

University of Glasgow
Remuneration Committee

Minutes of the Remuneration Committee held on 26 May 2022 at 1400 via Zoom

Present: Dr June Milligan (Convener), Kerry Christie, Dr Craig Daly, Rob Goward, Ella McCabe, Ronnie Mercer, Elizabeth Passey

Apologies: None

Attending: Christine Barr, Dr David Duncan, Sir Anton Muscatelli, Amber Higgins (Clerk)

1. Welcome and Introductions

The Convener welcomed Members to the meeting.

2. Notes from the meeting held on 19 November 2021

The notes from the meeting held on 19 November were approved as an accurate record.

3. Matters Arising

No substantive matters were raised.

4. Remuneration Committee - Interim Report

The Director of People & OD introduced the report, advising that its format had been determined by CUC guidance and the Scottish Code of Good HE Governance.

Current Operating Principles

Christine Barr confirmed the Committee's terms of reference; remit and membership.

Senior Performance and Reward – SMG

It was noted that a light touch approach had been taken last year; discussion had largely focused on development and feedback in addition to an overall evaluation of individual and collective performance against objectives and KPIs.

The Committee noted that SMG members were recognised for their contribution to the University, with advances in various domestic and international league tables, the continuing strength of its financial health and good progress against target on a number of KPIs. These included: Quality of Research Publications, Student Progression, Student Satisfaction, Entry Tariff, Operating Cash before investment, Widening Access and CO2 Emissions.

CB highlighted that the University had succeeded in maintaining its current financial performance despite the challenging economic climate and increasing inflationary pressures, alongside the current strategic challenges and risks associated with student and staff recruitment since the Committee last met. The Committee noted the impact of rising inflation, national insurance increase, energy price cap increase and that the salary threshold reduced for USS from c. £60,000 to £40,000 per annum. This was

coupled with the war in Ukraine and the highly competitive cross-sectional employment markets.

The University continues to closely monitor student intake forecasts with regards to international (especially EU) recruitment targets for AY 2022-23. The record of excellent performance continues its upward trajectory following the recently announced REF results in which Glasgow ranked 1st in Scotland and 10th in the Russell Group.

Senior Performance and Reward – Grade 10 Professorial and Professional Staff

Continuous review of the University's performance and recognition mechanisms resulted in the disaggregation of any explicit alignment between our PDR and Recognition & Reward processes in AY 2020-21, following the introduction of the 'light touch' PDR process coupled with the removal of performance ratings. Consequently, this had enabled the adoption of a greater degree of flexibility and autonomy at a local level for recognition and reward purposes within a common set of parameters across the University including those in the Grade 10 cohort. Further, the new approach ensured that the substantial contribution of high-performing colleagues was financially rewarded while enabling the University to account for diversity related pay considerations within the budgetary envelope consistent with the principles agreed.

Further, the University's Rewarding Contribution process provided three distinct approaches to acknowledge those identified as meriting particular recognition in AY2020-21. These were: a one-off (non-consolidated) payment for exceptional performance in year beyond normal expectations of the role; a consolidated salary increase for exceptional performance beyond the expectations of the role; or Team based recognition through which each team member was equally recognised through the University's reward voucher arrangements.

Employee Relations

The Committee noted the continued challenging employee relations climate following successive mandates for industrial action for strike and action short of strike by UCU over their ongoing pensions and pay & non-pay disputes. This resulted in 18 days of strike action in the period from November and continuous action short of strike such as working to contract, not undertaking voluntary duties, etc. The latest notification of action short of strike, based on a disaggregated ballot at Glasgow (and another 40 HEIs), had been extended to include a boycott of all marking and assessment processes up to 7 October 2022 with the possibility of a further 10 days of strike action. The Committee noted that the boycott of all marking and assessment had recently been called off.

The Committee noted that both disputes remain live despite the University having committed to supporting a higher cost-of-living increase this year than in the recent past. At a national level, UCEA had made a final offer which would provide an uplift of up to 9% for those on the lowest spine points from SCP 3 of the University's substantive pay spine and an uplift of 3% for those on or above SCP 20.

It was noted that local discussions were ongoing to find a mutually acceptable way forward that would more appropriately compensate colleagues while contributing in a small way towards addressing pay relativity issues within the sector. The Committee was sighted on and approved a proposal under consideration regarding the current positioning of various pay & non-pay related items that might be jointly taken forward with the trade unions that recognises the commitment of colleagues in realising the University's achievements

Any such joint working and subsequent agreement in this regard would be subject to certain commitments, and would not deviate from the provisions of national bargaining to which both the University and the campus trades unions remain committed.

Market related premia

The Committee noted that the retention and market related uplifts (38 in total) in AY 2020-21 to date which aligned with the University's Retention & Market Supplement related policies.

Clinical Academic Excellence & Innovation Award Scheme

Following formal approval by Remuneration Committee in November 2020, it was noted that there had not been any further awards of this nature in the intervening period although one award was currently under consideration and would be reported to the Committee at its next meeting.

Flexible benefits

The University had continued to develop the benefit proposition for staff in recent years. It was recognised however that these provisions merit continuous monitoring and regular review aligned with the University's strategic imperatives, particularly in light of our commitment to the sustainability agenda. A tendering process was underway to add an Electric Vehicle Salary Sacrifice Car Leasing scheme to our current offering – this had received strong advocacy and support from the Convener of Court.

Vice Chancellors Remuneration – Current Landscape

The Committee noted the data which outlined comparative UK VC salary benchmark data for the Russell Group University Mission Group and nationally across the 19 HEIs in Scotland. The data clearly demonstrated that the salary level of the Principal remained relatively well positioned in accordance with the University's performance. The Committee also noted the highly competitive international global market and key comparator trends.

The Committee noted that this was important to note for succession planning purposes in the coming years.

5. Contractual Changes

The Committee noted a number of SMG contractual changes including two new appointments and two appointment changes.

During discussion the Convener of Court confirmed a recommendation that the Principal's contract of employment be extended for one further year, until 30 September 2025. This was to ensure continuity at an institutional level following the appointment of a new Convener of Court in September 2024 and to allow the incoming Convener to lead the appointment of the new Principal.

The Committee supported this recommendation and agreed that it should be put to the next Court meeting for approval.

6. Expenses Report

A summary of expenses incurred by SMG members over the period from 1 August 2021 to 31 January 2022 was noted. This information included travel expenses booked on behalf of SMG members for University business, in addition to expenses claimed by members.

During discussion it was noted that a low level of subsistence costs that had been put forward by SMG members. The Committee agreed that it was important that colleagues claim as costs are incurred. It was agreed that Dr David Duncan would investigate this more closely to ensure that all claims for subsistence are duly submitted.

7. Recent Voluntary Severance Approvals

Since the last meeting of the Committee on 19 November 2021, 10 severance packages had been approved within the standard terms of the University's Voluntary Severance Scheme. The split was as follows: Arts 0; MVLS 0; Science & Engineering 1; Social Sciences 0; and University Services 9. The total cost of these totalled £339,239 with an average payback period of 7.45 months.

Whenever voluntary severance proposals departed from the standard terms approved by Court; or exceeded £100,000; or involved a member of SMG, the matter was referred to Remuneration Committee for decision. There had been no such cases since the last meeting of the Committee.

8. Salary Augmentation Approvals

The Committee noted that four applications for salary augmentation had been approved in the period since the last meeting of Remuneration Committee on 19 November 2021. A total of 26 members of staff currently benefit from the policy.

9. Any Other Business

There was no other business

10. Date and time of next meeting

The next meeting will be held on 14 November 2022.