vice-Chancellor (Chair)	Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
Prof A Prior, Acting Head of School, Life Sciences (SLS)	

ACTION	
Who	With
when	whom

M4237 RESIDENCES PROJECT

Considered and approved the process for evaluation of the options of the Residences Project as detailed in a report from the Director of Finance & IS/IT, and agreed to recommend to the Estate Strategy Committee, the Finance Committee and Court, at their meetings in September 2009, that the University should progress to the next phase of the Project - "Scheme Design - stage D" of the RIBA Plan of Work. This would involve development of a more detailed design and cost specification, and initiation of the procurement notification period and planning notification processes. Agreed that Court should be advised at its September meeting of the likely preferred design option, i.e. the one which Capita Symonds, as the preferred supplier through the Scheme Design phase, will be directed to give primary focus to in developing in further detail.

Agreed that the outputs of this next phase, expected to be concluded in mid-January 2010, will be presented for approval by PME, the Estate Strategy and Finance Committees and the Court to progress to formal approval of the project and issue of a formal tender for potential construction. The cost of the next phase was estimated to be in the region of £400k.

Agreed:

- the Residences Project Board should continue to consult with relevant stakeholders and make a recommendation to PME at its meeting in September 2009 as to the preferred design option. In the interim period, PME members should feed their views into the Project Board;
- PME should receive a schedule of timelines/key dates before its next meeting in September 2009;
- on condition that Court approval is gained at its September 2009 meeting, to commission Capita Symonds to develop the preferred design option in detail. Agreed that a financial commitment within 10% either way of the £400k estimate may be made without further reference to PME;

- to consider, at the meeting of PME in October 2009, a detailed evaluation of costs and risks, in particular in relation to loan costs, break costs, lender options, operating costs, maintenance costs, rental income potential and potential impact of the Project on other capital development needs. Agreed that the DP(Strategy & Resources) would consult further with the Director of Finance and John Rinkes, Financial Controller, to help scope out the framework for these further evaluations;
- to receive, at the meeting of PME in October 2009, an updated whole life cost/spend profile beyond the 5 year Plan;
- to present the detailed preferred design option for approval at the meeting of the Court in December 2009.

Noted that the report from the Director of Finance & IS/IT provided an assessment of the revised Financial Model for the Residences Project which had been updated to reflect the Capita Symonds report and therein the changes to capital costs, whole life costs and other relevant factors. The assessment covered the overall project but in particular the first 5 years of the model. PME at its meeting on 27 August had sought assurance that the Residences Project would not have a materially adverse effect on the ability of the University to remain within operating surplus and cash flow constraints.

Noted an evaluation of the financial impact of the design options proposed by Capita Symonds based on highest and lowest costs per bed space (relating to both Edinburgh and SBC campus residences). A summary of the net impact of these revisions was provided highlighting little effect on either the operational surplus and cashflows of the project. Minor impacts on both were noted in years 4 and 5 of the plan (2012/13 and 2013/14), however it was noted that the anticipated reduced cost against plan in acquiring HMO licences for existing Residences 1 and 2 would more than offset the expected decrease in operational surpluses in 2012/13 and 2013/14. Noted that the average cost per bed space in initial estimates was £58k (build into 5 year plan) with current highest and lowest estimates varying between £57k and £62k.

Noted a summary analysis of highest/lowest construction costs based on the assumptions of a 6.2% and 7.0% interest rate, highlighting an estimated cost for the complete Residences Project of between £47.6m and £55.2m (£57.7m to £58.9m in terms of inflation assumptions in the plan). Costings assumed achievement of "green excellence". At the highest cost per bed space it was estimated that £38m would be incurred up to 2012/13 compared with construction costs of £34m reflected in the 2009 Plan. Noted at their peak level, on the highest total construction cost estimate, bank loans would total £46.2m, compared with £36.4m in the original model: the differential due in part to increased cost per bed space and in part to an increase in the number of bed spaces. The Director of Finance & IS/IT advised the higher peak nevertheless remained affordable and plans would remain flexible in terms of scaleable options and phasing with potential commitment to all elements of the project not reached until year 4 of the Plan.

Noted, while construction costs would be funded as far as possible from the University's own resources, further funding from bank loans would be needed to complete the project with the first draw-down required in 2009/10 and thereafter annually until 2016/17 for the highest cost option and 2015/16 for the lowest cost option. The Director of Finance & IS/IT also confirmed that he would meet with the University bank account director later in the month to discuss financing options.

Noted that the Residences Project would have a positive Net Present Value over a 50 year life of between £22.1m and £31.7m depending on the construction option and loan interest achieved. Depreciation would be costed over a period in the region of 40 years.

Noted a cashflow profile of the capital project as anticipated within the 2009 plan and the revised options under Capita Symonds (at today's prices).

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 29 October 2009**

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)
 Prof A Walker, Vice-Principal
 Prof J Jones, Deputy Resources (Strategy & Resources)
 Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)
 Mr P McNaull, Director of Finance & IS/IT
 Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)

Prof G Pender, Head of School, The Built Environment (SBE)
 Prof G Hogg, Head of School, Management & Languages (SML)
 Prof A Prior, Acting Head of School of Life Sciences (SLS)
 Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
 Prof B G D Smart, Head, Dubai Campus

In attendance:

Mr R McGookin, Director of Planning
 Ms S Campbell, Director of People and Organisational Development
 Mrs K Patterson, Academic Registrar & Deputy Secretary
 Ms L Kirkwood-Smith (Clerk to PME)

Ms J Forster, Director of Development
 Ms R Moir, Director of International Development
 Ms T Merrick, Director of Corporate Communications

Apologies:

Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor 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 Wilson, Secretary of the University and Convenor of the Infrastructure Board
 Prof A Harley, Head of School, Textiles and Design (TEX)

**ACTION
who / when with
whom**

M4260 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting held on 24 September 2009.

LKS
30 Oct 09

M4261 MATTERS ARISING AND ACTION LOG

SCHOOL OF LIFE SCIENCES PLAN (Ref M4222)

Agreed that a final version of the School Plan should be presented to PME for approval at its meeting on 17 November 2009. Noted that the Plan had been considered by the Strategy Working Group on 14 October with subsequent discussions involving the Head of School, Deputy Principal (Strategy & Resources) and the Director of Planning to finalise the Plan. Noted the aim in the final version of the Plan to achieve financial compliance by year 3 with the expectation that substantial measurable performance towards this aim would be evident by year 2 of the Plan.

AP
10 Nov 09

M4262 BUSINESS REPORTED BY THE CHAIR

SECRETARY OF THE UNIVERSITY

The Principal drew attention to publication of the advertisement, and appointment of head-hunters in respect of recruitment in 2010 of a new Secretary of the University following the retiral of Peter Wilson.

HOUSE OF LORDS EVENT

The Principal highlighted the success of the House of Lords event held on 28 October 2009 and conveyed his congratulations and thanks to all staff who contributed to and attended the event.

VISIT TO DUBAI CAMPUS

The Principal provided an update on his recent visit to the Dubai Campus, conveying the very positive impression he had gained of the students and staff at the Campus. The Principal provided suggestions as to how interactions between the main Edinburgh Campus and Dubai might be developed further. These included encouraging Dubai staff to visit the Edinburgh Campus and to consider organising a trip to Dubai by one of the lay members of the Court.

INTERNATIONAL CENTRE FOR BREWING AND DISTILLING (ICBD) OPEN DAY

The Principal drew attention to the success of the recent ICBD open day which was received very positively by external attendees.

UNIVERSITIES & COLLEGES EMPLOYERS ASSOCIATION (UCEA) BOARD

The Principal relayed information on the current status of negotiations between UCEA and the Trade Unions in relation to the 2009 pay offer, standing at 0.5%, and handling of requests by the Trade Unions for assurances in relation to job security.

The Principal highlighted that, while industrial action was not expected, the University should nevertheless be prepared to consider contingency plans in relation to this risk. A watching brief should be kept in the meantime.

PME

Discussed arrangements to keep Heriot-Watt staff updated on the development of pay negotiations. The Director of People and Organisational Development agreed to progress a plan to establish a webpage for this purpose.

SCC
Nov 09

M4263 STUDENT NUMBERS UPDATE

Received and noted a summary update report from the Director of Planning on student numbers for 2009/10, as at 22 October 2009. The report highlighted an overall highly positive position, following increases in student registrations at both Scottish and Dubai Campuses throughout October, which was well beyond the expectations reported at the meeting of PME in September 2009. All targets for the Scottish and Dubai Campuses had been met or exceeded with numbers increased over the previous year by 10% and >50% respectively. The report highlighted the previously identified need for initiatives aimed at achieving further growth in Research Postgraduate student numbers.

Noted, on an as yet indicative basis, a preview, by School and by Campus, of the significant associated fee income surpluses (and in a few cases shortfalls) compared with targets. This indicated an overall level of fee income surplus as compared with target of ~£3 million.

The Director of Planning highlighted the unsustainable growth in UG UK/EU student numbers and confirmed that proposals on the future pattern of student recruitment targets, in particular UK/EU targets, would be presented at the meeting of PME on 17 November 2009.

RMcG
10 Nov 09

M4264 STAFF SURVEY SUMMARY RESULTS

Received and discussed a presentation by the Director of People and Organisational Development of summary results of the Staff Survey, and arrangements for communication of these with staff of the University.

Agreed:

- that the outcomes of the Staff Survey should be shared with all of the key Trade Union representatives in an adjunct section of the JNCC agenda for the planned meeting in November 2009. A suitable summary of the full survey raw data should be prepared in advance. SCC Nov 09 et al
- Trade Union representatives should be encouraged to engage with staff communications plans. An ongoing communications plan should be developed in conjunction with Corporate Communications; SCC Nov 09 through 2010 et al
- that a small group of priority areas should be identified for action in the current year; SCC Nov 09 et al
- University-level engagement with staff on the survey results will be augmented at local SCC 09/10 et al

- level through discussions with Schools/Sections led by HR representatives;
- a follow-up staff survey should be arranged in one year's time. The minimum targets set for a subsequent survey should be a 55% response rate and 65% overall satisfaction response.

SCC autumn 2010 et al

Endorsed plans by People and Organisational Development, working with relevant colleagues, to:

- address issues emerging from responses from the Manual/Trade/Crafts staff group through bespoke activity;
- review the promotions process and its linkage with PDR;
- review FJPs to ensure clear linkage with the University's strategic objectives;
- provide progress reports to PME by way of a standing agenda item each quarter.

SCC 09/10 et al

PME members were invited to forward proposals for the small group of priority areas to be focused on addressing over the coming year to the Director of People and Organisational Development.

PME 13 Nov 09.

M4265 PROFESSIONAL DEVELOPMENT REVIEW (PDR) UPDATE

Received and noted an update report, presented by the Vice-Principal, on implementation of the PDR process. The report confirmed that over 94% of University staff had completed a Forward Job Plan, the FJP Quality Review by Project Board members has now received all FJPs for review, and the closure of the PDR Implementation Project has been amended to November 2009.

M4266 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 & Teaching Board relating to the meeting of the Board held on 15 October 2009. All items in the report were for noting.

M4267 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 October 2009. All items in the report were for noting.

AM Nov 09 RCB Clerk

M4268 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 13 October 2009. All items in the report were for noting.

PLW Nov 09 IB Clerk

M4269 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to January 2010 and noted arrangements for co-ordination of the University's responses.

M4270 RESIDENCES PROJECT

Received an oral update by the Director of Finance & IS/IT on progress made in relation to development of evolving design options informed by consultation, e.g. through stakeholder workshops held at Edinburgh and SBC campuses.

Noted that an update on design options and on developing project costings would be presented to the Court at its meeting on 14 December 2009. The Director of Finance & IS/IT confirmed that a significant amount of work was required in further development of the business case for the project.

Agreed an extended deadline for finalisation of the full business case and agreed that this should be ready, having been considered by PME and the Finance Committee, to be presented at the meeting of Court on 22 March 2010. Noted that the planned time-frame for delivery of the finished buildings would be unaffected by the additional time allotted to the current phase.

PGM et al Dec '09 – Mar '10

The Director of Finance & IS/IT agreed, in relation to the current year forward budget planning process, to submit a financial plan for the residences project incorporating years 6 to 10 of the plan. PGM
10 Nov 09

M4271 SAS PROJECT: OPTIONS AND PROPOSALS

Discussed a report presented by the Vice-Principal detailing options and proposals in relation to the future direction of the SAS Project.

Agreed to adopt the recommended option (SAS Option 3) as the most pragmatic way forward, noting key features of this option:

- full transfer from the current in-house ISS system to the commercial SAS (Banner) system at an additional cost over the originally approved project cost of £400k and thus completing the basic Banner implementation project;
- creation of a new system upon which further benefits can be developed at pace determined by PME;
- reduced risk as a result of avoiding uncertainties about process changes.

Agreed there should be simultaneous development of a plan for a wider programme, targeting optimal use of Banner software, improvements to student administration processes and more general business improvements.

Noted that implementation of Option 3 would focus around training and on-the-job coaching of staff in Schools as against full SAS project implementation options which would have required a staff resource contribution from Schools.

Agreed that a project Gantt chart and list of key deliverables should be provided to PME as quickly as possible.

PDeW
Nov 09 Steer.
Grp

Agreed that SAS project updates should be included as a standing item in the PME agenda at each meeting for the foreseeable future.

ACW/PDeW
09/10 PME
Clerk

M4272 RISK REGISTER AND REPORT OF THE RISK MANAGEMENT STRATEGY GROUP

Received and noted an updated Risk Register, as at 6 October 2009 and a report relating to the meeting of the Risk Management Strategy Group as of the same date.

The Director of Finance & IS/IT confirmed that an updated version of the Risk Register, incorporating updates emerging from the meeting of the RMSG on 6 October 09, would be presented to the Audit Committee at its meeting in November 2009.

PMG
9 Nov 09

Heads were asked to give careful consideration to development of their own School/Section Risk Registers to help improve the linkage between University level and local level risks.

HoSs/Sections
Nov 09

M4273 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2009 AND SENIOR PROFESSIONAL AND MANAGEMENT PROMOTIONS 2009

Received and approved the recommendations of the Academic Promotions Board (Senior Promotions) and Senior Professional and Management Promotions 2009.

In relation to Academic Promotions approval was given for onward transmission, as appropriate, to the Senate and to the Court at their next meetings while People and Organisational Development should confirm the final outcome formally with relevant Professional and Management colleagues.

PME clerk
Nov 09 Senate
SCC et al Clerk
Nov 09

M4274 INTERNAL AUDITS 2008/09: SCHOOL OF LIFE SCIENCES AND EDINBURGH BUSINESS SCHOOL

Received and noted Internal Audit Reports on the School of Life Sciences and the Edinburgh Business School on Audits which were undertaken on 25 and 27 March 2009 respectively.

M4275 ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS 2008/09

Received and approved a draft Annual Accounts & Financial Statements 2008/09 report for onward transmission to the Audit and Finance Committees at their meetings in November 2009 and to the Court at its meeting in December 2009, with the following recommended alterations:

PGM
Nov/Dec 09

- (page 5) addition of an explicit statement on work being taken forward through the Student Experience Forum to enhance the student experience;
- (page 6) added emphasis should be reported in relation to the University's underlying operating position in the year;
- (page 7) additional clarity to be provided in relation to Edinburgh Conference Centre performance to provide consistency between information on this page and the detail in the notes to the accounts on page 30.

M4276 ANNUAL REPORT OF THE ENDOWMENTS COMMITTEE

Received and endorsed, for onward presentation to the Finance Committee for approval, the Annual Report for 2008/09 of the Endowments Committee. The Vice-Principal highlighted a minor date correction which should be made on the cover sheet of the report.

ACW
9 Nov 09

The Vice-Principal confirmed that a list of the endowments and their assigned use would shortly be made available to PME for information.

ACW
Nov 09

M4277 TUITION FEES FOR THE ACADEMIC YEAR 2010/11

Received and approved, for onward presentation to the Finance Committee for approval on behalf of the Court, proposed Tuition Fees for the Academic Year 2010/11.

PGM
Nov 09

Noted the reviews of UK university/HWU competitors' fees as well as fees charged to overseas students by institutions in competitor countries that had informed the Fees Working Group recommendations, and summary results of these analyses.

M4278 MANAGEMENT ACCOUNTS FOR THE PERIOD TO END SEPTEMBER 2009 (PERIOD 2)

Received and noted Management Accounts, presented for the period to 30 September 2009 (period2) by the Director of Finance & IS/IT.

Agreed that it was too early in the Financial Year to make any meaningful observations and that more detailed consideration should be given to the 1st Quarter results which will be released in November 2009.

M4279 STUDENT-FACING SERVICES FUND

Approved a proposal to create a £1.5m fund, administered by the Strategy Working Group, for projects intended to improve student-facing services in the current financial year. Noted that the fund would utilise the no longer required contingency element which had been included in the 2009/10 budget to cover a potential short-fall in tuition fee income in the year. In approving the fund, PME acknowledged that 2009/10 was a particularly successful year for student recruitment and that increased student numbers would put additional pressure on facilities and student-facing services.

AM/JJ
Oct 09 through
09/10 with
SWG

Agreed to provide delegated authority to the Strategy Working Group on behalf of PME to consider and approve project proposals which will be invited against the new fund. Noted that the Principal would be the budget-holder for the fund.

AM/JJ
Oct 09 through
09/10 with
SWG

Noted that, within arrangements for disbursement of the fund, proposals could be submitted by any budget-holder to the Strategy Working Group. Criteria for funding would include:

- the improvement to the student experience that might be expected as a result of the proposed project;
- evidence of student support for the project;
- value for money; and
- ability to complete the work and incur the expenditure within the current financial year.

M4280 RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of September 2009 (period 2).

The report highlighted:

- a value of awards in the year to date of £3.1m, against a total for the previous year of £27.1m and a current full-year target of £23.9m; and
- a value of proposals in the year to date of £9.4m against a total for the previous year of £103.1m, and a current full year target of £113.6m.

Noted that, while it was still very early in the financial year, the values of proposals and awards to date were somewhat lower than in 2008/09. The DP(Research & KT) confirmed that he would raise this matter for discussion within the RCB.

AM
Nov 09

M4281 RESEARCH GRANT AWARDS FORWARD LOOK: SEPTEMBER REPORT

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the period to the end of September 2009 (period 2). 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, according to the Forward Look Database, £19.4 m already on the books for the current year. In line with the pattern over the last two years it could be anticipated that the year-end spend figure would be 16% higher, i.e. a potential turnover for 2009/10 of £22.5m.

It was suggested that previously reported benchmark growth figures should be re-instated in the monthly report.

ACW
Nov 09

M4282 MEDIA EVALUATION REPORT

Received and noted a quarterly Media Evaluation report from the Director of Corporate Communications, which covered all stories that had appeared in the media, both at home and abroad, over the period from June to August 2009.

M4283 ANY OTHER COMPETENT BUSINESS

'WEAR IT PINK' DAY

PME members were reminded of 'Wear it Pink' day on 30 October 2009.

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 17 November 2009

Present:

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| Prof S Chapman, Principal and Vice-Chancellor (Chair) | Prof G Pender, Head of School, The Built Environment (SBE) |
| 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 of 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) |
| Mr P McNaull, Director of Finance & IS/IT | Prof B G D Smart, Head, Dubai Campus |
| Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS) | Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor of the Learning & Teaching Board (LTB) |
| Prof S Stewart, Head of Institute, Petroleum Engineering (IPE) | Prof A Harley, Head of School, Textiles and Design (TEX) |
| Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board | |

In attendance:

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| Mr R McGookin, Director of Planning | Ms J Forster, Director of Development |
| Mrs K Patterson, Academic Registrar & Deputy Secretary | Ms R Moir, Director of International Development |
| Ms S Campbell, Director of People and Organisational Development | Ms L Kirkwood-Smith (Clerk to PME) |

Apologies:

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| Prof K Lumsden, Director of Edinburgh Business School (EBS) | Ms T Merrick, Director of Corporate Communications |
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ACTION
who / when **with**
whom

M4284 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting held on 29 October 2009.	LK-S 18 Nov 09
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M4285 MATTERS ARISING AND ACTION LOG

MATTERS ARISING

There were no matters arising.

ACTION LOG

The Clerk agreed to follow up overdue pending items in the Action Log with their 'owners' and to update or delete the recorded actions as appropriate. In this regard the action recorded under M3813 was proposed for deletion.	LK-S Nov 09
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M4264 STAFF SURVEY: PME members were reminded of the invitation to forward to the Director of People & Organisational Development proposals to form a small group of priority areas for particular attention over the coming year. The Director of People and Organisational Development agreed to issue a reminder email.	SCC Nov 09
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M4222 SCHOOL OF LIFE SCIENCES PLAN: The Head of School confirmed that detailed work was ongoing and that the final School plan would be presented for approval at the meeting of PME on 17 December 2009.	AP 10 Dec 09
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M4286 SAS PROJECT UPDATE

Noted an update from the Vice-Principal (Chair of the Project Board), and the Chair of the Steering Group in relation to recent progress of the SAS Project. This followed agreement at the last meeting of PME to adopt a two-phased (Option 3) approach to the Project: full transfer from the current in-house ISS system to the commercial Banner system and paced development of further benefits. Noted, besides a summary of overall project costs, including an update of 2009/10 first quarter costs and year end forecast, embedded update reports from each of the key bodies with responsibilities for delivery of the Project.

Noted also, in relation to a request made by PME at its last meeting, a Gantt Chart highlighting key Project deliverables and milestones. The Chair of the Steering Group agreed to issue electronic copies of the Gantt Chart to members of PME. PDeW
Nov 09

Heads of Schools were strongly encouraged to engage proactively with the Steering Group in relation to technical aspects of the project, to consult with other Heads to share expertise/experience, and to nominate staff for engagement with the Project who have a sufficiently high degree of computer literacy to provide an effective interface between the School and the Project. HoSs
Nov 09
ongoing

The Chairs of the Project Board and the Steering Group agreed that communications on matters which have a potential impact on staff resources in Schools should be copied to Heads of Schools with as much advance notice as possible. The Chair of the Steering Group confirmed the aim of the Group, by the end of the calendar year, to be three months ahead of Project deliverables in its planning and related consultations. ACW/PDeW
Nov 09
ongoing

Noted that the Vice-Principal would provide a report on the progress of the SAS Project as a standing item in the agenda at each meeting of PME. ACW
ongoing

M4287 RESIDENCES PROJECT

Noted an update on progress on the design development and business case relating to the Residences Project by the Director of Finance & IS/IT. Noted that recent key events had included Stakeholder Review Workshops to present initial design options. The report confirmed that Quayle Munro had been appointed to manage the bank tender process that would generate funding proposals, and a meeting had been held with Dundas & Wilson to brief them on the Project with the objective of creating a timetable to achieve Planning Consent and in relation to guidance on Procurement Contract Planning. The Project Sponsor had also met with the nominated expert lay member to serve on a new governance Oversight Board for the Project.

The Director of Finance & IS/IT highlighted that there had been no changes to the assumptions in the financial model in October 2009, and that in response to a request from the Finance Committee for clear reconciliation between the Residences Project financial plan and the Court approved five-year plan this was incorporated in the current report.

The Director of Finance & IS/IT highlighted that a key concern related to the tight timescale for completion of the business case by spring 2010.

Agreed:

- that the business case for a fully costed single design should be presented to the Court at its meeting in March 2009;
- an overview of progress in relation to the preferred design should be presented to the Court at its meeting in December 2009;
- that advice should be sought from the Director of Estate & Building Services on planning application lead in times etc to help ensure that these are fully accounted for in relation to the planned timescale for delivery of the project; and
- information on the financial assumptions/impact of the project on years 6-10 of the financial plan should be provided ahead of the autumn 2009 planning round.

PGM
15 Mar '10
PGM
7 Dec 09
PGM
Nov 09
PGM
Nov 09

M4288 INTERNATIONAL LEAGUE TABLES

Noted a report, presented by the Director of Planning, which confirmed 2009 results of the THE-QS World Top Universities and the Shanghai Jiatong University Academic Ranking of World Universities. Noted that, from an unranked position in recent years, Heriot-Watt was listed in 374th place in the THE-QS 2009 ranking, a position which equated to a place in the top 5% of the world's universities. The University remained outside of the published top 500 in the Shanghai Jiatong league table. Noted the current ranking and trend of Scottish, 1994

Group and selected smaller “non-aligned” UK universities in the tables.

M4289 ACADEMIC SEARCH CO-ORDINATION GROUP AND SEARCH TEAMS DRAFT REMITS

Noted and approved, for immediate implementation, proposals presented by the Principal on behalf of the SWG Headhunting sub-group for the establishment of an Academic Search Co-ordination Group (ASCG) and Search Teams (STs) in relation to academic appointments.

SC with
AM/RMcG/SC
C/JJ Nov 09

Noted that the ASCG, chaired by the Principal and reporting to the SWG, would have overall responsibility for ensuring that suitable short-lists were developed for all academic appointments; and STs for academic appointments (or group of appointments), reporting to the ASCG, would have responsibility for developing suitable appointment short lists. Noted that it was not intended that the ASCG and STs would replace existing arrangements for the formal aspects of appointment process, such as for the composition of interview panels.

HoSs
from Nov 09

Agreed that the Principal should be included in the recruitment panel membership for all academic appointments. On those occasions when the Principal cannot attend, the invitation should be relayed to the Vice-Principal or, alternatively, Deputy Principals as appropriate.

SCC et al
from Nov 09

Agreed that interview dates should be confirmed in the appropriate diaries as far in advance as possible.

Endorsed the proposal that, where possible, there should be a move away from single post advertising towards co-ordinated larger scale themed advertising.

SCC et al
from Nov 09

Noted a proposal from the Principal for re-titling of the Physical/Life-Sciences Interface theme to ‘Food & Drink’, with the aim of creating, as part of the wider group of strategic topical themes, a clearer association with national areas of priority and opportunity. No issues or objections were raised in relation to the change proposed, and on which the Principal agreed to lead further progress.

SC
from Nov 09

M4290 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to January 2010 and noted arrangements for co-ordination of the University’s responses.

M4291 PERFORMANCE & DEVELOPMENT (PDR) CLOSURE REVIEW

Received and discussed a closure review report presented by the Vice-Principal on implementation of the PDR process. The report confirmed that the original objectives, as set out in the terms of reference for the project, had been met. The core project deliverables had been met including establishment of an infrastructure to support the operation of PDR in the years following introduction of the process. Noted a summary of issues that had emerged in the course of implementation, lessons learned and suggested improvements in relation to the FJP paperwork and guidelines.

Agreed need to ensure that the objectives set out in staff FJPs combine to meet sufficiently the wider strategic objectives of the University. Noted that sampling of first round FJPs had indicated some weakness in this respect. Agreed that Heads of Schools should work with the relevant counter-signatories and reviewers before creation of the next round of FJPs to ensure that overall objectives will be reflected appropriately in the PDR process. Noted, in relation to working towards improvements in the effectiveness of PDR, there were opportunities for Heads to share ideas and good practice. Heads were reminded of the need to begin preparations as soon as possible for the second round of PDR.

Heads
Nov 09-Jan 10

The Director of People and Organisational Development confirmed that she would take forward with colleagues in POD further consideration of the mechanisms by which the link between PDR and promotion/contribution points can be optimised.

SCC
Nov 09-Jan 10

The Overview Group agreed to consider how random sampling of and feedback on FJPs might be continued in the future.

ACW/SCC
Nov 09

PME members were asked to direct to the Vice-Principal any further comments on matters covered by the report or issues raised by it.

PME
Nov 09

M4292 RISK REGISTER, REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP AND RISK MATRIX

Received and noted the University's Risk Register as at 6 November 2009 and a report of the meeting of the Risk Management Strategy Group meeting as at 6 October 2009.

Endorsed, in terms of Dubai operations, the relatively low placing on the Register of this risk; however, it was noted that there were future uncertainties associated with new campus arrangements and it was not possible currently to provide an adequate assessment of future risks. The Secretary of the University confirmed that he would consult on campus development plans with Heads of School in the near future.

PLW
Nov 09-Jan 10

DRAFT RISK MATRIX

Noted an indicative draft risk matrix. Agreed that, in its current form, the risk matrix did not add sufficient business value to justify the effort that would be required to maintain it. Noted that the Audit Committee, for whom the report had primarily been intended, had indicated its interest in receiving such a report regularly only if it met first and foremost the requirements and the priorities of University management. Agreed that the Audit Committee should be updated on PME's view at its next meeting.

PGM
Mar 10

M4293 ALLOCATION OF SFC-FUNDED PLACES

Noted and discussed scenario options presented by the Director of Planning in relation to the future volume ratio of fully-funded to fees-only full time HEU students. The current planning trajectory indicated growth in coming years to a level of fees-only students which would erode the unit of teaching resource to an unsustainable level while adding to pressures on services and infrastructure.

Agreed that the University should work towards achieving a reduction against plan to a minimum threshold of 80% of the proportion full time HEU students who are fully funded. Detailed modelling of a gradual transition should be taken forward through the planning round process and other discussions with Schools. Agreed that modelling should involve conversion of the planned reduction into revised programme by programme admissions and entry grade targets with a view to achieving overall enhancement of entry grades.

RMcG/JJ/PGM Schools
Nov 09
through 09/10

M4294 WIDER USE OF OPEN ENDED CONTRACTS

Noted a proposal for the introduction of an employment scheme where open ended contracts are established as a norm.

Agreed that further detailed consideration of the proposal should be undertaken, informed by appropriate legal advice, following which PME should consider the developed proposal with a view to approving for further consultation with the Trade Unions. The Director of People and Organisational Development agreed to take this forward with a view to re-submitting the proposal to PME at a later date.

SCC
Nov-Jan 09

M4295 REVIEW OF PROMOTION BOARD PROCESSES AND UPDATE ON PROMOTIONS AND PROGRESSION BOARDS

Noted and approved a proposal, presented by the Director of People & Organisational Development, for the establishment of a Working Group to review promotion and progression procedures within the University and to develop proposals for further consideration by PME. It was proposed that the Working Group would meet fortnightly from December 2009 with the aim of concluding its work in February 2010.

SCC et al
Nov 09 - Feb
10

Noted that the proposed remit would be to consider the level at which Boards should be operational; their memberships; roles and expectations of stakeholders; required inputs; linkage between assessment of performance and progress/pay review; process timings and linkage with PDR and annual planning round processes; communications; and career pathways.

Noted also a summary report of outcomes of Review Board considerations in 2009, opinions on those elements of the associated processes expressed in terms of how well or otherwise these had worked. Noted that feedback received via the Staff Survey had strengthened the case for a review of promotions and progression board processes.

M4296	ACADEMIC ADVANCEMENT BOARD: AUTUMN 2009	Received and approved a summary report of recommendations by the Academic Advancement Board, Autumn 2009. People & Organisational Development would proceed to confirm the decisions of the Board formally with Schools/Institutes and relevant individuals.	SCC et al Nov 09	
M4297	REPORT FROM THE INTERNATIONAL DEVELOPMENT COMMITTEE	Agreed to include the report from the International Development Committee in the agenda of the meeting of PME in December when the Director of International Development will be present.	RJM 10 Dec 09	PME clerk
M4298	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2009 (QUARTER 1)	Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 31 October 2009 (first quarter). The Director of Finance & IS/IT touched on comparative performances of Schools, Professional Services, EBS and the Dubai Campus in the report which highlighted an overall currently strong position evidenced by a net surplus better than budget by £3.1 m for the year to date.		
M4299	RESEARCH GRANTS & CONTRACTS PROPOSALS AND AWARDS: OCTOBER 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 to the end of October 2009 (period 3). The report highlighted: <ul style="list-style-type: none"> • a value of awards in the year of £2.1 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and • a value of proposals in the year of £4.9 m against a total for the previous year of £103.1 m, and a current full year target of £113.6 m. <p>Agreed, in the light of the apparent slow start in the year, to investigate whether there were any longer than usual delays in starting research project work. The Head of School, EPS agreed to investigate the position in his School.</p>	DG Nov 09	
M4300	RESEARCH AWARDS FORWARD LOOK: OCTOBER 2009 REPORT	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 2009 (period 3). 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. <p>Noted evidence that the research order book had peaked after a period of strong growth including doubling of the 1-Year Forward Look over the last 3.5 years. More recently, figures in all three measures had decreased in each of the previous two months.</p>		
M4301	ANNUAL REPORT TO COURT OF THE FINANCE COMMITTEE	Noted the Annual Report 2008/09 of the Finance Committee for presentation to the Court at its meeting on 14 December 2009.		
M4302	ANNUAL REPORT TO COURT OF THE AUDIT COMMITTEE	Noted the Annual Report 2008/09 of the Audit Committee for presentation to the Court at its meeting on 14 December 2009.		
M4303	INTERNAL AUDIT REPORTS	Noted Internal Audit Reports which had been presented by the University's Internal Auditor to the Audit Committee at its meeting on 16 November 2009. The reports of audit reviews, which		

were performed in accordance with the 2009/10 Internal Audit Plan, included:

- Transparent Approach to Costing (TRAC) (October 2009);
- Research Projects (October 2009);
- University Subsidiaries (September 2009);
- Health & Safety (August 2009); and
- Fixed Assets (October 2009).

Noted also a summary report from the Internal Auditor following a visit to the Dubai Campus in October 2009 which would inform the 2009/10 Internal Audit Dubai Campus Review. Noted that the report would form the basis of a full Audit Report and Action Plan to be prepared for presentation to the Audit Committee at its meeting in March 2010.

M4304 ANY OTHER COMPETENT BUSINESS

DUBAI VISIT: OCTOBER 2009

Noted an update report on the visit to the Dubai Campus by University colleagues and the Chairman of Court in October 2009.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 17 December 2009**

Present:

- | | |
|--|---|
| Prof S Chapman, 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 Convener of the Research Co-ordination Board (RCB) | Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB) |
| Prof S Stewart, Head of Institute, Petroleum Engineering (IPE) | Prof K Lumsden, Director of Edinburgh Business School (EBS) |
| Prof G Pender, Head of School, The Built Environment (SBE) | Prof A Harley, Head of School, Textiles and Design (TEX) |
| 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 |
| Ms S Campbell, Director of People & Organisational Development | Ms R Moir, Director of International Development |
| Mrs K Patterson, Academic Registrar & Deputy Secretary | Ms J Forster, Director of Development |
| Mr N Booker, Pantheon India, attended for M4318 | Ms S Virdee, Equality and Diversity Advisor, attended for M4326 and M4327 |
| Ms L Kirkwood-Smith (Clerk to PME) | |

Apologies:

- | | |
|---|--------------------------------------|
| Mr P McNaull, Director of Finance & IS/IT | Prof B G D Smart, Head, Dubai Campus |
|---|--------------------------------------|

		ACTION	
		Who	With
		when	whom
M4306	MINUTES OF THE MEETING HELD ON 17 NOVEMBER 2009 AND ITEM DEALT WITH BY CORRESPONDENCE ON 30 NOVEMBER 2009		
	Approved the minutes of the meeting held on 17 November 2009 and the item dealt with by correspondence on 30 November 2009.	LK-S	18 Dec 09
M4307	MATTERS ARISING AND ACTION LOG		
	RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS (REF: M4299)		
	The Head of EPS confirmed that investigation had revealed no slower than usual start times of projects and highlighting also that delays were common in relation to refurbishment of lab space by the Estate Office to enable new projects to proceed.		
M4308	BUSINESS REPORTED BY THE CHAIR		
	The Principal highlighted the importance of the University's developing international activities, in particular in the light of expected future constraints on government funding.		
M4309	SCOTTISH GOVERNMENT REVISED FUNDED NUMBERS CONSOLIDATION POLICY		
	Received and discussed a report, presented by the Director of Planning, which outlined scenario options for the planned reduction from 5,360 to 4,765 of FT HEU UG student places.		

Agreed:

- to introduce a phased reduction to 4,765 places over two years: 2010/11 and 2011/12;
- the premise that the overall reduction of 25% should be shared equally between Schools, subject to any necessary School by School refinements of this target which are identified;
- (Reserved section: Ref Section 33, FOI(S)A).

JJ /
from Dec 09
HoSs
from Dec 09

PRound
Team

M4310 STRATEGY UPDATE

Received and noted a 5-year Plan Strategy Update report presented by the Deputy Principal (Strategy & Resources).

Agreed, with regard to previously approved Theme budget allocations, to delegate authority to the Strategy Working Group (SWG), to make decisions on the allocation of uncommitted elements of the budget. Where a decision is required on previously committed expenditure, i.e. a reversal or change to a previous decision, the proposal should be referred by the SWG to PME for approval.

SKC / SWG
from Dec 09

M4311 DUBAI CAMPUS UPDATE

Noted and discussed an update report on Dubai Campus operations which had been prepared for the Court for information. The report highlighted progress made, issues arising and future plans.

Noted, in relation to future developments, work underway to determine a governance/management structure to support Dubai Campus operations. The Secretary of the University agreed that firm proposals would be finalised in time for approval by the Court at its meeting in March 2010.

PLW
mid-Mar 10

Noted the need to complete a review of budgeting arrangements for Dubai to support future planning. The Head of EPS highlighted the need also to undertake a thorough market analysis to inform future strategic planning.

PLW / RJMC HoSs
09/10

M4312 SAS PROJECT UPDATE

Received and discussed a SAS Project Update Report presented by the Vice-Principal (Chair of the Project Board). Noted also major project milestones and project costs charted on a quarterly basis.

Agreed that arrangements should be taken forward by the Project Board, as requested, to replace the current Project Manager (technical aspects), through an internal reassignment. This would enable the Project Manager to transfer back to this regular role as Applications Manager in order to manage other priorities. Given concern raised by the Chair of the Steering Group, in particular in relation to the timing of the proposed change, the decision of PME was conditional on 20% of the Applications Manager's time being firmly committed to support the SAS Project including providing advice and guidance to the new Project Manager.

ACW/PGM
Dec 09

Agreed that a detailed job description along with clear statements verifying the commitment to the Project Manager role should be prepared for PME consideration in relation to the new appointee.

ACW/PGM
Dec 09

M4313 STAFF SURVEY ACTIONS: UPDATE

Agreed to defer discussion on this item until the next meeting when the Director of People & Organisational Development will be present.

SCC /
Jan 10

PME clerk

M4314 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 November 2009. All items in the report were for noting.

AM
Jan 10

RCB clerk

M4315	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 10 November 2009.	PLW Jan 10	IB clerk
		Item 1 on the Conflict of Interest Policy was considered separately (item M4323 below). All other items in the report were for noting.		
M4316	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 & Teaching Board relating to the meeting of the Board held on 15 October 2009. All items in the report were for noting.	RJMC Jan 10	LTB clerk
M4317	CONSULTATIONS LOG	Received and noted a report of consultations communicated to the University with deadlines up to January 2010 and noted arrangements for co-ordination of the University's responses.		
M4318	INTERNATIONAL DEVELOPMENT OPPORTUNITY	(Reserved Section: Ref Section 33, FOI(S)A).		
M4319	REPORT FROM THE INTERNATIONAL DEVELOPMENT COMMITTEE: AUGUST – NOVEMBER 2009	Received and noted a report, presented by the Director of International Development, on developments led by International Development Committee through the period from August to November 2009. The Director of International Development confirmed that an International Strategy was currently under development.		
		Agreed in principle that an International Development budget should be established through consolidation of existing resources.	JJ spring 10	P Round team
M4320	SCHOOL OF LIFE SCIENCES PLAN	Noted an update confirming that the School was close to finalising the Plan with further work required in particular in relation to physical space requirements and review of costs associated with planned new academic appointments. Noted that the final Plan would be presented at a meeting of PME in the near future.	AP early 10	et al
M4321	POLICY ON EMPLOYMENT OF CASUAL AND TEMPORARY STAFF ENGAGED IN LEARNING AND TEACHING ACTIVITIES	Noted a draft policy designed to establish a consistent approach to the employment of casual and temporary staff engaged in learning and teaching activities.		
		Agreed that further work should be taken forward to develop the policy document, adopting a "light touch" approach, while ensuring that the policy is sufficiently robust to meet requirements in terms of HR compliance and financial controls. The draft policy was considered overly complex.	RJMC Dec 09 – Feb 10	K Nicol
M4322	OPEN-ENDED CONTRACTS	Noted and approved a draft policy and discussion document on the wider use of open-ended contracts, noting that, following the last meeting of PME no significant legal/HR compliance issues had been identified in respect of the policy proposals. Noted, however, that it was now proposed that the time threshold for application of the Open-ended Contract be three years rather than one year, as presented in the original paper.		
		Agreed that discussions on the draft policy should be taken forward with the staff groups to which the policy would apply, in particular Research Associates, and with the relevant Trade	ACW/AM Jan-Feb 10	K Nicol

Unions. Agreed that the net financial impact of implementation of the agreed policy should be neutral. It was suggested that financial impact and guidelines on the timing of necessary actions in relation to grant-funded positions should feature explicitly in the relevant policy documentation.

Agreed that, following the relevant consultations, a final version of the policy should be presented to PME for approval. ACW/AM
Feb/Mar 10

Noted that PME approval for proposed terms of reference for the Avoidance of Redundancy Committee would be sought in January 2010. ACW/AM
Jan 10

M4323 POLICY ON CONFLICT OF INTEREST

Received and approved a draft Policy on Conflict of Interest subject to inclusion, within para 4.3, of reference to Heads of Schools and Deans in addition to the senior officers currently listed. PLW
Dec 09

Noted that the policy document, which set out the policy and procedures for managing and/or declaring a conflict of interest situation within the University, superseded an existing policy and had been developed and approved by the Infrastructure Board with significant input from the Staffing Strategy Committee, the Chairman of Court as well as the University's solicitors. PLW /
Feb 10 ESC clerk

Noted that the policy would be re-presented to the Staffing Strategy Committee at its meeting in February 2010 and thereafter would be presented to the Court for approval at its meeting on 22 March 2010. PLW
Mar 10 Court clerk

M4324 HEALTH & SAFETY POLICY STATEMENT

Received and approved a draft Health & Safety Policy Statement presented by the Secretary of the University. Noted that the Policy Statement, which was an update of an existing Statement, was designed to ensure that the University is meeting its obligations under the Health & Safety at Work Act.

Agreed that the Policy Statement should be presented to the Court for approval at its meeting on 22 March 2010. PLW /
Mar 10 Court clerk

M4325 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS)

Received and approved a recommendation of the Academic Promotions Board (Senior Promotions) for the promotion to Reader of Dr Richard Weidmann, School of Mathematical & Computer Sciences.

Agreed that Senate and Court approval for the recommendation should be sought as soon as possible by correspondence. Relevant
clerks
Dec 09/
Jan 10

M4326 EQUALITY AND DIVERSITY UPDATE

Received and noted an update on the recent activities of the Equal Opportunities Committee presented by the Chair of the Committee and the Equality and Diversity Advisor.

Noted, in particular, completion of the Disability Equality Scheme 2006-09 and the publication of the final annual report. PME approved the development of an overarching Equality Scheme, which would incorporate the new Disability Equality Scheme, and the proposed annual reporting from December 2010 for all equality and diversity matters. Noted a proposal to take forward staff and student engagement activities in spring 2010.

Endorsed in principle the suggestion that summary quick reference guidance should be developed as an aid to help staff to understand their obligations under the Equality and Diversity Scheme. AJH /
S Virdee
Dec 09 –
Feb 10 Corporate
Comms.

M4327 VALUES PROGRAMME PROGRESS REPORT

Received and noted a progress report on the Values Programme, presented by the Programme Leader.

Noted and approved 5 new values: *Pursuing Excellence; Valuing and Respecting Everyone; Pride and Belonging; Shaping the Future; and Outward Looking*, which encapsulated 'The Spirit of Heriot-Watt University', noting that these had emerged through development and refinement processes involving an initial workshop held in spring 2009, the outcomes of the Staff Survey and, more recently, focus group activities.

It was suggested that it would be helpful to communicate the agreed values to staff and to webpost.

SCC
Dec 09/
Jan 10

Agreed that:

- programme activities aimed at involving staff in the further development of Heriot-Watt values should continue into spring 2010;
- the eventual roll-out of 'The Spirit of Heriot-Watt University' Values would be linked to the roll-out and embedding of the University Brand. In addition, People & Organisational Development would take a lead role in identifying appropriate people-related KPIs and other associated reporting mechanisms; and
- the Values Programme would provide a link between the development of people- and student experience-related KPIs.

Noted that the Values Programme would be discussed further at the meeting of the Infrastructure Board in January 2010 and it was planned that wider staff engagement would be arranged through meetings with School and Professional Support Service colleagues in January and February 2010.

M4328 UNIVERSITY RISK REGISTER AND REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP (RMSG)

Received and noted the University's Risk Register as at 11 December 2009 and a report of the meeting of the RMSG on 1 December 2009. Noted the top nine ranked risks.

Noted that the Risk Register would be reviewed at the next meeting of the RMSG on 11 January 2010. (Reserved Section: Ref Section 31, FOI(S)A)

PLW
Jan 10

M4329 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2009

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 30 November 2009 (period 4).

Noted that the Accounts highlighted a year-to-date net surplus better than budget by £3.2m and noted the factors contributing to the current position. It was observed that while research proposals activity was on target in terms of value of proposals, the value of research awards was currently lagging behind the level achieved by the same period in 2008/09.

M4330 RESEARCH GRANTS & CONTRACTS: PROPOSALS & AWARDS

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of November 2009 (period 4). The report highlighted:

- a value of awards in the year of £6.1 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £38.2 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

M4331 RESEARCH AWARDS FORWARD LOOK REPORT FOR NOVEMBER 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 November 2009 (period 4). 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.

The report highlighted a value of £20.3 m in research grants and contracts on the books for 2009/10. Noted that the pattern over the last two years indicated actual year-end spend some 4% higher. Repetition of this pattern would suggest a research turnover for the current year of £21.2m; however, the current rate of spend was behind the suggested curve.

Received and noted a supplementary tabled paper presented by the Vice-Principal which detailed by School: accumulated research income; available spend versus actual to date, and at University level, the monthly overhead trend over time as well as accumulated research contributions and totals for 2008/09.

M4332 NATIONAL FRAMEWORK – RED CIRCLE UPDATE

Noted an update, presented by the Director of People & Organisational Development, which detailed changes in relation to the number of “red-circled” roles following implementation of the Framework Agreement. Numbers had decreased substantially as a result of successful appeals and staff movement.

M4333 STAFF TRENDS UPDATE

Received and noted a quarterly update report, presented by the Vice-Principal, on staff number trends to the end of October 2009.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 28 January 2010**

Present:

Prof S Chapman, 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 Convener of the Research Co-ordination Board (RCB)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof G Pender, Head of School, The Built Environment (SBE)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof A Harley, Head of School, Textiles and Design (TEX)
Mr P McNaull, Director of Finance & IS/IT	Prof B G D Smart, Head, Dubai Campus
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
Ms S Campbell, Director of People and Organisational Development	Ms L Kirkwood-Smith (Clerk to PME)
Mrs K Patterson, Academic Registrar & Deputy Secretary	Ms J Forster, Director of Development
Ms R Moir, Director of International Development	

Apologies:

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

		ACTION	
		Who	With
		when	whom
M4334	MINUTES OF THE MEETING HELD ON 17 DECEMBER 2009		
	Approved the minutes of the meeting of PME held on 17 December 2009.	LK-S	
		29 Jan 10	
M4335	MATTERS ARISING AND ACTION LOG		
	Noted no matters arising with the exception of a matter covered by the report from the RCB, dealt with under M4343 below.		
M4336	BUSINESS REPORTED BY THE CHAIR		
	The Principal highlighted issues arising from the Scottish Funding Council's proposed review of the Widening Access & Retention Premium (WARP) stream of funding, and evident implications for future funding allocated to HWU. Dialogue with the Council was being sought by the Principal.	SKC	
M4337	5-YEAR PLAN 2010: FIRST PREPARATIONS		
	Received an update presentation by the DP (Strategy & Resources) on preparations in relation to development of the 5-Year Plan, 2010.		
	Noted that no material change over the 2009 5-Year plan was proposed; however, modifications to the plan were required to maintain a reasonable level of resilience: taking		

account of new circumstances and associated higher risk. Key factors which would impact on the plan were highlighted.

Agreed that budget planning should be progressed on the premise, presented for further debate through the planning round, of:

JJ
Jan-Mar 10 P.Round
team

- a rise from £1 m p.a. to £2 m p.a. in contingency from 2010/11, rising to £3 m (2% of income), recognising heightened risk associated with future delivery of income against plan;
- maintenance of currently planned levels of research and teaching income (with a slight increase in non-HEU undergraduate teaching income);
- assumptions for 2014/15 which are consistent with the Strategic Plan presented to the Court in December 2007, i.e. in terms of achieving per annum income growth of 6%; achieving a surplus of 7% of turnover for investment; and Professional Services expenditure to grow no more quickly than academic income;
- progressive cost-reduction of Plan, i.e., reducing the rate of growth of expenditure, starting with a proposed overall 0.75% reduction in the increased expenditure from 2010/11;
- assumption that REF should not be relied on before 2015; and
- acknowledgement that the aim in revising the plan is not to target overall increased growth above that agreed in the 2009 plan, but to substitute, where necessary, income within the main income streams. In this respect, there was scope for flexibility within and diversity across Schools.

It was requested that Heads of Schools receive a copy of Study Group's 5-year plan.

RJMC
Feb 10

Agreed need to integrate budget planning relating to the International Strategy within the overall 5-year plan. Further consideration should be given to how best to achieve this within the limited time available.

RJM / RJMC
Jan-Mar 10

M4338 CONSOLIDATION OF UG STUDENT NUMBERS: UPDATE ON IMPLEMENTATION

Noted an update report from the Director of Planning confirming progress of Schools in implementing the decision of PME in December 2009 to introduce a phased reduction of full-time HEU undergraduate student places over 2010/11 and 2011/12 and, associated with this aim, to achieve an increased overall target minimum UCAS point score for entry.

Noted that Schools had confirmed individually how they were working to the revised maximum population targets for 2010/11 and their maximum intake targets for the coming year. Schools had also established the increased normal minimum entry requirements which would come into effect in the current admissions cycle and which would be published shortly through UCAS and within the University's 2011 undergraduate prospectus.

Noted a report detailing Phase 1 consolidation of HEU full-time undergraduate student numbers confirming, by School/Programme: intake and population numbers; and minimum entry requirements with the equivalent UCAS tariff, in relation to 2009/10 entry and, by contrast, in relation to 2010/11 entry. In relation to this PME noted that the targets reported for Accountancy & Finance required to be amended for 2010/11 to "ABC or BBB".

RMcG
Jan 10

PME supported the plans but recognised the need for consistency and clarity in relation to communications with applicants for places, in particular the higher number than previously who might not be successful in securing a place. Agreed that, as a matter of urgency, a Selection Policy should be developed which will over-arch individual School-level policies on selection. In particular the Policy should clarify the criteria that the University will adopt when making a decision on selection where there is equivalence in prospective students' entry qualifications.

RJMC/M
Bates/TM
Feb 10

Noted that HEU full-time undergraduate student target allocations for each School from 2011/12 would be determined following a further detailed review.

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

M4339 RESIDENCES PROJECT: PROGRESS REPORT

Received and noted an update report from the Director of Finance & IS/IT on planned steps over the coming period in relation to development of the Residences Project Design and Business Case, the full and final version of which will be presented to the Court at its meeting in March 2010. Noted the proposed schedule of steps and delegated authority for review and approval of the Design and Business Case through the final stages of iteration.

Approved a recommendation that a small sub-group of PME led by the Principal should act on behalf of PME to approve the final iteration of the Phase 1 Design and Business Case to be presented to the Court. This was proposed as a pragmatic arrangement in the light of the very short period of time between the last review of the proposals by the Oversight Board and onward presentation to the Court. Noted that the Principal would convene the sub-group.

SKC
Feb 10

Agreed need, in the February meeting of PME, to receive information sufficient to evaluate the scale of financial impact on budget holders of the investment over the short to medium term: i.e. forward to a 9 year horizon.

PGM
18 Feb 10

Noted the latest design from the architects and noted, since early January, the introduction of weekly meetings between University stakeholders, designers and engineers. The outputs from the meetings were being incorporated into evolving design and costing work. The business case was under review to reflect latest construction cost estimates, planning deadlines, enhanced review of options, revisions to the accommodation strategy, and to scrutinise the architect's latest design. Furthermore, the results of a review to assess the business case against public sector best practice were being used to develop the business case. Prior to finalisation, cold reviews of the Financial Model by finance staff would inform finalisation of the business case. Testing of the plan timetable for income, expenditure and interest costs was underway.

Noted that an updated and more complete draft of the business case would be presented to PME at its meeting on 25 February 2010.

PGM
18 Feb 10

M4340 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project presented by the Vice-Principal. The report comprised update reports from the SAS Project Board, the SAS Steering Group, the Project Manager; a summary of key activities and project milestones; and an update of the latest financial position in relation to SAS implementation.

Agreed with the proposal that regular SAS Project Update should be presented in future as a "starred item" in the PME agenda.

SKC / LKS

The Vice-Principal tabled a draft Job Description in relation to the post of SAS Project Manager. PME members were invited to direct any comments they had on the draft to the Vice-Principal.

PME
members
first week
Feb 10

M4341 STAFF SURVEY UPDATE

Received and noted an update, presented by the Director of POD, on progress of actions previously agreed following a presentation of Staff Survey results to PME in October 2009. Noted proposed next steps.

Following discussion it was agreed that the following three areas should be addressed at University-level as top priorities for action over the course of the coming year and that these should be progressed and communicated by POD in the context of the Staff Survey communications plan to be developed through 2010:

SCC TM
from Feb 10

- improve communication and engagement with the strategy for all staff;
- provide clarity on the promotions process and personal development options; and
- embed equality of respect for all of our staff regardless of their position in the University.

Noted proposed next steps: to complete Staff Survey cascade of results through Schools/Sections; to adopt a standard pro forma to capture items to escalate to other areas; to communicate actions through a Staff Survey micro site; and to make arrangements for Staff Survey targets to be entered as objectives in leaders'/managers' Forward Job Plans.

SCC et al
ongoing

Noted that PME would receive progress updates at quarterly intervals throughout 2010.

SCC
ongoing

M4342 DEVELOPMENT & ALUMNI OFFICE UPDATE

Received and noted a report, presented by the Director of Development & Alumni Relations, on Development & Alumni Office activities and progress in 2008/09 and plans, including challenges and opportunities, in relation to the year ahead.

The need was highlighted for Development & Alumni to engage with Marketing and International Strategies.

JF/TM/RJM
from Feb 10

M4343 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 12 January 2010. All items in the report were presented for information

The DP(Research & KT) drew attention, in particular, to recent discussion at the Board of plans in relation to development of a Research Information System. It was planned to investigate potential adoption of the PURE system, which had been adopted by other institutions, with the aim that the system could be procured and implemented within a six months' timeframe. Consultations with other institutions were ongoing in the meantime to establish implementation costs and support requirements.

The DP(Research & KT) highlighted the intention to include focused discussion on research income at the February meeting of the Board.

M4344 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 10 November 2009. All items in the report were presented for information.

M4345 REPORTS FROM THE LEARNING AND TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, reports from the Learning & Teaching Board relating to the meetings of the Board held on 10 December 2009 and 14 January 2010.

Approved a recommendation that an ELIR Steering Group should be established to manage preparations from January 2010 for the University's ELIR review in January/February 2011. It was recommended that the VP (Education & Welfare) of the Students Association be invited to join the ELIR Steering Group.

RJMC
Jan 2010

All other items in the reports were presented for information.

Attention was drawn by the HoS SBE to the proposal, reported in para 4 of the 10 December meeting report, to restructure the Easter Vacation and the August Resit Diet to accommodate Schools which used the third semester as a teaching block, and the importance to the School that a resolution is found to the problem reported.

M4346 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to April 2010 and noted arrangements for co-ordination of the University's responses.

M4347 ALP PARTNER IN IRAN: ICTEC

Noted and approved recommendations, presented by the DP(Learning & Teaching), for discontinuation of the Approved Learning Partnership with ICTEC in Iran and arrangements to manage teach-out periods for remaining students on HWU programmes who are supported by this ALP, providing them with the opportunity to complete their courses. Noted that recent political changes had prevented travel to Iran which was necessary to satisfy quality assurance requirements.

RJMC
from Feb 10

Noted the suggestion that 'Academic Learning Partner' be adopted as a title rather than 'Approved Learning Partner' to describe international programme partner organisations. Agreed that this should be clarified in the developing International Strategy.

RJM / RJMC
Feb-Mar 10

M4348	MANAGEMENT OF CHANGE POLICIES (CONSULTATION ON AVOIDANCE OF REDUNDANCY POLICY, REDEPLOYMENT POLICY AND REDUNDANCY PAYMENTS 2010 POLICY)		
	Noted and approved in principle draft policies, presented by the Director of POD, for further consultation with the relevant Trade Unions. Noted that the policies, the purpose of which were to ensure a fair and consistent approach to managing future change, included:		
	<ul style="list-style-type: none"> • Consultation on Avoidance of Redundancy; • Redeployment; and • Proposal for Redundancy Payments 2010. 		
	Agreed, in relation to the draft Consultation on Avoidance of Redundancy Policy, that the proposed membership of the Consultative Committee on Redundancy Avoidance should be reconsidered with a view to creating a better balance within the committee membership between non Trade Union representatives and Trade Union representatives.	SCC Feb 10	
	Agreed, in relation to the draft Proposal for Redundancy Payments policy, the need to seek further legal advice to clarify whether variation between the severance packages offered in “voluntary” and “compulsory” redundancy cases was legally permissible.	SCC Feb 10	
M4349	RE-GRADING/SELECTION AND PROGRESSION OF NON-ACADEMIC STAFF		
	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.		
	The Director of POD requested that, in the meantime, PME members give further consideration to the proposals and direct any comments they have to her so that the paper can be developed further ahead of the February meeting.	PME 17 Feb 10	
M4350	POLICY ON EMPLOYMENT OF CASUAL AND TEMPORARY STAFF ENGAGED IN LEARNING AND TEACHING ACTIVITIES		
	Noted withdrawal of this item from the agenda and noted the intention to submit the item for consideration at the meeting of PME on 25 February 2010.	RJMC 17 Feb 10	POD
M4351	DRAFT SUBMISSION TO SFC ON THE EFFICIENT GOVERNMENT INITIATIVE RETURN		
	Received and approved, for submission to the Scottish Funding Council (SFC) by 31 January 2010, a report providing evidence of the University’s progress in relation to achieving efficiency gains in 2008/09 and planned efficiency gains in 2009/10 to 2010/11.	PGM 31 Jan 10	
	Noted that this standard form of reporting was required annually to provide evidence of institutions’ contributions to the Efficient Government Initiative which targeted an annual 2% efficiency gain in relation to publicly funded income from the SFC.		
M4352	HARDSHIP FUND FOR INTERNATIONAL STUDENTS		
	Noted and approved a proposal, presented by the Academic Registrar & Deputy Secretary and the Director of Planning, for the creation in the current year of a Hardship Fund which will be available to support Overseas-fee level students studying at Scottish campuses. Noted that while significant public funding was provided to the University to assist Home/EU students experiencing temporary financial difficulties, until now no such provision has been formally available to non-EU international students.	KAP with RMcG Feb 10	
	Noted that the fund, which would be administered by the Student Support and Accommodation Office, would be created through modest top-slicing of Schools’ fee income from each Overseas-fee level student. In the current year this would see £50 drawn from income per full-time student in this category, creating an initial fund of £66.5 k. Noted that the fund would be available for use to alleviate the circumstances of students in real distress, with any unused portion in the year being carried forward to the subsequent year’s fund.		

M4353	RISK REGISTER AND REPORT FROM THE RISK MANAGEMENT STRATEGY GROUP	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10
M4354	MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2009 (PERIOD 5)	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10
M4355	RESEARCH GRANTS & CONTRACTS: PROPOSALS & AWARDS	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10
M4356	RESEARCH AWARDS FORWARD LOOK REPORT FOR DECEMBER 2009	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10
M4357	GUIDANCE ON ENGAGING SELF-EMPLOYED/CONSULTANTS/AGENCY STAFF	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10
M4358	ORGANISATIONAL DEVELOPMENT NEEDS REPORT	Agreed to defer consideration of this item and include in the agenda of the meeting of PME to be held on 25 February 2010.	PME clerk 17 Feb 10

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 25 February 2010**

Present:

Prof S Chapman, 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)	Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Prof G Pender, Head of School, The Built Environment (SBE)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Mr P McNaull, Director of Finance & IS/IT
Prof B G D Smart, Head, Dubai Campus	

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Ms S Campbell, Director of People and Organisational Development	Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Mr P G Kerr, Director of Estate & Building Services
Ms R Whittingham-Boothe, Marketing Manager, attended for item M4368	Mr Frank MacDonald, Web Master/Development Manager, attended for item M4368
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Prof K Lumsden, Director of Edinburgh Business School (EBS)	Prof A Harley, Head of School, Textiles and Design (TEX)
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convenor of the Learning & Teaching Board (LTB)	Ms J Forster, Director of Development

		ACTION Who when	With whom
M4359	MINUTES OF THE MEETING HELD ON 28 JANUARY 2010		
	Approved the minutes of the meeting of PME held 28 January 2010.	LK-S	26 Feb 10
M4360	WELCOME TO NEW MEMBER		
	The Principal welcomed to the meeting Mr Peter Kerr, Director of Estate & Building Services, as a new member of the PME.		
M4361	MATTERS ARISING AND ACTION LOG		
	Noted actions and related updates as reported in the PME Action Log.		
	There were no matters arising.		
M4362	BUSINESS REPORTED BY THE CHAIR		
	RECRUITMENT & ADMISSIONS		
	The Principal announced a change in the reporting line of the Recruitment & Admissions service, which would report in future to the Director of Corporate Communications.		

DUBAI OPERATIONAL COSTS

The Principal announced that he was leading a review of operational costs in relation to the Dubai Campus, in particular costs associated with staff mobility between Scottish campuses and Dubai.

M4363 PDR COMPLETION RATE UPDATE REPORT

Received and noted a report, presented by the Director of POD, on progress made by Schools and Professional Support Services in relation to the 2010 PDR process.

Noted a high degree of variance in progress thus far and Heads of Schools/Services in which progress was lagging were requested to give this further attention.

The Director of POD confirmed that weekly PDR progress reporting would be established.

Relevant
Heads
from Mar 10
SCC et al
from Mar 10

M4364 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 10 February 2010. All items in the report were for noting.

M4365 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 19 January 2010. Item 1 was for approval but covered as a separate agenda item (ref: M4375 below). All other items in the report were for noting.

M4366 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to April 2010 and noted arrangements for co-ordination of the University's responses.

M4367 TRANSPARENT APPROACH TO COSTING (TRAC) REPORT

Noted a report, presented by the Vice-Principal, for onward presentation to the Finance Committee and to the Court for information, which provided background information on TRAC; the University's own TRAC data; and conclusions in relation to future use of TRAC information and reporting.

Noted and discussed issues and concerns in relation to HWU TRAC results and accounting methodologies and agreed on the need to provide further explanation and caveat statements in the report with the aim of promoting clearer understanding of the results by the Finance Committee and by the Court. The Vice-Principal agreed to take forward and to seek further clarification in relation to potential differences between HWU accounting practices and those generally applied elsewhere.

ACW
Feb-May 10

The Academic Registrar & Deputy Secretary requested a further discussion on accounting in relation to Hospitality Services.

ACW
Feb/Mar 10

KAP

Agreed, due to the planned heavy agenda of the March meeting of the Court, that the TRAC report should be presented at the May 10 meeting.

ACW
May 10

Court
Clerk

M4368 WEB REFRESH PROJECT

Noted and discussed an update presentation provided by the Marketing Manager and Webmaster on progress and next steps in relation to the Web Refresh Project.

Noted that the phased approach to the project would see the corporate pages of HWeb and EPS pages launched on 29 March 2010. Further rollout covering other Schools would follow in a subsequent phase.

M4369 RESIDENCES PROJECT

Received and endorsed a first draft of the Business Case for the Residences Project for submission, following further iterations, to the Court at its meeting on 22 March 2010. Noted that the Court would be invited to approve a proposal to proceed to the procurement stage. Agreed that, in the meantime, plans should go ahead in relation to public posting of planning notices in the University from 25 February.

Noted that the report presented the Business Case for an investment of £32.5m to construct 552 new bed spaces of residential student accommodation at the Edinburgh and SBC campuses. The proposal constituted Phase 1 of a 3 Phase project, proposed to be managed in modular stages over a number of years. It was proposed that Phase 1 would run in parallel for both locations, both residences to be ready in time for the start of academic year 2012/13. Noted that the project was estimated to generate £17m of net present value of cashflows over a planned life-span of 50 years.

The Deputy Principal (Strategy & Resources) highlighted the need, in the coming planning round, to address the matter of the Hospitality Services operational deficit in years 4 and 5 of the project, and to develop outline plans to address the adverse position in these years. In the first instance prospects for future operational efficiencies in Hospitality Services should be considered.

JJ / PRound teams March/Apr 10

The Director of Finance & IS/IT agreed to provide a schedule detailing bed-spaces available throughout each phase of the Project.

PGM Mar 10

M4370 STUDENT APPLICATIONS AND ACCEPTANCES UPDATE

Received and discussed an update report, presented by the Director of Planning, on UG and PG student applications, offers and acceptances as at check points in January and February 2010.

Noted that:

- at the first main UCAS closing date at the end of January, undergraduate applications from both UK/EU and OS candidates had increased by one-third, marginally ahead of Scottish applications as a whole, and with significant growth evident across all programmes. The applications represented at least 80% of the likely final total for UK/EU and one third to one half of overseas applications;
- at a still very early stage for postgraduate taught course applications, a generally positive trend was evident, led mainly by overseas applications. Noted that the trend across Schools in relation to acceptances was highly variable;
- at a still very early stage for postgraduate research applications, numbers were reported to be significantly down against those reported at same period in the previous and earlier years.

PME agreed with the proposal, in relation to UG recruitment, that a ratio of 4:1 number of offers v target intake population should be adopted in order to manage the offers process.

RMcG/TM/ from Feb 10 Schools

The Director of Planning confirmed that update reports would be provided for PME at each monthly meeting until September 2010.

RMcG from Feb 10

Noted, in relation to PGR applications, two key actions to be taken forward:

- planning in relation to a targeted advertising campaign; and
- liaison with the Director of Development & Alumni Relations, with a report back to PME, on how fundraising is being, or could be, utilised to greater effect to support growth in recruitment through provision of scholarships. The Vice-Principal agreed to consult with the Director of Development & Alumni Relations in the first instance.

TM et al spring 10 ACW / JF spring 10

M4371 (Reserved item: Ref Section 33, FOI(S)A)

M4372 INTERNATIONAL DEVELOPMENT COMMITTEE: QUARTERLY REPORT

Received and noted a quarterly report from the International Development Committee for the period November 2009 to February 2010.

Noted that the outcomes of a strategy review meeting, to be held on 26 February, would

RJM et al

	inform further discussion on International Strategy at meeting of the SWG given over to this topic to be held on 9 March. It was proposed that preparations ahead of the March discussion should include the cost effectiveness of the current ALP network.	Mar 10	
	Discussed issues in relation to Dubai Campus developments. The Secretary of the University confirmed that he would be consulting with Schools shortly in relation to space requirements, in particular in relation to functional space, in order that the required specifications can be suitably accommodated within the developing building design.	PLW spring 10	
M4373	RE-GRADING/SELECTION AND PROGRESSION OF NON-ACADEMIC STAFF		
	Approved in principle proposals, presented by the Director of POD, in relation to promotion procedures for non-academic staff and agreed that consultation on the proposals should be progressed with the relevant trade unions.	SCC et al spring 10	
	Discussed and endorsed the 'critical success factors', as described in relation to the aims of the proposals; and the implications and the benefits of the proposals. PME agreed that the paper should be further developed to highlight the positive benefits for staff which the proposals aimed to achieve as, currently, lack of clarity in a few sections could give rise to misinterpretation.		
M4374	MANAGEMENT OF CHANGE POLICIES		
	Received and discussed draft policies presented by the Director of POD.		
	CONSULTATION ON AVOIDANCE OF REDUNDANCY POLICY		
	Approved a draft policy on Consultation on Avoidance of Redundancy for further consultation with the relevant trade unions. (Reserved section: Ref Section 30, FOI(S)A)	SCC et al spring 10	
	REDEPLOYMENT POLICY		
	Approved a draft policy on Redeployment for further consultation with the relevant trade unions, with the recommendation that further consideration be given to the appropriate body to provide central management of redeployment opportunities. The draft policy suggested that this responsibility could be accommodated within an expanded remit for the VMG, however, this was not considered to be an ideal arrangement. The Director of POD agreed to review other options and to propose an alternative arrangement.	SCC et al spring 10	
	REDUNDANCY PAYMENTS 2010		
	Approved in principle a draft policy on Redundancy Payments 2010, as presented, but agreed that cost estimates should be provided before a final decision by PME can be made. Agreed that, following this approval, consultation should be progressed with the relevant trade unions.	SCC et al spring 10	
	Agreed that, following final PME approval, the Policies should be presented for approval at the next meeting of the Staffing Strategy Committee in May 2010.	SCC/ May 10	SSC clerk
M4375	MENTAL HEALTH POLICY AND PROCEDURES FOR STAFF		
	Noted and approved a draft Mental Health Policy and Procedures for staff, for onward presentation for approval by the Staffing Strategy Committee at its meeting in May 2010, and subsequently to the Court.	SCC / SSC clerk May 2010	
	Noted the purpose of the policy to support staff in carrying out their role effectively and to seek to ensure that staff who are both personally affected by or dealing with instances of mental ill-health are given appropriate help and support.		
	Endorsed the intention to create an outline of awareness-raising and roll-out activities over spring 2010 to help support implementation of the Policy.	SCC et al spring 2010	
M4376	UNIVERSITY RISK REGISTER		
	Received and noted the University's Risk Register which had been reviewed at a meeting of the Risk Management Strategy Group (RMSG) on 16 February 2010.		

The Director of Finance & IS/IT highlighted the shorter format of the report and removal of previously ranked risks which had been reviewed by the RMSG in the light of controls now in place. PME members were invited to direct any comments they had on the current version of the Risk Register to the Director of Finance & IS/IT.

PME
Feb/Mar 10

M4377 MANAGEMENT ACCOUNTS FOR THE PERIODS TO 31 DECEMBER 2009 (PERIOD 5) AND 31 JANUARY 2010 (PERIOD 6)

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the periods to 31 December 2009 (period 5) and 31 January 2010 (period 6). (Reserved section: Ref Section 30, FOI(S)A).

The Director of Finance & IS/IT emphasised the need for budget holders and their Financial Controllers to improve forecasting capabilities to a level where reasonably reliable and accurate year-end projections can be determined by the mid-point in the financial year. He advised that he would feed back to PME any comments on this issue which arise from the forthcoming meeting of the Finance Committee.

PGM
18 Mar 10

M4378 RESEARCH GRANTS & CONTRACTS: PROPOSALS & AWARDS, REPORTS FOR DECEMBER 2009 AND JANUARY 2010

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of December 2009 (period 5) and the end of January 2010 (period 6). The January report highlighted progress lagging behind target, showing:

- a value of awards in the year of £8.8 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £46.2 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

An observation was made in relation to the indicative targets for the year and whether these were realistic. It was noted that the previous year's results had included Doctoral Training Centre bids.

AM

M4379 RESEARCH AWARDS FORWARD LOOK REPORTS FOR DECEMBER 2009 AND JANUARY 2010

Received and noted a Forward Look report on Research Grants & Contracts Awards presented by the Vice-Principal for the periods to the end of December 2009 and the end of January 2010. The reports 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 a recorded £20.4 m on the books for the current year which, if the historic pattern was repeated, would suggest a turnover in 2009/10 of £20.8 m: a little lower than the previous month's estimate. Noted also that overall spend was lagging a short way behind the forward look curve, highlighting the possibility that an improvement over the value of last year's announced awards might not be achieved.

The Vice-Principal tabled an additional paper highlighting anomalies and fluctuations in relation to total available spend v. actual to date for each School to investigate further.

HoSs
Mar 10

M4380 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project presented by the Vice-Principal. The report comprised update reports from the SAS Project Board, the SAS Steering Group which highlighted a number of issues arising, the Project Manager; a summary of key activities and project milestones; and an update of the latest financial position in relation to SAS implementation.

Noted that The Project Board had reviewed progress and the financial reports and had concluded that while a number of risks were being closely monitored, none had escalated to a critical level over the past month.

In relation to para 1.3 in the report from the Board, the Vice-Principal confirmed the intention to launch with Banner-8.

M4381 GUIDANCE ON ENGAGING SELF-EMPLOYED/CONSULTANTS/AGENCY STAFF

Received and approved for dissemination guidance, presented by the Director of POD, on the engagement of self-employed individuals, consultants and agency staff. Noted that the guidance was intended to reaffirm and reinforce agreed existing practice

SCC / KN
Mar 10

M4382 ORGANISATIONAL DEVELOPMENT NEEDS REPORT

Noted an Organisational Development Needs report presented by the Director of POD. Noted that the report, which identified current and future development needs for all career pathways in the University, drew on collated data derived from June 2009 Forward Job Plans, the outcomes of the PSQR and the staff survey and meetings with senior staff in autumn 2009. Noted that the development needs had informed the University's 2010 development plan. In addition the cultural issues detailed in the report would be used to inform the actions to be taken forward as a result of the 2009 Staff Survey.

**PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 18 March 2010**

Present:

Prof S Chapman, 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 K Lumsden, Director of Edinburgh Business School (EBS)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
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)	Prof G Pender, Head of School, The Built Environment (SBE)
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Mr P McNaull, Director of Finance & IS/IT	Prof B G D Smart, Head, Dubai Campus

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Ms S Campbell, Director of People and Organisational Development	Ms J Forster, Director of Development
Mrs K Patterson, Academic Registrar & Deputy Secretary	Mr P G Kerr, Director of Estates Services
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Prof J Jones, Deputy Resources (Strategy & Resources)	Prof A Harley, Head of School, Textiles and Design (TEX)
Ms R Moir, Director of International Development	

	ACTION Who when	With whom
M4383 MINUTES OF THE MEETING HELD ON 25 FEBRUARY 2010		
Approved the minutes of the meeting of PME held on 25 February 2010.	LK-S 19 Mar 10	
M4384 MATTERS ARISING AND ACTION LOG		
Noted actions and related updates as reported in the PME Action Log.		
There were no matters arising.		
M4385 BUSINESS REPORTED BY THE CHAIR		
The Principal updated PME members on the recent successful launch of the Converge initiative and the annual meeting of the General Convocation held on 17 March 2010.		
M4386 RESIDENCES PROJECT UPDATE		
Noted a presentation delivered by the Director of Finance & IS/IT which was intended for presentation to the Court at its meeting on 22 March 2010.		
Agreed that the following adaptations should be made to the presentation ahead of the Court meeting:	PGM 22 Mar 10	
<ul style="list-style-type: none"> • an explanation should be provided of the apparent dip in the Hospitality Services operating position from year 4 to year 5; • the focus of the presentation should be weighted towards the compelling strategic case 		

for the project and less towards financial details which have been considered fully by the Finance Committee and were included in the business case. Financial information should be condensed in the Court presentation while not underplaying the significance of the debt;

- key messages should include what steps had been taken to evaluate the debt the project will create, how the University proposes to manage this, and the benefits that will accrue to HWU as a “campus University”;
- it would be helpful to highlight the comparative step-change in provision that the new residences would represent;
- it would be helpful to highlight the benefits in relation to recruitment of overseas students;
- it would be helpful to highlight the broadening of range of student accommodation which would be created by introducing new premium-end facilities; and
- it would be helpful to brief Students Association members of the Court with a view to encouraging them to relay the student view at the Court meeting.

The Director of Finance & IS/IT agreed to share recently received information detailing room spaces through the life of the project.

PGM
19 Mar 10

The Director of Estates Services provided a brief oral update on planning consultations in relation to the residences project at Scottish Borders Campus, highlighting that consideration was currently being given to addressing concerns raised by the immediate neighbours of the proposed site.

M4387 STUDENT APPLICATIONS AND ACCEPTANCES UPDATE

Received and discussed an update report, presented by the Director of Planning, on UG and PG student applications, offers and acceptances as at early March 2010.

Noted key features of the report:

- an escalating risk of over-recruitment above the agreed maximum limits for UG HEU entrants. School management groups had been made aware of the situation and while some disciplines were now reported to be closed to any further entrants in this category, there was very limited room for manoeuvre in a number of others. Noted a significant increase in applications from non-EU overseas students to undergraduate courses;
- further acceleration of PGT applications, in particular from non-EU overseas students. A recovery was evident in relation to the level of acceptances albeit at still an early stage in the PG recruitment cycle; and
- a disappointing position in relation to PGR student applications which, on an historical basis, were assumed to represent approximately one third of the likely final total UK/EU applications and approximately half of the likely final total of these from non-EU overseas.

Noted that future discussion by PME was required in relation to a suggested move, in the next UG recruitment cycle, away from a recruitment (first-come-first-served) driven approach to a selection approach.

RMcG/TM
summer 10

Agreed that the Deputy Principal (Research & KT) would consult with Schools/others to co-ordinate a publicity campaign in relation to PGR recruitment.

AM/Schools/
TM from Mar
10

The Director of Planning agreed to introduce a new ‘against plan’ column in the regular applications and acceptances update report.

RMcG
from 15 Apr
10

M4388 PDR COMPLETION RATE UPDATE

Received and noted a report, presented by the Director of POD, which summarised the progress of respective Schools and Professional Support Services in relation to the 2010 PDR process. Noted that updated information had been provided by some Schools/Services since the 11 March report date.

PME agreed to set a deadline date of 31 March 2010 for full completion of the PDR process in each School/Service and agreed that the deadline should be communicated in the University by People & Organisational Development.

SCC et al
19 Mar 10

Noted that an update report to be presented at the meeting of PME on 22 April 2010.

SCC
15 Apr 10

M4389 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 16 February 2010. Noted that item 1 was for approval but covered as a separate agenda item (ref: M4395 below). All other items in the report were for noting.

M4390 REPORTS 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 February 2010.

M4391 REPORTING MODULE FEEDBACK TO STAFF AND STUDENTS

Noted and approved proposals presented by the DP(Learning & Teaching) in relation to dissemination of module feedback results arising from Module Feedback Surveys.

Noted key aspects of the proposals included: dissemination of results where the number of survey respondents against a module is 5 or more and this is 20% or more of the total number of registered students for the module; survey results will be reported to students via Vision and a text box will be provided for the relevant staff to post details of the action to be taken to address any issues raised by students; and staff who teach the module will have the results and comments emailed to them while the relevant Heads of School will receive a tabulated list of results.

RJMC
Apr 10

M4392 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to April 2010 and noted arrangements for co-ordination of the University's responses.

M4393 DUBAI CAMPUS

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

M4394 DUBAI: DEGREE ENTRY STANDARDS

Noted and discussed a proposal, presented by the DP (Learning & Teaching), in relation to entry score requirements at the Dubai Campus.

Noted and discussed various proposals for the minimum level of entry score suggested by the Heads of the Degree Entry Programme (DEP), SML and EPS respectively. These were highlighted in the paper presented and had been prompted by proposed changes to the DEP course.

Noted concerns raised by the Head of EPS in relation to course accreditation at Dubai. It was argued however that, as assessment standards were identical across campuses and the proposed entry requirements for Dubai were not at odds with current experience in relation to overseas student entry to Scottish campuses, no significant issues in relation to accreditation should be anticipated.

The Head of SML highlighted concerns in relation to proposed changes and her preference for maintaining a BBBC profile for DEP entry.

Approved proposals for immediate implementation that:

- for 2010/11 and 2011/12, the entry requirements for Dubai will remain unchanged at a minimum of 200 UCAS points with published requirements set at 230 points;
- DEP transfer requirements be set at 230 points with Schools specifying any subjects in which there must be a 'B'. Flexibility should be enabled. The same entry requirements will apply to all courses unless variation is unavoidable;
- Admissions Tutors should have discretion in accepting students who exceed the minimum 200 points but fail to meet the published requirements;
- there should be an annual review of the entry requirements with any changes approved by PME; and
- before October 2010 there should be a review of the requirements for entry into degree

RJMC/
BGDS from
09/10

programmes that will apply from 2012/13. If there is an increase then changes will be made to the DEP admission criteria for 2011/12 so that students are prepared for the higher transfer requirements in the subsequent year.

Agreed that relevant Heads of Schools should be provided with details of the new Degree Entry Programme with an opportunity to comment.

RJMC/
BGDS Mar
10

M4395 MARKETING AND COMMUNICATIONS STRATEGY

Noted and approved a Marketing and Communications Strategy presented by the Director of Corporate Communications. Noted that the principal aim of the strategy was to achieve a strengthened and more integrated approach to marketing and communications with the University's target markets, and to introduce consistent and coherent use of brand.

TM et al
from Mar 10

It was recommended that user-friendly templates, communications' toolkit and guidance be developed for staff to support successful implementation.

Approved, in relation to governance support and direction of marketing policy and strategy, a recommendation for the establishment of a Marketing Committee (working title) which will report to PME through the Infrastructure Board.

PLW/TM
spring 10

The Director of Corporate Communications confirmed that proposals for "visual style" were under development and would be presented to PME for approval at its meeting in April 2010.

TM
15 April 10

Agreed to revisit the wording of the University Vision Statement.

PME
spring 10

M4396 REDUNDANCY PAYMENTS 2010 POLICY

Noted and approved, for appropriate dissemination and implementation, a revised proposal for set standard severance payments to apply to all situations where it has been identified that redundancies are required and all avenues for avoiding redundancy have been exhausted. At its meeting in February 2010 PME had requested further cost information.

SCC
from Mar 10

Noted clarification of legal requirements, in particular in relation to fixed-term employees and noted comparative costs. It was agreed to adopt the proposed single redundancy payment scheme which mirrored the statutory scheme but will not limit the calculation of weekly pay, option 2 of the paper submitted at the February 2010 meeting of PME.

M4397 ACADEMIC ADVANCEMENT BOARD (SPRING) 2010

Received and noted a summary report of the outcomes of the Academic Advancement Board (Spring) 2010 consideration of cases for advancement.

It was recommended, in relation to one case of "frozen" probationary period whilst the individual was in an RAEng Fellowship role, that an element of flexibility should be introduced so that arrangements of this nature do not prevent individuals from moving through their period of probation at the expected time. Steps should be taken to resolve the current case in point.

SCC spring
10

The Director of People & Organisational Development agreed to investigate and resolve the matter of apparent delayed communication of the decisions of the Board with Schools.

SCC spring
10

M4398 ANNUAL REPORT OF THE STAFFING STRATEGY COMMITTEE

Noted an annual report for 2009 from the Staffing Strategy Committee for onward presentation to the Court at its meeting on 22 March 2010.

M4399 ANNUAL REPORT OF THE JNCC (UCU)

Noted an annual report for 2009 from the Joint Negotiating & Consultative Committee (UCU) for onward presentation to the Court at its meeting on 22 March 2010.

M4400 ANNUAL REPORT OF THE OFFICE OF STUDENT SERVICES

Received and approved an annual report for 2008/09 from the Office of Student Services for onward presentation to the Court at its meeting on 22 March 2010.

M4401 ANNUAL REPORT OF THE HWU STUDENTS ASSOCIATION

Received and approved an annual report for 2008/09 from the HWU Students Association for onward presentation to the Court at its meeting on 22 March 2010.

M4402 ANNUAL REPORT OF THE UNIVERSITY CHAPLAIN

Received and approved an annual report for 2008/09 from the University Chaplain for onward presentation to the Court at its meeting on 22 March 2010.

M4403 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2010 (PERIOD 7)

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 28 February 2010 (period 7).
(Reserved section: Ref Section 30, FOI(S)A).

M4405 RESEARCH GRANTS & CONTRACTS: PROPOSALS & AWARDS, REPORT FOR FEBRUARY 2010

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of February 2010 (period 7). The report highlighted that progress continued to lag behind target, showing:

- a value of awards in the year of £10.5 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £56.7 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

The DP(Research & KT) highlighted changes observed in the external funding environment in favour of higher value grants targeted at larger strategic themes. In the light of this trend the RCB was considering ways in which the University could improve its competitive position and achieve a higher success rate in submitted proposals.

The DP (Research & KT) highlighted the opportunity to consider further the option of introducing peer review arrangements in relation to drafted research grants and contracts proposals. In the course of discussion, the opportunity was also highlighted to make the research proposal documentation more user-friendly. The DP(Research & KT) agreed to consider and consult further on both matters.

AM
spring 10

M4406 RESEARCH AWARDS FORWARD LOOK REPORT FOR FEBRUARY 2010

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 2010. The reports 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.

The Vice-Principal highlighted the evident downturn in percentage terms in the research order book in each of the three years linked also to the high level of dependency on EPS and IPE; and the overview of school-by-school available spend v actual to date, highlighting variances.

Noted the potential for fluctuations in performance to impact more significantly on small scale institutions such as Heriot-Watt and the importance of carrying through the Focus on the Future strategy and making the right new academic appointments.

M4407 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project presented by the Vice-Principal. The report comprised update reports from the SAS Project Board, the SAS Steering

Group, the Project Manager; a summary of key activities and project milestones; and an update of the latest financial position in relation to SAS implementation.

The Vice-Principal highlighted in particular the critical point in the near future of review by the Project Board of whether to proceed, in line with agreed criteria, with SAS going live in August 2010. In the meantime issues were being dealt with as these arose. The Board was aware of the potential impact on core SAS implementation of work being carried out in support of requirements imposed by the Points Based System for Immigration (PBS) and would seek to ensure that core deliverables were not knocked off course by this element of the project. The Chair of the SAS Steering Group presented the Steering Group report and highlighted recent positive discussions which had taken place with the Head of the Dubai Campus.

M4408 REVIEW OF THE LIBRARY

Received and noted a report of a review of the Library (facilities and services), presented by the DP(Learning & Teaching) . Noted that the review, which was undertaken in November/ December 2009, met expectations of the Scottish Funding Council that a formal cycle of reviews will be undertaken for all academic and student support services. The timing of the Library review was selected so that the review would inform discussions about the future shape and structure of the library associated with the appointment of a new Librarian as well as assuring the University of the quality of facilities and services and providing a formal forum for discussing future developments.

M4409 INTERNAL AUDIT REPORT: DUBAI

Received and noted an Internal Audit Report of the University's Dubai Campus which was considered at the meeting of the Audit Committee on 4 March 2010. Noted that the review, which included a visit to the Dubai Campus in October 2009, was performed in accordance with the 2009/10 Internal Audit Plan.

Noted and discussed management responses to the issues raised and actions recommended by the Internal Auditor.

M4410 INTERNAL AUDIT REPORT: ESTATES

Received and noted an Internal Audit Report of Estates Services which was considered at the meeting of the Audit Committee on 4 March 2010. Noted that the review, which was carried out in December 2009, was performed in response to an issue that had arisen within Estates Services.

Noted and discussed management responses to the issues raised and actions recommended by the Internal Auditor. The Director of Estates Services updated PME on recent progress to address the issues raised and to complete the recommended actions.

M4411 INTERNAL AUDIT REPORT: PURCHASING & ACCOUNTS PAYABLE

Received and noted an Internal Audit Report of Purchasing and Accounts Payable at the University which was considered at the meeting of the Audit Committee on 4 March 2010. Noted that the review, carried out in October 2009, was performed in accordance with the 2009/2010 Internal Audit Plan.

M4412 INTERNAL AUDIT REPORT: MARKETING & BRANDING

Received and noted an Internal Audit Report of the Marketing and Branding at the University which was considered at the meeting of the Audit Committee on 4 March 2010. Noted that the review was performed in accordance with the 2009/2010 Internal Audit Plan.

M4413 ANY OTHER COMPETENT BUSINESS

INTERNAL AUDIT REPORTS: REPORTING LINE

Agreed that, in future, any Internal Audit Reports presented by the Internal Auditor which contain assessments graded Red or Black should be received and considered by PME prior to submission to the Audit Committee.

PGM from
Mar 10

Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE Minutes of the meeting on 22 April 2010

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)	Prof J Jones, Deputy Resources (Strategy & Resources)
Prof A Walker, Vice-Principal	Prof G Hogg, Head of School, Management & Languages (SML)
Prof K Lumsden, Director of Edinburgh Business School (EBS)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)	Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	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 Convenor of the Learning & Teaching Board (LTB)

In attendance:

Mr R McGookin, Director of Planning	Ms T Merrick, Director of Corporate Communications
Ms S Campbell, Director of People and Organisational Development	Ms J Forster, Director of Development
Ms R Moir, Director of International Development	Mr P G Kerr, Director of Estates Services
Ms L Kirkwood-Smith (Clerk to PME)	Prof A Harley, Head of School, Textiles and Design (TEX)

Apologies:

Mrs K Patterson, Academic Registrar & Deputy Secretary	Prof B G D Smart, Head, Dubai Campus
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)	Prof A Miller, Deputy Principal (Research & Knowledge Transfer) and Convenor of the Research Co-ordination Board (RCB)

ACTION	Who	When	With whom
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M4414 MINUTES OF THE MEETING HELD ON 18 March 2010

Approved the minutes of the meeting of PME held on 18 March 2010.

LK-S
23 Apr 10

M4415 MATTERS ARISING AND ACTION LOG

Noted actions and related updates as reported in the PME Action Log.

There were no matters arising.

M4416 BUSINESS REPORTED BY THE CHAIR

The Principal updated PME on:

- the successful meeting with Scottish Funding Council colleagues on 14 April as part of the Council's programme of Strategic Dialogue Meetings with institutions;
- the re-election, as Dean of the University, of Professor John Sawkins;
- travel advice available for students on HWeb, in relation to the current disruption to air travel;
- a recent meeting with the Principal of Edinburgh College of Art to discuss areas of joint interest and involvement;
- the current offer by the employers of 0.25% in the 2010 pay round. PME discussed the need, in the current economic climate, to define and develop a clear understanding of the University's policy in relation to remuneration for all staff in the University in the current year; and

- the expected report, at the end of April 2010, on the outcomes of the ongoing review of the USS pension scheme.

M4417 5 YEAR PLAN PREPARATION

Received and approved for further development, including expected minor changes, an outline of the 5-Year Plan and key Plan assumptions presented by the DP (Strategy & Resources). Noted that the plan had been updated since January 2010 to incorporate agreed directions for development as discussed at the January meeting of PME. Agreed in relation to SFC main grant income, which for 2010/11 was consistent with expectations, that the 5-Year Plan should assume the scenario of "flat cash" minus 2% p.a. from 2011 onwards.

The DP(Strategy & Resources) confirmed, in relation to Professional Support Services investments, a deadline of 29 April 2010 for outline requests for additional investment expenditure against a pot of uncommitted funds of £354 k.

PME
29 Apr 10

In relation to operational planning, it was proposed that further consideration be given to setting an absolute rather than an indicative growth target for research grants and contracts income. A target of £35m per annum was mooted.

Agreed that a slimmed version of the presentation on the 5-Year Plan should be presented at the meeting of the Court on 17 May 2010.

JJ
17 May 10

STUDENT NUMBER TRENDS

Noted a presentation by the Director of Planning outlining the trend in numbers in each student category which informed the income assumptions of the 5-Year Plan.

M4418 SFC GRANTS ANNOUNCEMENT: ISSUES ARISING

Noted a presentation from the Director of Planning on the University's comparative performance in relation to share of SFC main grants, with particular focus on share of the Research Excellence Grant in HWU-relevant subject areas. Noted relative under-performance and erosion in the University's competitive position which were associated with Minor Volume Indicator measures.

Agreed to arrange a programme of tailored meetings with the relevant Schools to take the form of a focused meeting with the School's management team, followed by an open meeting with staff. Noted that the aim would be to share relevant information with staff and to engage them with the issues so that ways forward can be identified within each School. Agreed that it would be appropriate to group the open meetings where Schools share similar profiles/issues. Noted also an opportunity, following the meetings, to adopt an 'Action Learning Set' approach to support the necessary change.

SKC / RMcG
et al
summer 10

The Director of Corporate Communications confirmed that development of PGR advertising material was in hand and dependent on reaching agreement shared agreement on the content across Schools.

TM / HoS
Apr/May 10

M4419 INTERNATIONAL STRATEGY

Received and discussed a presentation from the Director of International Development providing an update on progress and next steps in relation to development of the University's International Strategy. Noted the intention, following discussion as the main topic at the forthcoming Court Away Day, to present the final strategy document to PME for approval prior to publication of the strategy to an external audience in July 2010.

In the course of discussion, the following were highlighted in relation to the presentation / discussion of the strategy at the Court Away Day: the Principal to indicate scale in relation to the University's international ambitions; inclusion of emphasis on key research aims within the strategy; and emphasis on dependence on the outcomes of feasibility work undertaken on all options for international growth in the context of required scale of and potential returns on investment.

SKC / RJM
17 May 10

M4420 STUDENT APPLICATIONS AND ACCEPTANCES UPDATE

Received and discussed an update report, presented by the Director of Planning, on undergraduate and postgraduate student applications, offers and acceptances, as at early April 2010.

The Director of Planning highlighted, in particular, probable over-recruitment above the agreed limit in relation to Undergraduate UK/EU students and continued evidence of a significant lag against the position at the same time last year in relation to Postgraduate Research Student applications.

An update on PGR advertising was provided by the Director of Corporate Communications in M4418 above.

M4421 RESIDENCE PROJECT UPDATE

Noted a summary update report, presented by the Director of Estates Services on recent progress and planned next steps in relation to the Residences Project following Court approval on 22 March 2010 to proceed to the next stage of preparation of detailed design and tendering.

The Director of Estates Services highlighted current risks to the project, in particular these involved: ongoing dialogue with the Scottish Borders Council Planning Department in relation to obtaining pre planning application submission approval. Discussions were ongoing to address particular concerns raised by the Planning Department. In addition, as outlined in the report, concerns had been raised by the City of Edinburgh Planning Department. These were also the focus of ongoing discussions.

Noted that arrangements were in progress to appoint an internal Project Manager with release of a recruitment advert imminent.

M4422 PDR UPDATE

Received and noted a report, presented by the Director of POD, which summarised the progress of respective Schools and Professional Support Services in relation to the 2010 PDR process. The Director of POD confirmed plans to conduct a brief online survey of staff to seek feedback on their experiences of PDR.

Heads of the relevant Schools/Sections were encouraged to make every effort to complete the 2010 cycle of PDR meetings and FJP sign-offs as soon as possible.

Relevant
Heads
Apr 10

M4423 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 10 March 2010.

M4424 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 9 March. Noted that item 1 was for approval but covered as a separate agenda item under M4431 below.

M4425 VISITOR CENTRE PROJECT UPDATE

Noted an update, presented by the Director of Corporate Communications, on recommendations developed and associated progress made in relation to the Visitor Centre Project led by the Physical Infrastructure Theme Team. Noted that the aim of the project was to investigate the best ways of welcoming, informing and guiding all those who visit the campus and to investigate the use of space, systems and processes necessary to deliver an obvious centre and welcome for visitors to the Edinburgh Campus.

M4426 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to May 2010 and noted arrangements for co-ordination of the University's responses.

M4427 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2010 (PERIOD 8)

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 31 March 2010 (period 8) which highlighted a net surplus better than budget by £6.1m for the year to date. Noted the key budgetary factors contributing to the current position.

The Director of Finance & IS/IT highlighted the need for budget holders to achieve as accurate a third quarter forecast as possible in the forthcoming forecasting exercise and as soon as possible to identify and report on any planned items of investment expenditure where there are prospects for advancing spend from the next financial year into the current one.

PME
Apr/May 10

M4428 RESEARCH GRANTS & CONTRACTS PROPOSALS AND AWARDS: MARCH 2010 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 to the end of March 2010 (period 8). The report highlighted that progress continued to lag behind target, showing:

- a value of awards in the year of £12.7 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £64.4 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

(Agreed actions aimed at improving performance reported under M4418 above).

M4429 RESEARCH GRANT AWARDS FORWARD LOOK: MARCH 2010

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 2010. The reports 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.

The Vice-Principal highlighted in particular:

- some discrepancy between the forward look data for the current year and overall actual spend. It appeared on this basis that the University might conclude the year with little advance made over the research turnover figure for 2008/9; and
- a downturn in the research order book following a period of very strong growth with all three forward look figures remaining lower than they were one year ago.

(Agreed actions aimed at improving performance reported under M4418 above.)

M4430 REPORT FROM THE PROMOTIONS REVIEW GROUP: REGRADING, SELECTION AND PROGRESSION OF NON-ACADEMIC STAFF

Noted and approved recommendations for consultation with the relevant trade unions presented by the Vice-Principal on behalf of the Promotion Review Group (Reserved section: Ref Section 30, FOI(S)A).

Agreed that POD staff, led by the Director of POD, should take forward the consultation process with the trade unions on the change in the promotion process for non-academic staff in Grades 1 to 7.

SCC et al
from Apr 10

Noted that an emergency Promotions Board would be called for Research staff to consider promotions to Grades 7 and 8 and that POD would issue the annual call for papers for the Senior Promotions Board.

M4431 POLICY ON SECURE USE OF CONFIDENTIAL INFORMATION ON PORTABLE MEDIA

Received and approved for dissemination and implementation, subject to the minor amendment noted below, a Policy on secure use of confidential information on portable media, presented by the Secretary of the University.

Noted that the policy formed a constituent part of the University's Information Security Policy and had been developed to enable staff, students and other authorised users to use, share and communicate confidential information appropriately and securely in the course of University business. The Policy aimed to reflect good practice and the requirements placed on the University by its auditors, insurers and external funders, contractors and partners.

A minor alteration was recommended in relation to page 2 and the authority of data owners of high risk confidential information to approve in advance the download of data from University databases. The authority and responsibility for this approval ought to extend also to other high risk confidential information. For clarity, the relevant reference should be repeated further down page 2.

PLW /
A Jones
from Apr 10

M4432 COLLABORATIVE APPROACH TO DEVELOPING COMMERCIAL ACTIVITY AT SBC

Agreed to defer consideration of this item until the next meeting at which the Academic Registrar and Deputy Secretary will be present.

KAP
May 10

M4433 USER ACCOUNT MANAGEMENT POLICY

Noted and approved, for dissemination and implementation, a User Account Management Policy, presented by the Secretary of the University. Noted that the Policy was aimed at establishing a standard for the management of computer user accounts that facilitate access or changes to HWU data.

PGM / GH
De Sousa
from Apr 10

M4434 INTERNAL AUDIT REPORT: SCHOOL OF MANAGEMENT & LANGUAGES

Received and noted a report, presented by the DP (Learning & Teaching), of the outcomes of an Internal Audit of the School of Management and Languages conducted on 8 December 2009. Noted that the Quality Enhancement and Standards Committee (QESC) had considered and approved the report at its meeting held on 11 March 2010 and that the School would submit a progress report and updated risk register to a future meeting of QESC.

M4435 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project presented by the Vice-Principal. Noted that the update report concentrated on the recent decision, taken at a joint meeting of the SAS Project Board and Steering Group following consideration of a detailed project status review, to proceed with "go-live" plans for SAS/Banner. Noted that it had been concluded that the Project was on track to complete the necessary stages for go live and all further work, within the defined scope, would be carried forward on the assumption that SAS/Banner will be operational for the coming new academic year.

The Vice-Principal highlighted shared responsibility between the Academic Registry and Schools for updating of programme / course information in SAS. Additional resource would be made available, where necessary, to hire temporary staff in Schools to support this work; however, such staff would require significant training and supervision. Applications to the VMG for additional support should be signed by the SAS sponsor. The Vice-Principal confirmed he would act as co-ordinator for these cases.

relevant
HoSs
spring 10

ACW

**Heriot-Watt University
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 20 May 2010**

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)	Prof A Miller, Deputy Principal (DP) (Research & KT) and Convener of the Research Co-ordination Board
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
Ms Ann Marie Dalton, Secretary of the University Designate	Ms R Moir, Director of International Development
Ms J Forster, Director of Development	Prof G Pender, Head of School, The Built Environment (SBE)
Prof A Harley, Head of School, Textiles and Design (TEX)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof G Hogg, Head of School, Management & Languages (SML)	Prof B Smart, Head of Dubai Campus
Mr P G Kerr, Director of Estates Services	Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof K Lumsden, Director of Edinburgh Business School (EBS)	Prof A Walker, Vice-Principal
Mr R McGookin, Director of Planning	Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Ms Shirley Campbell, Director of People & Organisational Development	Prof Julian Jones, Deputy Principal (Strategy & Resources)
Prof Doug Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Ms Theresa Merrick, Director of Corporate Communications

	ACTION Who when	With whom
M4436 MINUTES OF THE MEETING HELD ON 22 APRIL 2010		
Approved the minutes of the meeting of PME held on 22 April 2010.	LK-S 21 May 10	
M4437 MATTERS ARISING AND ACTION LOG		
WELCOME TO THE SECRETARY OF THE UNIVERSITY DESIGNATE		
The Principal welcomed Ann Marie Dalton, Secretary of the University Designate, who was attending a meeting of PME for the first time.		
ACTION LOG		
Noted actions and related updates as reported in the PME Action Log.		
ATTENDANCE		
The Principal reminded members of the importance of maintaining as high a level of attendance as possible at meetings of PME.	All PME members	
M4438 BUSINESS REPORTED BY THE CHAIR		
The Principal highlighted the forthcoming annual call for cases for bonus payments and additional increments and asked all PME members, when considering cases for submission, to be mindful of the current financial climate and to adhere to the principle of presenting cases on the basis of reward for exceptional performance.	PME Jun 2010	
The Principal highlighted ongoing discussions in relation to senior salaries which ought to be communicated more widely within the University in the near future. These involved the wish of	SKC / TM May 2010	

the Principal and other senior post-holders in the University to see their pay frozen in 2010. The Principal confirmed that he would consult further with the Director of Corporate Communications on the relevant communications.

The Principal updated PME on the current status of the 2010 round of pay negotiations. The employer's offer stood at a 0.4% rise, non-consolidated, while a joint bid from the trade unions had been made for 4% with additional benefits. In relation to the University's communications, it was noted that, typically, in the region of 1.7% was added to the University's pay costs through automatic incremental rises each year; therefore, when quoting on pay rises, it would be appropriate practice to add this element to the nationally agreed figure.

PME MEETING AT SCOTTISH BORDERS CAMPUS

The Principal highlighted a proposal to hold a meeting of PME at Scottish Borders Campus in the near future. There would be an opportunity on the same date to organise a separate meeting involving core management teams from PME, the School of Textiles & Design and Borders College to discuss current topical matters. Agreed that the PME clerk should co-ordinate the necessary arrangements.

LKS
May 2010

The Academic Registrar & Deputy Secretary agreed to propose agenda items for discussion at the management meeting, drawn from business discussed at the SBC Campus Management Committee.

KAP
May 2010

M4439 STUDENT APPLICATIONS AND ACCEPTANCES UPDATE

Received and discussed an update report, presented by the Director of Planning, on undergraduate and postgraduate student applications, offers and acceptances, as at early May 2010. Noted:

- undergraduate overseas (OS) applications:- a strongly positive trend (+31%) on the previous year. Increases of varying levels were evident across all Schools. OS offer and acceptance data were at an early stage and therefore not presented in detail;
- undergraduate UK/EU applications:- near completion of the process of acceptance or rejection of offers by applicants and performance against targets of offers and acceptances. Overall the University was on track to meet the agreed target maximum intake of 1,485 with the risk of over-recruitment in SLS and MACS roughly compensated by opportunity for under-recruitment in SML. Noted that while planning could accommodate the current pattern of over-recruitment and compensatory under-recruitment in the short term, the balance in future would need to be redressed. Noted that the expected SFC penalty for the planned overshoot above the University's capped quota in 2010/11 would be allocated across Schools pro rata to their agreed share of the 1,485 intake target with any overshoot resulting in an increased penalty. The Principal conveyed his thanks to Heads of School for having achieved the current overall highly positive results;
- taught postgraduates:- UK/EU applications had increased modestly over the previous year with a high degree of variation across Schools. OS applications had increased by a slightly higher rate, again with variations reported across Schools. An estimated 50% to 75% of the likely final total of applications had been received. Noted patchiness in reported acceptance levels which, while only yet at 30%-50% of expected final levels, were showing no positive overall trend and highlighted particular areas of concern; and
- research postgraduates:- disappointing current status. With approaching two thirds of the likely total of applications having been received, numbers were reduced significantly against the same period in 2009. Noted that the current report did not, however, take account of any positive impact on the level of applications that might result from recently launched advertising.

Noted the need, in relation to TPG applications, to consider in more detail the likely conversion rates of applications to entrants in different areas of the recruitment market.

RMcG
May/June
2010

Agreed that the University will not be involved in any clearing activity in the current recruitment year and that this decision should be relayed to the appropriate staff in Schools. Agreed further, in relation to the need to control tightly UK/EU undergraduate numbers, that there should be no relaxation of the restriction on entry of EU students to later years of courses and that Schools should be rigorous in their management of candidates who fail, even narrowly, to meet the agreed entry criteria.

Heads of
Schools
May 2010

Agreed, at the conclusion of the current UG recruitment round, to review the impact of the current recruitment policy on entry tariff scores.

RMcG
Autumn

<p>Agreed need for further discussion with Borders College in relation to the impact of the consolidation policy on articulation arrangements in the area of business education and available student places.</p>	<p>2010 TM Summer 2010</p>
<p>M4440 REPORT FROM THE RESEARCH CO-ORDINATION BOARD</p>	
<p>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 12 April 2010.</p>	<p>AM/ RCB clerk May 2010</p>
<p>M4441 REPORT FROM THE INFRASTRUCTURE BOARD</p>	
<p>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 13 April 2010. Noted that Item 1 was for approval. This was dealt with separately under M4451 below.</p>	<p>AM/ IB clerk May 2010</p>
<p>M4442 REPORT FROM THE LEARNING & TEACHING BOARD</p>	
<p>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 13 May 2010.</p>	
<p>Noted and discussed the Board's recent discussion on development of the International Strategy and its impact on Learning and Teaching, highlighted by the DP(Learning & Teaching). The DP also highlighted the need to engage the University community in developments. Noted that planning to support the engagement of the University community was already underway: the LTB membership had engaged in recent useful debate, discussion on the strategy would take place at the forthcoming meeting of the Senate and the next meeting of RCB would be given over to strategic discussion on the international strategy. Heads of Schools were expected to engage their respective school staff groups in identifying new opportunities in relation to the strategy.</p>	
<p>Agreed that, while Schools should be encouraged and enabled to be creative and flexible in pursuing new international opportunities, it would be helpful if the DP(Learning & Teaching) would set out the framework within which Schools should operate in taking forward the strategy.</p>	<p>RJMC May/Jun 2010</p>
<p>M4443 LEARNING AND TEACHING STRATEGIC PERFORMANCE REVIEW</p>	
<p>Received and noted summary judgements set out by School/programme in relation to the 2009/10 Learning and Teaching Strategic Performance Review, and approved recommendations for further action from the Strategy Working Group and the Deputy Principal (Learning & Teaching). (Reserved section: ref Section 30 (FOI(S)A.)</p>	
<p>Agreed that it would be appropriate also to review arrangements in relation to mathematics teaching in the School of EPS and the Principal confirmed that he would seek a meeting with the relevant Heads of School and the relevant Dean to consider this matter further with a view, if considered appropriate, to re-establish mathematics service teaching arrangements.</p>	<p>SKC May/June 2010</p>
<p>M4444 RESEARCH INFORMATION SYSTEM</p>	
<p>Received an oral update from the DP(Research & KT) on recent planning and activities in relation to the proposed establishment of a Research Information System. The DP reported that most universities had, or were in the process of, developing similar systems. The benefit to Heriot-Watt would be in providing a valuable tool to support submissions to REF and for management monitoring and reporting in relation to research performance. Noted that there was an opportunity to tap into the knowledge and experience of other universities, notably St Andrews and Aberdeen Universities, who had jointly adopted a commercial software package: PURE, and which had been identified as a preferred option for HWU. The cost of this was estimated at around £200 k for licenses and installation with £5,500 per annum support costs.</p>	
<p>The DP highlighted that while the man days required for implementation had been estimated in the round, the detail of the level of support required from different service areas of the University had yet to be developed. Sign-offs on the necessary commitments from the relevant</p>	

service areas to support the project would be essential.

PME agreed support for the further development of plans in relation to a Research Information System including, as a next step, presentation of Project Terms of Reference for consideration by the Strategy Working Group at its meeting on 26 May 2010. AM
May 2010

Agreed that any arrangements to make payment against an invoice presented by the University of Edinburgh in relation to shared use of a database developed by the UoE should be stopped and the invoice referred for appropriate handling. Noted that the database facility offered to HWU had been found to be not as anticipated and was not a suitable choice in relation to the University's needs. PGM
May 2010

Agreed need to give further consideration to the following:

- prioritisation of the project against other IT project priorities, given that project costs will require to be met from within existing resources; and
- the competitive tender process and achievement of best value for money in relation to procurement of the software if a decision is made to progress with the project.

The Secretary of the University Designate agreed to consult further with the Director of Information Technology and to develop proposals for further consideration by the SWG and PME. AMD with
AM
Summer
2010

M4445 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to June 2010 and noted arrangements for co-ordination of the University's responses.

M4446 STATUTORY ACCOUNTS TIMETABLE

Noted and approved proposals, including a revised timetable for development and approval processes relating to the statutory annual accounts, presented by the Director of Finance & IS/IT. Noted that the proposals were aimed at shortening the time taken to achieve sign-off approval of the accounts and were in line with a recommendation by the External Auditor that the University should adopt a shorter timetable for accounts for the year ending 31 July 2010. Noted also that this move would bring the University into closer alignment with sector trends and it would also minimise the risk of adverse events occurring after the financial year end which would require changes to be made to the financial statements. The University had a mandatory requirement to disclose in the accounts material financial events occurring up to the date on which the accounts are approved by the governing body and signed. PGM
from May
2010

Noted the impact of the revised timetable on the schedule of key approving committees and of Court.

M4447 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2010 (PERIOD 9)

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 30 April 2010 (period 9). The Accounts highlighted a net surplus better than budget by £5.2m for the year to date from a budgeted position out-turn of £1.1 m to a projected actual outturn of £6.3 m. The Director of Finance & IS/IT highlighted each of the key contributors (positive and negative) to the variance.

Noted that debt write-off was a negative contributor to the overall budget variance highlighted and that, in the Quarter 3 forecast, the Finance Office was forecasting increased provision in relation to tuition fee debts. The Director of Finance & IS/IT reported that progress, led by the Credit Manager, was being made to reduce bad debts and that more could be achieved by following best practice in the sector; for example, greater use of up-front payments of tuition fees, and through application of the sanctions against debtors which were already in existence.

Noted that sanctions were already in place to prevent student debtors from progressing to their next year of study and that while the University could not withhold examination results from students who had taken examinations, there was a sanction in place which could prevent examinations being taken: work was underway in the Academic Registry to establish a process to identify the relevant students as early as possible. Noted that a sanction existed to remove students from campus accommodation for non-payment which had been under-used in the past.

The following recommendations aimed at reducing student debt emerged in the course of PME discussion for further consideration: advantageous “early bird” discount payment schemes against standard fees or higher level late payment rates against standard fees; and debt underwriting arrangements involving parents/guardians. Noted, in relation to fee charges, the potential for flexibility to tailor arrangements to different markets.

PGM / PLW
et al
Summer
2010

The Academic Registrar & Deputy Secretary was invited to consult further with the Students Association with a view to increasing their engagement with and support for future moves to reduce student debt.

KAP
May/June
2010

M4448 RESEARCH GRANTS & CONTRACTS PROPOSALS AND AWARDS: APRIL 2010 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 to the end of April 2010 (period 9). The report highlighted that progress continued to lag behind target, showing:

- a value of awards in the year of £14.7 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £64.4 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

M4449 RESEARCH GRANT AWARDS FORWARD LOOK: APRIL 2010

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 2010. The reports 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.

The Vice-Principal drew attention to the discrepancy between the indicated turnover for the current year of ~£21 m on the basis of historical trend; however, the actual overall trend to date appeared consistent with the Quarter 3 forecast of £19.9m, i.e. £1.1m less than the forward look data indicated should be available. This might indicate a possible over-statement of grants in the database or a slower rate of spend against grants than planned. The overall University plots continued to show a downward trend in the research order book, following the period of very strong growth. Figures for the 1-Year and 2-Year forward look remained little changed from the previous month while the 3-Year forward look continued to indicate significant decline.

The Principal highlighted current plans and activities aimed at boosting performance including: new high earning academic appointments; investment in the Converge initiative; and planning being taken forward with People & Organisational Development in relation to relevant staff training and development.

M4450 REVISED TENDERING THRESHOLDS – AMENDMENT TO FINANCIAL REGULATIONS

Noted and approved a recommendation, presented by the Director of Finance & IS/IT, that the HWU goods and services tender thresholds be increased from the current level of £15 k (excluding VAT) to £25 k (excluding VAT). Agreed that the relevant sections of the Financial Regulations should be amended to reflect the change and implementation arranged.

PGM with A
Newjem
May 2010

Noted that the current thresholds were set in 2006 and that these had been reviewed and found to be out of alignment with both the sector norm and the levels of delegated budget responsibility for Heads of Schools and Sections. The proposed upward revision would bring the thresholds into line with both of these.

M4451 REPORT FROM THE INTERNATIONAL DEVELOPMENT COMMITTEE

Received and noted a report, presented by the Director of International Development on behalf of the International Development Committee, which detailed the activities of the Committee from March to May 2010.

M4452 DISCIPLINARY POLICY & PROCEDURES

Received and discussed draft updated Disciplinary Policy and Procedures which were presented by the Secretary of the University following approval by the Infrastructure Board and consultation with the main trade unions.

Agreed that the Policy and Procedures should be further revised to reflect recommendations emerging from the discussion at PME. In particular it was recommended that the following be considered:

PLW with
AMD et al
May/June
2010

- further clarity in relation to the policy's relationship with Statute XXV. It would be helpful to highlight where the policy is/ is not compliant with the provisions of the Statute;
- the timescale of 24 months following which a Final Written Warning will be disregarded subject to satisfactory conduct and performance was suggested to be too short and therefore not able to provide sufficient protection to the University; and
- the Policy did not cover instances such as police action where the University might wish to resort to the option of immediate dismissal.

The following observations were also made in relation to implementation of the Policy:

- in relation to misconduct arising from breach of security of information, the need to provide staff with the relevant practical advice such as data encryption; and
- training in support of implementation, e.g. in relation to the creation and maintenance of appropriate records.

M4453 PUBLIC AFFAIRS STRATEGY

Noted and endorsed a Public Affairs Strategy presented by the Secretary of the University on behalf of the Director of Corporate Communications. Noted that the aim strategy was to ensure that the University captures both the attention of leading politicians and funding streams, setting out a strategic approach which will help the University shape public debate and provide informed and well researched information to politicians, as well as maximising the opportunities for the University to tap into Government research programmes and other funding opportunities.

The following observations were made:

- in relation to 6.2: briefing papers/releases in relation to research activities/impact that consultations should involve the Deputy Principal (Research & KT);
- a shared University diary existed for use in recording key meetings and events but many staff were unaware of this facility;
- academic colleagues frequently attended RSE and other functions, meeting politicians and other individuals of influence: these activities appeared not to be covered by the Strategy; and
- further advice would be needed from Corporate Communications on how the Strategy will be implemented in terms of respective responsibilities and involvement of other individuals / staff groups within the University.

TM
Summer
2010

M4454 COLLABORATIVE APPROACH TO DEVELOPING COMMERCIAL ACTIVITY AT SBC

Noted and approved proposals, presented by the Academic Registrar & Deputy Secretary, for the collaborative management of commercial activities between Heriot-Watt University and Borders College at the Scottish Borders Campus. Noted that the existing contractual Facilities Management (FM) agreements set up between Heriot-Watt University (HWU) and Borders College (BC) for management of the Scottish Borders Campus (SBC) did not cover commercial activity and it had been agreed at the time that these arrangements should be developed and agreed separately and at a later stage. It had become evident since that a potentially lucrative income stream was not being exploited and a number of operational matters had arisen which should be addressed. The proposals set out approaches to resolve all issues and the relevant provisions were included in the financial plan of Hospitality Services.

KAP
From May
2010

Approved a proposal for the appointment of an additional part-time member of staff employed at the Campus to develop income opportunities. Agreed that the two year post should be shared between BC and with costs shared equally between the University and Borders College. For implementation led by the Academic Registrar & Deputy Secretary.

Approved also proposals in relation to publicity and marketing, single customer service point, booking and invoicing arrangements, catering arrangements and a schedule of charges.

Noted, in relation to reporting, that a report on commercial activities would be presented for review at each meeting of Scottish Borders Campus Management Committee with a monthly report also provided to the Board of ECC Ltd.

M4455 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project presented by the Vice-Principal which includes reports from the Project Board, Steering Group and Project Manager and a financial report (Management Accounts Summary, as of the end of April 2010).

Noted resources allocated to enter modifications to Programmes and Courses to the new SAS/Banner system: the main focus of activity over the past month.

Noted a report by the Project Manager of recently increased project slippage caused by identifiable project tasks, but which were not considered beyond the ability of the project team to get back on track. Work was ongoing to develop the necessary revisions to the schedule and while it was a possibility that more staff resources would be required to address the slippage, further time was required properly to determine whether and where this would be effective.

The Vice-Principal highlighted that, according to the current financial report, expenditure on the project was expected to be £230 k under budget for the year. Therefore there were funds available to provide for any additional resources needed where these are considered necessary to support implementation work over the summer period. Cases for staff resources should be made via a case presented to VMG.

Relevant
SAS project
groups
Summer
2010

The Academic Registrar & Deputy Secretary confirmed that an emergency contingency plan, based on a paper-based system, had been developed to cover the risk impact in the event that SAS implementation should fail.

PLANNING & MANAGEMENT EXECUTIVE

Minutes of the meeting on 3 June 2010

Present:

- | | |
|---|---|
| Prof S Chapman, Principal and Vice-Chancellor (Chair) | Mr R McGookin, Director of Planning |
| Ms Ann Marie Dalton, Secretary of the University Designate | Mr P McNaull, Director of Finance & IS/IT |
| Prof P De Wilde, Head, School of Mathematical & Computer Sciences | Ms Theresa Merrick, Director of Corporate Communications |
| Prof Doug Greenhalgh, Head of School, Engineering & Physical Sciences (EPS) | Prof A Miller, Deputy Principal (DP) (Research & KT) and Convener of the Research Co-ordination Board |
| Prof A Harley, Head of School, Textiles and Design (TEX) | Mrs K Patterson, Academic Registrar & Deputy Secretary |
| Prof G Hogg, Head of School, Management & Languages (SML) | Prof G Pender, Head of School, The Built Environment (SBE) |
| Prof Julian Jones, Deputy Principal (Strategy & Resources) | Prof A Prior, Acting Head of School, Life Sciences (SLS) |
| Mr P G Kerr, Director of Estates Services | Prof A Walker, Vice-Principal |
| Ms L Kirkwood-Smith (Clerk to PME) | Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board (IB) |

Apologies:

- | | |
|---|--|
| Ms Shirley Campbell, Director of People & Organisational Development | Ms R Moir, Director of International Development |
| Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB) | Prof B Smart, Head of Dubai Campus |
| Ms J Forster, Director of Development | Prof S Stewart, Head of Institute, Petroleum Engineering (IPE) |
| Prof K Lumsden, Director of Edinburgh Business School (EBS) | |

ACTION
Who
when
With whom

M4456 MINUTES OF THE MEETING HELD ON 20 MAY 2010

Approved the minutes of the meeting of PME held on 20 May 2010 subject to the following amendments:

- attendance section to be rearranged to reflect a decision to establish a single category of full membership of PME; and
 - under M444 the quoted cost for licenses and installation of RIS project software should be altered to read "around £200 k".
- LK-S
4 Jun 10

M4457 MATTERS ARISING AND ACTION LOG

SAS PROJECT UPDATE

Noted that Schools were seeking written guidance from the DP(Learning & Teaching) on changes to terminology in relation to the SAS Banner system. Noted that the SAS Steering Group would check the written guidance early in the coming week and a further check would be made to ensure that the document is included in the agenda for the June meetings of the Learning & Teaching Board and the Infrastructure Board.

ACW
early Jun
10

M4458 BUSINESS REPORTED BY THE CHAIR

ACADEMIC SELECTION / APPOINTMENTS

The Principal highlighted recent successes in relation to new academic appointments and a few disappointing instances of employment offers not taken up. However, a number of applications

were under active consideration, some showing exceptional promise.

The DP (Strategy & Resources) reminded Heads of Schools of the need to ensure that they adhere to the agreed staged process for selection and recruitment and that all the necessary permissions are in place before a firm offer is made. Noted that Financial Controllers in each School ought to be maintaining a template record to enable monitoring of progress of the selection / recruitment process.

HoSs
Jun 10
ongoing

The DP(Research & KT) agreed to advise the Head of EPS in relation to the current status of applications relevant to EPS.

AM
Jun 10

The Principal proposed that it would be helpful to the Court to receive an update on progress on new academic appointments at its meeting in June 2010.

JJ et al
Jun 10

M4459 PDR UPDATE

Received and noted a report, presented by the Director of POD, which summarised the progress of respective Schools and Professional Support Services in relation to the 2010 PDR process.

The Head of SML and the Director of Estates Services highlighted discrepancies between the reported figures and their understanding of the status quo in relation to their respective School/Service. Both were asked to consult further with the Director of POD to agree appropriate updates to the central record.

GH/PGK
Jun 10

M4460 LEAGUE TABLES UPDATE

Received and noted a report, presented by the Director of Planning, which summarised the University's position in the recently published league tables by The Guardian, The Times and the Independent newspapers.

Agreed that comparative successes noted in both main and subject tables should be publicised as appropriate in internal communications and on HWeb.

TM et al
Jun 10

Agreed to provide further background data on languages to the Head of SML.

RMcG /
LKS Jun
10

M4461 CONSOLIDATED 5-YEAR PLAN

Discussed and endorsed a final draft of the University's 5-Year Plan for onward transmission to the Finance Committee for approval at its meeting in June, 2010.

The Director of Finance & IS/IT agreed to:

- provide reconciliation information to help define Theme investment capacity within the staff data as detailed in table 5; and
- redraft the first sentence on page 2 to read "...to review the deliver and affordability of Professional Services".

PGM
4 Jun 10

SAUDI ARABIAN STUDENTS

Noted that the proposed meeting with the Saudi Arabian Cultural Attaché had been deferred for a further week or so. Agreed that, in the meantime, the University should proceed as normal in processing applications from Saudi Arabian students and making offers.

TM/ M
Bates /
HoSs
Jun 10

M4462 FUNDRAISING PROGRESS AND ENDOWMENT FUNDS' PERFORMANCE

Received and noted a report, presented by the Vice-Principal, on progress in relation to tendering for continued management of Endowment Funds and a summary report of the performance of the funds for the four year period ending in April 2010.

Noted that a full European Procurement process had been undertaken to seek a suitable investment advisor / manager for future management of the University's endowment funds and following this, in January 2010, CCLA Investment Management Ltd had been appointed. The process for transfer of funds from the previously appointed company was completed in April 2010.

M4463 RISK MANAGEMENT OVERVIEW

Noted and discussed a risk management overview summary report presented by the Director of Finance & IS/IT.

Noted that, following a review of School and Service risk registers in 2009/10, revised guidance had been issued to IB members for further dissemination. Follow up review had found that once identified and documented, action was taken to reduce the risk exposure and that red risks submitted in the 2009/10 Planning Round now had a current risk status of amber or green. Noted further guidance and workshop support would be rolled out over summer 2010.

Discussed and noted a 'heat map' which had been presented to the Risk Management Strategy Group (RMSG) at its meeting in May 2010 the purpose of which was to provide a reflection of the management team's view of the current risk status of a number of key areas of activity. The RMSG had agreed that this type of condensed overview would be helpful in future to both University management and Court and that the report should be updated in accordance with recent guidance published by HEFCE. Noted that the heat map would be presented to the Audit Committee at its meeting in June 2010. PGM
4 Jun 10

Endorsed developments, co-ordinated by the Group Risk Office, to improve guidance and support available to Schools/Sections in relation to assessment, measurement and management of risk. Agreed that the language used to define risk categories and strategic factors could be improved for easier interpretation. Noted that a further draft will be developed for submission to the Audit Committee following approval by PME. PGM
4 Jun 10

Agreed that 'Horizon Scanning – Risks and Opportunities' documentation should be updated prior to presentation to the Audit Committee at its June 2010 meeting and should be more strongly focused on external risks to institutional sustainability and the University's actions / plans to mitigate these. PGM
4 Jun 10

M4464 STRATEGIC INTERNAL AUDIT PLAN AND ANNUAL PLAN 2010/11

Received and approved, for onward presentation to the Audit Committee at its meeting in June 2010, the Internal Audit Plan and the Annual Plan for 2010/11 of the University's internal auditor, presented by the Director of Finance & IS/IT.

Noted that the 5 year strategic internal audit plan was based on an audit needs assessment carried out initially in 2008 and which was subject to annual revision taking into account developments within the University, changes in the risk profile and findings from previous audits. The report presented reflected the latest update on the audit needs assessment and presented the audit plans for 2010/11 to 2012/13. Noted that the draft plan had been considered by the Audit Committee at its meeting in February 2010.

M4465 INTERNAL AUDIT ACTION MONITOR

Received and noted an Internal Audit Action Monitor report by the University's Internal Auditor presented by the Director of Finance & IS/IT, ahead of consideration of the report by the Audit Committee at its meeting in June 2010. The report reported progress on implementation of the individual recommendations made by the Internal Auditor for the four year period from 2006/07.

The report confirmed a decrease in the number of recommendations outstanding over the last quarter with remaining recommendations not in the category which would lead to qualification of the internal audit overall opinion on the University's internal audit. Nevertheless the report confirmed inconsistencies across the University and slower than expected completion against actions highlighting the need for improved response times.

M4466 IT FOLLOW-UP REVIEW REPORT

Received and noted a report by the Internal Auditor, 'IT Follow-Up Review' which was presented by the Director of Finance & IS/IT prior to its presentation at the June meeting of the Audit Committee. Noted that the follow up review was conducted to establish progress being made in relation to previously agreed IT-related action plans dating from 2007 to 2009.

Noted confirmation, as noted in the report, that the University had made good progress in recent months to accelerate implementation of audit recommendations outstanding. Of the recommendations followed up only one remained outstanding, the others being completed/no longer applicable or partially completed. Noted that the combined IT Change Programme and

the REALISM projects, if successful, were expected to address the majority of partially completed and the outstanding action by the end of December 2010.

M4467 MAJOR INITIATIVES IN IT AND INFORMATION GOVERNANCE

Discussed and endorsed a report on major initiatives in IT and information governance which was presented by the Director of Finance & IS/IT for onward presentation to the Audit Committee at its meeting in June 2010. The report was considered in conjunction with the IT Follow-up Review Report (M4466 above). PGM
4 Jun 10

Observations were made in relation to implementation of the initiatives described and PME noted that the report confirmed that significant progress was being made in the areas of: IT Strategy – through the FIT Programme (Focus on IT) and Leadership of IT; IT Infrastructure; and Information Security.

Noted that the review of Professional Support Services to be led by the Secretary of the University designate would dovetail with the review of IT. PME discussed in particular issues relating to skills' development and distribution required to deliver the IT strategy, the need for prioritisation in relation to infrastructure developments, the need for clarity in relation to the relationship between central and local IT provision and the need for effective consultation with staff / student users.

M4468 CORPORATE STRUCTURE PROPOSAL

Noted and approved, for onward presentation to the Finance Committee for approval at its meeting in June 2010, a recommendation presented by the Director of Finance & IS/IT for the transfer of the trading activities of the wholly-owned subsidiary companies Edinburgh Conference Centre Limited and Heriot-Watt Sports Village Limited back into the University with transfer of the relevant assets and liabilities in each case. Noted that, as the University already encompassed a wide range of non-charitable trading activities, this move would represent only an incremental change to the current position. Noted the potential, subject to Committee and Court approval, to undertake the transfer of Edinburgh Conference Centre Ltd by the end of the current financial year, given the less complex contractual and accounting/tax arrangements. PGM
4 Jun 10

Noted next steps contingent on approval in principle by the Finance Committee and the Court, subject to the outstanding matter of VAT being resolved satisfactorily.

M4469 EMERGENCY RESEARCH REVIEW BOARD

Noted and approved a recommendation presented by the Vice-Principal for the outcomes of the Emergency Research Review Board which is to be held in July 2010 to be reported retrospectively to PME at its meeting in August 2010. Noted that this arrangement would enable the relevant individuals to be informed quickly of the decisions of the Board. ACW/
R Mackay
Jul / Aug
10

M4470 RESEARCH AWARDS FORWARD LOOK: REPORT FOR MAY 2010

Received and noted a Forward Look report on Research Grants & Contracts awards for the period to the end of May 2010 which was tabled by the Vice-Principal. 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.

The Vice-Principal drew attention to continued lack of growth in the research order book and the apparent current discrepancy between order book figures and 5-Year Plan assumptions. Noted however the impact of new academic appointments in relation to transfer in to the University of live awards and generation of new grants and contracts which would materialise over time.

**Heriot-Watt University
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 1 July 2010**

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)	Prof K Lumsden, Director of Edinburgh Business School (EBS)
Ms S Campbell, Director of People & Organisational Development	Mr R McGookin, Director of Planning
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
Ms A-M Dalton, Secretary of the University Designate	Prof A Miller, Deputy Principal (DP) (Research & KT) and Convener of the Research Co-ordination Board
Prof P De Wilde, Head, School of Mathematical & Computer Sciences (MACS)	Ms R Moir, Director of International Development
Ms J Forster, Director of Development	Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Prof G Pender, Head of School, The Built Environment (SBE)
Prof A Harley, Head of School, Textiles and Design (TEX)	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof G Hogg, Head of School, Management & Languages (SML)	Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof J Jones, Deputy Principal (Strategy & Resources)	Prof A Walker, Vice-Principal
Prof A Kaka, Vice-Principal (Dubai)	Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board (IB)
Ms L Kirkwood-Smith (Clerk to PME)	

Apologies:

Mr P G Kerr, Director of Estates Services	Ms T Merrick, Director of Corporate Communications
Prof B Smart, Head of Dubai Campus	

	ACTION Who when	With whom
M4471 MINUTES OF THE MEETING HELD ON 3 JUNE 2010		
Approved the minutes of the meeting of PME held on 3 June 2010.	LK-S 2-Jun-10	
M4472 MATTERS ARISING AND ACTION LOG		
NEW MEMBER		
The Principal welcomed Professor Ammar Kaka who as Vice-Principal (Dubai) had been invited to join the membership of PME.		
STUDENTS FROM SAUDI ARABIA		
The Vice-Principal provided an update on a recent meeting with the Saudi Arabian Cultural Attaché and the work that the Vice-Principal would lead in liaison with the relevant colleagues to review and address the matters raised by the Cultural Attaché's office in relation to Saudi Arabian students studying at Heriot-Watt.	ACW Summer 2010	

M4473 BUSINESS REPORTED BY THE CHAIR

The Principal:

- updated PME on the estimated financial impact on the University of the recently announced VAT rise and highlighted general uncertainty, ahead of the Spending Review announcement expected in October, about the future wider impact of government spending cuts on higher education;
- highlighted, with thanks to all the relevant colleagues, the successful week of summer graduations just passed;
- requested that colleagues in Schools and Professional Services give further consideration to further nominations of potential honorary graduands, in particular in relation to November 2010 graduations; and
- highlighted plans, yet to be fully developed into a business case, for purchase of accommodation on the Heriot-Watt Research Park. The proposal had emerged in the context of the School of Life Sciences Plan; however, the building space in question would be sufficient to accommodate wider academic expansion. Heads of Schools were asked to consult further with the Deputy Principal (Strategy & Resources) as soon as possible if their School had expansion plans which could sensibly be accommodated through this opportunity.

Heads
with ACW
Summer
2010
HoSs
Jul/Aug
2010
HDWG

M4474 STUDENT APPLICATIONS AND ACCEPTANCES UPDATE

Noted and discussed an update report presented by the Director of Planning on student applications and acceptances as at late June 2010. The report highlighted the comparative position against the same period in the previous year for undergraduate, postgraduate taught course and postgraduate research applications and acceptances, highlighting relative positions of Schools against their respective targets. Noted also a summary report of the provenance of undergraduate and postgraduate taught course accepted offers by share of largest market supply.

Noted the continued and disappointing lagging trend in relation to postgraduate research student applications, noting evidence, perhaps due to timing, that no appreciable impact on the trend had been made by the recent advertising campaign.

Noted, in relation to recruitment from Saudi Arabia, the need for clear planning and communication with recruiters to ensure that the University’s aims vis-à-vis compliance with Saudi Arabian authorities requirements will be properly met.

The Vice-Principal (Dubai) highlighted a fluid situation at the Dubai Campus in relation to ongoing student recruitment processes. In connection with these, recently raised concerns about the sufficiency of dedicated staff resources available in the School of Textiles & Design were being addressed.

M4475 SCHOOL OF LIFE SCIENCES PLAN

Noted and discussed a summary report, presented by the Acting Head of School, which highlighted the background, aims and key actions relating to the School of Life Sciences Plan 2010-2015. The report highlighted planned growth and diversification of postgraduate taught provision, internationalisation focus, development of research capacity and performance with the overall aim of developing significant diversification across income streams. The report also highlighted required staff and other resource investments for delivery against the Plan.

Noted that work involving the Deputy Principal (Strategy & Resources) was ongoing to achieve a final “compliant” plan. PME noted also that no appointment had been made to the Head of School position following recent advertisement and consequently arrangements were being made to re-advertise.

M4476 PDR QUALITY REVIEW

Noted and discussed a summary report on the outcomes of the PDR Quality Review presented by the Director of POD.

Discussed the results in relation to the proportion of staff who reported feeling positive about SCC et al

how the PDR process could be of benefit to them as individuals and their career. There was general endorsement of the view that there should be some form of balanced linkage between individuals' PDR reports and the review/promotions process, but that further consideration should be given to how to generate the kind of information required by review boards without duplicating effort or compromising confidentiality through wider dissemination of PDR paperwork in its existing form.

Summer /
Autumn
2010

M4477 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 12 May 2010.

AM
Jul 10

RCB clerk

M4478 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 meetings of the Board held on 11 May and 15 June 2010.

PLW
Jul 10

IB clerk

Noted and discussed ongoing consultation in relation to the draft Travel and Expenses Policy, noting particular concerns highlighted by a few Heads of Schools. Noted that consultation on the draft Policy co-ordinated by the Infrastructure Board had not yet been concluded and this was the appropriate route through which any further comments should be channelled.

H o S /
Services
Early Jul
10

Heads were also asked to inform the Director of Procurement if they had any particular concerns about achieving best value for money in relation to travel through the University's approved supplier.

H o S /
Services

M4479 REPORT FROM THE LEARNING & TEACHING 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 June 2010.

RJMC
Jul 10

LTB clerk

M4480 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to June 2010 and noted arrangements for co-ordination of the University's responses.

M4481 REVIEW OF PROFESSIONAL SERVICES: TERMS OF REFERENCE AND OBJECTIVES

Received and endorsed a summary report presented by the Secretary of the University Designate which set out the remit, terms of reference and objectives of a review of Professional Services being conducted by the Secretary Designate from May to October 2010. Noted that the scope of the review would extend to review of the University's governance arrangements.

M4482 HARASSMENT & BULLYING POLICY

Received and noted a draft updated Harassment & Bullying Policy presented by the Director of POD, noting that the policy was a refinement of the existing policy. Agreed:

- not to adopt the Support Contacts proposal which had been proposed as an extension to the existing policy. It was considered that the kind of support to which the proposal referred could and should be drawn from the existing network of Heads, other line managers and Human Resources Advisors;
- further consideration should be given to a concern raised by a Head of School that the current wording of the Policy could give rise to interpretation by a member of staff that harassment had occurred when in fact the situation might have involved difficult but reasonable discourse: i.e. the threshold for "harassment" as described appeared to be set too low; and
- further consideration should be given to other suggestions including: explicit reference to exclusivity between the policy/procedures and those relating to the PDR process; acknowledgement of difficulties which might exist in cases where bullying extends outside of the workplace, e.g. via social networks; and the introduction of supplementary guidelines to the policy.

SCC
Jul / Aug
10

The Secretary of the University highlighted evident weakness in the consultative arrangements in the development phase of the policy through the Infrastructure Board and confirmed that he would brief Board members again on the importance to the Board on effective consultation with School management groups.

PLW
Sep 10

4483 EXCEPTIONAL PROMOTION PANEL: CASE FOR PROMOTION TO PROFESSOR

Received and approved a recommendation from the Exceptional Promotion Panel that Dr Dimitri Val, School of the Built Environment, be promoted from Reader to Professor. (*Addendum: in July 2010 the Senate and the Court, via the Court Emergency Committee, subsequently approved the recommendation*).

Senate
clerk /
Jul 10

Court
clerk

M4484 RISK REGISTER UPDATE

Received and noted a brief oral update on the Risk Register provided by the Director of Finance & IS/IT.

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

M4485 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2010 (PERIOD 10)

- Received and discussed Management Accounts presented by the Director of Finance & IS/IT for the period to 31 May 2010.
- Reserved section (Ref: Section 30, FOI(S)A)

The Deputy Principal (Strategy & Resources) highlighted:

- anticipated non-renewal of the CIF funding stream. A significant compensatory tranche of funding would need therefore to be drawn from the University's future surpluses to support capital developments;
- that a forward projection of current performance in relation to research grants and contracts income suggested under-performance against budget in 2010/11 with potential for impact against the contingency element of the budget; and
- overall financial performance of the Dubai operation including calculation of full costs: both this and research grants and contracts performance were the subjects of ongoing detailed analysis.

M4486 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS – MAY 2010 REPORT

Received and discussed a report, presented by the DP(Research & KT) on research grants and contracts: proposals and awards for the period to 31 May 2010, noting the importance of the implementation and success of initiatives aimed at capacity-building.

The report highlighted that progress continued to lag behind target, showing:

- a value of awards in the year of £17.2 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £80.6 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

Noted that the May report included significant funding associated with a chair in IPE and agreed that further investigation should be made to determine whether there is scope to include awards of this nature in the University's accounts, thereby contributing to minor volume indicator values.

AM/PGM
Jul / Aug
10

M4487 RESEARCH AWARDS FORWARD LOOK: REPORT FOR MAY 2010

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 2010. The reports 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 that the report was a re-presentation of information reported to PME at its June meeting with elements subsequently updated on the basis of the latest period 10 Management Accounts.

The Vice-Principal highlighted the accumulated discrepancy of just over £1 m between the Forward Look data and the management accounts and forecasts and confirmed that work would be undertaken to refresh the database and to ensure the validity of the information held. Delays in spending against grants were also potential contributing factors to the variation between the reported figures.

M4488 SAS PROJECT UPDATE

Received and discussed an update report, presented by the Vice-Principal on implementation of the SAS project. The report highlighted recent progress, current status of the project, mitigation of risks and current financial status.

Discussion focused on the recent re-planning and re-prioritising exercise following an assessment in May which highlighted slippage in some areas. Consequently a number of less essential elements of functionality would not now be planned for delivery by mid-August and compensatory shadow systems to cover certain areas would therefore be required. Additional support would be needed to support colleagues in Schools over the coming year.

Noted an issue arising in discussion about the timing of the switch over to SAS of the Dubai Campus and noted that the Academic Registrar & Deputy Secretary would consult further on this matter with the Vice-Principal (Dubai).

KAP / AK
Jul 10

M4489 ANY OTHER COMPETENT BUSINESS

EXTERNAL AUDITOR

Noted confirmation from the Director of Finance & IS/IT of the renewal of the University's contract with KPMG for External Audit services.

**Heriot-Watt University
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 26 August 2010**

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)	Ms L Kirkwood-Smith (Clerk to PME)
Ms S Campbell, Director of People & Organisational Development	Mr R McGookin, Director of Planning
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
Ms A-M Dalton, Secretary of the University Designate	Prof A Miller, Deputy Principal (DP) (Research & KT) and Convener of the Research Co-ordination Board
Prof P De Wilde, Head, School of Mathematical & Computer Sciences (MACS)	Ms T Merrick, Director of Corporate Communications
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)	Ms R Moir, Director of International Development
Prof A Harley, Head of School, Textiles and Design (TEX)	Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof G Hogg, Head of School, Management & Languages (SML)	Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof J Jones, Vice-Principal	Prof A Walker, Deputy Principal
Prof A Kaka, Vice-Principal (Dubai)	Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)
Mr P G Kerr, Director of Estates Services	

Apologies:

Ms J Forster, Director of Development	Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof G Pender, Head of School, The Built Environment (SBE)	Prof K Lumsden, Director of Edinburgh Business School (EBS)

		ACTION Who when	With whom
M4490	MINUTES OF THE MEETING HELD ON 26 AUGUST 2010		
	Approved the minutes of the meeting of PME held on 1 July 2010.		
M4491	MATTERS ARISING AND ACTION LOG		
	Noted actions and related updates as reported in the PME Action Log.		
	There were no matters arising.		
M4492	EQUAL PAY AUDIT		
	Agreed to defer consideration of this item pending further analysis work on the underlying data.	SCC	Autumn 10
M4493	BUSINESS REPORTED BY THE CHAIR		
	TIER 2 CERTIFICATES OF SPONSORSHIP		
	Discussed and approved a draft policy for assigning Tier 2 Certificates of Sponsorship (CoS) in the period August 2010 to March 2011 and agreed that each CoS allocation must be considered on a case-by-case basis. Agreed that this should include cases of potential Certificate renewal where the business criticality associated with continuance of an existing role-holder might be considered higher against competition from potential new role-holders. "Business criticality" may be determined in relation to teaching focused as well as research focused activities.	SCC/AM	Aug/Sep 10

Agreed to invite the Director of PD and the DP(Research & KT) to take forward implementation of the policy.

OTHER MATTERS

The Principal updated PME on:

NSS 2010 RESULTS: highlighting the overall change in the University's position in compared to results in 2009.

UNIVERSITIES SCOTLAND: FUTURE HE FUNDING: work throughout 2010 of the Universities Scotland Funding Policy Group.

SAS PROJECT: implementation to plan of SAS in August 2010 and plans which will be taken forward to organise a staff event in acknowledgement of this milestone achievement.

EDINBURGH BUSINESS SCHOOL: the current status of revised Articles of Association with Edinburgh Business School.

HONORARY DEGREES 2010/11: following receipt of nominations in July / August, the Honorary Degrees Working Group had considered these and a number of invitations had been sent to prospective honorary graduands.

UCU POTENTIAL INDUSTRIAL ACTION: a proposal by the Principal to hold staff open meetings in Schools and Services to communicate the University's operational plans in the context of the external environment over the coming years. PME confirmed its support for the proposal.

SKC / TM
Autumn 10 et al

SAUDIA ARABIAN VISIT: a visit to the University of the Saudi Arabian Cultural Attaché and work underway to satisfy the requirements of the SA authorities vis-à-vis SA students studying at Heriot-Watt.

M4494 STUDENT RECRUITMENT UPDATE

Noted and discussed an update report presented by the Director of Planning on student applications and acceptances as at late August 2010. The report highlighted the comparative position against the same period in the previous year for undergraduate, postgraduate taught course and postgraduate research applications and acceptances, highlighting relative positions of Schools against their respective targets.

Noted:

- HEU undergraduate acceptances had reached 92% of target with Overseas undergraduate acceptances exceeding target. No Schools had failed to meet their overall targets;
- progress towards targets being met by HEU and Overseas postgraduate taught course acceptance numbers with performance variable across Schools;
- Postgraduate Research applications, both HEU and Overseas, reduced against the same period in 2009; and
- relative strength of Dubai Campus recruitment in relation to both undergraduate and postgraduate taught course applications.

M4495 NATIONAL STUDENT SURVEY RESULTS 2010

Received and noted a summary report of the University's improved performance in the 2010 National Student Survey presented by the Deputy Principal (Learning & Teaching).

Noted that the results would be considered by the Learning & Teaching Board at its next meeting and that, on the basis of the results, work would be taken forward with Schools in partnership with student representatives.

M4496 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 14 June 2010. Noted that the meeting had been given over to topical discussion on international research strategies of Schools.

AM
Sep 10 RCB
clerk

M4497 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to September 2010 and noted arrangements for co-ordination of the University's responses.

M4498 PDR: PROPOSED EVALUATION AND RATING MECHANISM

Discussed and endorsed proposals, presented by the Director of POD, which provided a definition of performance excellence and established a mechanism for evaluating and rating staff performance as part of the PDR process. This included the establishment of 4 performance excellence ratings. Agreed that policy/guideline documentation should be drawn up with a view to implementing the proposals in a first full cycle from PDR session 2011/12.

SCC et al
2010/11

M4499 RESEARCH STAFF PROMOTION

Received and endorsed a report on recommendations of the Research Staff Review Board presented by the Deputy Principal. Noted that communications with the relevant Schools and individuals had been made in July 2010.

M4500 PROMOTIONS PROCESS: GRADES 1-7 NON-ACADEMIC ROLES

Received and approved proposed procedures, presented by the Director of POD, for promotion of staff in non-academic roles: grades 1 – 7 and agreed that a detailed implementation and engagement/communications plan should be taken forward led by the Director of POD.

SCC
Aug-Oct 10

Approved the proposal that the procedures should be reviewed biennially.

M4501 DISCIPLINARY POLICY AND PROCEDURE

Received and approved a draft 'Disciplinary Policy and Procedure' document, presented by the Director of POD, with the following recommended revisions, after which arrangements should be made to communicate and implement the policy:

SCC
Aug/Sep 10

- explicit reference should be made to precedence of national legislation over the provisions of Statute XXV; and
- resolution of apparent inconsistencies in policy advice regarding representation or accompaniment of a work colleague or trade union representative with a member of staff at formal stages: advice provided on pages 4/5 and 4/7 appeared to conflict.

Noted that the policy had been previously approved by the Infrastructure Board with consultation having been extended to include the main trade unions.

Noted comment on the relative informality of the form of wording used in the policy: an issue raised specifically by one member of PME. The Director of POD confirmed the form of presentation reflected a deliberate change in communications style.

M4502 STRUCTURES AND TITLES FOR ACADEMIC TEACHING GRADES

Noted and discussed a paper presented by the Deputy Principal which set out options in relation to the structure of the University's academic staff grades and the role titles used. PME was invited to consider issues arising and possible actions.

Agreed that further work should be taken forward, as outlined by Option 3, leaving structures essentially unchanged but recognising the issues raised by current practice and the need for greater clarity on the performance levels expected for teaching promotions.

ACW
Aug-Oct 10

Endorsed the overarching principle of retaining flexibility in the titling of roles. Agreed, following discussion, that there was a legitimate case for retaining the option of a professorial title for exceptional teaching roles and that there was a need to identify suitable title(s) for Grade 10 managerial staff where a professorial title is not appropriate.

Agreed to invite the Deputy Principal to lead further development of the proposals for further consideration at a future meeting of PME.

ACW
Autumn 10

M4503 CONSULTATIVE COMMITTEE ON REDUNDANCY AVOIDANCE

Received and approved a policy for collective consultation aimed at avoidance of redundancy including provisions for a Consultative Committee on Redundancy Avoidance (CCRA), with a request that a correction be made to para 2, page 3, second bullet point to read "... from each of the four recognised Trade Unions". The Director of POD to arrange amendment.

SCC
Aug 10

Noted that extensive consultations on the policy with the relevant trade unions had taken place and that the CCRA was already established.

M4504 TRAVEL AND EXPENSES POLICY

Noted, discussed and approved a revised Travel and Expenses Policy subject to further revisions to reflect the following points raised in the course of discussion, following which arrangements should be made to communicate and implement the policy:

- recognition that in exceptional instances the cost of appropriate hotel accommodation might exceed the maximum level stipulated in the policy. In these instances a Head of School/Section should have discretionary authority to approve the higher level of expenditure; and
- the policy should be sufficiently flexible to permit a class of travel above Economy Class (or its equivalent) in instances where such an arrangement could be financially advantageous.

PGM
Aug-Sep 10

Agreed that further work should be undertaken to gain a clearer understanding of the value for money of the University's current travel agent service contract and to make appropriate recommendations.

PGM et al
Autumn 10

M4505 ENGLISH LANGUAGE PROVISION IN THE SCHOOL OF MANAGEMENT & LANGUAGES

Noted and approved recommendations presented by the Head of the School of Management and Languages in relation to English Language provision by the School. Agreed that the recommendations should be forwarded for further consideration by the Postgraduate and Undergraduate Studies Committees.

GH
Aug/Sep 10

Approved recommendations in relation to: integration of English programmes with degrees; introduction of an IELTS stream; pre-testing of all students; a minimum IELTS entry score threshold; and extension of in-session English support to all schools. Agreed in principle with the recommendation that the University commit to improving the student experience, in particular over the summer period, and agreed that that further detailed consideration be given to whether and how the recommendations might be met.

The Academic Registrar and Deputy Secretary agreed to refer the relevant student experience related matters for further consideration by the Student Experience Forum.

KAP
Aug/Sep 10

M4506 SAS PROJECT UPDATE

Received and noted an update on progress of the SAS project implementation presented by the Vice-Principal. The report summarised the current status of SAS/Banner implementation following building of the final software configuration and migration of initial data from ISS. The report highlighted recent achievements, most notably successful student enrolments, and remaining issues to be resolved.

M4507 NEW RESIDENCES PROGRAMME UPDATE

.Received and noted summary update report from the Director of Finance & IS/IT on the current status of the new residences programme, following a meeting of the Residences Project board on 18 August 2010. The following matters were highlighted in particular:

- approval by the City of Edinburgh Council of the planning application in relation to the Edinburgh Campus residences;
- the relative priority of health and safety matters in the schedule of Project Board business;
- design work and projected programme costs were on track overall;
- no firm plans were in place yet in relation to the vacated Edinburgh Campus site;
- remaining issues in relation to planning consent for Borders Campus residences. Contact had been made with the Head of Planning and Building Standards at Borders Council and a Planning Committee meeting, at which the University's planning application would be considered, was scheduled to take place on 13 September. The University would be

- represented at this meeting by the Director of Estate Services;
- ongoing efforts to recruit a Project Manager; and
- construction procurement was on track. An invitation to tender was scheduled for early October 2010.

M4508 MANAGEMENT ACCOUNTS FOR 31 JULY 2010 (FULL YEAR)

Received and noted Management Accounts, presented by the Director of Finance & IS/IT, for the period to 31 July 2010 (full year). The Accounts which were still subject to the audit process highlighted a net surplus of £4.0 m better than budget by £2.3 m and £3.8 m better than financial year 2008/09.

Received and noted a report on Working Capital presented by the Director of Finance & IS/IT which highlighted the status at July 2010 of billed receivables, debtor days and collections, debt write-offs and creditor days.

M4509 RESEARCH GRANTS & CONTRACTS: PROPOSALS AND AWARDS JULY 2010

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 2010 (full year). The report highlighted closing figures including:

- a value of awards in the year of £19.8 m, against a total for the previous year of £27.1 m and a current full-year target of £23.9 m; and
- a value of proposals in the year of £86.2 m against a total for the previous year of £103.1 m and a current full year target of £113.6 m.

The DP(Research & KT) highlighted the importance of timely expenditure according to plan in relation to Funding Council research grant awards.

M4510 RESEARCH AWARDS FORWARD LOOK: JULY 2010 REPORT

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 2010. The reports, based on a revision of the Forward Look 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.

The report highlighted, according to the database a total of £21.3 m research income available to spend over 2009/10 with year-end spend predicted on the basis of previous years' patterns to be in the region of £21.6 m. This was at variance with actual spend in the annual accounts, reported at the level of some £1.6 m lower than this prediction and highlighting an evident mismatch between available order book spend and actual spend.

M4511 IT MANAGEMENT INFORMATION

Noted an update 'IT Management Information' bulletin for July 2010 presented by the Director of Finance & IS/IT.

M4512 ANY OTHER COMPETENT BUSINESS

MUSICIAN IN RESIDENCE

Approved a recommendation that the title of the Musician-in-Residence be changed to Director of Music. The Secretary of the University to communicate this decision to Dr Steve King.

PLW
Aug 10