



Minutes Meeting of Senior Remuneration Committee

Date: Tuesday 20 June, 9:00-10:30am

Present:

Martin Temple (Chair of Council, and Chair of the Senior Remuneration Committee)

Claire Brownlie (Pro-Chancellor)

Rob Memmott (University Treasurer)

Philip Rodrigo (Senior Independent Governor)

Adrian Stone (Pro-Chancellor)

Secretary:

Rob Gower (Deputy Director of HR)

In attendance:

Suzanne Duke (Head of Reward)

Apologies: None received

1. **Apologies**

No apologies were received.

The Chair confirmed the President & Vice-Chancellor and the Provost & Deputy Vice-Chancellor would attend the meeting for items 4 to 6.

2. **Declaration of conflicts of interest**

No conflicts were declared. The Committee noted that the attendance of the President & Vice-Chancellor and the Provost & Deputy Vice-Chancellor for items 4 to 6 did not present any conflicts of interest. These items were discussion items and both the President & Vice-Chancellor and Provost & Deputy Vice-Chancellor had been invited for their input and expertise, and to ensure cohesion in relation to the Executive performance cycle.

3. **Minutes of last meeting and matters arising**

The minutes of the meeting on 24 May 2023 were approved as an accurate record.

As agreed in its actions from the May meeting, the Committee received and reviewed pay multiple data to understand the impact that any proposed uplift to the President & Vice-Chancellor's salary would have on the pay multiple position. Based on the data presented, the Committee noted that the impact was not significant, given that the average salary of the University's workforce had also increased, and the pay multiple position remained slightly below the average for the Russell Group. The Committee noted that the final pay multiples for the financial year 2022-23 would be published in the University's Financial Statements towards the end of the year.

The Committee agreed that the pay multiple data was helpful and that its position confirmed in its May meeting remained unchanged - that despite the challenging external environment, it was of absolute importance that the role of the President & Vice-Chancellor was appropriately remunerated both in line with the market data, the size of the institution and responsibilities of the role. Sector benchmarking data continued to show that the remuneration position of the President & Vice-Chancellor was below the average and other than the application of the nationally negotiated pay award, the President & Vice-Chancellor had not had a pay increase since his appointment in 2018, he also chooses to opt out of the Executive bonus scheme.

The Committee therefore agreed that they would award the President & Vice-Chancellor an uplift his salary that was proportionate in relation to the size and responsibilities of the role, the institution, and the sector benchmarking position. The Committee noted that the change to his remuneration would be published in the financial statements for the relevant year that the uplift would be effective from.

The Committee noted that all other matters arising and actions from its May meeting, were to be covered in the agenda of this Committee meeting.

4. **Update on UEB Roles and Recruitment**

The President & Vice-Chancellor and the Provost & Vice-Chancellor joined the meeting.

The Committee received an update on the latest recruitment plans and activities in place at UEB level. This update included the planned arrangements to cover the anticipated interim period between when the Provost & Deputy Vice-Chancellor steps down at the end of December 2023 and a permanent replacement to the role is able to start. The Committee noted the planned changes to reporting lines in line with the interim arrangements.

The Committee also noted that they had outside of the meeting, approved the proposed remuneration package the Vice-President AMG, who had been appointed recently. The Secretary confirmed that the appointment had now been approved by Council.

5. **UEB Objective Themes for 2023-24**

The Provost and Deputy Vice-Chancellor presented an overview of UEB objectives, including how they are developed to ensure commonality of delivery amongst UEB members and alignment to the University's Strategic Plan. She also outlined the challenges of measuring outputs, particularly over timelines of delivery which can often extend over several academic years, and because there is often a time lag in the availability of KPIs such as REF results and HESA statistics.

The Committee acknowledged the challenges outlined by the Provost & Deputy Vice-Chancellor. They discussed and agreed that when assessing performance, it therefore was important to measure individual inputs (actions, interventions, and solutions) as well as any outputs, that reinforced delivery of the University's ambitions, strategic vision and plan.

The Provost & Deputy Vice-Chancellor discussed the definition of a stretch objective, including whether it was still helpful for UEB members to specify core and stretch objectives separately, as it was often difficult to make a distinction between the two.

The Committee noted that stretch objectives were currently defined as areas of significant challenge and/or major activity or project delivery that have a significant impact on the institution. Successful delivery against these would normally reflect exceptional performance in the role and be used to inform any bonus recommendation. The Committee discussed and agreed that 'stretch' objectives or achievement should be redefined to when overall objectives are exceeded or achieved more quickly – so very much about improved exceptional performance, rather than a specific pre-defined objective.

The Committee also agreed that there should be a limit on the number of individual objectives.

The Committee agreed that the UEB objective form should be changed to reflect these changes ahead of the 2023-2024 academic year, with the change in definition of stretch objectives reflected in the Executive Performance Scheme and communicated to UEB members.

6. **UEB Succession Planning**

A paper on UEB succession planning had been presented to the Committee at its February 2023 meeting. The Committee had indicated that it would be useful to understand the depth of the leadership talent pool below UEB level, particularly for academic leadership roles. The Secretary therefore presented a further paper which showed the leadership pipeline and succession plans in place below UEB level.

The Committee acknowledged that the information was for Committee information and understand, and confirmed they were reassured to see that effective succession planning was in place. The agreed that it would be useful to see an update on this information on an annual basis, and this update should both highlight the ‘rising stars’ and show any gaps, including the plan to address gaps.

The Committee agreed that the item would be added to its standard business schedule for its June meeting each year.

7. **Review of the Executive Performance Scheme**

At its May meeting, the Committee had agreed that the Executive Performance Scheme was overall, still appropriate for the University. It agreed, however, that it would be helpful in exceptional cases to have increased headroom to award a higher bonus payment than the 10% maximum in the current scheme rules and would explore this further at its next meeting.

Before the President & Vice-Chancellor and the Provost & Deputy Vice-Chancellor left the meeting, the Chair reiterated the role of the Committee in the Executive Performance Scheme process. The Chair confirmed that the Committee would continue to be very much guided by the President & Vice-Chancellor and/or the Provost & Deputy Vice-Chancellor in their assessment of performance and level of bonus recommendation for their UEB direct reports. The Committee’s role was to scrutinise and query performance assessments and any bonus recommendations to ensure they were appropriate and consistent before ratifying them.

The President & Vice-Chancellor and the Provost & Deputy Vice-Chancellor left the meeting.

The Committee reviewed and approved the proposed changes to the Executive Performance Scheme including the option for the committee to exercise discretion to recognise exceptional performance. The Committee reiterated that they would only

exercise this discretion if guided by the President & Vice-Chancellor and/or Provost & Deputy Vice-Chancellor for their UEB direct reports. The Committee approved the changes, subject to the definition on stretch objectives being updated as agreed in agenda item 5.

The Committee noted that the updated scheme rules would be sent to UEB members when they were invited the scheme in the 2023-24 academic year.

8. **Dates of next meeting**

The Committee noted that an email would be sent around asking them to confirm their availability for the meeting schedule for the next academic year.