PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 23 September 2010

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)
Mr P G Kerr, Director of Estates Services
Ms S Campbell, Director of People & Organisational Development
Ms L Kirkwood-Smith (Clerk to PME)
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Mr R McGookin, Director of Planning
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 D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Ms T Merrick, Director of Corporate Communications
Prof A Harley, Head of School, Textiles and Design (TEX)
Ms R Moir, Director of International Development
Prof G Hogg, Head of School, Management & Languages (SML)
Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof J Jones, Vice-Principal
Prof A Kaka, Vice-Principal (Dubai)
Mr P Wilson, Secretary of the University and Convenor of the Infrastructure Board (IB)

Apologies:

Ms J Forster, Director of Development
Prof A Walker, Deputy Principal
Prof G Pender, Head of School, The Built Environment (SBE)
Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mrs K Patterson, Academic Registrar & Deputy Secretary

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<th>ACTION</th>
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<tr>
<td>M4513</td>
<td>MINUTES OF THE MEETING HELD ON 28 AUGUST 2010</td>
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<td>Approved the minutes of the meeting of PME held on 26 August 2010.</td>
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| M4514  | MATTERS ARISING AND ACTION LOG |
| Noted actions and related updates as reported in the PME Action Log. |
| There were no matters arising. |

| M4515  | BUSINESS REPORTED BY THE CHAIR |
| SCOTTISH BUDGET/HE FUNDING |
| The Principal updated PME on the focus of work by the Universities Scotland Funding Policy Group ahead of the Scottish Budget announcement in November 2010. |

| M4516  | INFORMATION GOVERNANCE AND SECURITY |
| Noted and discussed presentations and a report on Information Governance provided by the University Archivist/Information Security Officer and a Senior Associate of Dundas & Wilson. |
| Noted that the report presented by University Archivist/Information Security Officer highlighted the scope of the REALISM project to address the University’s Internal Auditors’ Management |
Action Plan associated with the Internal Audit of Information Security. The report set out progress made within the project and actions planned over the period ahead.

The presentation from Dundas & Wilson set out current information law, including FOI and DPA legislation, implications for organisations and highlighted the imperative to reduce risks through good information management practices.

PME agreed support for effective information security management to include:

- promoting awareness and compliance with the relevant policies, procedures and good practice;
- nominating one or more information governance co-ordinators for each School/Service;
- arranging a briefing session with the Information Security Officer;
- mandating and supporting information governance co-ordinators to carry out a risk assessment to identify the most important and most sensitive records;
- agreeing an action plan with the Information Security Officer to address priority information security issues and manage the risks identified; and
- ensuring that operational information security risks are reported on risk registers.

Noted that the REALISM Project Board would submit a progress report to PME in November 2010 and monthly thereafter until completion of all of the Audit Action points.

Discussed risk areas, further guidance on which would be provided to Schools/Sections in the context of the REALISM project. These included: management of electronic communications; records retention management; FOI exemptions/management of potentially exempt information; and information management across international boundaries.

M4517 STUDENT POPULATION UPDATE

Received and noted an update report, presented by the Director of Planning, which set out details of the enrolled or part-enrolled population of students (UG, PGT, PGR), as at 22 September 2010 and highlighted position against targets in each category. Heads of Schools were invited to comment at the meeting on the status quo and estimated final enrolment numbers in their respective Schools following late registrations, and to provide more solid estimates of likely movements in enrolled student numbers in the coming period. Noted anecdotal evidence of student visa problems as well as other registration delays and likely genuine shortfalls against target.

Agreed that a report including as up-to-date and accurate figures as possible should be presented to PME at its meeting in October 2010, noting that at that stage it should be possible to ascertain potential impact, if any, on the 2010/11 budget.

M4518 PURSUITING EXCELLENCE THROUGH PDR: IMPLEMENTATION UPDATE

Noted and discussed a summary report, presented by the Director of POD, which outlined the proposed timeline and implementation arrangements for the revised PDR process as agreed at the meeting of PME in August 2010.

The Director of POD agreed to circulate the final PDR documentation incorporating the proposed changes to PME. Agreed that any further comments should be relayed to the Director of POD with a view to PME approval being confirmed by correspondence. PME members were asked to note that a “no response” to the invitation to comment / approve will be assumed to signify agreement.

PME members discussed the need for clarity in relation to the necessarily ‘soft’ link between PDR and promotion processes, and noted assurances from the Director of POD in relation to drafted PDR guidance for staff.

Noted the proposed timetable following PME sign-off of the final PDR documentation:

- week beginning 4 Oct - delivery of documentation to Schools/Sections;
- 11 to 15 Oct – briefing of School/Section teams on the revised process;
- 11 Oct to early Dec – PDR training for Reviewers and Countersignatories;
- Jan 2011 - PDR review meetings.

M4519 INTERNATIONAL DEVELOPMENT COMMITTEE QUARTERLY REPORT

Received and noted a report presented by the Director of International Development on behalf of
the International Development Committee. The report outlined the activities of the International Development Committee over the period from June to September 2010. Discussion centred around the International Strategy document (M4520 below).

M4520 INTERNATIONAL STRATEGY UPDATE

Received and discussed a report on the International Strategy presented by the Director of International Development. The report provided a summary of the key issues identified through reviews, meetings and discussions on the International Strategy, an update on progress on underpinning requirements for its delivery, and the aims and objectives of the strategy and overview plans in relation to markets.

PME was invited to agree a timetable and the actions necessary to present the completed strategy document to Court for approval at its meeting in December 2010.

Agreed:

- need to develop the linkage between the University's International Strategy and supporting School strategies and operational planning;
- need to adopt a common planning approach across international activities designed to share risks;
- a significant amount of work should be undertaken, working with Schools and utilising the market intelligence the University currently holds, to develop the detail of the strategy; enumerating strategic aims and setting clear targets and costs/income in relation to potential campus development, ALPs and student numbers, with a view to the International Strategy being presented to PME for approval at its meeting on 17 November 2010; and
- operational plans in support of the International Strategy should be considered by the Court in the context of the University's 5-Year Plan at its meeting in May 2011.

M4521 ACADEMIC DEVELOPMENTS FOR A NEW CAMPUS

Noted a report presented by the Deputy Principal (Learning & Teaching) the content of which was considered in the context of discussion on the International Strategy (M4520 above).

M4522 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved a report relating to the meeting of the Research & Knowledge Exchange Board on 8 September which was presented by the DP(Research & KT) for onward presentation to the Senate at its next meeting.

PME noted and emphasised in discussion the action necessary on Heads of Schools to satisfy themselves that robust processes are in place to manage properly and report to POD on their respective populations of RA staff, in particular in relation to contract status and funding arrangements.

The Director of Finance recommended that the RKEB continue to monitor and report on the performance of Schools' awards and proposals activity and seek to identify actions to improve performance.

M4523 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved a report relating to the meeting of the Infrastructure Board held on 7 September which was presented by the Secretary of the University for onward presentation to the Senate at its next meeting.

Noted Item 1 of the report presented for approval. This item was dealt with under M4529 below.

M4524 REPORT FROM THE LEARNING AND TEACHING BOARD

Received and approved a report relating to the meeting of the Learning and Teaching Board held on 9 September 2010 which was presented by the DP (Learning & Teaching) for onward presentation to the Senate at its next meeting.
M4525  STUDENT SURVEY RESULTS

Received and noted summary reports, presented by the DP(Learning & Teaching), on results of student satisfaction surveys. These included:

- NSS results 2007 to 2010 (bank questions);
- International Student Barometer Survey, Autumn 2008, Summer 2009 and Summer 2010 results; and
- Postgraduate Taught Experience Survey (PTES) 2010

Noting the intention of the DP(Learning & Teaching) to hold follow-up discussions with Schools to receive confirmation on actions being undertaken to address the issues highlighted.

M4526  TRIBAL BENCHMARKING EXERCISE

Noted an update from the Secretary of the University Designate confirming the recent commission of Tribal to undertake a finance-focused benchmarking review of the University’s Professional Support Services, the results of which would help inform the ongoing review. Heads of Schools/Services were asked to note that fieldwork involving meetings with Heads would be undertaken during the week commencing 4 October 2010.

M4527  CONSULTATIONS LOG

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

M4528  REPORTS FROM THE INTERNAL AUDITOR

INTERNAL AUDIT ANNUAL REPORT 2009/10

Received and noted the Annual Report 2009/10 from the University’s Internal Auditor presented by the Director of Finance & IS/IT. Noted that a few minor corrections with some key comments on issues to be addressed had been relayed by the Director of Finance & IS/IT to the Internal Auditor.

Noted that the report would be relayed by the Internal Auditor for consideration by the Audit Committee at its meeting on 5 October 2010.

INTERNAL AUDIT REPORT OPERATIONAL PLANNING

Received and noted an Internal Audit Report, ‘Operational Planning – High Level Review’ presented by the Director of Finance & IS/IT. Noted that the audit, which focused on review of the processes in place for developing, implementing and monitoring operating plans, was intended to inform the review of Professional Services being led by the Secretary of the University Designate. Noted that the management responses to the internal audit recommendations had not been incorporated in the paper mailed to the PME membership ahead of the meeting. The Secretary of the University Designate tabled at the meeting an updated version of the Report under the title ‘Operational Planning – Professional Services’ which incorporated management responses.

Noted that the revised version of the report including management responses to the audit recommendations would be relayed by the Internal Auditor for consideration by the Audit Committee at its meeting in October 2010.

INTERNAL AUDIT ACTION MONITOR SUMMARY: PROGRESS ON INTERNAL AUDIT RECOMMENDATIONS 2006/07-2009/10

Received and noted a report, presented by the Director of Finance & IS/IT, which detailed progress on implementation of individual recommendations made by the University’s Internal Auditors for the four years from 2006/07 to 2009/10.

Noted that the report would be relayed by the Internal Auditor for consideration by the Audit Committee at its meeting in October 2010.
M4529  STRESS AWARENESS POLICY AND PROCEDURES

Received and approved for dissemination and implementation draft ‘Stress Awareness Policy and Procedures’ presented by the Director of POD, with a recommendation for minor change to wording in the policy in relation to the responsibility of managers vis-a-vis staff holiday entitlement. It was agreed that managers should be responsible for encouraging staff to take their full holiday entitlement rather than ensuring that they do so.

Noted the requirement on organisations by the HSE to have, and to demonstrate adherence to, a policy on stress. Noted that the draft policy and procedures had been approved previously by the Infrastructure Board and that consultation had also involved the membership of the Occupational Health & Safety Committee.

Noted also the planned launch of a Mental Health Policy in the coming period: both policies designed to be closely linked.

M4530  INSTITUTIONAL STATEMENT ON QUALITY ASSURANCE AND INTERNAL SUBJECT REVIEW

Received and approved a report presented by the DP (Learning & Teaching) for onward presentation to the Court for approval at its meeting on 4 October 2010. The report included the University’s ‘Institutional Statement on Quality Assurance in Internal Subject Review’ as required to be submitted annually to the Scottish Funding Council with the endorsement of institution’s governing body.

M4531  MARKET RESEARCH STRATEGY 2010-12

Received and approved a Market Research Strategy 2010 – 2012 document presented by the Director of Corporate Communications for immediate implementation.

Noted that the aim of the Strategy was to inform marketing and recruitment decisions in support of the business aims of the University. Key objectives of the Strategy were to manage and better co-ordinate the provision of market research and intelligence information, provide a market research project management service and general advice to Schools and Professional Services and to develop procedures to monitor, evaluate and improve the market research function. Associated work would be prioritised in accordance with the University’s objectives.

M4532  ANNUAL REPORT OF THE ESTATE OFFICE

Received and approved, for onward presentation to the Court at its meeting on 4 October 2010, the Annual Report of the Estate Office 2009/10 presented by the Director of Estate Services. The Director confirmed that minor updates would be made to the report prior to its submission to the Court.

The Director drew attention to main achievements in the year, projects planned in 2010/11 and performance indicator information as detailed in the report. Attention was drawn also to the timeliness of a review of the Estate Strategy which was approved by the Court in 2008.

In relation to the Residences Project, the Director also confirmed that planning consent had been granted in relation to the planned residences at Scottish Borders Campus. This had come with 16 associated conditions a number of which required sign-off. The Director reported that the conditional requirements were not expected to have a significant impact on the scale, cost or timescale of the project. The Director confirmed also that plans were on target in relation to tendering for construction and a closing date of 25 November 2010 had been set for receipt of tenders.

The Director of Finance & IS/IT confirmed in relation to the Residences Project that 5 banks had submitted tenders in relation to the related finance facility. Loan costs appeared broadly in line with the University’s earlier estimations. PME noted also the opportunity, being considered by the Director of Finance & IS/IT, to agree altered terms of the current credit facility to reduce borrowing costs.

Noted plans to provide a tour of Hugh Nisbet Building developments for members of Court on 4 October. The Secretary of the University Designate requested that, if possible, the agreed HNB signage should be installed by that date.
M4533  ANNUAL REPORT OF THE UNIVERSITY HEALTH SERVICE

Received and approved the annual report of the University Health Service for 2009/10 presented by the Secretary of the University.

Agreed that a brief summary of the report should be relayed by PME to the Court as part of a larger annual report on Health & Safety which should incorporate a report from the University’s Occupational Health & Safety Committee.

An observation was made in relation to reference in the report to the Healthy Working Lives Award, which the University holds at Gold level, that the University could do more to publicise this achievement. It was suggested that Corporate Communications should give this matter further consideration.

PLW  Dec 10  Court
TM  autumn 10

M4534  ANNUAL REPORT OF THE UNIVERSITY COLLECTIONS COMMITTEE

Received and endorsed the annual report on University collections for 2009/10 and a summary of the University Collections Management and Development Plan for 2010/11 presented by the Secretary of the University. PME endorsed forwarding of the report for onward consideration and approval by the University Collections Committee and subsequently the Court.

A Jones  Nov 10  Court

M4535  SAS PROJECT UPDATE

Received and noted an update report on implementation of the SAS project presented by the Chair of the SAS Steering Group.

Noted that the SAS system was operational and that the expected teething problems had successfully dealt with by the SAS team. Noted a brief summary of key progress and outstanding issues. Noted that the SAS Steering Group would meet in a few weeks’ time to consider the remaining issues and to review readiness of the system to meet the requirements of the Semester 1 diet of examinations.

Thanks were conveyed to all staff in central services and in Schools who had contributed to the successful launch of the new system.

Approved an upward revision to the expenditure budget for the project in 2010/11 from £1.011 m to £1.176 m as requested, and approved the requested revised budget for 2010/11 with implementation to be taken forward by the Deputy Principal.

Noted that the final outcome for the financial year 2009/10 was an under-spend on the project of £465 k. While some of the saving could be banked, some of the anticipated costs had been carried forward into the current financial year (final year 5 of the project). PME noted however that total project costs would be reduced from £4.7 m, as approved by PME in 2009, to £4.4 m.

ACW  from Sep 10

M4536  RISK REGISTER UPDATE

Received and discussed update risk reports presented by the Director of Finance & IS/IT including:

- a report of the meeting of the Risk Management Strategy Group which took place on 24 August 2010;
- an updated ‘Guide to the Operational Risk Register’;
- a graphical overview of the University’s Anti-Fraud Policy;
- a report on updates to their risk register of the IT Leadership Team;
- a Risk Management Heat Map providing an overview of the current status of the University's strategic risk factors; and
- an updated ‘Horizon Scanning’ report

PME members were invited to direct any comments on the report to the Director of Finance & IS/IT. Comments would be welcomed especially on the assessment of IT risks (Appendix 4) and the assessment of risks included in the ‘Risk Heat Map’ (Appendix 6).

Agreed that the Risk Heat Map and current Risk Register should be referred for further consideration by the Audit Committee at its next meeting and by the Court.

In response to a point raised by a Head of School in relation to Appendix 1, the Director of

PME  Sep 10
PGM  Oct/Nov 10
PGM  Oct 10
Finance & IS/IT agreed to amend the wording of the Assurance Statement by the Head of School/Service to reflect the objective that Heads make all “reasonable endeavours” to assure themselves and PME of the risks within their respective Schools and Sections.

M4537 MANAGEMENT ACCOUNTS FOR THE PERIOD 31 AUGUST 2010 (PERIOD 1)

Received and noted Management Accounts for the period to 31 August 2010 (period 1) presented by the Director of Finance & IS/IT.

The Director of Finance & IS/IT drew attention in particular to the budgeted surplus for the year of £1 m, highlighting the need for prudence in spend: expenditure above budget would only be permitted where larger than budgeted contributions were being achieved in the year.

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

M4538 RESEARCH GRANTS & CONTRACTS – PROPOSALS AND AWARDS – AUGUST 2010 (PERIOD 1)

Received and noted a report from the DP(Research & KT) and Technology & Research Services on Research Grants & Contracts: Proposals and Awards for the period to the end of August 2010. The report highlighted closing figures including:

- a value of awards so far in the year of £4.4 m, against a total for the previous year of £19.8 m and a current full-year target of £22.2 m; and
- a value of proposals in the year of £13.3 m against a total for the previous year of £86.2 m.

The DP(Research & KT) agreed to reconsider the new format of reporting with a view to re-introducing month-by-month awards and proposals data.

M4539 RESEARCH GRANT AWARDS: FORWARD LOOK – AUGUST 2010 (PERIOD 1)

Received and noted a Forward Look report on Research Grants & Contracts awards presented by the Vice-Principal for the period to the end of August 2010. The report, 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.

Particular attention was drawn to a general downwards drift in the value of Research Council grants across each of the forward look measures, while growth was highlighted in other income source areas, in particular from industry and European sources. While Heads of Schools were reminded of the need to target increased Research Council funding, the potential high value to the University of properly negotiated industrial contracts was also emphasised.

PME agreed with the proposal that future Forward Look reports should be presented alongside the monthly Research Grants and Contracts: Proposals and Awards report by the DP(Research & KT).

M4540 ANY OTHER COMPETENT BUSINESS

OFFICIAL OPENING OF THE POSTGRADUATE CENTRE

PME members were reminded of, and encouraged to attend, the official opening of the Postgraduate Centre in the early evening of 23 September.
M4541  MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of PME held on 23 September 2010 with minor amendment as indicated to PME by the Chair. The suggested wording had been proposed by the Director of Finance & IS/IT. Agreed that the clerk would consult further with the Director of Finance & IS/IT and the DP(Research & KT) for their joint agreement on the final form of an additional section to be included in M4538.

M4542  MATTERS ARISING AND ACTION LOG
Noted actions and related updates as reported in the PME Action Log.

There were no matters arising.

M4543  ANNUAL ACCOUNTS AND FINANCIAL STATEMENTS 2009/10
Received and approved, for onward presentation to the Court at its meeting on 15 November, draft Annual Accounts and Financial Statements for the year ending 31 July 2010. In the absence of the Director of Finance & IS/IT the Accounts were presented by the Group Financial Controller who drew attention, in an accompanying presentation, to key contributors to the financial performance reported.

It was recommended that, prior to presentation to the Court, an anomaly relating to EBS student numbers, as presented on page 8 of the report, be first resolved.

PME noted that further adjustments would need to be made to future meetings’ schedules to enable the Annual Accounts and Financial statements to be considered by PME prior to presentation to the Finance Committee.

M4544  MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 SEPTEMBER 2010 (PERIOD 2)
Received and noted Management Accounts for the period to 30 September 2010 (period 2). In the absence of the Director of Finance & IS/IT the Accounts were presented by the Group Financial Controller.

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

Noted that First Quarter Management Accounts would be presented at the meeting of PME on 17 November 2010.

M4545  RESEARCH FUTURES AND HERIOT-WATT CRUCIBLE
Received and discussed a presentation by the Head of Research Futures on the Research Futures initiative and HWU Crucible project designed to support University-wide co-ordination of research and associated collaborative interdisciplinary opportunities.

Endorsed plans, led by the DP(Research & KT), for the further development of the combined Research Futures and Heriot-Watt Crucible project, which would involve re-focusing of activities within current budgetary limits, and agreed in principle that time should be made available to enable the relevant staff to engage with the project.

M4546  BUSINESS REPORTED BY THE CHAIR
BROWNE REVIEW AND BUDGET ISSUES FOR HIGHER EDUCATION
The Principal updated PME on the Independent Review of Higher Education Funding and Student Finance by Lord Browne which was published on 12 October 2010, the potential impact on the Scottish HE budget of future budget cuts and the work of the Universities Scotland Funding Policy Committee. The Committee was preparing a paper on higher education funding with the aim of influencing the Scottish Government green paper on higher education funding due to be published in December 2010.

TAX RELIEF ON PERSONAL PENSION CONTRIBUTIONS
The Principal updated PME on incoming new rules on tax relief on pension contributions which would affect higher salary earners through a substantial reduction in the upper limit value of contributions which qualify for tax relief.

**M4547 STUDENT NUMBERS UPDATE**

The Director of Planning provided an oral update confirming that work was continuing with Schools to determine final student numbers, and indicating current estimations of numbers versus budget assumptions across different student categories.

Agreed that PME should receive a report at its meeting on 17 November 2010 when student numbers information will be considered in the context of the 1st Quarter Management Accounts.

Agreed that the Secretary of the University Designate and the Deputy Principal should lead work to resolve reported difficulties in the SAS registration process for students at the Dubai Campus.

Endorsed the suggestion that there would be a need for a clear and consistent approach to recruitment activity in 2010/11 following the year just passed when the University had had to adapt its plans mid-year in response to funding changes. (Reserved section: Ref Sections 30, 33, FOI(S)A).

**M4548 ENGLISH LANGUAGE TEACHING**

Noted an update from the DP(Learning & Teaching) highlighting an issue requiring resolution in relation to English language teaching following the approval by PME at its August 2010 meeting of recommendations presented by the School of Management & Languages. The DP(Learning & Teaching) highlighted feedback from Schools which indicated a wish for flexibility to adapt entry standard requirements.

PME endorsed the principle of uniformity and transparency in minimum entry standards for entry and progression in relation to English language requirements and agreed that this principle should be made explicit in further guidance which would be provided shortly to Schools for comment and which the Senate Business Committee would consider ahead of the next meeting of the Senate.

**M4549 CONSULTATIONS LOG**

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

**M4550 EMPLOYEE RELATIONS AT HERIOT-WATT UNIVERSITY**

Noted and approved a policy agreement in relation to employee relations at Heriot-Watt, the primary component of which was the establishment of a Combined Joint Negotiating and Consultation Committee (CJNCC), as a committee which would report directly to PME. Noted that a key premise of the policy agreement was that the CJNCC would operate in replacement of the current JNCC (EIS-ULA) and JNCC (UCU) committees of the Court.

Agreed that the policy agreement should be presented to the Nominating & Review Committee of the Court (NRC) at its meeting in November 2010 with a view to a recommendation being referred subsequently by the NRC to the Court.

Agreed also:
- to determine the membership of the CJNCC as quickly as possible, in line with the composition, as set out in the policy;
- in accordance with the Principal’s request, the Deputy Principal should act as the Principal’s nominated deputy on the committee;
- due to the imperative for discussions with the recognised trade unions on the USS pensions consultation, these should go ahead prior to the formal and final ratification of the CJNCC in replacement of the JNCC committees, i.e. approval of the Court;
- a remit / terms of reference document in relation to CJNCC should be presented to PME. Consideration of this would support PME’s decisions as to how PME should discharge its employee relations responsibilities on behalf of the Court; and
- a report on the operational effectiveness of the arrangements should be presented for review by PME in 12 months’ time.

**M4551 USS PENSION SCHEME: CONSULTATION**

Noted and discussed a presentation, provided by the Director of POD, which outlined proposals for changes in relation to the USS Pension Scheme.
The Director of POD confirmed that consultation documentation would be issued by POD within coming days. PME members were encouraged to direct any related communications to the Head of Human Resources Strategy, including notification of instances where consultation packs are not received by the relevant individuals. These would include members of staff who were eligible to join USS as well as active members.

Noted key steps in relation to the proposed changes:
- consultation to run from – 20 Oct to 22 Dec 2010;
- Trustees consider responses – Jan 2011;
- JNC meeting to review the final package and note changes needed; and
- target for implementation – 1 April 2011

M4552 2011 STAFF SURVEY IMPLEMENTATION UPDATE

Noted and discussed a presentation provided by the Director of POD, on plans in relation to the next Staff Survey, postponed from a previously planned October 2010 timescale until spring 2011, taking place from 21 March to 1 April 2011. Noted target improvements in response rates and key feedback results established for the slimmed down 2011 Survey.

M4553 ACADEMIC ADVANCEMENT BOARD: AUTUMN 2010

Received and endorsed a report from the Academic Advancement Board which summarised the outcomes of the Board’s consideration of cases in autumn 2010 for academic staff on probation from all Schools, and advancement of academic staff from Grade 6 to 7 and from Grade 7 to 8.

POD were asked to consider the request that Heads of Schools should receive a copy of the letters prepared for members of staff in relation to the decisions of the Board together with the enveloped original so that these may be relayed by the relevant Head to the staff members concerned.

M4554 SAS PROJECT UPDATE

Received and discussed an update report, presented by the Deputy Principal, on implementation of the SAS Project. The report highlighted achievements and progress made in areas reported at the previous meeting of PME, and included a report from the Chair of a recent meeting of the SAS Steering Group together with a financial summary confirming the current financial position of the project. The Deputy Principal drew attention in particular to examination timetabling which was reported as an urgent task.

The Chair of the SAS Steering Group highlighted the Steering Group view that the SAS software was not in itself delivering much by way of benefits: real benefits could be achieved through implementation of 2nd phase development projects and the Chair emphasised the need to give further consideration as to how these might be progressed. In response, the Secretary of the University Designate advised that future developments would be addressed within the ambit of the current review of Professional Services, and confirmed her expectation of future ownership of SAS by the Academic Registry, working jointly with Schools on further developments in an operational rather than project based context.

M4555 IT MANAGEMENT INFORMATION

Received and noted an IT Management Information bulletin for September 2010 which was presented by the Director of Finance & IS/IT.

M4556 TUITION FEES 2011/12

Received and approved for publication/dissemination proposed Tuition Fees for academic year 2011/12.

PME noted exclusion from the Fees Tables of Dubai Campus fees and it was agreed to invite the Vice-Principal to clarify the rationale for the apparent separate treatment.

M4557 RESEARCH GRANTS AND CONTRACTS, PROPOSALS AND AWARDS – SEPTEMBER 2010 (PERIOD 2)

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 2010. The report highlighted closing figures including:
- a value of awards so far in the year of £5.5 m, against a total for the previous year of £21.3 m and a current full-year target of £22.2 m; and
• a value of proposals in the year of £23.3 m against a total for the previous year of £108.6 m.

The DP(Research & KT) confirmed work underway to develop further the Forward Look report and was encouraged to give further consideration to enhancements, e.g. breakdown of data by 'Theme' depending on the value these would add to management reporting / monitoring.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 17 November 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  
Mrs K Patterson, Academic Registrar & Deputy Secretary

Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)  
Mr R McGookin, Director of Planning

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)  
Prof G Pender, Head of School, The Built Environment (SBE)

Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)  
Prof A Prior, Acting Head of School, Life Sciences (SLS)

Prof A Harley, Head of School, Textiles and Design (TEX)  
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)

Prof G Hogg, Head of School, Management & Languages (SML)  
Prof A Walker, Deputy Principal

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

Mr P McNaull, Director of Finance & IS/IT  
Dr P Wilson, Secretary of the University and Convenor of the Infrastructure Board (IB)

Mr P G Kerr, Director of Estates Services  
Prof A Kaka, Vice-Principal (Dubai)

DS J Mackintosh and Insp. T Galbraith, LBP, attended for item M4560

Apologies:

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

Prof J Jones, Vice-Principal

M4558 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 14 October 2010.

M4559 MATTERS ARISING AND ACTION LOG

PME ACTION LOG

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

MATTERS ARISING

The Principal confirmed the resignation from the University of Julie Forster, Director of Development & Alumni Relations, as of 30 November 2010. The Director of POD agreed to circulate a statement to members of PME for use in responding to queries while arrangements are made to make a new appointment.

M4560 COUNTER TERRORISM STRATEGY

Noted and discussed an awareness raising presentation by colleagues from Lothian and Borders Police force in relation to current terrorist threats and the shared police/community counter terrorism strategy. PME members were reminded that link between the University and external police and security services is via the office of the Secretary of the University, therefore any concerns that colleagues might have in relation to potential terrorist activity should be notified to the Secretary of the University.

Noted further opportunities to increase engagement of the University community with the issues and to promote greater
understanding of the associated supporting role of the police force.

Noted that, in the meantime, the main contact route of the LBP in relation to the counter terrorism strategy would be via the Group Risk Officer.

M4561 BUSINESS REPORTED BY THE CHAIR

SENIOR DEPUTY PRINCIPAL

PME approved a proposal by the Principal for a change of title to Professor Andy Walker’s role to ‘Senior Deputy Principal’. It was recommended that this change be communicated as appropriate to staff of the University.

ANNIVERSARY FIREWORKS DISPLAY

The Principal conveyed his thanks to colleagues in Corporate Communications and Estates Services for their joint organisation of the highly successful anniversary fireworks event on 16 November.

SCOTTISH BUDGET ANNOUNCEMENT

The Principal reminded colleagues that the Scottish budget announcement by John Swinney, MSP, would be made in the afternoon of 17 November. A response by Universities Scotland would follow the announcement.

M4562 STUDENT NUMBERS UPDATE 2010/11 AND UK/EU UNDERGRADUATE QUOTA PLANNING 2011/12

Received and noted a summary update report presented by the Director of Planning on student numbers (excl. EBS) as at 11 November 2010 and an associated re-forecast of fee income, updated as at 3 November 2010. Noted an overall positive position in relation to student numbers, the overall target number having been reached; noted however considerable variation between student categories (including significant under-recruitment against target in PGT numbers), and across Schools. Noted the projected impact of numbers on tuition fee income.

Received and noted also a paper, presented by the Director of Planning, on performance in the last student recruitment round and planning in 2011/12 in relation to the capped quota of full time UK/EU undergraduate student numbers. Approved a recommendation that the same School quotas of full-time UK/EU undergraduate student numbers as applied in 2010/11 be applied in 2011/12, noting the added expectation that all Schools should now be able to adhere closely to their quota.

Noted a report of deterioration in the rates of continuation across most Schools from 2008/9 – 2009/10 and 2009/10 and 2010/11 and an invitation to consider how the University will be assured that the deterioration will be immediately reversed in the course of 2010/11. The Principal confirmed his expectation that this matter would be addressed as a matter of priority. PME noted the potential value of a return to an earlier pilot exercise involving EPS and Student Support & Accommodation, the aim of which had been to support improvement to continuation rates.

M4563 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Research & Knowledge Exchange Board held on 8 October 2010 which was presented by the DP(Research & KT). All items were presented for information.

M4564 REPORTS FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, reports relating to the meetings of the Learning & Teaching Board held on 14 October and 11 November 2010 which were presented by the DP(Learning & Teaching). All items were presented for information.

M4565 REPORTS ON CHINA VISIT

Received and noted a report, presented by the Senior Deputy Principal, which summarised activities and opportunities identified in relation to a delegation trip to China in October 2010, the purpose of which was to support the visit of the Cabinet Secretary for Education and Lifelong Learning and to continue the development of the relationship with the Chinese Service Centre for Scholarly Exchange (CSCSE) and its partner universities. This followed signing of the University’s Memorandum of Understanding with CSCSE in spring 2010. The report was supplemented by reports from visiting colleagues from Recruitment & Admissions and the Schools of Mathematical & Computer Sciences and Textiles & Design.

The Senior Deputy Principal highlighted overall excellent progress in implementing the University’s China strategy with important work-streams to be progressed further.
M4566 STAFF TRENDS UPDATE

Received and noted a tabled report presented, by the Senior Deputy Principal, which summarised staff number trends up to October 2010. The sudden change in staff numbers in ‘corporate affairs and management services’ in the year just passed was noted and it was agreed to investigate further the staff groups counted in this category.

M4567 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to October 2010. The report confirmed no new consultations over those reported at the previous meeting.

M4568 RISK REGISTER UPDATE

Received and noted a Risk Register update report presented by the Director of Finance & IS/IT. PME members were invited to feed any comments back to the Director of Finance & IS/IT on the recorded risks or any additional area of risk which they believe ought to be included in the report.

The Director of Finance & IS/IT confirmed that an updated Horizon Scanning report would be produced following the Scottish budget announcement.

The Director of Finance & IS/IT advised PME members of the expectation of Court members, who were present at the most recent meeting of the RMSG, that risks whose status are designated ‘high’ should have their own Risk Register chart: the responsibility for which should rest with the relevant ‘risk owner’.

M4569 INTERNAL AUDIT MONITOR SUMMARY: PROGRESS ON INTERNAL AUDIT RECOMMENDATIONS

Received and noted a report from the University’s Internal Auditor, presented by the Director of Finance & IS/IT, which summarised the University’s progress in completing actions on Internal Audit recommendations for the years from 2006/07 to 2009/10. Noted that the report would be presented to the Audit Committee at its meeting on 23 November 2010.

The Secretary of the University Designate highlighted plans in the early part of 2011 to invite a review of uncompleted audit actions, focusing in particular on older actions.

M4570 TRAVEL AND EXPENSES POLICY

Noted and approved a revised Travel and Expenses Policy presented by the Director of Finance & IS/IT with the following recommended changes:
- in section 3.1.1 addition, in the last sentence of ‘or the Secretary of the University’;
- in section 3.7 inclusion of the word ‘normally’ in relation to the restriction on meal claims; and
- inclusion in the policy of a reference in acknowledgement that, where a third party is responsible for meeting the costs of travel, the third party’s travel and expenses policy(ies) may apply.

Noted that the policy had been updated following further review since PME approval of an earlier version on 26 August 2010. In drafting the final version, concerns raised in relation to restrictions on choice, in particular in relation to travel booking arrangements had been addressed.

Agreed that arrangements should be made to disseminate and implement the revised policy.

M4571 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 OCTOBER 2010 (FIRST QUARTER)

Received and noted Management Accounts for the period to 31 October 2010 (First Quarter), presented by the Director of Finance & IS/IT.

The Director of Finance & IS/IT highlighted key features of the accounts as summarised in the executive summary, emphasising in particular contribution to the positive variance against budget by slower than planned investment in new academic appointments. The Director of Finance & IS/IT highlighted the overall positive position, albeit with negative as well as positive variances within the detail of the accounts, and emphasised the need for budget holders to preserve, rather than spend, any accrued surpluses throughout the year.

M4572 RESEARCH GRANTS AND CONTRACTS, PROPOSALS AND AWARDS – OCTOBER 2010 (PERIOD 3)

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 2010. The report confirmed:
- a value of awards so far in the year of £7.98 m, against a comparable total in 2009/10 of £4.28 m and an income
target in the current year of £22.2 m; and
- a value of proposals so far in the year of £31.22 m against a comparable total in 2009/10 of £32 m.

Discussed the requirement to achieve diversity across income streams, acknowledging that it would be appropriate to plan and set targets to achieve this at School and University level rather than at the level of individual grant winners.

M4573 RESEARCH GRANTS AWARDS: FORWARD LOOK – OCTOBER REPORT (PERIOD 3)

Received and noted a Forward Look report on Research Grants & Contracts awards presented by the Deputy Principal (Research & KT) and Technology & Research Services for the period to end of October 2010. The report indicated the evolution of the value of research order books at both University and School level, over one, two and three year “forward look” measures. Noted that in subsequent reporting, proposals and awards and forward look reports would be combined.

The Deputy Principal (Research & KT) drew attention to relative weakness of the current three year forward look compared with the previous 12 months and with increased year one and two forward look values.

M4574 PROFESSIONAL AND MANAGEMENT PROMOTIONS BOARD (SENIOR PROMOTIONS 2010)

Noted and approved a recommendation by the Professional and Management Promotions Board for advancement to grade 10. (Reserved) POD should confirm the decision formally in accordance with agreed procedures.

M4575 NEW RESIDENCES PROJECT UPDATE

Received and noted an update report, presented by the Director of Finance & IS/IT, which summarised progress of the Residences Project, following the meeting of the Residences Project Board on 27 October 2010, and detailed key steps in further progress of the project and the review and approval timetable involving key committees and the Court in the period up to planned start of construction early in 2011. Noted that the deadline for construction tenders had been set for 29 November 2010.

Noted that all relevant work-streams were broadly on track and there were no major issues reported beyond the evident tight timescale for progress of the project through review and approval processes.

M4576 ESTABLISHMENT OF A DEPARTMENT OF STUDY: ACCESS TO CONTINUING EDUCATION DEPARTMENT

Noted and approved a recommendation, presented by the Vice-Principal (Dubai), for the Establishment, in terms of Regulation 27, of a Department of Study: ‘Access to Continuing Education Department’, and use of the Degree Entry Programme (DEP) resit diet as a University entrance examination.

Noted that a new separate Department of Study would enable simplification of the approval process for new courses and changes to existing courses, while use of the DEP resit diet would provide a route by which students who had narrowly failed to meet normal entrance requirements could demonstrate their learning.

Agreed that a recommendation from PME should be forwarded to the Senate / Senate Business Committee with regard to the establishment of the Department of Study with a recommendation from PME forwarded, in the first instance, to the Undergraduate Studies Committee in relation to use of the DEP resit diet as a University entrance examination.

M4577 OCCUPATIONAL HEALTH & SAFETY COMMITTEE: REVISED ROLE AND REMIT

Received and approved recommendations, presented by the Secretary of the University for changes to the role, remit and reporting structure of the University Occupational Health & Safety Committee, which would in future report to PME via the Secretary of the University.

The Secretary of the University confirmed that, since distribution of the paper to members of PME, it had been agreed not to change the current name of the Committee.

M4578 ANNUAL REPORT OF THE OCCUPATIONAL HEALTH & SAFETY COMMITTEE

Received and endorsed the Annual Report 2009/10 of the Occupational Health & Safety Committee for onward presentation to the Court. Noted that the Appendix 1 reference to ‘Student Welfare Services’ should be changed to ‘Student Support and Accommodation’.

Noted that under revised arrangements PME would forward reports on Health & Safety to Court twice each year.

The Secretary of the University confirmed that he would confer with the Secretary of the University Designate to agree on the length of report which should be conveyed to the Court at its next meeting.
Agreed that further separate discussions were required to clarify where SBC fits in relation to the OHSC.

**M4579 SAS PROJECT UPDATE**

Received and noted an update report, presented by the Senior Deputy Principal, on implementation of the SAS project. PME discussed requirements in relation to the migration of SAS activities from project status to embedded operational activities through a process which engages the relevant stakeholders and is managed appropriately. The Academic Registrar & Deputy Secretary confirmed that proposals were being developed for consideration shortly by the SAS Project Board and Steering Group.

**M4580 REALISM PROJECT PROGRESS REPORT**

Received and noted a progress report on the REALISM project presented by the Secretary of the University. The Secretary highlighted that work was ongoing in consultation with Scott Moncrieff to develop comprehensive information security policy and procedures and that the case for enterprise wide encryption was also being considered. The School of EPS was encouraged to feed in the School's recommendation in relation to encrypted USB sticks, noting reported technical problems with recently distributed encrypted USBs.

Noted that the next progress report would be submitted to PME in January 2011.

**M4581 IT CHANGE MANAGEMENT PROGRAMME UPDATE**

Received and noted a progress report on the IT Change Management Programme presented by the Director of Finance & IS/IT.

**M4582 IT MANAGEMENT INFORMATION**

Received and noted an IT Management Information bulletin for October presented by the Director of Finance & IS/IT.

**M4583 ANY OTHER COMPETENT BUSINESS**

**BROKERAGE ACCOUNT**

Received and approved a recommendation, presented by the Director of Finance & IS/IT, for the establishment of a brokerage account in Toronto, Canada, for the deposit of shares as part of the donation to the University of Robert Buchan: the account to be maintained with RBC Dominion Securities Inc. Agreed that the account signatories should be Secretary of the University, Vice-Principal and Director of Finance & IS/IT.

The Director of Finance & IS/IT also confirmed his intention to open a brokerage account with Barclays in the UK to make it easier for alumni and others to make share donations.

**NOVEMBER GRADUATION CEREMONIES**

The Principal encouraged PME colleagues in relation to their involvement in processions in the forthcoming graduation ceremonies.

**M4584 DATES OF NEXT MEETINGS**

The next regular meeting will take place on Thursday 16 December 2010 with an extraordinary meeting of PME to be held on Monday 6 December to consider and approve the International Strategy.
M4583 INTERNATIONAL STRATEGY

Received, discussed and approved for onward presentation to the Court with the recommendations as noted below, a paper which set out the proposed International Strategy of the University. The paper, which was presented by the Director of International Development was accompanied by a presentation led by the Director and a tabled ‘Handbook for International Development’.

Agreed in relation to the International Strategy Document, ‘Heriot-Watt Global’, that:

- the Director of International Development should consult with Schools to ensure that planning assumptions (student numbers) detailed in the document are as up to date as possible. The planning data relating to Schools of EPS and SML in particular were highlighted for further review. Agreed that each Head of School should “sign-off” the planning information relating to their respective School which appears in the document;
- very low or zero values should be eliminated from the tables included in the document and years 2015/16 and 2016/17 should be removed from School planning projection charts;
- the growth trend graph including historical information should be included in the Executive Summary;
- explicit reference should be included in the document in relation to the focus within the ongoing review of professional services on services’ support for the International Strategy.

Noted that the appropriate mechanism for resource planning in relation to delivery of the International Strategy was through the established planning round process.

M4584 RESIDENCES PROJECT UPDATE

Noted a brief oral update on the Residences Project provided by the Director of Finance & IS/IT.
Noted that:
- construction tenders within the project cost envelope had been received from several contractors and were being evaluated;
- (Reserved section: Ref Section 30, FOI(S)A.)
- an Internal Audit Report by Scott Moncrieff, following a review of the student residences project, performed as part of the 2010/11 Internal Audit Plan, was due to be released in coming days. The report highlighted some areas of concern of the Internal Auditors including in relation to the project's management and governance arrangements.

M4585 ACADEMIC PROMOTIONS BOARD (SENIOR PROMOTIONS) 2010

Received and approved recommendations from the Academic Promotions Board (Senior Promotions) 2010 for onward presentation to the Court at its meeting on 13 December 2010. Noted that recommendations in relation to Professorial and Reader appointments had been forwarded for the consideration of the Senate at its meeting in December 2010 and were expected to be presented by the Senate to the Court for approval.

People and Organisational Development should confirm the final outcome formally with relevant Professional and Management colleagues.

The Principal highlighted his discomfort with the continued use of the title ‘Professorial Fellow’ within the University, raising this as a matter which would merit further consideration.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting on 16 December 2010

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)
Ms S Campbell, Director of People & Organisational Development
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) and Convener of the Learning & Teaching Board (LTB)
Ms A-M Dalton, Secretary of the University Designate
Prof D Greenhalgh, Head of School, Engineering & Physical Sciences (EPS)
Prof G Hogg, Head of School, Management & Languages (SML)
Prof A Harley, Head of School, Textiles and Design (TEX)
Prof J Jones, Vice-Principal
Mr P G Kerr, Director of Estates Services
Ms L Kirkwood-Smith, (Clerk to PME)
Prof K Lumsden, Director of Edinburgh Business School (EBS)
Prof P De Wilde, Head, School of Mathematical & Computer Sciences (MACS)
Prof A Kaka, Vice-Principal (Dubai)

Mr R McGookin, Director of Planning
Mr P McNaull, Director of Finance & IS/IT
Ms T Merrick, Director of Corporate Communications
Prof A Miller, Deputy Principal (DP) (Research & KT) and Convener of the Research Co-ordination Board
Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof G Pender, Head of School, The Built Environment (SBE)
Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof A Walker, Senior Deputy Principal
Mr P Wilson, Secretary of the University and Convener of the Infrastructure Board (IB)
Mr G Bruce, Partner in Dundas & Wilson, was present for M4589

Apologies:

Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)

M4586 MINUTES OF PREVIOUS MEETINGS
Approved the minutes of the meeting of PME held on 17 November and 6 December 2010.

M4587 MATTERS ARISING AND ACTION LOG

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

MATTERS ARISING
There were no matters arising.

M4588 BUSINESS REPORTED BY THE CHAIR

PME noted that this was the last meeting of PME at which Peter Wilson would preside as Secretary of the University. The Principal, on behalf of PME, thanked the Secretary for his great contribution to the University and to PME over the course of many years.

The Principal welcomed to the meeting Professor David Hopkins who will take up the post of Head of the School of Life Sciences on 1 March 2011.
NEW BRIBERY ACT (PRESENTATION BY DUNDAS & WILSON)

Noted and discussed a presentation on new anti-bribery legislation, due to come into force in April 2010, which was presented by a partner from Dundas and Wilson. Noted that high level guidance on the Act would be published in January 2011, providing relatively short preparation time before the Act comes into force. PME noted the stringency of the new legislation which would have implications for the University, not only in relation to responsibility for the conduct of its own employees but also, by way of a wide ranging change to the law relating to "failing to prevent bribery", the conduct of business partners and associates in the UK and overseas.

Noted the need to:
- coordinate through the early part of 2011 the relevant HWU policies and procedures in compliance with the Act, applying a risk-based approach;
- arrange updates to existing policies where relevant to the new legislation, e.g. on public interest disclosure;
- appoint a compliance officer; and
- embed monitoring and review within the audit function for appropriate reporting to University management and governors.

PREPARATION FOR THE 2011 5-YEAR PLAN

Received and discussed a paper and presentation by the Vice-Principal which set out a base-line for preparations in development of the 2011 5-Year Plan. Approved the following:

- School and Professional Service budget holders should proceed to plan for more stringent budgets from 2011;
- Schools should plan according to presented envelopes;
- Professional Services should plan on the basis of no better than 'flat cash' for 2011/12 and 2012/13 (noting prospects for re-balancing based on outcomes of Professional Services Review and that, for some Services, budget reductions will be greater than flat cash);
- as far as possible, PSS Theme uncommitted funds to be preserved for strategic investment;
- no investments other than strategic academic beyond within-envelope School/Section operational plans unless envelopes are revised (more stringent);
- a freeze on staff appointments (with the exception of strategic academic and externally funded appointments); and
- ahead of the outcome of national dialogue on HE funding beyond 2011/12 no cost-reduction decisions should be taken which have longer-term (beyond 2011/12) negative ramifications.

Agreed to consider further in the light of the full report on the outcomes of the Professional Services Review from the Secretary of the University in January 2011.

Agreed that the Principal should plan to deliver high-level presentations to University staff on national budget/HE funding issues in January 2011.

Agreed that the Vice-Principal, the Director of Corporate Communications and the Director of POD should confer further and develop a staff communications plan.

PROFESSIONAL SERVICES REVIEW: HEADLINES

Noted and discussed a presentation by the Secretary of the University Designate which provided an overview of the outcomes of the Review of Professional Services.

Noted that the full report will be presented to PME at its meeting in January 2011 and the Court at its meeting in early March 2011.

PME members were invited to email their comments and suggestions as soon as possible to the Secretary Designate. The Secretary Designate confirmed that, following consultation with the Principal, she would circulate high-level review outcomes to members electronically if not before, then shortly following, the Christmas break.

PME members made the following suggestions for the Secretary Designate to consider in relation to the full report to be provided in January 2011:
- evidence in relation to the consultation process;
- clarification as to how PSS excellence will be measured;
- mapping between the new structure and delivery of the International Strategy; and
- how the proposed new posts would be funded in the light of the recruitment freeze.

Agreed that the current PME members of the proposed Secretary’s Group should lead co-ordination of discussions and consultations with respective PSS staff groups. Where necessary, arrangements can be made to augment this group for the purposes of progressing this phase.

The Secretary Designate was asked to consider an early group discussion with Heads of Schools.
M4592 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Research & Knowledge Exchange Board held on 8 November 2010 which was presented by the DP(Research & KT).

Noted that all items were presented for information.

M4593 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning & Teaching Board held on 9 December 2010 which was presented by the DP(Learning & Teaching).

Approved a recommendation of the Board that steps should be taken to proceed with an upgrade to Blackboard 9.1 as the institutional VLE for implementation in 2011/12. Agreed that IT should investigate the technical issues associated with the upgrade, including data cleansing, migration and links with SAS while the Academic Enhancement Team should scope out the requirements for student and staff training and support. Co-ordination by the DP(Learning & Teaching).

Agreed that PME should receive a proposal for consideration early in 2011 in relation to the long-term strategy for the VLE, with a detailed project proposal presented to PME by June 2011.

Noted that all other items were presented for information.

M4594 REPORT FROM THE INFRASTRUCTURE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Infrastructure Board held on 11 November 2010 which was presented by the Secretary of the University.

Approved recommendations of the Board in relation to the Advance Instalment Policy for Tuition Fees such that the advance instalment should be increased from £2,000 to £2,500 in academic year 2011/12, and that the policy should be extended to undergraduate overseas students.

Agreed that the changes should be implemented to take effect from 1 December 2010.

Noted all other items were presented for information.

M4595 CONSULTATIONS LOG

Received and noted a report of consultations communicated to the University with deadlines up to January 2011 and noted arrangements for co-ordination of the University's responses.

M4596 RISK REGISTER UPDATE

Received and noted a brief oral update from the Director of Finance & IS/IT on the University's Risk Register.

Relevant PME risk 'owners' were reminded of the requirement to complete a risk register chart for those areas of the current Risk Heat Map which had been assessed as high 'red' risks. Noted that the Audit and Risk Committee had requested that the Committee be provided with this information. The Director of Finance & IS/IT agreed to issue the latest version of the Risk Heat Map to PME with the proposed owners identified on it.

M4597 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 NOVEMBER 2010 (PERIOD 4)

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

Noted that the accounts highlighted a favourable position for the year to date with a current year end forecast a little better than budget.

M4598 RESEARCH GRANTS & CONTRACTS, PROPOSALS & AWARDS AND FORWARD LOOK REPORT – NOVEMBER 2010 (PERIOD 4)

Received and noted a report on research grants and contracts proposals and awards with forward look analyses which was presented by the Deputy Principal (Research and KT) and Technology & Research Services.

The Deputy Principal drew attention to the relatively strong current position in relation to awards. The report highlighted:
- a value of awards so far in the year of £10.1 m, against a total for the previous year of £21.3 m and a current full-year target of £22.2 m; and
- a value of proposals in the year of £47 m against a total for the previous year of £108.6 m.

M4599 EFFICIENT GOVERNMENT RETURN

Received and noted the draft annual Efficient Government Programme submission from the University to the Scottish Funding Council (SFC) which was presented by the Director of Finance & IS/IT. Noted that the submission included 2009/10 outturn figures and 2010/11 plans in relation to the University’s required contribution to the Efficient Government Programme which targeted a 2% cash-releasing efficiency per annum from publicly-funded SFC income.

Approved for submission to the SFC by 31 January 2011.

M4600 ENCOURAGING PRIDE AND BELONGING THROUGH HEALTHY WORKING PROPOSALS

Received proposals, presented by the Director of POD, for revised arrangements in respect of the Healthy Working Lives programme at Heriot-Watt. Noted the broad aims, objectives and benefits in relation to the University’s continued commitment to the programme.

Approved in principle proposals that the Healthy Working Lives should move from its current position as a sub-committee of the Occupational Health & Safety Committee to be the responsibility of People and Organisational Development (POD). Agreed that POD should lead a HWL project team, to be established in January 2011, to develop and implement strategy in this area with a senior management sponsor to be established for the project.

Agreed that a fully-costed three year HWL strategy be developed for consideration by PME at its meeting in June 2011.

M4601 SAS PROJECT UPDATE

Received and noted an update report on implementation of the SAS Project presented by the Senior Deputy Principal. The report included an update on recent progress and recent and current issues provided by the Project Manager, an update report from the Chair of the Steering Group and a financial summary confirming the current financial position of the project.

M4602 LEARNING AND TEACHING HANDBOOK

Received and noted an updated copy of the Learning and Teaching handbook presented by the Deputy Principal (Learning & Teaching).
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 27 January 2011

Present:
Prof S Chapman, Principal and Vice-Chancellor (Chair) Mr R McGookin, Director of Planning
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) Mr P McNaull, Director of Finance & IS/IT
Ms A-M Dalton, Secretary of the University Ms T Merrick, Director of Corporate Communications
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS) Prof A Miller, Deputy Principal (DP) (Research & KT)
Prof D Hand, Acting Head, School of 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 G Pender, Head of School, The Built Environment (SBE)
Prof J Jones, Vice-Principal Prof A Prior, Acting Head of School, Life Sciences (SLS)
Mr P G Kerr, Director of Estates Services Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Ms L Kirkwood-Smith, (Clerk to PME) Prof A Walker, Senior Deputy Principal

Apologies:
Ms S Campbell, Director of People & Organisational Development Prof A Kaka, Vice-Principal (Dubai)
Prof K Lumsden, Director of Edinburgh Business School (EBS)

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<td>M4603</td>
<td>MINUTES OF THE PREVIOUS MEETING</td>
<td>Approved the minutes of the meeting of PME held on 16 December 2010.</td>
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M4604 MATTERS ARISING AND ACTION LOG

ACTION LOG

Noted actions and related updates as reported in the PME Action Log. In relation to M4590, the Vice-Principal confirmed the appointment of recruitment consultant Perrett Laver to accelerate progress in making new strategic academic appointments.

MATTERS ARISING

There were no matters arising.

M4605 TRIBAL BENCHMARKING

Noted and discussed a presentation on the outcomes of the benchmarking exercise involving Professional Services which had been conducted by Tribal. Heads of Professional Services had been invited to attend the presentation with an opportunity to comment and to raise questions. Noted that the findings of the exercise had provided a mechanism for analysing cost differences in functional areas between Heriot-Watt and benchmark institutions and providing informative management information which would assist future planning.
Attendees at the presentation were advised of the plan to establish a short-life working group (ref M4606 below) to support implementation of the recommendations emerging from the review of Professional Services and to make recommendations to PME in relation to priorities and timescales. Full implementation of the recommendations was expected to take two to three years and further processes of consultation would support the required fine-tuning.

M4606 REVIEW OF PROFESSIONAL SERVICES

Received and discussed a presentation on the Review of Professional Services from the Secretary of the University, noting that PME members had received copies of the full report of the Review under separate cover.

Approved the proposed outline management framework of a revised structure for Professional Services noting that further separate discussions were required in relation to the International Office. Agreed that minor required changes to the proposed management framework, and subsequent discussion with the relevant Trade Unions should take place ahead of communication of the proposals to the University community. (Reserved Section: Ref Section 30, FOI(S)A).

The Secretary confirmed that a management chart showing functional linkages would be provided to PME in due course.

Agreed that a short life Working Group should be established with the broad remit to oversee planning, prioritisation and implementation of the new structure and the report recommendations. It was recommended that the life-span of the Working Group should be not longer than three years. Agreed that the membership of the Group should include the Secretary of the University (administrative lead), Professor Alan Prior (academic lead), the Senior Deputy Principal, the Director of POD and the Director of Corporate Communications, with the involvement also of the Academic Registrar & Deputy Secretary*. Noted the intention that the Working Group would report to each meeting of PME. The Secretary of the University confirmed that she would put in place arrangements for the deployment of a dedicated clerk for the Group. *(addendum: subsequent to the meeting, the Academic Registrar & Deputy Secretary was appointed to the membership of the Working Group).

Agreed that PME, at its meeting in February 2011, should consider an initial report from the Working Group including proposed remit and terms of reference of the Group and an indication of timescales for implementation.

Noted the intention to disband the Infrastructure Board and to replace it with a ‘Secretary’s Group’, chaired by the Secretary of the University and including School and Professional Service representation. Noted that the Secretary’s Group would have responsibility for advising the Working Group and for managing the processes of consultation and engagement with the University community. The Secretary of the University confirmed that a proposal detailing the remit and terms of reference of the proposed Secretary’s Group would be presented to PME for approval in the near future.

Endorsed the recommendation that a single budget centre should be established for all of Professional Services.

M4607 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Research & Knowledge Exchange Board held on 14 January 2011 which was presented by the DP (Research & KT).

Noted and discussed the recommendation from the Board for the rapid acquisition and implementation of the PURE system to manage research output data as an urgent
priority and that PME should confirm that procurement and implementation of the Repository and related elements can begin as soon as possible.

Noted that a paper detailing further development of the 5-Year Plan assumptions which were presented to PME in December 2010 would be presented by the Vice-Principal for consideration at the meeting of PME in February 2011. While it appeared almost certain that funding could be released in the year for IT projects, there were a number of potential calls on the fund (for expenditure to be made not later than end July 2011). Noted that, as budget resources would not stretch to fund all of these projects in the year, agreement would need to be reached between the respective project leaders in relation to specific IT investment priorities within the financial year 2010/11. Furthermore, projects for investment would be required to demonstrate the required project support/buy-in by way of the recognised project “sign-off” arrangements.

M4608 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning and Teaching Board held on 13 January 2011 which was presented by the DP (Learning & Teaching).

The DP (Learning & Teaching) highlighted item 3 of the report which detailed the Board’s views on six key aspects covered by the proposed new ‘Code of Practice on the Assurance of Quality and Standards in a Multi-Location, Multi-Mode Environment’. Noted that the new Code would complement rather than replace the existing ‘Code of Practice for Flexible and Distributed Learning’ and was intended to ensure that the University met the national QAA Code of Practice in all of its activities. The DP (Learning & Teaching) drew attention in particular to item 3.1, ‘Statement of Sameness’, which set out formally in two statements the University’s position in relation to assessment practices and the curriculum across multi-mode and multi-location learning and teaching, and confirmed that the visiting ELIR team would be advised accordingly. PME members were invited to raise any comment or point of disagreement with the statements. No comments were raised.

M4609 INTERNATIONAL DEVELOPMENT COMMITTEE: QUARTERLY REPORT

Received and noted a report of activities and progress in the period from September to December 2010 which was presented by the Director of International Development on behalf of the International Development Committee.

M4610 ELIR UPDATE AND KEY THEMES

Noted a report presented by the Deputy Principal (Learning & Teaching) on the key themes that would be explored by the ELIR team during its Part 1 visit in January 2011.

The DP (Learning and Teaching) was requested to relay thanks to the Assistant Registrar (Learning Strategies) and her support team for their ongoing support for the University’s ELIR.

Noted that PME would receive an oral update on the outcomes of the Part 1 visit and themes to be followed in the Part 2 visit which will take place during the first week of March.

M4611 STAFF ENGAGEMENT SURVEY

Received and noted plans in relation to the proposed organisation and content of the 2011 Staff Engagement Survey which were presented by the Director of Planning on behalf of the Director of POD.
PME members were invited to input comments on the proposed arrangements to the Head of Organisational Development by mid-February 2011.

Discussed the proposed timing of the survey and agreed that PME should consider timing options further at a future meeting.

**M4612 CONSULTATIONS LOG**

Received and noted a report on consultations communicated to the University with deadlines up to January 2011 and noted arrangements for co-ordination of the University’s responses.

**M4613 PROPOSED NEW PLANNING PROCESSES FOR DUBAI**

Approved recommendations presented by the Vice-Principal, which set out proposed new planning arrangements for Dubai activities and the principles of proposed new management arrangements. Noted that the proposals were designed to optimise the return on investment in Dubai and, specifically, to assure the generation of financial surpluses.

Noted key proposals:

- the creation of a Dubai planning unit (DPU) headed by the VPD. For planning round purposes this will be equivalent to Schools/Service budget units;
- the VPD will have targets for income, contribution (before indirect costs) and surpluses (after indirect costs) in the form of a 5-year plan, similar to that for a School;
- elements of the DPU finances, such as employment of School-specific academic staff, and Edinburgh-based Services expenditure and relevant income, will continue to be accounted for within their current budget units; but their performance will be included in the overall financial analysis of the Dubai operation and will contribute to the agreed targets in the 5-year plan;
- key elements of the Dubai operational and strategic plan, such as future student numbers, staff complement, and other costs, will be co-planned by the VPD and the relevant Heads of School;
- performance of the Dubai activity will be reported by means of memorandum accounts, uniform with the management accounts for existing budget units;
- management arrangements will be modified to give the VPD authority to act efficiently: Dubai-based services staff and Dubai entry programme academic staff will be managed by the VPD; other Dubai-based academic staff will remain members of the relevant School and ultimately be managed by the HoS; however, the HoS will delegate many line-management responsibilities to the VPD (this aspect of the proposal for careful further development). Management arrangements for Edinburgh-based staff will not change;
- Schools will remain responsible for the School-specific academic strategy and programme delivery (except Dubai entry programme); and
- as a result of the above changes, the Dubai Steering Group has been wound-up.

Agreed that the Vice-Principal (Dubai) (VPD) and Heads of School, as part of the 2011 planning round, should prepare an agreed set of guidelines for the delegation of management authority for academic staff from the HoS to the VPD. Agreed that the Vice-Principal should report on the guidelines to PME in due course.

**M4614 NEW APPROVED LEARNING PARTNER IN IRAQ**

Discussed and approved a recommendation, presented by the DP(Learning & Teaching), to establish the Lebanese French University, Erbil, Kurdistan in Iraq as a new Approved Learning Partner (ALP) of the University. Noted that the proposal had been developed in relation to delivery of the MBA and other Masters programmes.
Agreed that the DP(Learning & Teaching) should take forward arrangements to establish the new ALP and agreed that there should be a review of arrangements including reassessment of risks associated with the ALP after a period of 12 months. Agreed also that prospective students should be made aware, by the point of registration that, in the event that future conflict in the region makes it impossible to provide tuition at the ALP, they will be supported as independent learners, but that there would be a risk that the degree award achieved through this study route might not be recognised by the Iraqi authorities.

**M4615 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 DECEMBER 2010 (PERIOD 5)**

Received and noted Management Accounts for the period to 31 December 2010, presented by the Director of Finance & IS/IT. The Director drew attention to key contributing factors to the current budget position, as set out in the Executive Summary for the year to date and in a summary of major operational and one-off adjustment variances against budget.

The Director of Finance & IS/IT agreed to check up on progress in relation to School budget re-adjustments associated with the final outcomes of 2010 undergraduate student recruitment.

All budget holders were requested to review carefully their Quarter 2 forecasts (based on actual results to 31 January 2011 and forecast to 31 July 2011), as these would form the baseline for a challenging 5-Year Plan. Noted the importance of identifying full year forecast contributions above budget as soon as possible as these represented potential resource for investment in priority projects.

**M4616 RESEARCH GRANTS & CONTRACTS, PROPOSALS & AWARDS AND FORWARD LOOK REPORT – DECEMBER 2010 (PERIOD 5)**

Received and discussed a report on research grants and contracts proposals and awards with forward look analyses for the period to end December 2010 (period 5), presented by the Deputy Principal (Research and KT) and Technology & Research Services.

Noted that awards income appeared on track to meet the target for the year, the report confirming:

- a value of awards so far in the year of £11.2 m, against a comparable value in 2009/10 of £6.8 m and an income target in the current year of £22.2 m; and
- a value of proposals so far in the year of £51.4 m, against a comparable total in 2009/10 of £54 m.

Discussed the need for substantially more ambitious income targets, highlighting capacity building factors such as agility in establishing collaborative submissions, achievement of strategic aims in relation to new high quality academic staff recruitment, and more high quality grants and contracts submissions.

Attention was drawn to the operational importance of ongoing efforts to reconcile TRS database and Oracle order-book and forecast spend figures.

**M4617 RISK MANAGEMENT STRATEGY GROUP REPORT AND RISK REGISTER**

Received and noted a risk register report presented by the Director of Finance & IS/IT on behalf of the Risk Management Strategy Group, noting that the Risk Assessment Charts including; Group Heat Map, Risk Register and Operational Risk Registers, and the Horizon Scanning review report would be presented for consideration by the Audit and Risk Committee at its meeting in February 2011.
The Director of Finance & IS/IT drew the attention of PME in particular to new risks included in the Group Heat Map and red graded risks within Operational Risk Registers. PME members were invited to provide any comments they had on the Group Heat Map risks and assessed ratings to the Director of Finance & IS/IT.

PME members early Feb 11

M4618 INTERNAL AUDIT REPORT: ‘ENDOWMENTS INVESTMENT MANAGEMENT’

Received and noted an Internal Audit Report: ‘Endowments Investment Management’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in December 2010 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in February 2011.

M4619 INTERNAL AUDIT REPORT: ‘REVIEW OF STUDENT EXPERIENCE’

Received and noted an Internal Audit Report: ‘Review of Student Experience’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in November and December 2010 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in February 2011.

M4620 INTERNAL AUDIT REPORT: ‘STUDENT RESIDENCES REPORT’

Received and noted an Internal Audit Report: ‘Student Residences Report’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in November and December 2010 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in February 2011.

M4621 INTERNAL AUDIT REPORT: ‘HR STRATEGY AND WORKFORCE MANAGEMENT’

Received and noted an Internal Audit Report: ‘HR Strategy and Workforce Management’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in October 2010 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in February 2011.

M4622 INTERNAL AUDIT ACTION MONITOR SUMMARY

Received and noted a report presented by the Director of Finance & IS/IT which detailed the University’s progress in relation to implementation of individual recommendations made by the Internal Auditor in the four year period from 2006/07 to 2009/10.

M4623 REVIEW OF REPORT ON THE EQUAL PAY AUDIT

Received and noted the report of the working group convened and led by the Senior Deputy Principal to consider the findings of an Equal Pay Audit conducted in 2010 on behalf of the University by TMS consultants Ltd. The working group had focused on a number of issues, in particular in the context of the statistical analyses and benchmarking.

The Senior Deputy Principal highlighted the need for further consideration to be given to the outcomes of the review, including further study/review of systems and processes as highlighted in the report conclusions, and confirmed that recommendations would be developed for further consideration by PME and the Staffing Strategy Committee as appropriate.

ACW/SCC et al 2011.
M4624 RESIDENCES PROJECT REPORT

Received and noted a report on progress presented by the Director of Finance & IS/IT in relation to the Residences Project following January meetings of the Residences Project Board and the Overview Board. The Director highlighted ongoing communications with Borders Council Planning Department.

The report highlighted that the Residences Project was on track and that significant milestones had been achieved in line with the project plan, including:

- selection of a contractor to build the Edinburgh Residences, ratified by the Residences Overview Board;
- signing of the Professional Fees contract;
- recruitment of a Project Manager who would take up the post on 1 February 2011;
- a clerk of works would be on site at the commencement of building work at the end of February; and
- risks highlighted by the Internal Auditors had been addressed to the satisfaction of both the Project Board and the Overview Board.

M4625 SAS PROJECT UPDATE

Received and noted an update report on implementation of the SAS Project presented by the Senior Deputy Principal. The report included an update on recent progress and issues arising, as reported by the Chairs of the SAS Project Board and Steering Group and the Project Manager. Noted also a project financial summary for the period to end December 2010 (period 5).

The Senior Deputy Principal drew attention in particular to longer term operational support for SAS following conclusion of the implementation phase of the project, and confirmed that a Working Group had been established to conduct the necessary review and planning work to develop proposals. The Senior Deputy Principal invited PME members to provide their initial comments on the proposed remit of the Working Group.

M4626 IT MANAGEMENT INFORMATION

Received and noted an IT Management Information bulletin dated December 2010.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 23 February 2011

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)
Ms S Campbell, Director of People & Organisational Development
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching)
Ms A-M Dalton, Secretary of the University
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS)
Prof A Harley, Head of School, Textiles and Design (TEX)
Prof G Hogg, Head of School, Management & Languages (SML)
Prof D Hopkins, Head of School, Life Sciences (SLS)
Prof J Jones, Vice-Principal
Prof A Kaka, Vice-Principal (Dubai)
Mr P G Kerr, Director of Estates Services
Ms L Kirkwood-Smith, (Clerk to PME)
Prof K Lumsden, Director of Edinburgh Business School (EBS)
Mr R McGookin, Director of Planning
Mr P McNaull, Director of Finance & IS/IT
Ms T Merrick, Director of Corporate Communications
Prof A Miller, Deputy Principal (DP) (Research & KT)
Ms R Moir, Director of International Development
Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof G Pender, Head of School, The Built Environment (SBE)
Prof A Prior, Acting Head of School, Life Sciences (SLS)
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof A Walker, Senior Deputy Principal

MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 27 January 2011.

MATTERS ARISING AND ACTION LOG

ACTION LOG

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

MATTERS ARISING

Ref M4611: - Noted that an earlier all-staff communication had confirmed a March to April timeframe for the Staff Engagement Survey to be live. PME discussed the pros and cons of running the survey in spring 2011 against the option of a later survey period in the year and agreed, on balance, that the Survey should proceed as planned, co-ordinated by POD, from mid-March to mid-April.

It was agreed also that the Staff Engagement Survey should be repeated on an annual basis.

Ref M4606: - The Secretary of the University confirmed that summary information on the proposed future organisation of Professional Services (management chart) could be released following presentation of the information to the Court at its meeting on 7 March 2011.

COMMUNICATIONS FROM THE CHAIR
The Principal updated PME on the USS pension consultation and the planned meeting in early March of the Joint Negotiating Committee to consider amendments to USS scheme rules.

The Principal requested that Heads of School encourage staff colleagues who are members of committees of the Senate to engage fully and maintain a high level of attendance at the relevant meetings.

The Principal reminded PME members to continue to submit nominations for honorary graduates to the Honorary Degrees Working Group throughout the year and to remind their staff to do likewise.

M4630 SAS PROJECT UPDATE

Received and noted an update report on SAS implementation presented by the Senior Deputy Principal.

Discussed concerns, highlighted by the Chair of the SAS Steering Group, in relation to future operational support for, and development of, SAS and the timescale for full migration from the implementation phase to ongoing operation of the system.

Noted ongoing discussions involving key stakeholders and agreed that recommendations should be prepared in time for PME to consider these, along with the associated budget implications, at its meeting in March 2011. Agreed also that, by the same deadline, clarity should be provided in relation to SAS support for Approved Learning Partner student records.

M4631 ANNUAL TRAC RETURN FOR THE FINANCIAL YEAR 2009/10

Received and discussed a summary report, presented by the Senior Deputy Principal, on the University’s 2011 TRAC return and TRAC-T (teaching) report which was under preparation to meet an end of February 2011 deadline date for submission to the Scottish Funding Council (SFC).

The Senior Deputy Principal highlighted, in relation to publicly-funded (Home/EU) and non-publicly-funded (overseas) teaching costs, a previous error in the way that costs were assigned between these two categories. With the correction now reported for 2009/10 data, the reported surplus relating to non-publicly-funded teaching activity aligned more closely to sector and peer group averages.

Noted other apparent anomalies in historical data, in particular in relation to TRAC-T data. The Senior Deputy Principal confirmed that efforts were continuing to be made to improve the quality of the data.

M4632 FIVE-YEAR PLAN UPDATE

Received, discussed and endorsed an update on the 2011 Five-Year Plan presented by the Vice-Principal.

Noted:
- the precise level of SFC grant expected in autumn 2011 was not yet confirmed and, once known, a future discussion would be required by the PME to agree its distribution across Schools;
- challenging School income targets averaging 6% p.a. over the life of the Plan;
- budget provision for academic investments which would continue at 20 new strategic academic appointments per annum;
- budget provision for special items, as categorised;
- Professional Service ‘Theme’ investment funds which were distributed between existing commitments and priority request for additional expenditure categories. Uncommitted funds in the current year had been transferred to the core Professional Services budget; and
- an adverse bottom line figure in the early years of the Plan before the incorporation of Hospitality Services, EBS contribution, and net interest costs: including these items and allowing for the inclusion of contingency, the Plan would deliver a 0.7% surplus in the first year and slender surpluses in subsequent years, provided that all Schools and Services achieving challenging budget targets.

Noted the planned timetable for development of the Five-Year Plan over the period ahead and agreed that a final iteration of the Plan should be presented to PME at its meeting on 2 June, and to the June 2011 meetings of the Finance Committee and the Court.
PROPOSAL FOR RELEASE OF CONTINGENCY: 2010/11

Received and discussed a proposal, presented by the Vice-Principal, for release of contingency provisions made in the 2010/11 Five-Year Plan.

Agreed that £2.75 m of contingency should be released on the authority of the Principal for the purposes of:

- accelerating Long Term Maintenance investments;
- funding student-facing projects;
- funding Information System developments;
- “spend to save” initiatives;
- “spend to re-generate” initiatives; and
- enabling early implementation of recommendations emerging from the Professional Services Review.

with contingency element expenditure in relation to the above projects to be spent within the current financial year, ensuring that no commitment is made which carries expenditure into financial year 2011/12.

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

Agreed that decisions in relation to cases for investment should be reported to PME as soon as feasible, with progress of projects reported to PME on a regular basis.

BUDGET ENVELOPES FOR PROFESSIONAL SERVICES

Received, discussed and approved recommendations presented by the Vice-Principal, which set out a methodology for setting budget envelopes for Professional Services (excluding Hospitality Services) in 2011/12.

Proposals included:

- planning for a 4.7% reduction across all budgets (pay and non-pay combined) relative to the 2010 Plan for 2011/12, thereby allowing release of £750 k for investment purposes including IT infrastructure. Agreed that budget holders should be asked to report on how this level of saving might best be achieved and the impact of the reduction;
- continuation of work by the Professional Services Review Implementation Group through the spring and summer period of 2011 to identify the required distribution of financial resources, from an integrated Professional Services budget, for the future delivery of viable professional services.

Noted concerns raised by several budget holders in relation to the proposed uniform budget planning reduction across centrally-held budgets. There was general agreement; however, on the basis that the proposed approach was a pragmatic interim step while the Review Implementation Group carried on with a more detailed review of the distribution of resources required across the whole of professional services.

PROFESSIONAL SERVICES REVIEW IMPLEMENTATION GROUP

Received and approved proposed terms of reference and membership of the Professional Services Review Implementation Group with the recommendation that a reference to the recognised Trade Unions is included in terms of reference item 4.

Noted that the Implementation Group would report progress at each meeting of PME and agreed that PME approval will be sought for proposals which have University-wide impact.

HAST FINAL REPORT: 2009/10

Received and noted a report, presented by the Vice-Principal, on the Heriot-Watt Academic Staff Time (HAST) survey for academic year 2009/10.

The Vice-Principal highlighted the intention in future to develop a single process of data collection and analysis to serve the dual purposes of internal performance review and external TRAC reporting.
M4637 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Research & Knowledge Exchange Board held on 4 February 2011 which was presented by the DP (Research & KT).

M4638 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning and Teaching Board held on 10 February 2011 which was presented by the DP (Learning & Teaching).

The item in the report on the planned VLE replacement was opened up for discussion and PME noted reminders expressed by two Heads of School of the importance of delivery of the replacement VLE one month before the start of the new academic year to enable the required staff training and development and other preparations for the launch to take place. It was requested that this requirement should be built into the Project Plan currently under development.

Agreed that the DP (Learning and Teaching) should ensure that Heads of School are kept up to date with progress on a regular basis.

M4639 STUDENT APPLICATIONS UPDATE

Received and discussed an update report, presented by the Director of Planning, which confirmed the current status of undergraduate and postgraduate taught course applications, highlighting issues for further consideration by the relevant Heads of Schools, in particular where these related to lagging application or response rates.

Noted, with regard to postgraduate taught course applications, overall relatively good progress in processing applications; however, the need was highlighted for further attention to be given to processing times, in particular in EPS.

The Director of Planning confirmed that he would report back to PME at a future date with proposals in relation to the University’s widening participation agenda.

M4640 PDR 2011 PROGRESS REPORT

Received and noted an update report, presented by the Director of POD, on progress in relation to the 2011 PDR process, which highlighted highly variable progress rates across Schools and Professional Services.

Discussed the current positions of the University’s recognised Trade Unions in relation to PDR.

Discussed the imperative for Heads to deliver, via their staff, the required levels of performance for delivery against the University’s strategy, whether this is achieved in 2011 through the approved new form of PDR or an alternative.

M4641 CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to February 2011 and noted arrangements for co-ordination of the University’s responses.

M4642 RENEWAL OF LLOYDS TSB DUBAI BANK MANDATE

Received and approved a resolution and bank mandate arising from changes to the staff who are authorised to sign on behalf of Heriot-Watt University with Lloyds TSB Dubai. Agreed that the resolution and bank mandate giving authorisation to any two of the following: Julian Jones, Ann Marie Dalton and Phil McNaull to enter into any agreements with the Bank (including facility agreements and indemnities) which they consider to be in the interest of the University, should be presented to the Court for approval at its meeting on 7 March 2011.
M4643 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 JANUARY 2011 (PERIOD 6)

Received and noted Management Accounts for the period to 31 January 2011, presented by the Director of Finance.

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

The Director of Finance & IS/IT highlighted that a demonstration of a prototype ERP system, as part of Oracle platform future developments, would be available for Heads, budget holders and Financial Controllers to attend in the near future.

M4644 RESEARCH GRANTS & CONTRACTS, PROPOSALS & AWARDS AND FORWARD LOOK REPORT FOR JANUARY 2011 (PERIOD 6)

Received and noted a report on research grants and contracts: proposals and awards with forward look analyses for the period to the end of January 2011 (period 6), presented by the Deputy Principal (Research and KT) and Technology & Research Services.

Noted that awards income appeared on track to meet the target for the year, the report confirming:

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

M4645 INTERNAL AUDITS: SCHOOL OF TEXTILES AND DESIGN AND SCHOOL OF ENGINEERING AND PHYSICAL SCIENCES

Received and noted the following Internal Audit reports:

- School of Textiles and Design:- report of the internal audit which took place on 26 February 2010. Noted matters for consideration and actions to be undertaken by the School; and
- School of Engineering & Physical Sciences:- report of the internal audit which took place on 5 February and 29 April 2010. Noted matters for consideration and actions to be undertaken by the School.

M4646 RESIDENCES PROJECT REPORT

Received and noted a brief report, presented by the Director of Finance & IS/IT, which, following recent meetings of the Residences Project Board and Overview Board, summarised recent progress in relation to the Residences Project.

Noted that a Project Manager (David Wright) was in post and that a Clerk of Works for the Edinburgh Residences would be appointed in February 2011. Noted that a formal Letter of Award had been issued to Morgan Sindall plc for construction of the Edinburgh Residences with an agreed site start date of 21 February 2011, while tenders had been received for Scottish Borders Campus Residences which were being checked currently. Noted that signing of the bank loan agreement was expected to be completed by the end of February 2011.

M4647 SENIOR PROMOTIONS BOARD (PROFESSIONAL AND MANAGERIAL) 2010 APPEAL CASE

Approved a recommendation from the Senior Promotions Board (Professional and Managerial), in a tabled paper, for promotion to grade 9 of an individual member of staff. Following PME ratification, arrangements to be made by POD should confirm the decision formally with the candidate and with the relevant Head of School.

M4648 ANNUAL REPORT FROM THE UNIVERSITY CHAPLAIN

Received and approved, for onward presentation to the Court at its meeting in March 2011, an annual report, provided by the University Chaplain, on the activities of the University Chaplaincy for the year to February 2011.

Noted an observation in relation to the Chaplaincy’s “Wives Group” and whether this title ought to be re-
defined. The Academic Registrar & Deputy Secretary agreed to consult with the Chaplain and to report back to PME.

**M4649  IT MANAGEMENT INFORMATION**

Received and noted an IT Management Information bulletin dated January 2010.
M4649 MINUTES OF THE PREVIOUS MEETING

Approved the minutes of the meeting of PME held on 23 February 2011 subject to the inclusion in the record of those present of Professor David Hopkins.

M4650 MATTERS ARISING AND ACTION LOG

ACTION LOG

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

MATTERS ARISING

The Principal welcomed Ms Gillian McFadzean, Director of TRS, attending her first meeting as a new member of PME.

The Principal conveyed thanks and best wishes, in her new appointment, to Ms Shirley Campbell who was attending her last meeting of PME.

Noted a request from a member of PME for an update on the VLE (ref M4638: Report from the Learning and Teaching Board). It was agreed to discuss this item in the context of the update provided in the March report of the Board (M4656 below).

M4651 COMMUNICATIONS FROM THE CHAIR

The Principal highlighted the recently announced deaths of Professor John Swaffield and Mr Roger Gray. PME members were asked to refer to Corporate Communications any incoming communications relating to Mr Roger Gray.
M4652 ORACLE EFINANCIALS UPGRADE PROJECT PRESENTATION

Noted and discussed a presentation by Resources Global Professionals and the Director of Finance & IS/IT on the strategic rationale and supporting case for a newly developed prototype Oracle eFinancials upgrade system. (Oracle R12). The Director of Finance & IS/IT confirmed that a business case for the proposed investment would be developed in the context of the current planning round.

M4653 RECRUITMENT AND ADMISSIONS AND APPLICATIONS UPDATE

Received and noted a summary update report on applications and acceptances (UG, PGT, PGR), presented by the Director of Planning.

The report highlighted that: with approaching half expected postgraduate taught course applications already received, current volume was broadly comparable with the same period in 2009/10 with relatively limited variation across Schools and acceptance rates significantly ahead of last year; postgraduate research applications were broadly comparable with the same period in 2009/10 with variation across Schools; and a continued positive trend in undergraduate applications, with half of applications having been met with offers and one-third still under consideration. Noted that undergraduate acceptances were expected to grow rapidly through to the end of May from the current level of 10% of estimated target intake. Noted a continued positive trend of undergraduate Overseas applications across all Schools.

Noted and approved a recommendation that a working group be established, convened by the Director of Planning, to develop plans for future: Recruitment, Admissions & Access policy; (non-Scottish) UK pricing policy; information for applicants through a new ‘Key Information Set’; student recruitment activities; and other associated post Scottish General Election activities. Agreed that the core membership of the Working Group should include the Director of Corporate Communications, Director of Recruitment & Admissions and the DP (Learning & Teaching), with further invited representation, as appropriate, from Schools and Professional Services.

Noted that an update on Dubai applications would be included in the recruitment and admissions report to be presented at the April 2011 meeting of PME.

M4654 PDR COMPLETION RATE UPDATE

Received and noted an update report, presented by the Director of POD, on progress in relation to the 2011 PDR process. The report confirmed highly variable progress rates across Schools and Professional Services.

The Director of POD highlighted that an agreement had been reached with trade union representatives to engage in consultation on review of PDR 2011, the outputs of which would inform future development of the PDR process.

PME members were reminded, in relation to the current PDR round, that only UCU had a mandate for non-participation.

Noted reported difficulties with application of the PDR process to a body of staff on manual grades, in particular relating to the paperwork involved. The Principal confirmed that steps should be taken for staff review and appraisal to proceed, with paperwork adapted for use as appropriate to the circumstances.

M4655 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Research & Knowledge Exchange Board held on 16 March 2011. The report was presented by the Director of TRS on behalf of the DP (Research & KT).

In response to a point raised by a Head of School questioning, with reference to item 8.10 of the report, whether full access to a wide range of data and systems should be made available to research administrators, the Director of TRS confirmed that it was proposed to provide access on a ‘read-only’ basis.

M4656 REPORT FROM THE LEARNING AND TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning & Teaching Board held on 11 March 2011 which was presented by the DP(Learning & Teaching).

The DP(Learning & Teaching) drew attention in particular to item 1 of the report which highlighted that, ahead of formal notification of University’s ELIR assessment, informal briefing indicated that a judgement of “confidence” with no qualifications or caveats would be confirmed.
The Principal conveyed appreciation and thanks, on behalf of PME, to the DP(Learning & Teaching), Dr Maggie King and other colleagues in the Academic Registry and in Schools who had been involved in planning and preparations for the University’s 2011 ELIR.

With reference to VLE review and replacement, PME noted and discussed the report by the Board that implementation of an upgrade to Blackboard 9.1 was unlikely to be achieved by August 2011, and the option of retaining the current version of VISION for a further academic year was being considered, dependent on confirmation that system support would be provided by Blackboard.

Agreed that a revised plan for delivery of an upgrade from summer 2012 should be presented to PME at its meeting in May 2011 and, in advance of this – if possible, an update report on the proposed plan should be presented to PME at its April 2011 meeting.

M4657 CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to February 2011 and noted arrangements for co-ordination of the University’s responses.

M4658 PROFESSIONAL SERVICES REVIEW: IMPLEMENTATION UPDATE

Received and noted an oral update by the Secretary of the University confirming that a draft five-year action plan had been developed by the Review Implementation Group which would be firmed up with a programme of actions and timelines through discussion with the relevant Heads.

The Director of POD confirmed that the formal consultation period on the planned voluntary severance scheme had been opened on 18 March 2011 and a second meeting with the trade unions was scheduled on 25 March 2011 with a view to finalising the details of the scheme. It was intended, as agreed previously by PME, to be open to applications from across the University (non-academic and academic) but targeted in particular at IT, finance and marketing service activities. The Director of POD confirmed, in relation to the financial cost of the scheme, that pension strain costs would not be payable in addition to the value of the scheme package to be offered and further cost modelling work on the scheme was planned.

M4659 RISK MANAGEMENT STRATEGY GROUP REPORT & RISK REGISTER

Received and discussed a risk register report presented by the Director of Finance & IS/IT on behalf of the Risk Management Strategy Group (RMSG), following the meeting of the RMSG on 8 March 2011.

The Director of Finance & IS/IT drew attention in particular to:

- a presentation to the RMSG on risk management processes within the School of MACS;
- discussion by the RMSG in relation to the contribution to the risk assessment/management process of the DP (Research & KT) and the requirement on the DP, specifically to review and update the Heat Map in relation to research risks;
- potential risk topics which had been presented to the RMSG for discussion at its March meeting (item 6 of the meeting minutes). In relation to ‘Donations’, and the requirement for due diligence on their sources to assess potential risks, the Principal indicated that collection of detailed information on these had become normal practice; and
- (Reserved section: Ref Sections 30 and 33, FOI(S)A).

PME members were invited to direct any further post-meeting comments to the Director of Finance & IS/IT who emphasised that it was important for members to provide updates for their area of responsibility, as noted on the Group Heat Map, for the April PME as this is likely to be used to brief the Audit and Risk Committee.

M4660 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 28 FEBRUARY 2011 (PERIOD 7)

Received and noted Management Accounts for the period to 28 February 2011 (period 7) presented by the Director of Finance & IS/IT.

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

M4661 RESEARCH GRANTS & CONTRACTS, PROPOSALS AND AWARDS AND FORWARD LOOK REPORT – FEBRUARY 2011 (PERIOD 7)

Received and noted a report on research grants and contracts: proposals and awards with forward look analyses for the period to the end of February 2011 (Period 7). The report was presented by the Director of TRS on behalf of the
The Principal invited the DP(Research & KT) and the Director of TRS to deliver a presentation to PME in the near future on developing University policy in relation to research grant and contract income planning in the light of the changing external environment.

**M4662 MIDDLE EAST DEBTORS – STATUS UPDATE**

Received and discussed a status report, presented by the Director of Finance & IS/IT, on the level of debt owed to the University by organisations and individuals located in the Middle East and North Africa. Noted that a little over 80% of the debt related to Saudi Arabia and Libya.

PME agreed on the need to develop and maintain a centralised approach to understanding and managing the risk areas highlighted, and to keep a watching brief on current risks, in particular on areas where these and the potential impact of the risk are highest.

It was suggested that the University should consider further strengthening its geographical recruitment strategies with a more risk focused approach.

Noted the potential impact on individual students, in particular students from Libya at the current time, and implications for the University in terms of student support.

**M4663 INTERNAL AUDIT ACTION MONITOR SUMMARY – PROGRESS ON INTERNAL AUDIT RECOMMENDATIONS**

Received and noted an update report, presented by the Director of Finance & IS/IT, which detailed progress in implementing the recommendations of the University’s Internal Auditor for the four years from 2006/07. Noted that all of the recommendations from the Internal Auditor reports of 2007/08 had been implemented.

Noted that the action monitor summary report would be updated, as appropriate, before being presented at the next meeting of the Audit and Risk Committee in early June 2011. The relevant PME members with responsibilities for outstanding action areas were requested to complete as many of these as they can in the interim period and submit these to the Director of Finance & IS/IT to enable updating of the report.

Noted that a further update report would be presented by the Director of Finance & IS/IT at the meeting of PME to be held on 21 April 2011.

**M4664 INTERNATIONAL TRAVEL AND PROPOSED REVISION OF THE TRAVEL & EXPENSES POLICY**

Noted and approved, for immediate implementation, a recommendation, presented by the Secretary of the University, for an amendment to the University Travel and Expenses Policy.

Agreed, in the light of recent world-wide events and the consequent increased risk to travellers within the University community, to amend section 1 of the policy. This should state, rather than there being a “presumption” that staff/students have received “authorisation” to travel, that such authorisation “must” be received.

**M4666 SAS PROJECT UPDATE**

Received and noted an oral update on SAS implementation by the Chair of the SAS Steering Group who confirmed that SAS project implementation continued to be contained within budget and on time to deliver against requirements for assessment boards and graduations. The Chair confirmed that, with the agreement of Heads of Schools and the SAS Steering Group, he was facilitating a consultation exercise, due to end on 4 April, the aim of which was to achieve a consolidated view on the future SAS facility from a user perspective.

Noted and discussed significant concerns relating to progress of SAS support for ALP student records which had been due to be clarified at the March meeting of PME. It was suggested that concerns should be relayed to the Senior Deputy Principal / the SAS Project Board. The Chair of the Steering Group confirmed that this topic would be included in the consultation exercise currently underway.

Discussed IT development programmes more widely, including projects to be funded from 2010/11. It was suggested that it would be helpful for PME to receive a regular project timeline report encompassing all live key IT projects.
M4667 RESIDENCES PROJECT REPORT

Received and noted an update report, presented by the Director of Finance & IS/IT, on recent positive progress made in relation to the Residences Project.

The Director of Finance & IS/IT drew attention in particular to progress against key milestones, confirming that the formal contract between Morgan Sindall plc and Heriot-Watt Trading Ltd was in the process of final sign-off and a ground-breaking event would be arranged soon in relation to SBC residences.

M4668 EQUALITY AND DIVERSITY: SIMON FANSHAWE SESSION FOLLOW-UP

Received and noted an update report, presented by the Director of POD, which set out equality and diversity priorities following an equality and diversity consultation involving key staff which had been facilitated by consultant, Simon Fanshawe.

Noted the equality and diversity priorities, as set out in the report, and agreed these priorities as the basis of the University’s ‘Equality Objectives’. PME noted current and planned equality and diversity activities and agreed not to augment the list further.

M4669 IT MANAGEMENT INFORMATION

Received and noted an IT Information bulletin dated February 2011.

Discussed the opportunity to develop the form of IT reporting further in the future as an overview of all IT projects including information on project priorities and time-lines, and the potential oversight role of the Secretary’s Group when it is established, making reference to the point raised under M4666 above.

M4670 ANY OTHER BUSINESS

INTERNATIONAL STRATEGY DEVELOPMENT

(Reserved section: Ref Sections 30 and 33, FOi(S)A).

OPPORTUNITIES FOR RESEARCH ACTIVITY, DUBAI CAMPUS

It was proposed that an invitation be extended to the DP(Research & KT) and the Director of TRS to update PME on opportunities to develop research activity at the Dubai Campus.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 21 April 2011

Present:
Prof J Jones, Vice-Principal (Chair)  Mrs G McFadzean, Director of Research & Enterprise Services
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) Mr R McGookin, Director of Planning
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS) Mr P McNaull, Director of Finance & IS/IT
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS) Ms T Merrick, Director of Corporate Communications
Prof A Harley, Head of School, Textiles and Design (TEX) Prof A Miller, Deputy Principal (DP) (Research & KT)
Prof G Hogg, Head of School, Management & Languages (SML) Ms R Moir, Director of International Development
Prof D Hopkins, Head of School, Life Sciences (SLS) Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof A Kaka, Vice-Principal (Dubai) Prof G Pender, Head of School, The Built Environment (SBE)
Mr P G Kerr, Director of Estates Services Prof A Prior, Academic Head of Professional Services Implementation
Ms L Kirkwood-Smith, (Clerk to PME) Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof K Lumsden, Director of Edinburgh Business School (EBS) Prof A Walker, Senior Deputy Principal

Apologies:
Prof S Chapman, Principal and Vice-Chancellor Ms A-M Dalton, Secretary of the University

M4671 MINUTES OF THE PREVIOUS MEETING
Approved the minutes of the meeting of PME held 24 March 2011 subject to amendment to the title in the list of those present of Prof Alan Prior.

RECORD OF THE ITEM APPROVED BY CORRESPONDENCE ON 6 APRIL 2011
Approved the record of the Exceptional Promotion item of business approved by correspondence on 6 April 2011.

M4672 COMMUNICATIONS FROM THE CHAIR
The Vice-Principal relayed information about future changes to arrangements for formal graduation dinners.

The Vice-Principal reminded PME members of the closing date of 28 April for Watt Club Prize nominations. PME members were requested to consider making nominations and to encourage other members of staff to do likewise.

M4673 MATTERS ARISING AND ACTION LOG
ACTION LOG
Noted actions and related updates, as reported in the PME Action Log.

MATTERS ARISING
There were no matters arising.
M4674 VIRTUAL LEARNING ENVIRONMENT

Noted an update report, presented by the Head of Academic Advancement, on plans for replacement of the current Virtual Learning Environment (VLE) and issues and options for further consideration. PME endorsed the planned approach supported by the relevant staff engagement and consultation and exploration of technical issues, and noted that a formal proposal on upgrading the VLE would be presented at the May 2011 meeting of the LTB and, subsequently, to PME in autumn 2011.

Noted that current opinion suggested that an upgrade to Blackboard, version 9.1 could offer the best option for the immediate future, while the alternative, Moodle system, could still be evaluated through an experimental exercise. Noted that autumn 2012 was considered the earliest point at which a replacement of the current Blackboard version 7.3 would be in place. Noted that confirmation in writing was being sought from Blackboard in relation to support for the current version in the interim.

The Vice-Principal highlighted the requirement for a broad estimate of future costs to be provided for inclusion in the developing Five-Year Plan.

M4675 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report, presented by the DP (Research & KT), which related to the meeting of the Research & Knowledge Exchange Board held on 8 April 2011.

M4676 STUDENT RECRUITMENT UPDATE

Received and noted a summary update report on applications and acceptances as at early April 2011 (UG, PGT, PGR), presented by the Director of Planning. Noted an overall positive current position albeit with a significant degree of variability across student intake categories and between Schools.

The Director of planning drew attention in particular to:

- strength in UK/EU undergraduate applications where processing of virtually all applications had been completed;
- consistency with previous reports of the current position for postgraduate taught applications, with applications roughly level with the same time last year and with a high degree of variability across Schools, highlighting individual Schools’ current position relative to target numbers; and
- Dubai Campus applications which appeared to be on track with the exception of one School where an apparent deficit was being addressed through re-direction of surplus applications from Scotland.

M4677 LEARNING & TEACHING STRATEGIC PERFORMANCE REVIEW 2011

Received and noted a Summative Assessment report and supporting Performance Review report together with a summary of Semester 1 Course feedback results, presented by the DP(Learning & Teaching). PME was invited to note the 2011 judgements and associated recommended actions.

The DP(Learning & Teaching) confirmed that the report would be re-presented for more detailed consideration by PME at its meeting in May 2011, accompanied by action plans which Schools had already been invited to prepare.

M4678 PDR COMPLETION RATE UPDATE

Received and discussed a report presented by the Academic Head of Professional Services Implementation. Noted oral reports from Heads of Schools indicating the extent to which they considered progress in PDR meetings would be made in the 2011 round, and the use of adapted forms of review, where these had been adopted. PME noted also that all of the recognised trade unions had agreed to be involved in a consultation process in relation to the design of PDR 2012.

Noted that a proposal for an agreed compulsory University-wide PDR process from 2012 should be presented later in the year for consideration by PME and that proposals in relation to the future development of PDR and the timescale for this be considered at the May or June 2011 meeting of PME.

Discussed the requirement for PDR paperwork to support cases for contribution points, additional increments and bonuses, as set out in the relevant guidelines for the 2011 round, noting also an apparent inconsistency between the requirements for these and the requirements for promotion cases. Agreed to invite the Senior Deputy Principal and the Academic Head of Professional Service Implementation to confer and consult further and to prepare further guidance for managers to support the current round of calls for contribution points/accelerated increments/bonuses and, in due course, the promotions round if this is necessary.

Noted that a further update report would be presented at the meeting of PME on 19 May 2011.
PROFESSIONAL SERVICES REVIEW: IMPLEMENTATION UPDATE

Received and noted an oral update report, presented by the Academic Head of Professional Service Implementation who confirmed that the focus of the Professional Services Review Implementation Group had been on the following:

- Voluntary Severance scheme;
- detailed discussions with Heads of Professional Services to identify the required reduction in Professional Service budgets from 2011/12 to create space for investment; and
- refinement of the list of Professional Service Review recommendations, identifying priority recommendations and timescales for implementation. PME noted the intention to implement the revised organisational structure from around the start of the next academic year.

Noted the intention of the Review Implementation Group to present a priority list of Review recommendation implementation actions and timescales at the May 2011 meeting of PME and noted that other recommendations were specific to Professional Services and would be refined through discussion with Heads of Services, with the intention that these are identified as deliverable in the next round of Service plans. A draft communication plan envisaged information to all staff summarising the priority recommendations, timescales and next steps.

CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to May 2011 and noted arrangements for co-ordination of the University’s responses.

2011 FIVE-YEAR PLAN: MARCH UPDATE

Received and noted an update on development of the University Five-Year Plan presented by the Vice-Principal who confirmed the scale of the gap yet to be closed on the budget. This centred mainly on Professional Services with School budgets having reached a position of broad compliance. (Reserved section: Ref Section 30, FOI(S)A).

The Vice-Principal highlighted further work to be undertaken by School Financial Controllers to shift, as relevant, provision for Themes into core operational budgets.

The Vice-Principal confirmed his intention to provide a detailed update of the Five-Year Plan at a specially convened meeting of PME in around two weeks’ time. (Addendum: a meeting was held on 10 May 2011).

Noted suggested areas for future consideration: findings from the Tribal exercise to inform decisions on future Professional Service budgets; examination of manually driven processes and identification of appropriate future IT investments; and new income generation.

USE OF RELEASED CONTINGENCY FUNDS

Received and noted an update report, presented by the Vice-Principal, which summarised progress made in defining projects for expenditure within the current financial year against released contingency funds of £2.75 m, as approved by PME at its meeting in February 2011.

Noted progress made in relation to student-facing service projects, accelerated long-term maintenance projects, IT projects and spend to save projects where funds would support the Voluntary Severance scheme. Noted that some funds would be allocated to pay the University’s SFC penalty for having slightly exceeded the cap on HEU undergraduate recruitment in the year.

DRAFT VOLUNTARY SEVERANCE POLICY AND PROCEDURES 2011

Noted, discussed and approved, for immediate implementation, draft Voluntary Severance Policy and Procedures 2011 aimed to make provision for:

- a Voluntary Severance Scheme to be open from 2 May – 10 June 2011 with a view to all decisions being made and departure dates agreed by 31 July 2011;
- payment by the University of any pension strain costs where the individual is eligible for early access to pension and where an application for VS has been approved;
- retention by the University of the right at all times to turn down any application for voluntary severance where there is a need to retain specific skills or experience, or where the business case for the departure is insufficient; this may include the cost to the University of releasing the individual;
- availability of the Scheme to professional services staff in Schools and in central functions with applications particularly welcome from staff engaged in Finance, IT and Marketing functions.

Agreed that, while it was not intended to include academic staff in the general call for VS applications in the same way as...
professional service staff, it was not intended that applications should be prohibited. Agreed that such cases should be judged on individual merit and the funding that can be made available to cover the relevant costs. PME noted that provisions to accept and consider individual applications for VS or early retirement from members of academic staff were already in existence.

Approved in principle the provision and cost of outplacement support for administration of the VS Scheme including support for applicants.

It was suggested, in relation to the preparation of VS Scheme staff communications, that the University’s payment of pension strain costs, where this is applicable, should be made clear.

M4684 OVERSIGHT OF THE INTERNATIONAL STRATEGY

Noted and discussed a report, presented by the Senior Deputy Principal, which set out planned arrangements for maintaining oversight of the future development and implementation of the University’s International Strategy.

Following substantial discussion on the proposed International Strategy Group (ISG), there was broad consensus of the need for a Group such as the one proposed, involving Heads of Schools/individuals holding the relevant budgetary authority; however, careful consideration would be required in developing, through further consultation, the details of the Group’s remit, its precise membership, reporting arrangements and relationships with existing elements of the governance structure including, inter alia, a revised International Development Committee (IDC).

The Head of the School of MACS also raised the matter of the match of available core staff resources dedicated to delivery of the International Strategy against the evident scale of the University’s international ambitions.

Noted that PME would receive proposals in relation to the remit and memberships of the ISG and IDC for approval in due course.

M4685 CHINA STRATEGY

Received and endorsed a report, presented by the Senior Deputy Principal as a live document reporting on the China strategy and its implementation. Noted that the first page of the report was missing from photocopied sets: the Senior Deputy Principal outlined the overview information contained in this page.

Noted actions on Schools as next steps:

- to supply the breakdown of targets for on-campus recruitment from China; and
- to provide targets for growth of ALP numbers in China (inc Hong Kong)

noting in the draft report that target numbers had been inserted on behalf of Schools which required to be substituted by actual plans.

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

M4686 INTERNATIONAL DEVELOPMENT COMMITTEE QUARTERLY REPORT

Received and noted a report of activities and progress in the period from January to April 2011 which was presented by the Director of International Development on behalf of the International Development Committee.

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

M4687 DRAFT PROMOTION AND PROGRESSION PROCEDURES: PROFESSIONAL SERVICES STAFF (GRADES 1-7)

Received and approved, for immediate implementation, draft revised Promotion and Progression Procedures for Professional Staff in Grades 1-7.

Noted an associated communications plan in relation to the revised Procedures.

M4688 INTERNAL AUDIT REPORT: STUDENT ENROLMENT

Received and noted an Internal Audit Report: ‘Student Enrolment’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in January 2011 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in June 2011.
M4689 INTERNAL AUDIT REPORT: PAYROLL

Received and noted an Internal Audit Report: ‘Payroll’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in February 2011 in accordance with the 2010/11 Internal Audit Plan, and included management responses, would be considered by the Audit and Risk Committee at its meeting in June 2011.

M4690 INTERNAL AUDIT ACTION MONITOR SUMMARY REPORT: PROGRESS ON INTERNAL AUDIT RECOMMENDATIONS

Received and noted an update report, presented by the Director of Finance & IS/IT, in relation to progress on completion of Internal Audit Recommendations, as reported at the meeting of PME in March 2011. The report confirmed that no notification had yet been received from any PME member confirming recent progress made to clear outstanding audit recommendations.

PME members were requested to follow-up the outstanding actions, as identified in the March PME report, with a view to clearing as many as possible of the remaining actions before the updated report is forwarded for consideration by the Audit and Risk Committee at its meeting in June 2011.

M4691 SAS PROJECT UPDATE

Received and noted an update report, presented by the Senior Deputy Principal, on implementation of the SAS Project including:

- a report from the Chair of the SAS Project Board;
- a progress update from the Project Manager;
- a report from the Chair of the SAS Steering Group on its most recent meeting; and
- the Project financial summary up to the end of March 2011 (period 8).

M4692 SAS OPERATION AND DEVELOPMENT: POST BANNER IMPLEMENTATION

Noted and endorsed proposals, presented by the Senior Deputy Principal in relation to post-Banner implementation to support ongoing operation of SAS, in particular required staff resources, the costs of which (~£250 k p.a. above operation of the previous ISS system), would be incorporated into the University Five-Year Plan.

PME noted the main principles of the planned operational support arrangements which included: embedding of SAS in the Academic Registry as they key responsible department; a SAS/Banner support service established within IT; continuing input from Recruitment & Admissions; a local SAS Expert in each School/Department. Noted also that a SAS Management Group would be established to consider strategic development and a SAS Users Group comprising local SAS Experts and key members of the SAS Management Group would provide a forum for discussion on operational and development issues. A Change Request Review Board would ensure that change requests are properly considered in the interests of University as a whole.

The Head of MACS emphasised the need for close integration of the staff support team which would incorporate staff from several areas of professional support. The Head of MACS also requested that the proposed Change Request Review Board should incorporate School Registrar and Academic Registry representation and should have executive decision making powers, rather than a negotiative remit, thus ensuring user involvement in executive decision-making. It was agreed that the wording of the paper presented would be amended to reflect the request in relation to the Change Request Review Board.

M4693 IMPACT OF SAS-BANNER PROCESSES ON ALD/IDL OPERATION

Noted a report, presented by the Senior Deputy Principal, which detailed actions being taken to address the concerns raised in relation to support provided by the SAS-Banner system for distance and distributed learning activities and providing an update on the current status of SAS in connection with the related processes.

M4694 RESIDENCES PROJECT BOARD

Received and noted an update report, presented by the Director of Finance & IS/IT, on recent progress made in relation to the Residences Project and following the meeting of the Residences Project Board held on 10 April 2011.

M4695 ACADEMIC ADVANCEMENT BOARD (SPRING 2011)

Received and approved a summary report of academic advancements reported by the Academic Advancement Board, Spring 2011 which was presented by the Senior Deputy Principal. The report included numbers of staff gaining
advancement to Grade 7 and Grade 8 and numbers continuing or completing probationary periods.

PME recommended that further consideration be given to inclusion in Advancement Board reports of names of individuals who have gained promotion.

M4696 ANNUAL REPORT TO COURT: OFFICE OF STUDENT SERVICES

Received and noted the Annual Report 2009/10 of the Office of Student Services, which was presented by the Academic Registrar & Deputy Secretary for onward submission to the Court at its meeting in May 2011.

M4697 ANNUAL REPORT TO COURT: HERIOT-WATT UNIVERSITY STUDENTS’ UNION

Noted withdrawal of this item from the agenda. The report, for onward presentation to the Court at its meeting in May 2011, will be made available to PME when it has been completed by the Students’ Union.

M4698 IT MANAGEMENT INFORMATION

Received and noted an IT Management Information bulletin dated March 2010.

M4699 RISK HEAT MAP

Noted a report from the Director of Finance & IS/IT which confirmed that no suggestions for modifications to the Risk Heat Map had been received and there were therefore no changes to report at the April meeting of PME.

M4700 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MARCH 2011 (PERIOD 8)

Received and noted Management Accounts for the period to 31 March 2011 (period 8) presented by the Director of Finance & IS/IT.

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

M4701 RESEARCH GRANTS & CONTRACTS, PROPOSALS AND AWARDS AND FORWARD LOOK REPORT – MARCH 2011 (PERIOD 8)

Received and discussed a report on research grants and contracts: proposals and awards with forward look analyses for the period to the end of March 2011 (Period 8). The report was presented by the Director of RES on behalf of the DP(Research & KT).

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

The DP(Research & KT) agreed that further consideration would be given to the suggestion that the success rates of research grants and contract proposal submissions be included in future reports.

It was suggested, more generally, that further consideration should be given to processes of checking and input into grant and contract bids within Schools prior to submission.

M4702 RCUK EFFICIENCY SAVINGS & FEC INDIRECT COSTS

Noted a report, presented by the Senior Deputy Principal, which highlighted the recent publication of the RCUK Wakeham Implementation Group. Noted that the Group’s report ‘Efficiency 2011-15: Ensuring Excellence with Impact’ had identified ways in which the cost savings would be achieved, including application of savings requirements to previously announced grants. Noted that of five defined ‘Efficiency Groups’: A to E, Heriot-Watt had been notified that it would fall into Group D: consequently requiring the University to apply an Indirect Cost rate 3.5% lower than the rate expected on the basis of existing TRAC/fEC calculations.

Noted proposed actions within the University to: indentify ways in which indirect costs of the University’s research programmes can be reduced; and to estimate the loss of Research Council income that should now be expected and ensure that this is reflected within the University’s Five-Year Plan, including a potential call on contingency funds.

Noted that proposals in relation to required operational actions would be developed by Research & Enterprise Services in conjunction with the Research Co-ordination Board for presentation at a future meeting of PME, led by the DP(Research & KT) and the Director of RES.
Noted that the results of the Autumn 2010 wave of the International Student Barometer (ISB) had recently been released. Attention was drawn to a good result, greatly improved over the previous year’s result, of the service delivered to students by the Finance Office.

The DP(Learning & Teaching) confirmed that ISB results would be reported at the meeting of PME on 19 May 2011.
PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 19 May 2011

Present:
Prof S Chapman, Principal and Vice-Chancellor (Chair)  Mrs G McFadzean, Director of Research & Enterprise Services
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching)  Mr P McNaul, Director of Finance & IS/IT
Ms A-M Dalton, Secretary of the University  Ms T Merrick, Director of Corporate Communications
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)  Prof A Miller, Deputy Principal (DP) (Research & KT)
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS)  Ms R Moir, Director of International Development
Prof G Hogg, Head of School, Management & Languages (SML)  Prof G Pender, Head of School, The Built Environment (SBE)
Prof D Hopkins, Head of School, Life Sciences (SLS)  Prof A Prior, Academic Head of Professional Services Implementation
Mr P G Kerr, Director of Estates Services  Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Ms L Kirkwood-Smith, (Clerk to PME)  Prof A Walker, Senior Deputy Principal
Prof A Harley, Head of School, Textiles and Design (TEX)  Mr Robert Cumming from Ipsos MORI attended for item M4709

Apologies:
Prof K Lumsden, Director of Edinburgh Business School (EBS)  Mr R McGookin, Director of Planning
Prof J Jones, Vice-Principal  Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof A Kaka, Vice-Principal (Dubai)

M4706  MINUTES OF THE MEETINGS HELD ON 21 APRIL AND 10 MAY 2011
Approved the minutes of the meeting of PME held on 21 April 2011 subject to an additional sentence to be added to M4684 to reflect a member’s observation about the match between available staff resources and the University’s scale of ambition in relation to the International Strategy.

Approved the minutes of the meeting of PME held on 10 May 2011.

M4707  MATTERS ARISING AND ACTION LOG
ACTION LOG
Noted actions and related updates, as reported in the PME Action Log.

MATTERS ARISING
There were no matters arising.

M4708  BUSINESS REPORTED BY THE CHAIR
RESIDENCES PROJECT
The Principal updated PME members on the Groundbreaking Ceremony for the Scottish Borders Campus Residences Project which took place on 18 May 2011.

GUARDIAN LEAGUE TABLE
The Principal updated PME members on the University’s position as published in the Guardian League Table on 17 May 2011, confirming that the University had moved up to 27th place from 32nd place in 2010. The results were especially good for Chemistry, Economics and Psychology which ranked 2nd, 4th and 5th in the UK respectively.

2011 PAY-ROUND
The Principal advised PME members of the prospect of a difficult round of national pay negotiations in 2011.

The Principal confirmed that he would opt in 2011 for a further year of a personal pay-freeze, and confirmed that, along with the Principal, a large majority of senior managers had opted for a pay-freeze in the 2010 pay-round. The Principal confirmed his intention to extend the senior management group to be invited to consider this option in 2011 to include all members of PME. The decision to forego consideration by the Remuneration Committee for a pay rise would remain at the discretion of the individual. The Principal confirmed that a form seeking information on individuals' intentions with regard to the 2011 senior salaries round would be provided to the PME membership in due course.

The Principal updated PME members on the decision by USS trustees on 10 May 2011 to adopt USS pension changes which are due to come into force in August 2011. Following the decision, UCU’s USS negotiators had recommended a fresh ballot of the UCU membership for sustained disruption which, as reported, could include recruitment and admissions activities. The Principal confirmed that advice from POD should be sought in judging the likelihood and potential extent of such action locally and confirmed also that he will be communicating further with UCEA to gauge the broader employers’ view.

M4709 OUTCOMES OF THE STAFF ENGAGEMENT SURVEY
Received and noted a presentation from a representative from Ipsos MORI on headline results emerging from the 2011 Heriot-Watt Staff Engagement Survey. Noted that the staff participation rate of 70% was significantly above the target which had been set of 55% and the feedback on staff members’ overall satisfaction had also exceeded target. Noted an overall positive survey outcome, noting an Ipsos MORI summary which highlighted areas where positive feedback had been especially strong, and other areas in which the University might focus further attention.

Agreed that the Heriot-Watt Staff Engagement Survey should be run biennially.

Agreed that a programme of open staff sessions should be organised within Schools and Professional Services to report on the results at School/Department/Service level. Agreed that the Head of Organisational Development should consult further with Schools and, in relation to Professional Services, with the Secretary of the University to make progress with the relevant arrangements.

M4711 REPORT FROM THE LEARNING AND TEACHING BOARD
Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning & Teaching Board held on 8 April 2011, which was presented by the DP (Learning & Teaching).

The DP(Learning and Teaching) highlighted in particular:

- a report of an analysis of the University’s student progression performance indicator. As a result of more detailed analysis it was suggested that the 94 Group average was not a suitable benchmark target as this did not take into account the different subject mix at each institution. It was proposed instead that historical HESA PI data should be re-analysed and that internal data, calculated on the basis of the same methodology, should be collected to provide up-to-date leading indicator information before any new actions are initiated by Schools. Endorsed the application of the proposed new methodology to produce a revised suite of reports.

- the overview provided of the main points contained within the draft ELIR report. It was noted that both the summary and the full report remained in draft form at present, pending receipt by the QAA of the University’s comments confirming factual accuracy. The summary highlighted reported areas of good practice, reported areas for development and the overarching confidence judgement: i.e. "The findings of the ELIR indicate that there can be confidence in the University's current and likely future management of the academic standards of its awards, and the quality of the student learning experience it provides."

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

M4712 INTERNATIONAL STUDENT BAROMETER SURVEY RESULTS
Received and noted a summary report of the University’s results including comparative benchmark results, following the
Autumn Wave 2010 of the International Student Barometer Survey, which was presented by the DP(Learning & Teaching).

The report highlighted the proportion of HWU positive responses, benchmarked against the ISB national average, for the Learning Experience question set, and reported Autumn Wave 2010 results as compared with Autumn Wave 2008 results for Learning Experience, Living Experience, Arrival Experience and Support Services question sets.

It was suggested that it would be helpful for PME members to receive further information including the full survey questions and also the pattern of responses split between undergraduate- and postgraduate-level respondents.

M4713 STUDENT RECRUITMENT UPDATE

Received and noted a summary update report on applications and acceptances, as at early May 2011 (UG, PGT, PGR), presented by the Senior Deputy Principal on behalf of the Director of Planning.

Noted that:

- Postgraduate taught course offers and acceptances were running significantly ahead of the same time last year in aggregate, with variations across Schools. It was reported that cumbersome procedures associated with SAS had adversely impacted on the timescale for confirming offers, as evident in particular in EPS. This highlighted the need to ensure that the conversion rate is optimised in relation to applications still in the pipeline;
- Undergraduate OS applications and offers were ahead of the same time last year by 8% and 13% respectively;
- virtually all offers had been made and replies received in relation to Undergraduate UK/EU students and attention was now on forecasting the conversion of acceptances to entrants. Noted the challenging target to maintain the UK/EU population as closely as possible to the agreed level. Noted that the University would have the option to use the clearing process to help meet targets if this is shown to be necessary;
- an overall positive trend for Postgraduate Research applications which was largely the result of sharp increases for SML and IPE. Offers and acceptances had yet to meet significant levels; and
- an overall positive position in relation to enquiries and applications to the Dubai Campus.

Discussed recent changes by the UKBA in relation to English language requirements for the issue of a Certificate for Acceptance for Studies (CAS) and the current interpretation by the UKBA of the 5.5 minimum IETLS score (i.e. a minimum score of 5.5 in each component). This differed from the view and advice of Universities UK (UUK). Agreed on the need for clarity on interpretation of the rules within the University. The Director of Corporate Communications agreed to consult directly with UUK for the current position.

The Principal confirmed, in the meantime, that all firm offers already made to students should be honoured by the University.

M4714 PDR COMPLETION RATE UPDATE

Received and discussed a report, presented by the Academic Head of Professional Services Implementation, which summarised progress made in relation to PDR 2011. Noted that no significant progress had been made since the last report to PME.

Noted evidence that non-participation in PDR extended substantially beyond the membership of the UCU membership: the only group with a mandate to boycott the process, and evidence that some line managers were not engaging with the process. The Principal highlighted the responsibility of managers to ascertain the reasons for non participation of their staff and that, in the circumstances, it would be reasonable for managers to seek clarification on this from individual members of staff. The Principal also highlighted the need to remind staff that cases for contribution points, accelerated increments and bonuses cannot be considered in the absence of any PDR evidence. The Principal confirmed that senior salaries’ review cases would not be considered in the absence of 2011 PDR evidence.

Noted the expectation that the consultation with the trade unions on the design of PDR would be complete with a revised model for PDR in time for the start of the 2012 round but not in advance of this; therefore, no adaptation will be made to the 2011 PDR model in the period up to the end of the 2011 review year.

M4715 PROFESSIONAL SERVICES REVIEW: PRIORITY RECOMMENDATIONS

Received and noted a report from the Professional Services Review Implementation Group and approved the priority recommendations for implementation (from the initial 260 recommendations), which had been identified by the Group, with associated timescales. Noted that the information will be communicated, as appropriate, to staff. Noted that the priority recommendations related to: Organisational restructuring; Professional Services budgets and plans; governance and decision making; Finance; IT; student recruitment; marketing; Registry; Estates; Research and Enterprise Services; and HR (POD). Noted that the priority list would be kept under review by the Implementation Group.

Noted that it was envisaged that most of the recommendations will be implemented over the following two to three years, with some requiring up to five years. Noted that the Professional Services Review Implementation Group will have primary responsibility for implementation for up to two years, with the Secretary’s Group assuming responsibility thereafter and for ongoing continuous improvement.
Noted that line management arrangements for the new organisational structure will come into effect on completion of the appointment process for the Directors of: Information Services, HR, Campus Services, Governance & Compliance. Noted also that budgeting for 2011/12 was being undertaken on the basis of the new organisational structure, initially with the aim of achieving the required 4.7% reduction from flat cash in order to generate the required £750k investment fund. Noted that the current VS scheme was intended to give a kick-start to the process of reducing the total pay bill for the professional services to eventually bring it into line with benchmark.

Noted that the Secretary of the University and the Academic Head of Professional Services Implementation had met with all the Service Heads to confirm the list and timescales of service-specific recommendations, which will be pursued through the planning and budgeting processes.

PME discussed restructuring plans in the light of the currently open Voluntary Severance Scheme and agreed on the necessity to take a holistic view, considering VS applications in the context of wider Professional Service restructuring and the potential for consequential redepolyments. Heads of Schools or Professional Services who receive VS applications from post-holders in areas they consider vital should therefore consult with the Secretary of the University and the Academic Head of Professional Services Implementation.

A member of PME raised the requirement for access to more detailed data drawn from the Tribal benchmarking exercise in order to inform preparation of the necessary project plans to guide implementation of the Review recommendations. The Secretary of the University confirmed that Tribal would be invited back to the University to discuss the detailed report data further with colleagues.

M4716 CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to June 2011 and noted arrangements for co-ordination of the University's responses.

M4717 RISK MANAGEMENT STRATEGY GROUP REPORT & RISK REGISTER

Received and discussed a risk register report presented by the Director of Finance & IS/IT on behalf of the Risk Management Strategy Group (RMSG), following the meeting of the RMSG on 17 May 2011. Noted that no additional risks had been identified by PME in the preceding period for consideration by the RMSG.

The Director of Finance & IS/IT highlighted in particular the report of the Group that input from the DP(Research & KT) remained outstanding on research related risks. The Director of Finance & IS/IT highlighted the requirement to satisfy the Audit and Risk Committee by way of documented evidence that identified areas of risk were being appropriately discussed and managed within the University. PME noted that the RMSG had requested that a paper on the progress of REF preparations is prepared for consideration by PME.

The DP(Research & KT) agreed to provide a report to PME for discussion at its meeting on 7 July 2011, the basis of which should be a description of all relevant processes involved in preparations, presented in Gantt chart form.

M4718 INTERNAL AUDIT REPORT: EQUALITY AND DIVERSITY

Received and noted an Internal Audit Report: ‘Equality and Diversity’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in April 2011 in accordance with the 2010/11 Internal Audit Plan and included management responses, would be considered by the Audit and Risk Committee at its meeting in June 2011.

M4719 INTERNAL AUDIT REPORT: COMPLIANCE WITH LEGISLATION

Received and noted an Internal Audit Report: ‘Compliance with Legislation’, presented by the Director of Finance & IS/IT. Noted that the report from the Internal Auditor, which was performed in April 2011 in accordance with the 2010/11 Internal Audit Plan and included management responses, would be considered by the Audit and Risk Committee at its meeting in June 2011.

M4720 INTERNAL AUDIT SUMMARY AND UPDATE MONITORS

Received and noted an update report, presented by the Director of Finance & IS/IT, which provided an update on recent progress to implement the recommendations of the University's Internal Auditor for the four years from 2006/07.

Noted that the action monitor summary report would be presented to the Audit and Risk Committee for consideration at its meeting in June 2011. The Director of Finance & IS/IT confirmed that in the interim, the Group Risk Manager and the Project Accountant would consult with relevant members of PME to gather relevant action update information in relation to actions for which no update had yet been reported.
M4721 MANAGEMENT ACCOUNTS FOR THE PERIOD TO 30 APRIL 2011 (PERIOD 9)

Received and noted Management Accounts for the period to 30 April 2011 (period 9), presented by the Director of Finance & IS/IT.

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

M4722 RESEARCH GRANTS AND CONTRACTS, PROPOSALS AND AWARDS AND FORWARD LOOK REPORT – APRIL 2011 (PERIOD 9)

Received and discussed a report on research grants and contracts: proposals and awards with forward look analyses for the period to the end of April 2011 (Period 9), presented by the DP(Research & KT).

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

M4723 BUSINESS ETHICS POLICY AND PROCEDURES: PROGRESS REPORT

Noted a progress report relating to development of policies and procedures to support the University’s compliance with the Bribery Act 2010, which comes into force on 1 July 2011.

Noted that the development of the policy and procedures would be informed by a risk-based approach and that, in order to help prioritise mitigation actions to support ethical business practice and compliance with the Act, the Group Risk Manager would issue further guidance and ask Heads to complete a risk assessment identifying areas of School/Institute or Service business activity or relationships that may expose the University to external risks.

Noted that PME would be asked, at its meeting in June 2011, to consider a draft Business Ethics Policy and approve lines of accountability and responsibility for compliance along with a schedule of related policies, underpinning procedures and guidance, in addition to proposed responsible officers and timelines.

M4724 CERTIFICATE OF SPONSORSHIP (IMMIGRATION) CHANGES TO LEGISLATION: UPDATE ON IMPACT ON HERIOT-WATT

Noted an update report, presented by the DP(Research & KT) and the Vice-Principal, which set out the impact on Heriot-Watt of the introduction of a “permanent cap” on immigration and confirmed that the risk of the University being allocated insufficient certificates to recruit new staff and to retain new staff had reduced significantly.

PME agreed that the Interim Policy for assigning Certificates of Sponsorship, which was approved in 2010 as a means of prioritising the allocation of the University’s, then, very low number of certificates, was no longer required.

Noted actions in progress by POD which included web-posting of updated guidance, communications with Heads of Schools, Directors of Research and current staff with visas. Briefing sessions would also be available for Heads and recruiting managers who express and interest.

M4725 RESIDENCES PROJECT REPORT

Received and noted an update report, presented by the Director of Finance & IS/IT, on recent progress made in relation to the Residences Project following the meeting of the Residences Project Board held on 10 April 2011. Noted that the project remained on track.

Noted:
- all construction contract documents had been completed and signed;
- signing of all bank facility documentation was completed on 11 May pending EBS documentation which was in-hand;
- the contractor, Miller Construction, started work on the project at the Scottish Borders Campus on 8 April 2011 and a Groundbreaking Ceremony took place on 18 May 2011;
- a review of future facilities management strategy for both new residence projects had been undertaken on 14 April 2011 by Estates and Student Support and Accommodation Services. This included a planning strategy for HMO Licences. An FM review group had been established, to meet fortnightly;
- there were no issues currently causing concern in relation to contingency planning and risk management;
- the Edinburgh Campus project was on target to achieve the programmed completion date 29 June 2012 with a completion date at the Scottish Borders Campus of 30 July 2012; and
- Edinburgh campus live project webcam streams have been set up.
Received and noted an update report, presented by the Senior Deputy Principal, on implementation of the SAS Project including:

- a report from the Chair of the SAS Project Board;
- a progress update from the SAS Project Manager;
- a report from the Chair of the SAS Steering Group following the meeting of the Steering Group on 4 May 2011; and
- the Project financial summary up to the end of April 2011 (period 9).

The Chair of the SAS Steering Group drew attention in particular to the reported agreement that had been reached, following the April 2011 meeting of PME, on an acceptable governance structure for the future operation and development of the Student Administration System. The agreed modifications to the structure, taking into account the views expressed at the April meeting of PME, were set out in summary in an appendix to the SAS report.

Received and noted the Annual Report 2010/11 of the HWU Students Union, which was presented by the Secretary of the University. Noted that the report had been presented to the Court at its meeting on 16 May 2011.

Received and noted an IT Management Information bulletin dated April 2010.

Noted and discussed the matter of the return of continuing students from Libya and ongoing problems in relation to their financial support.

Reserved section (Ref Section30, FOI(S)A).
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 2 June 2011

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair)          Mrs G McFadzean, Director of Research & Enterprise Services
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) Mr R McGookin, Director of Planning
Ms A-M Dalton, Secretary of the University                      Mr P McNaull, Director of Finance
Prof P De Wilde, Head of School, Mathematical & Computer       Ms T Merrick, Director of Corporate Communications
    Sciences (MACS)                                              Prof A Miller, Deputy Principal (DP) (Research & KT)
Prof D Hand, Acting Head, School of Engineering & Physical     Ms R Moir, Director of International Development
    Sciences (EPS)                                               Prof D Hopkins, Head of School, Life Sciences (SLS)
Prof G Hogg, Head of School, Management & Languages (SML)      Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof D Hopkins, Head of School, Life Sciences (SLS)            Prof M G Kerr, Director of Estates Services
Mr P G Kerr, Director of Estates Services                      Prof G Pender, Head of School, The Built Environment (SBE)
Ms L Kirkwood-Smith, (Clerk to PME)                            Prof A Prior, Academic Head of Professional Services
Prof A Harley, Head of School, Textiles and Design (TEX)       Implementation
Prof J Jones, Vice-Principal                                    Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Prof A Kaka, Vice-Principal (Dubai)                            Mr Ross Laird from Grayling attended for item M4709

Apologies:

Prof K Lumsden, Director of Edinburgh Business School (EBS)     Prof A Walker, Senior Deputy Principal

M4730 MINUTES OF THE MEETING OF 19 MAY 2011
Approved the minutes of the meeting of PME held on 19 May 2011.

M4731 MATTERS ARISING AND ACTION LOG

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

MATTERS ARISING
There were no matters arising.

M4732 BUSINESS REPORTED BY THE CHAIR

(Reserved section: Ref Section 30 FOISA).

REPRESENTATION OF EDINBURGH BUSINESS SCHOOL ON PME
Approved a recommendation from the Principal that Alick Kitchin, Business Director of EBS, be invited to join the membership PME with immediate effect as representative of Edinburgh Business School.

M4733 THE SCOTTISH POLITICAL LANDSCAPE (PRESENTATION)
Received and discussed a presentation by Grayling on the Scottish post-election political landscape. This provided an overview of the election result and composition of the Scottish Parliament, the outlook for the opposition, key Scottish Ministers and immediate SNP priorities including the Government’s commitments in relation to higher education. Discussed implications of the new political landscape for Scottish HEIs in relation to their engagement with the new Parliament/Government and processes surrounding planned reforms of higher education.

M4734  Reserved Section: ref Sections 30/33 FOISA).

M4735  **DUBAI – NEW CAMPUS FUNDING**

Reserved Section: ref Sections 30/33 FOISA).

M4736  **PROPOSED ORDINANCE 53: DISCIPLINARY, REMOVAL AND GRIEVANCE PROCEDURES FOR MEMBERS OF STAFF AND ASSOCIATED PROCEDURES: CONSULTATION**

The Principal sought the agreement of PME in relation to three matters which UCU had raised in relation to consultation on the proposed Ordinance 53: Disciplinary, Removal and Grievance Procedures for Members of Staff and associated Procedures:

- definition of Academic Staff for provision for “Academic Freedom” in the Charter:- PME agreed that a definition should be included in an additional separate Ordinance to be drafted in due course;
- use of an independent arbitrator with specialist technical knowledge when dealing with Grievance and Discipline Appeal cases:- PME agreed with the suggestion that an independent arbitrator may be called upon in instances where no appropriate internal expert is available; and
- use of lay members of Court when dealing with Grievance and Discipline Appeal cases:- PME was supportive of this suggestion.

M4737  **STUDY GROUP – DIPLOMA LEVEL QUALIFICATION**

Noted and discussed the pros and cons of a proposal submitted by the DP(Learning & Teaching) for the development of programmes at Diploma level to be offered by Study Group. Noted the intention, following consideration by PME, for the DP(Learning & Teaching) to undertake further detailed discussions with Schools, leading to the development of proposals for submission to the Undergraduate Studies Committee. It was hoped that recruitment for the Diploma award would begin from 2012.

PME noted mixed opinions to the proposals from Heads of Schools. It was agreed that further discussions should be undertaken with Schools where there were already identified opportunities with a view to developing the detail of these further and, in the case of other Schools, to seek to identify potential opportunities, following which proposals which reflect feedback from Schools should be submitted to Undergraduate Studies Committee. The DP(Learning and Teaching) was asked, in the meantime, to provide more detailed information on the curriculum and student entry qualifications.

M4738  **PROFESSIONAL SERVICES REVIEW**

Received an update from the Secretary of the University on implementation of recommendations emerging from the Review of Professional Services. Noted:

- the imminent release of information to all staff on priority recommendations and timescale for implementation, as reported to PME at its previous meeting;
- a phased programme of recruitment to fill the relevant Professional Service Director positions was underway with all appointments expected to be made by the autumn. An announcement to all staff on the newly appointed Director of IT was to be made shortly;
- planned re-opening of the Professional Services Review email box; and
- responses from staff members in relation to the Voluntary Severance Scheme indicated that there was a reasonably high degree of interest, with the prospect that the number achieved will fall within the target range. VS applications received would shortly be reviewed and PME noted the intention to consider these in association with prospects for suitable re-deployment from other roles. The relevant managers were envisaged to have a participative role in determining appropriate redeployments.
CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to July 2011 and noted arrangements for co-ordination of the University’s responses.

UNIVERSITY FIVE-YEAR PLAN

Received, discussed and approved a final version of the University Five-Year Plan presented by the Vice-Principal for onward presentation to the Finance Committee at its meeting on 7 June 2011 and, subsequently, to the Court at its meeting on 27 June 2011. Discussion focused in particular on:

- income growth trends and plans comparative to the wider sector;
- alignment of the Plan with the University’s four key strategic imperatives and actions required to compensate for the lost of UK and Scottish Government funding. These were aimed at development of the University’s academic base, meeting the University’s REF and international growth ambitions, supported by an improvement in operational effectiveness and efficiency of the University’s professional services. The credible, but nevertheless challenging, Plan set out the quantitative framework for delivery of the Plan in accordance with undertakings previously presented to and agreed by the Court; and
- revisions made in relation to interest payments since the previous version of the Plan presented to PME in May 2011.

CONTRACT APPROVAL AND AUTHORISED SIGNATORIES

Noted and approved a draft Financial Regulation, presented by the Secretary of the University. The Regulation, which was for immediate implementation, set out authorised signatories for the signing of major contracts on behalf of the University.

The Director of Finance advised that it would be helpful for the regulation to be supported by guidance on underpinning review and control procedures.

INTERNAL AUDIT REPORT: BUSINESS CONTINUITY PLANNING

Received and discussed an Internal Audit Report: ‘Business Continuity Planning’, presented by the Director of Finance. Noted that the review, conducted in March 2011, was performed in accordance with the 2010/11 Internal Audit Plan.

The Director of Finance highlighted the potential for the report findings to be reflected in an Internal Audit qualifications statement in the published Annual Accounts and Financial Statements and that the report would be considered by the Audit and Risk Committee at its meeting in June 2011.

PME made the observation that there was a lack of information in the report about who had been consulted by the Internal Auditors in the course of the Review. It was evident that consultation had not taken place with all of the senior staff group that might have been expected, leading to an incomplete and perceived inaccurate representation of the University’s business continuity arrangements. The Principal proposed that this matter should be raised with the current Internal Auditor.

The Secretary of the University drew attention to the highlighted requirement to develop a more joined up approach to business continuity plans across the University and to establish a clear central point of co-ordination.

INTERNAL AUDIT REPORT: EDINBURGH BUSINESS SCHOOL

Received and noted an Internal Audit Report: ‘Edinburgh Business School’, presented by the Director of Finance. Noted that the review, conducted in April 2011, was performed in accordance with the 2010/11 Internal Audit Plan.

Noted that the Report was for the consideration, principally and in the first instance, by the EBS Board. Noted that the report would be considered by the Audit and Risk Committee at its meeting in June 2011.

In relation to the Internal Auditor’s recommendation for development of a single overarching service level agreement between EBS and the University, the Academic Registrar & Deputy Secretary highlighted, with regard to the service level agreement between ICE and the Academic Registry, current lack of clarity on payment of staff and payments for examinations. The required information had not hitherto been forthcoming.

INTERNAL AUDIT REPORT: MANAGEMENT INFORMATION & PERFORMANCE MANAGEMENT

Received and noted an Internal Audit Report: ‘Management Information & Performance Management’, presented by the Director of Finance. Noted that the review, conducted in May 2011, was performed in accordance with the
Received and noted the Annual Report of the Internal Auditor for 2010/11, presented by the Director of Finance. Noted that the report, addressed to the Principal and the University Court, provided, for the financial year 2010/11, a statement of the internal audit cover achieved and a summary audit opinion on the University’s control environment and systems of internal control. Noted that the report would be considered by the Audit and Risk Committee at its meeting in June 2011.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the meeting held on 7 July 2011

Present:
Prof S Chapman, Principal and Vice-Chancellor (Chair)  Mrs G McFadzean, Director of Research & Enterprise Services
Ms A-M Dalton, Secretary of the University  Mr R McGookin, Director of Planning
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)  Mr P McNaull, Director of Finance
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS)  Ms T Merrick, Director of Corporate Communications
Prof A Harley, Head of School, Textiles and Design (TEX)  Prof A Miller, Deputy Principal (DP) (Research & KT)
Prof G Hogg, Head of School, Management & Languages (SML)  Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof D Hopkins, Head of School, Life Sciences (SLS)  Prof G Pender, Head of School, The Built Environment (SBE)
Mr P G Kerr, Director of Estates Services  Prof A Walker, Senior Deputy Principal
Prof J Jones, Vice-Principal  Ms L Kirkwood-Smith, (Clerk to PME)

Apologies:
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching)  Ms R Moir, Director of International Development
Prof A Kaka, Vice-Principal (Dubai)  Prof A Prior, Academic Head of Professional Services Implementation
Prof K Lumsden, Director of Edinburgh Business School (EBS)  Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)

ACTION
Who  With whom

M4746 MINUTES OF THE MEETING HELD ON 2 JUNE 2011
Approved the minutes of the meeting of PME held on 2 June 2011.
LKS 8 Jul 11

M4747 ACTION LOG AND MATTERS ARISING
Received and noted a report on consultations communicated to the University with deadlines up to November 2011 and noted arrangements for co-ordination of the University’s responses.

M4748 BUSINESS REPORTED BY THE CHAIR
JUNE GRADUATION CEREMONIES
The Principal reported on the overall highly successful round of June graduation ceremonies but requested that Heads of Schools encourage more of their staff to attend the ceremonies in future.

Reserved Item: (Reference Section 30, FOI(S)A.) REVIEW: SCHOOL OF TEXTILES AND DESIGN
The Principal updated PME on a planned review of the School of Textiles & Design to be led by the Senior Deputy Principal.

M4749 TRANSITION HERIOT-WATT
Noted and discussed a presentation, delivered by the Transition Heriot-Watt Co-ordinator, which highlighted the key aim of the Transition initiative, as an independent community association, to
help reduce carbon footprint, especially in relation to travel to and from the Edinburgh campus. The Co-ordinator highlighted a range of initiatives being promoted within the University in support of this aim. Noted also opportunities to publicise HWU’s commitment to ‘green’ issues, improving on a situation which had seen the University poorly placed in the published ‘People & Planet Green League’ of universities.

In the course of discussion, a safety issue, relating to cycling, was highlighted by a member of PME, in particular in relation to the narrow Currie to Riccarton road. The Transition group was therefore strongly encouraged, pending establishment of safer cycle options, not to over-emphasise cycling within the wider range of ‘green’ travel solutions.

PME endorsed the general principles and aims of the initiative and the Principal highlighted expectations of linkage with the Students Union and relationship-building with the City of Edinburgh Council. Noted the potential, with further external funding, to extend Transition at HWU to include the Borders Campus.

**M4750 RUK FEES**

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

Agreed that extraordinary meetings of the Finance Committee, Court and the Senate should be convened in August to consider the University’s proposed policy on RUK fees.

**M4751 REVIEW OF HIGHER EDUCATION GOVERNANCE**

Received and discussed papers, presented by the Principal, which related to the planned Review of Higher Education Governance established by the Scottish Government. Noted that an associated Call for Evidence would close on 21 September 2011 with emerging recommendations expected by the end of the calendar year.

Agreed to consider sector-level responses to the Call for Evidence prior to preparing HWU’s own submission.

**M4752 RESEARCH EXCELLENCE FRAMEWORK**

Noted and discussed a presentation delivered by the DP(Research & KT) which set out planning
and procedures in relation to preparations for REF in 2013/2014 and proposed areas of submission against UoAs. Noted key dates: census date of 31 October 2013; submission date of 29 November 2013; and assessment period for outputs from 1 January 2008 to 31 December 2013.

Agreed that, over the future period, POD should provide regular updates to PME on progress made in relation to new academic appointments.

The Vice-Principal requested that, by the end of the calendar year, rough estimates be developed based on the outcome of internal UoA reviews to help inform REF income modelling in relation to the 5-Year Plan. The DP(Research & KT) also confirmed that the outcomes of the internal reviews with relevant agreed actions will be reported to PME.

M4753 REPORT FROM THE LEARNING AND TEACHING BOARD

Received and approved, for onward presentation to the Senate at its next meeting, a report relating to the meeting of the Learning & Teaching Board held on 9 June 2011, which was presented by the DP (Learning & Teaching).

All items were presented for information.

M4754 STUDENT RECRUITMENT UPDATE

Received and discussed an update report on student recruitment (UG, PGT, PGR), presented by the Director of Planning. Attention was drawn in particular to:

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

Agreed that Dubai Campus tuition fees should be reviewed in due course.

Approved recommended student place transfer arrangements between Schools in the current undergraduate recruitment round to optimise intake numbers in accordance with tightly constrained overall targets and to reduce the requirement for Clearing. Agreed to review again in the next and subsequent years.

M4755 PDR COMPLETION RATE UPDATE

Received and discussed a report, presented by the Academic Head of Professional Services Implementation, which summarised progress made in relation to PDR 2011.

M4756 PROFESSIONAL SERVICES REVIEW: IMPLEMENTATION UPDATE

Received and noted an oral update on Professional Services Review implementation from the Secretary of the University. The Secretary of the University confirmed that information on priority recommendations and associated timescales for implementation had recently been released to all staff. The Professional Services Review email box had also been re-opened. In relation to HR and Campus Services Director appointments, the deadline for applications had passed: interviews for the post of Director of HR would take place at the end of July 2011 and, as no successful appointment had been made to the post of Director of Campus Services, renewed arrangements had been put in place with a view to having an appointee in place by the end of December or early in the New Year.

M4757 STAFF ENGAGEMENT SURVEY: ACTION PLAN

Received and discussed a draft Action Plan 2011-2013 arising from the 2011 Staff Engagement Survey. Noted the intention, following PME approval, to circulate the Action Plan and final report to all staff.
PME discussed the Action Plan and arrived at the consensus that the draft Plan was overly involved, would be onerous to deliver, and belied the overall positive results of the survey. It was agreed that the Action Plan should be streamlined and should include concise messages, highlighting positive outcomes as well as areas which required improvement. It was agreed that quarterly reviews/updates by PME were unnecessary. The Secretary of the University agreed to convey PME’s recommendations to Academic Head of Professional Services Implementation.

Discussed respective responsibilities for actions, as set out in the Action Plan. It was agreed that, where relevant, references to ‘Heads of Schools/Services’ as the responsible bodies should be changed to ‘PME’, recognising that individual Heads will have supporting (secondary) responsibilities in relation to their respective Schools/Services. It was commented, in relation to item 1.4 of the draft Action Plan, that the suggested deadline was unrealistic.

M4758 CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to November 2011 and noted arrangements for co-ordination of the University’s responses.

M4759 DRAFT ETHICAL BUSINESS POLICY

Received and approved a draft Ethical Business Policy, noting that further consultation on the policy would be undertaken with the Trade Unions and any resulting material alterations to the draft policy would be reported back to PME. Agreed that the draft policy should be made available to staff in the meantime, given that Bribery Act legislation had come into force from 1 July 2011.

Agreed that the policy title should be amended to highlight its bribery prevention purpose. (addendum: the Secretary of the University agreed subsequently that the policy be titled ‘Ethical Business: Bribery Prevention Policy’).

Approved a draft template, presented as the basis of a University-wide ‘Register of Gifts and Hospitality offered to University Personnel’, and which would form part of the suite of supporting procedures associated with the policy.

Noted that the development of the procedures, to accompany the policy in due course, would be informed by a risk-based approach and that, in order to help prioritise mitigating actions to support ethical business practice and compliance with the Bribery Act 2010, the Group Risk Manager would issue further guidance, asking Heads to complete a risk assessment identifying areas of School/Institute or Service business activity or relationships that may expose the University to external risks. Development of the relevant procedures, to take place over the summer period, shall be the responsibility of the named responsible officers in the policy.

M4760 SAS PROJECT UPDATE

Received and noted an update report, presented by the Senior Deputy Principal, on implementation of the SAS Project including:

- report from the Chair of the SAS Project Board;
- progress update from the Project Manager;
- report from the Chair of the SAS Steering Group, on its latest meeting; and
- the project financial summary up to the end of May 2011 (period 10)

The Chair of the Steering Group confirmed that the Group had recently held its last meeting, and highlighted also a general level of frustration among users of SAS in Schools associated with their experience of currently clumsy functionality of the system. The Senior Deputy Principal highlighted that there was an awareness of opportunities to make functional improvements and the Academic Registrar & Deputy Secretary confirmed plans to organise a meeting involving SAS users in Schools to consider the issues and required improvements for the future.

Noted general support from Schools for School Registrar membership of the SAS Management Group.

M4761 RESIDENCES PROJECT UPDATE

Received and noted a summary monthly report on progress with the University’s Residences Project which was presented by the Director of Finance.
M4762  IT MANAGEMENT INFORMATION

Received and noted an IT Management Information bulletin dated May/June 2011 which was presented by the Director of Finance.

M4763  DUBAI ACCOMMODATION ALLOWANCE

Noted and approved a recommendation, presented by the Vice-Principal, that there should be no increase in the Dubai accommodation allowance, which should remain at its current level for the year 1 August 2011 to 31 July 2012.

Agreed that the allowance should remain unchanged at its current level until such time as the relevant RERA (Real Estate Regulatory Authority) price index indicates that renting costs have risen above those reported for 2008/09, at which point the allowance should be reviewed again. Noted that, according to the RERA index, the cost of rented accommodation in Dubai had reduced since 2008/09.

AK / S Mackenzie from Aug 11

M4764  RISK MANAGEMENT STRATEGY GROUP HEAT MAP

Received and discussed a risk register report, as at 30 June 2011, presented by the Director of Finance on behalf of the Risk Management Strategy Group (RMSG). The report included the Group Heat Map; Strategic Risk Register; and summary extracts from Operational Risk Registers.

The Director of Finance highlighted the monthly schedule of meetings of the RMSG and the required route for consideration of identified risks by the Group, which would next meet in September 2011: i.e. identification and management by PME members of potentially uncontrolled and/or escalating risks through School/Service management teams; and where appropriate, escalation of the issue for consideration at the Principal’s Senior Officers’ weekly meeting.

M4765  MANAGEMENT ACCOUNTS FOR THE PERIOD TO 31 MAY 2011 (PERIOD 10) AND WORKING CAPITAL ANALYSIS

Received and noted Management Accounts for the period to 31 May 2011 (period 10) and working capital analysis, presented by the Director of Finance.

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

M4766  RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS AND FORWARD LOOK REPORT

Received and discussed a report, presented by the DP(Research & KT), on research grants and contracts: proposals and awards with forward look analyses for the period to the end of May 2011 (Period 10).

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

M4767  INTERNAL AUDIT: INSTITUTE OF PETROLEUM ENGINEERING

Received and noted a report on an Internal Audit of the Institute of Petroleum Engineering which took place on 15 September 2010.
Heriot-Watt University

PLANNING & MANAGEMENT EXECUTIVE
Minutes of the extraordinary meeting held on 10 August 2011

Present:

Prof S Chapman, Principal and Vice-Chancellor (Chair) 
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching) 
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS) 
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS) 
Prof G Hogg, Head of School, Management & Languages (SML) 
Prof D Hopkins, Head of School, Life Sciences (SLS) 
Ms L Kirkwood-Smith, (Clerk to PME) 
Mr Alick Kitchin, Business Director, Edinburgh Business School

Mrs G McFadzean, Director of Research & Enterprise Services 
Mr R McGookin, Director of Planning 
Mr P McNaull, Director of Finance 
Ms T Merrick, Director of Corporate Communications 
Mrs K Patterson, Academic Registrar & Deputy Secretary 
Prof G Pender, Head of School, The Built Environment (SBE) 
Prof A Prior, Academic Head of Professional Services Implementation 
Prof A Walker, Senior Deputy Principal

Apologies:

Ms A-M Dalton, Secretary of the University 
Prof J Jones, Vice-Principal 
Prof A Harley, Head of School, Textiles and Design (TEX) 
Prof A Kaka, Vice-Principal (Dubai) 
Mr P G Kerr, Director of Estates Services 
Prof A Miller, Deputy Principal (DP) (Research & KT) 
Ms R Moir, Director of International Development 
Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)

ACTION
Who 
when 
With 
whom

M4768  NEW MEMBER

The Principal welcomed Mr Alick Kitchin, Business Director, Edinburgh Business School, who was attending his first meeting as a new member of PME.

M4769  BUSINESS REPORTED BY THE CHAIR

NSS RESULTS

The Principal updated PME members on newly released embargoed NSS results for Heriot-Watt which highlighted significantly improved performance over 2010 results. Notable successes were noted in a number of reported subject areas.

M4770  RUK FEES

Reserved section (Ref Section 33, FOI(S)A.
Minutes of the meeting held on 25 August 2011

Present:
Prof S Chapman, Principal and Vice-Chancellor (Chair)  Mr A Kitchin, Business Director, Edinburgh Business School
Prof R J M Craik, Deputy Principal (DP) (Learning and Teaching)  Mrs G McFadzean, Director of Research & Enterprise Services
Ms A M Dalton, Secretary of the University  Mr R McGookin, Director of Planning
Prof P De Wilde, Head of School, Mathematical & Computer Sciences (MACS)  Mr P McNaull, Director of Finance
Prof D Hand, Acting Head, School of Engineering & Physical Sciences (EPS)  Ms R Moir, Director of International Development
Prof G Hogg, Head of School, Management & Languages (SML)  Mrs K Patterson, Academic Registrar & Deputy Secretary
Prof D Hopkins, Head of School, Life Sciences (SLS)  Prof G Pender, Head of School, The Built Environment (SBE)
Prof J Jones, Vice-Principal  Prof A Prior, Academic Head of Professional Services Implementation
Mr P G Kerr, Director of Estates Services  Prof S Stewart, Head of Institute, Petroleum Engineering (IPE)
Ms L Kirkwood-Smith, (Clerk to PME)  Prof A Walker, Senior Deputy Principal
Lorraine Loy, Group Risk Manager, was present for item M4774  Christine Dickson, Ernst & Young, was present for item M4774

Apologies:
Ms T Merrick, Director of Corporate Communications  Prof A Kaka, Vice-Principal (Dubai)
Prof A Miller, Deputy Principal (DP) (Research & KT)  Prof A Harley, Head of School, Textiles and Design (TEX)

M4771 MINUTES OF PREVIOUS MEETINGS
Approved the minutes of the meetings of PME held on 7 July and 10 August 2011.  LKS 26 Aug 11

M4772 ACTION LOG AND MATTERS ARISING
Noted actions and related updates, as reported in the PME Action Log.

MATTERS ARISING
There were no matters arising.

M4773 BUSINESS REPORTED BY THE CHAIR
There were no items of business to report other than those already covered elsewhere in the agenda.

M4774 INTERNAL AUDIT PLAN: 2011/12 TO 2013/14
Received and discussed a presentation from the University’s Internal Auditor (IA), Ernst & Young, which updated PME on the draft Internal Audit Plan, setting out the planned schedule of Internal Audit Reviews from 2011/12 to 2013/14. The IA set out the general approach to audit planning in fulfilling the contractual commitment of 125 audit days per annum including 20 ad-hoc days.
Noted that the Plan would be presented for consideration by the Audit and Risk Committee, at its meeting in September 2011, and that, in the interim, the IA would schedule a meeting to discuss the draft Plan with the University’s External Auditor and with the Chair of the Audit and Risk Committee.

The Secretary of the University confirmed that draft Terms of Reference for planned Internal Audit Reviews will be presented in future for PME comment before being finalised.

Agreed, in the context of preparations for REF, that the planned audit: research administration monitoring was scheduled much too late in the draft plan. The Internal Auditor was requested to bring this review forward to FY 2011/12.

M4775 RUK FEES UPDATE

Noted an oral update from the Principal and the Director of Planning on the outcomes of consideration of the proposed RUK fees and bursaries/scholarships framework by the Finance Committee and the Senate. Noted that the proposals, which had been endorsed by the Finance Committee and the Senate and were supported also by the Students Union, were subject to further development in accordance with recommendations from the Finance Committee and would be presented to the Court on 29 August 2011. Noted that, in the interim, plans were also underway in preparation for a public launch on 5 September 2011. Noted and discussed plans and preparations in relation to supporting marketing and publicity.

Discussed student intake planning assumptions and associated risks / contingency requirements in the context of the forthcoming planning round, noting the over-compensation built into Schools’ aggregated target figure for RUK intake. If targets were achieved, there was an opportunity therefore to offset other areas of risk inherent in School plans.

M4776

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

M4777 STUDENT RECRUITMENT UPDATE

Received and discussed a summary update report on student recruitment presented by the Director of Planning.

The Director of Planning reported that conversion of undergraduate applications had been better than anticipated, with numbers coming out slightly above target, but within the consolidation cap threshold. The University’s activity in clearing had been very limited. Noted also that the elevated entry levels established in 2010 had been maintained overall. The Director of Planning drew attention to positive indicators in relation to overseas undergraduate recruitment with potential to exceed target.

Attention was drawn to postgraduate taught course applications and acceptances against target highlighting a high degree of variability across Schools. The Head of the School of Textiles & Design confirmed that the School would review its recruitment achievements in further detail.

Noted, in relation to application processing, that procurement of new IT software was expected to reduce current processing time.

M4778 TITLES FOR ACADEMIC STAFF: INTERNATIONAL CAMPAUSES

Noted and approved recommendations for further development in relation to academic staff titles at international campuses, which were presented by the Senior Deputy Principal. Noted that the aim of the proposed changes was to introduce internationally recognised terminology applicable to grades 7, 8 and 9 academic staff with the requirement for the University to consider job titles in relation to role descriptors and the wider external understanding of job titles and associated staff recruitment factors.

PME approved the recommendations and, in the course of discussion, formed agreement in principle that academic staff titles should be consistent across all campuses.

Agreed, in the meantime, that the proposal which involved a plan to introduce the titles Assistant Professor and Associate Professor, should be embedded in HR planning in relation to the planned Malaysia Campus, and that further roll-out of a revised set of consistent staff titles across the rest of the University should follow consultation involving the Senate and the Staffing
M4779 NATIONAL STUDENT SURVEY RESULTS

Received and noted analyses of the University’s NSS 2011 results and noted related actions being led by the Principal and the Deputy Principal (Learning & Teaching). Noted that a programme of visits to Schools by the Principal in relation to School NSS results was underway.

M4780 PROFESSIONAL SERVICES REVIEW IMPLEMENTATION

Received and noted an oral update by the Secretary of the University on implementation following the review of Professional Services. The Secretary highlighted:

- recent new appointments including that of the Director of HR and Director of Information Services;
- plans underway in relation to recruitment of a Director of Campus Services;
- subsequent plan in the autumn period to progress with the appointment of a Director of Governance & Compliance;
- work for further progress on prioritisation of capital projects;
- work underway on the internal review of governance;
- further review required of areas of professional service from which potential savings had been identified following the Tribal benchmark review; and
- plans to commission a space planning consultant to review space usage.

The Secretary confirmed that a rationalised list of review recommendations would be presented to PME at its meeting on 29 September 2011.

PME noted also the intention to present to PME, at a meeting in the near future, a timeline for development of a new University Strategic Plan.

M4781 REPORT ON OUTCOME OF THE VOLUNTARY SEVERANCE SCHEME

Received and discussed a report on the outcomes of the Voluntary Severance Scheme which was presented by the Senior Deputy Principal. The report confirmed that a net saving had been achieved of £799 k p.a. at current pay-roll costs, with an overall pay back period of a little over one year. Noted that this fell some way short of total savings targeted following the review of Professional Services with an opportunity remaining, over the next few years, to achieve the desired optimum balance in costs. Noted the requirement for evolving change to be supported by a co-ordinated and effective system of re-deployment.

M4782 STAFF ENGAGEMENT SURVEY ACTION PLAN 2011 - 2013

Received and discussed a revised Staff Engagement Survey Action Plan, which was presented by the Academic Head of Professional Services Implementation.

Following discussion, it was agreed that a School-/Section- specific approach should be adopted rather than a University-wide approach. PME noted that the proposed University-level actions, apart from those associated specifically with the PDR process, were not applicable across the broad base of Schools and Sections.

Agreed that Schools and Sections should be invited to identify, in their own areas, the staff survey results which are worthy of celebration as well as review/improvement and to confirm with POD the actions which will be undertaken and the timescale for these. Any associated targets should be amalgamated with Schools’/Sections’ other planning targets.

PME endorsed the 2013 Staff Engagement Survey targets: i.e. response rate of 70%; confidence the University is prepared for the challenges facing HE – 60%; confidence that the results of the survey will be acted upon – 50%; and management arrangements work effectively in my School/Section – 55%.

M4783 IMPACT EVALUATION OF THE LEADERSHIP DEVELOPMENT PROGRAMME

Received and noted a report, presented by the Academic Head of Professional Services Implementation, which set out the key findings of an evaluation of Phase 1 of Heriot-Watt ‘Leading our Future’ Leadership Development Programme and recommendations for taking
forward the Programme in the future. Noted the overall positive response to the programme and key recommendations which had emerged from it.

PME agreed to recommend that the last recommendation listed in the report, in relation to meetings between PDR Reviewers and programme candidates was directly relevant to, and should be appropriately covered by, the regular PDR process. Therefore a separate formal process ought not to be established.

M4784 REPORT FROM THE RESEARCH & KNOWLEDGE EXCHANGE BOARD

Received and approved, for onward presentation to the next meeting of the Senate, a report from the Research & Knowledge Exchange Board relating to the meeting of the Board on 21 July 2011, which was presented by the Director of Research & Enterprise Services.

AP et al Sep 11

M4785 REPORT FROM THE LEARNING & TEACHING BOARD

Received and approved, for onward presentation to the next meeting of the Senate, a report from the Learning & Teaching Board relating to the meeting of the Board on 9 August 2011, which was presented by the DP (Learning & Teaching).

RJMC/LTB clerk Sep 11

M4786 CONSULTATIONS LOG

Received and noted a report on consultations communicated to the University with deadlines up to November 2011 and noted arrangements for co-ordination of the University’s responses.

M4787 ORACLE R12 IMPLEMENTATION PROJECT

Received and approved a project proposal for re-implementation of the ORACLE EBusiness Suite: R12, noting key aims of the project to significantly enhance functionality of the finance system, reduce exposure to a lack of technical support for the currently used version of the system, and to streamline finance business processes. Noted that original implementation of the Oracle programme suite (version 11) had been completed in 2004. Since the original implementation, new information requirements had arisen which further drove the imperative to invest in an upgrade to version R12.

Noted the total cost of the project at £1.2 m of which £800 k depreciation was provided for in the 5-year plan. A further £400 k of proposed built-in contingency costs remained to be covered potentially. PME approved the project on the basis that there will be risk of up to £400 k being recoverable against the contingency element in the University budget. The Vice-Principal also drew attention to an, as yet, uncommitted investment sum of £0.5 m in the Professional Services budget with potential that part of this fund could be called upon if necessary.

Noted that the 5 year plan approved in June 2010 included provision for additional resource to work on Oracle and investment projects. This had enabled commissioning of Phase 1 of the current project, which included a feasibility study for the upgrade. A subsequent Phase 2 had involved building an R12 Prototype to demonstrate the facilities available to the University, this prototype was demonstrated to all School, Institute and Professional Services Financial staff with overall positive feedback. The output of both phases was incorporated in the project business plan presented.

Noted that, following PME approval, the successful bidder would be awarded a contract and work would commence immediately on the project. Noted plans in relation to project governance and application of an Agile approach to project management and implementation.

Agreed that progress reports on the Oracle R12 implementation project should be presented to PME at frequent intervals.

M4788 HEALTHY UNIVERSITY STRATEGY

Received and approved a Healthy University Strategy which was presented by the Academic Head of Professional Services Implementation. Noted that the Strategy represented a shift from the Healthy Working Lives Programme currently managed by POD, with the proposal that the new strategy will be overseen by the new Head of Campus Services. Noted also that the University would be reassessed on its Healthy Working Lives "Gold Award" at the end of August 2011.
Agreed that the Strategy should be presented for approval to the Staffing Strategy Committee.

In the course of discussion, and in relation to the stated responsibility of PME for the 'governance and scrutiny of the Strategy and implementation', the Principal proposed that the Healthy University Steering Group should report directly to PME. (Addendum: For further consideration in the context of the forthcoming review of the governance structure incorporating management committees.)

M4789 RISK REGISTER

Received and noted an oral update on the University Risk Register by the Director of Finance who confirmed current volatility in the Risk Register only in relation to the Heriot-Watt University Malaysia project which represented a substantial new addition to the Register: all other risks were well-controlled with no significant recent change.

The Director of Finance confirmed that the arrangements were underway to reschedule the next expected meeting of the Risk Management Strategy Group.

M4790 MANAGEMENT ACCOUNTS FOR THE PERIOD TO END JULY 2011 (FULL YEAR)

Received and noted Management Accounts for the period to 31 July 2011 (full year), presented by the Director of Finance. Noted also that Period 11 accounts had been circulated to PME members by email.

The Director of Finance drew attention in particular to relative progress against the University’s key strategic goals, as highlighted in the Executive Summary: i.e. in relation to international income; academic staff recruitment; research intensity; the student experience; effective professional services; and underpinning financial sustainability. In respect of the latter, the Director of Finance drew attention to the reported highlights for the year, where the University’s turnover was reported to be in excess of £150 m for the first time and the balance of surplus to turnover had reached the half way point of the University’s longer term target. Foreign exchange rate loss was highlighted as a risk area which was receiving further attention in order to mitigate risk. The Vice-Principal highlighted relatively weak performance against target in relation to goal ‘2b’.

The Academic Registrar & Deputy Secretary asked that further consideration be given to highlighting in the accounts investments made to improve student services/the student experience by Hospitality Services.

Agreed, in relation to the table (page 7 of the report) highlighting the key variances to budget for 2010/11, that the Director of Finance and the Director of Planning should discuss further the net position in relation to student numbers and how this should best be presented.

M4791 RESEARCH GRANTS AND CONTRACTS: PROPOSALS AND AWARDS AND FORWARD LOOK REPORT

Received and noted a report, presented by the Director of Research and Enterprise Services, on research grants and contracts: proposals and awards with forward look analyses for the period to the end of July 2011 (full year). Noted also that the period 11 report had been circulated by email.

Attention was drawn in particular to relative performance against yearly targets for both value of awards income and value of proposals, tracked against previous years. The Director of Research and Enterprise Services highlighted the need to encourage and enable Principal Investigators to manage a larger volume of concurrent grants.

M4792 PROFESSIONAL AND MANAGEMENT PROMOTIONS BOARD

Noted and approved the recommendation for the promotion of Dr Ian Brotherston, Business Development Manager in Research & Enterprise Services. Arrangements to be made by HR to confirm the Board’s decisions with the individuals concerned and their parent Schools/Professional Services.

The Secretary of the University highlighted plans to review and revise the operation of promotions and contribution boards.
M4793 SAS PROJECT UPDATE REPORT

Received and noted an update report, presented by the Senior Deputy Principal, on implementation of the SAS Project including:

- report from the Chair of the SAS Project Board;
- progress update from the Project Manager;
- report from the Chair of the SAS Steering Group on its last meeting; and
- the Project financial summary up to the end of July 2011 (period 12).

Attention was drawn in particular to savings against budget at the year end; however, further adjustments were expected to reduce the reported figure.

M4794 SAS: GOVERNANCE, MANAGEMENT AND FUTURE REQUIREMENTS

Noted and discussed a report, presented by the Academic Registrar & Deputy Secretary, which set out the governance and management arrangements to support SAS and post-SAS project priority requirements.

Noted the remit of the SAS Management Group, which will have overarching responsibility for directing management of enhancement to SAS, prioritising and scoping enhancements, developing a consistent approach to student administration processes and communicating on developments with the user community. Noted that the SAS Management Group would report quarterly to each of: the Secretary’s Group (once established); the Learning & Teaching Board; and PME.

The Academic Registrar & Deputy Secretary agreed, in response to a request from Head of SML, that the timescale for priority 15 in the list: implementation of INTTRACK, should be brought forward from quarter 2 of 2012.

M4795 RESIDENCES PROJECT UPDATE

Received and noted a monthly update report on progress with the University’s Residences Project, which was presented by the Director of Finance.

In relation to update 1.8 of the report relating to plans for demolition of the Residences I block, the Principal confirmed his wish to see the demolition work completed as quickly as possible.

M4796 IT MANAGEMENT INFORMATION

Received and noted an IT Management Information bulletin dated August 2011.