

STRICTLY PERSONAL AND CONFIDENTIAL

UNIVERSITY OF EAST ANGLIA

SENIOR OFFICERS REMUNERATION COMMITTEE

Minutes of the meeting held on 17 September 2018

Present: The Deputy Chair of Council (Dr K. Skoyles) (in the Chair), the Chair of Council (Mr J. Greenwell), The Treasurer (Mr M. Williams), one of the Student members of Council (Ms S Atherton)

With: The Director of Human Resources, Remuneration Consultant and the Vice-Chancellor (*except in respect of his own remuneration*)

PART A

1. COMPOSITION AND TERMS OF REFERENCE

Reported (1) that the composition and current membership of the Committee is as follows:

The Deputy Chair of Council (Chair) (Dr K. Skoyles)
The Chair of Council (Mr J. Greenwell)
The Treasurer (Mr M. Williams)
One of the Student members of Council (Ms S Atherton)

In attendance: Remuneration Consultant, where required, the Vice-Chancellor (*except in respect of his own remuneration*)

Secretary: Chief Resource Officer (for governance and reporting aspects)

Director of Human Resources (for discussions of specific individual salaries)

(2) that the terms of reference are:

(a) To determine and recommend to Council the remuneration policy for the Senior Officers of the University. The current roles covered by the Committee are: Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors, Chief Operating Officer and Chief Resources Officer.

(b) To review, agree, and report to Council on an annual basis, the remuneration for the above officers.

(c) To review, and recommend to Council the remuneration policy in respect of all staff whose remuneration will exceed the limit set from time to time by the Office of Students

(currently £150,000 inclusive of pension contributions and any benefits).

- (d) To agree with the Vice-Chancellor recruitment salary ranges for Executive Team posts. Where salary negotiations exceed the agreed range, any further offer shall be made in consultation with the Chair of SORC.
- (e) To ensure that all relevant information is obtained to enable appropriate discussion to take place and that all required reporting may be undertaken.

Received a statement from the Chair of SORC, outlining her approach to the operation of the Committee:

The process for Senior Officers' Remuneration is evolving at the University to facilitate adoption of the new CUC Remuneration Code and the requirements of the OfS. As part of that process, we have undertaken a number of activities and we would seek to position the University's response to the changes as the adoption of "best practice" rather than simply compliance in respect of senior reward. It is accepted that this will be an iterative process over the next two/three cycles. In all of our discussions it is important to remember that SORC is not intending to interfere with the due process of line management which is respectively the Chair for the Vice-Chancellor and the Vice-Chancellor for the other members of ET.

SORC welcomes the articulation of principles set out in the CUC Remuneration Code. Many of these principles are already embodied in SORC's practices to date and SORC is working with its advisers to ensure that future practices are aligned with best practice in the sector. Pending the outcome of that review, SORC is required to make decisions and recommendations today with regard to the Vice-Chancellor and members of ET. It is therefore appropriate to remind ourselves of the four principles upon which the CUC Remuneration Code are predicated, namely, that senior officer remuneration:

- is aligned with UEA's corporate strategy and reinforces its values;
- is competitive;
- is equitable; and
- is well-managed and governed.

In considering the individual remuneration packages for those concerned the following information was taken into account:

- UCEA market surveys in respect of key role holders;
- The pay ratio between the Vice-Chancellor's salary and the median salary of all UEA employees;
- The CUC survey of Vice-Chancellors' remuneration;
- An oral report of the Professorial Review Committee;
- The Vice-Chancellor's professional review of the performance of ET members;
- The Vice-Chancellor's review of University performance;
- The Chair of Council's review of the performance of the Vice-Chancellor.

2. MINUTES

Confirmed the Minutes of the meeting held on 26 June 2017 as a correct record.

3. REPORT TO THE COUNCIL

Received a copy of the annual Report to the Council, approved by the Chair on the Committee's behalf, and submitted to the Council on 20 November 2017.

(A copy is filed in the Minute Book)

4. GENERAL SALARY INCREASE

Reported that the substantive salaries of all senior officers coming within the remit of Part A of this Committee's agenda are normally increased, with effect from 1 August, by a national pay uplift which for 2018 has been implemented at the rate of 2% but might change pending further consultations.

5. PROFESSORIAL AND RELATED STAFF SALARY REVIEW

Reported that the Review Group had recently completed its annual review of Professional and Related salaries and of Heads of School's stipends.

Received an oral report from the Vice-Chancellor on issues arising from the review.

6. PROPOSAL FOR REMUNERATION OF DEPUTY-VICE-CHANCELLOR AND PRO-VICE-CHANCELLORS

Considered recommendations from the Vice-Chancellor on the remuneration of Deputy-Vice-Chancellor and Pro-Vice-Chancellors.

7. REMUNERATION OF DEPUTY VICE-CHANCELLOR

Received

- (1) a report from the Secretary on the current remuneration of the Deputy Vice-Chancellor;
- (2) summary information relating to the salaries of Deputy Vice-Chancellors from the 2017 national UCEA survey;
- (3) reports on his work over the past year submitted by:

Professor N. Ward

(Copies are filed in the Minute Book)

Resolved (1) that the substantive salary of Professor Ward be increased to [REDACTED] per annum, including the 2018

national pay uplift; that his supplementary stipend be increased to [REDACTED] for his role of Pro-Vice-Chancellor; and that his additional stipend be increased to [REDACTED] for his role of Deputy-Vice-Chancellor, with effect from 1 August 2018.

8. REMUNERATION OF PRO-VICE-CHANCELLORS

- Received**
- (1) a report from the Secretary on the current remuneration of Pro-Vice-Chancellors;
 - (2) summary information relating to the salaries of Pro-Vice-Chancellors from the 2017 national UCEA survey;
 - (3) a report on their work over the past year submitted by:

Professor S. Barrow
Professor F.Lettice

(Copies are filed in the Minute Book)

- Resolved**
- (1) that the substantive salary of Professor Barrow be increased to [REDACTED] per annum, including the 2018 national pay uplift; and her supplementary stipend be increased to [REDACTED] for her role of Pro-Vice-Chancellor, with effect from 1 August 2018.
 - (2) that the substantive salary of Professor Lettice be increased to [REDACTED] per annum, including the 2018 national pay uplift; and her supplementary stipend be increased to [REDACTED] for her role of Pro-Vice-Chancellor, with effect from 1 August 2018.
 - (3) that the substantive salary of Professor Edwards be increased to [REDACTED] per annum, including the 2018 national pay uplift; and his supplementary stipend be increased to [REDACTED] for his role of Pro-Vice-Chancellor, with effect from 1 August 2018.
 - (4) that the substantive salary of Professor Gilmartin be increased to [REDACTED] per annum, including the 2018 national pay uplift; and his supplementary stipend be increased to [REDACTED] for his role of Pro-Vice-Chancellor, with effect from 1 August 2018.

Signed

Dr. K. Skoyles – Chair

SENIOR OFFICERS REMUNERATION COMMITTEE

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PART B

(The Vice-Chancellor was not present for this part of the meeting)

9. MINUTES

The Minutes of Part B of the meeting held on 26 June 2017 were confirmed as a correct record.

10. REMUNERATION AND TERMS AND CONDITIONS OF APPOINTMENT OF THE VICE-CHANCELLOR

- Received**
- (1) an oral report from the Chair on the annual CUC survey of Vice-Chancellors' remuneration;
 - (2) summary information from the 2017 national UCEA survey relating to the salaries of Vice-Chancellors;
 - (3) a report on his work over the past year submitted by the Vice-Chancellor.

(Copy is filed in the Minute Book)

Resolved that the salary of Professor Richardson be increased to [REDACTED] per annum with effect from 1 August 2018, including the 2018 national pay uplift.

The Chair of Council also advised the Committee of the priorities that he had agreed with the Vice-Chancellor for 2018/19 and these are shown below. The Vice-Chancellor also shared the priorities that he had set with the other members of the Executive Team.

Vice-Chancellor's priorities for 2018/19

Finance and campus investment

- Achieve 18/19 budget
- Reach agreement with lenders in respect of the campus refurbishment plan
- Work with development office to leverage significant investment in the UEA plan
- Deliver Building 60 to schedule and complete plans for building zero
- Work with COO / CRO / DVC to implement recommendations of the align project
- Promote the case for the Institute of Productivity nationally
- Leverage investment into engineering

University performance

- Maintain and/or improve our ranking in the national and international University rankings
- Significant improvement in graduate prospects and assessment and feedback
- Further improve/increase business engagement at regional, national and international level
- Oversee real progress against objective 5 of the UEA plan around IT.
- Develop new educational partnerships with FE and industry that draw on opportunities from the 18+ review

Team Development

- Work with new team to optimise team performance
- Appoint a new PVC Science
- Improve Council Administration including conciseness, drafting of papers
- Identify with Council 2 further independent members of Council
- Put in a place a 'people' action plan in response to the staff survey
- Provide leadership on issues around campus race-based harassment and aggression
- Make more time to be more visible in our schools of study through school visits etc.

Strategic Development

- Develop 20-25 Plan with KPIs and accountabilities
- Make significant progress in NRP leverage, developing a strategy to promote it as Global Leader in nominated thematic areas
- Review International organisation strategy and Enhance UEA's international reputation through the VC's Presidency of AURORA and other international ambassadorial activities
- Seek new strategic alliances and partnerships internationally
- Develop a strategy to expand awareness of UEA in Whitehall and its strengths

Signed

Dr. K.Skoyles