

**A VIRTUAL MEETING OF THE REMUNERATION COMMITTEE**

**5 APRIL 2023**

**10.00 – 12.45**

**Meeting held virtually via ‘Microsoft Teams’**

**MINUTES**

**Present:** Linda Fletcher (Chair), Jack Boyer (Chair of the Board of Trustees), Andreas Raffel (Lay member of the Board of Trustees).

**In attendance:** Lucy Barling (Deputy Head of Governance), James Bigwood (Director of People and Organisational Development / Acting Chief People Officer), Lucinda Parr (Registrar & University Secretary) – for item 5, Judith Squires (DVC & Provost) – for item 5, and Evelyn Welch (Vice-Chancellor) – from item 5 to item 12 .

**Apologies:** Claire Buchanan (Chief People Officer).

**1 WELCOMES, APOLOGIES AND ANNOUNCEMENTS**

1.1 The Chair welcomed members to the meeting.

**2 DECLARATIONS OF INTEREST**

2.1 There were no new declarations of interest.

**3 MINUTES OF PREVIOUS MEETINGS**

3.1 The minutes of the meeting held on 6 December 2022, were **APPROVED** as a fair and accurate record.

**4 ACTIONS & MATTERS ARISING**

4.1 The Chair noted progress on each item.

*The Vice-Chancellor, the DVC & Provost and the Registrar joined the meeting*

**5 MID-YEAR REVIEW OF OBJECTIVES FOR STAFF IN THE REMIT GROUP** (reference **REMC/22-23/010**) (*on file*).

5.1 The Vice-Chancellor introduced the item and noted thanks to her team, and to the interim Chief People Officer, for their support in collating and preparing the paperwork.

5.2 **REVIEWED** the performance objectives for the staff in the Remit Group:

5.3 The following points were **NOTED**:

5.3.1 The objectives, timelines and measures of success set out assumed that the University could manage the volatility of the external environment, including changes to inflation and government policies. Significant within-year course corrections with recalibration of institutional priorities, resource allocation and metrics of success may be required if the year was punctuated by further inflationary pressures. **[REDACTED: May prejudice commercial interests]** The RAG rating in each individual’s objectives was a combination of self plus line manager.

5.3.2 Communications was underpinning and therefore a common thread across all staff objectives. As part of the Media Updates, the Board would be interested to receive more analysis, on an as required basis, on media trends as opposed to just good and bad news stories.

**ACTION: Vice-Chancellor**

5.3.3 That the objectives would be shared with colleagues and supported by engagement **[REDACTED: May prejudice commercial interests]**. The team were to meet again in January to discuss the draft objectives and any help needed to deliver them.

5.3.4 The sharing of objectives across the Remit Group was noted to be very positive in terms of transparency and confidence-building.

5.3.5 The group discussed individual objectives and performance so far, and it was noted that not all of the Registrar's team are in the Remit Group.

5.3.6 It would be helpful to link each goal to the organisational strategic objectives.

**ACTION: Vice-Chancellor/DVC/Registrar**

5.3.7 The timeframe for some objectives across staff in the Remit Group varied, and it was requested that this be amended for consistency purposes.

**ACTION: Vice-Chancellor/DVC/Registrar**

5.3.8 We were in a transition period with the appointment of new roles.

*[The DVC & Provost and the Registrar left the meeting]*

5.3.9 **[REDACTED: May prejudice commercial interests]**

5.3.10 **[REDACTED: May prejudice commercial interests]**

5.4 **[REDACTED: May prejudice commercial interests]**

5.5 **NOTED** that a decision regarding the remainder of the national pay uplift for 2023/24 and its application to the Remit Group would be taken at the Committee meeting in October in line with existing process. **[REDACTED: May prejudice commercial interests]**

**6 REMUNERATION PROPOSAL** (reference **REMC/22-23/011**) (*on file*).

6.1 The interim Chief People Officer introduced the item.

6.2 **[REDACTED: May prejudice commercial interests]**

6.3 **NOTED**: that the proposal had been appropriately benchmarked across the broader Russell Group.

6.4 **NOTED**: the recent increase in new responsibilities for the role-holder.

6.5 **[REDACTED: May prejudice commercial interests]**.

6.6 After due consideration, the committee **UNANIMOUSLY APPROVED** the Remuneration Proposal.

**7 CHAIR'S REPORT** (reference **REMC/22-23/013**) (*on file*).

7.1 RECEIVED and **NOTED**.

7.2 **[REDACTED: May prejudice commercial interests]**

**8 TALENT MANAGEMENT & SUCCESSION PLANNING** (reference **REMC/22-23/012**) (*on file*).

8.1 **REVIEWED:** the update on Talent Management and Succession Planning for senior leadership roles at the University building on previous information provided by the Acting Chief People Officer.

8.2 The following points were **NOTED:**

8.2.1 There would be a discussion outside of the meeting about how best to balance the separation of the executive succession planning and remuneration associated with this committee and the non-executive succession planning associated with the Nominations Committee.

8.2.2 **[REDACTED: May prejudice commercial interests]**

8.2.3 The committee thanked the Acting Chief People Officer for an extremely helpful document and **SUPPORTED** the direction of travel.

8.2.4 **[REDACTED: May prejudice commercial interests]**

8.3 **APPROVED in principle** an additional remuneration proposal for **[REDACTED: May prejudice commercial interests]**

8.4 **NOTED:** that a review of what constituted the 'Remit Group' for the purposes of this committee was currently underway and a proposal would be brought to the next meeting.  
**ACTION: Chief People Officer**

## **9 UPDATE ON UCEA NATIONAL PAY NEGOTIATIONS (verbal).**

9.1 The Acting Chief People Officer provided a verbal update on UCEA national pay negotiations.

9.2 The following points were **NOTED:**

9.2.1 UCU now had a mandate for strike action from 31<sup>st</sup> March to 30<sup>th</sup> September 2023.

9.2.2 UCU were also clear that they intended to pursue a marking and assessment boycott which would likely take place w/c 19<sup>th</sup> April.

9.2.3 This action represented a form of action short of a strike and on this occasion the University would consider deducting up to 100% of pay for partial performance.

9.2.4 The Industrial Action Task Force was meeting on a regular basis, preparing for this action and working to put in place essential mitigations to protect the student experience.

## **10 GENDER & ETHNICITY PAY GAP ANNUAL REPORTS (reference REMC/22-23/014) (on file).**

10.1 RECEIVED and **NOTED.**

## **11 EQUALITY, DIVERSITY AND INCLUSION**

11.1 Decisions in relation to salaries, talent management and succession and gender & ethnicity pay gap reports.

## **12 COMMUNICATION & CONSULTATION**

12.1 Decisions in relation to salaries.

*The Vice-Chancellor left the meeting*

## **13 ANY OTHER BUSINESS**

13.1 The committee **APPROVED** the proposal, presented to it earlier on in the meeting (item 5), **[REDACTED: May prejudice commercial interests]**

13.2 The Committee thanked the Acting Chief People Officer for his hard work and valuable contributions to the work of the committee during the past few months.

Approved by the Chair:  
Date: 19<sup>th</sup> September 2023