

Minutes

Remuneration Committee

Date and time: 01 October 2018 at 11.00 ending at 13.00

Venue: Vice-Chancellor's Conference Room, Venn

Present: Ursula Lidbetter, Chair
Simon Lunt, Julia Whittaker and Osaro Otobo.

In attendance: Professor Susan Lea, Vice-Chancellor, Kate O'Connell, Human Resources Director and Tory Cliffe, Governance Manager.

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Action

1. **Welcome, Apologies for Absence and Declarations**
Apologies had been received from Greg McKenna and Dr Keith Hopkins. No interests were declared.
2. **Minutes of the last meeting**
The minutes of the meeting held on 19 October 2017 were approved as a correct record.
3. **Matters arising**
 - (a) Action Summary
It was confirmed that all the actions from the last meeting had been completed.
4. **Terms of reference, composition and membership 2018-19**
The Committee noted the Terms of Reference 2018-19, as approved by Council on 27 September 2018.
5. **Chair's Report**
The Chair presented their report. It was noted that, in the current climate, remuneration and rewards should be treated with the utmost care.

It was noted that the papers presented to the committee reflect the changes brought in by the University's compliance with the CUC's new Higher Education Senior Staff Remuneration Code. It was also noted that there would be further changes to policies and procedures in line with the Code.

The HR Director provided assurance to the Committee that the University's framework would provide the transparency on remuneration sought by the CUC and the Office for Students.

The Annual Remuneration Report that would be received by Council was discussed; it was noted that the report needed to be published by the end of the 2018-19 academic year. It was proposed that the Remuneration Committee meet in February 2019 to receive the report.

6. Draft Senior Staff Remuneration and Severance Policy and Procedure

The HR Director presented the policy and procedure. It was noted that the policy and procedure is compliant with the CUC Code and current University policies and procedures. It was noted that, in practice, there were very few significant differences, but that the scope of the committee had changed from directly monitoring all Band 10 salaries, to focussing on staff earning £100,000 and above. Previously, Remuneration Committee received reports on severance payments to senior staff, but the Committee now had authority for setting parameters for severance pay for staff within its scope.

It was noted that, as at the time of the meeting, there had been no severance payments made to senior staff under the remit of Remuneration Committee, in the academic year 2017/18.

It was noted that there had been significant improvements on the quality of appraisals; there were still big challenges in embedding this practice consistently across the University during a significant period of organisational change but this work was ongoing. The Committee received assurance that appraisals were critical to drive up performance and the University Leadership Team (ULT) were committed to ensure a programme of meaningful appraisals. It was noted that the Appraisal Policy fed into a wider framework of development, career progression and, for senior staff, pay. In practice, this worked well with regards to academics, however there was work ongoing to create a career framework for professional services staff.

RECOMMENDED TO COUNCIL

That the Senior Staff Remuneration and Severance Policy and Procedure be recommended to Council for approval (copy circulated to Council).

7. Report on Pensions Cash Supplement

The HR Director presented the paper. It was noted that the policy was relevant to a small number of people in the University, but was of great value to those to whom the policy was applicable.

It was noted that one of the complexities was that there was no list of eligible staff, as the information could only be ascertained precisely at the recruitment stage, however, HR would consider how to ensure staff were regularly made aware of the policy should they be eligible.

The Committee noted the report.

8. High Earners' Report

The HR Director presented the report. It was noted that there was a question for ULT regarding whether the High Earners listed fitted with the University's strategic priorities.

The Committee was asked for their views. It was noted that there was a gender imbalance, and also that there were a significant number of employees listed that were part time.

It was queried how people were recruited to these high earning roles. It was noted that there was a policy for senior staff pay on appointment. It was also noted that agencies were likely to be used to recruit to this level of appointment.

It was noted that, as the report included part time roles, many of those listed would not actually be earning over £100K per annum as they are paid pro-rata.

It was also noted that only four colleagues on the list presented were obliged to complete the 2018-19 Register of Interests.

The Committee noted the report.

9. UCEA Executive Pay Summary and Remuneration Survey 2017

The Chair presented the reports. It was noted that the University's environment, geographically and within the sector, had to be taken into consideration when addressing the reports.

It was noted that many job roles at this level were unique to the University and therefore the benchmark figures could only be used as parameters for sense checking the University's pay activity. It was noted that, with the University's fall in the League Tables, there could be a retention issue for some of the University's key positions. It was noted that this number could be fewer than ten, but the Vice-Chancellor actively engages with these colleagues. The Committee noted that this activity would be of great value to these individuals.

The Committee noted the reports.

10. Cost of Living Award Proposal for ULT

The Vice-Chancellor presented the report. It was noted that this practice would be consistent with the decision made for the cost of living to all Band 10 staff in the Discretionary Band and above. It was noted that this decision had not been communicated to these colleagues at the time of the meeting and there were queries about potential impact on morale. It was however noted that these colleagues were on spot-rate salaries that were reviewed

annually in light of performance, market pressures, retention and comparability therefore any associated issues could be addressed through that route. The flat rate would be amalgamated with any individual pay adjustments proposed. It was noted that this would be the first year that the flat rate be implemented.

It was noted that the message of senior staff not receiving a full 2% must be managed carefully. It could have some positive impacts on the wider institution, given the position of the University financially and in terms of overall performance, also noting the positive management of the Gender Pay Gap.

APPROVED

That the flat rate be applied to all ULT salaries, effective of 01 August 2018 (copy attached to the Official Record as Appendix I).

11. Review of ULT Pay and Reward

CONFIDENTIAL MINUTE

12. Review of VC Pay and Reward

CONFIDENTIAL MINUTE

13. The Gender Pay Gap Report

The Vice-Chancellor presented the report. The University's work on addressing the gap was noted and it was agreed that the gender pay gap must inform decisions for the Remuneration Committee.

The Committee noted the report.

14. CUC Higher Education Senior Staff Remuneration Code

The Committee noted the Code and accompanying appendices.

15. Valedictions

Valedictions were given to Barry Dodd and Ruth Vincent.

16. Dates of future meetings

Members were asked to note the following dates:

All

Date	Time	Deadline for papers
February 2019 (date TBC)	TBC	TBC
Thursday, 10 October 2019	13.00	26/09/2019

17. Any other business

There was no other business.

Minute	Attachments Paper	Circulation
6	Draft Senior Staff Remuneration and Severance Policy and Procedure	C
10	Cost of Living Award Proposal for ULT	OR
11	Review of ULT Pay and Reward	OR
12	Review of VC Pay and Reward	OR

Signature of Chair _____

Date of signature _____

TC