

**APPROVED/REDACTED**

**MINUTES OF THE MEETING OF THE REMUNERATION COMMITTEE HELD ON WEDNESDAY 16 MAY 2018 IN ROOM RS109, UNIVERSITY OF WESTMINSTER, 309 REGENT STREET**

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PRESENT: Mr D Cheeseman (Chair) Ms S Moore (via conference call)  
Dame K Dunnell Mr P Murphy  
Mr S Hart

IN ATTENDANCE: Mr D Barratt Professor G Megson (item 17.15)  
Mrs E McMillan (Clerk)

APOLOGIES: Ms N Davies (attendee)

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**17.17 ANNOUNCEMENTS**

17.17.1 Apologies were received as noted above.

17.17.2 No interests were declared.

17.17.3 The Chair confirmed that there were no requests to discuss starred items (Minutes 17.18 and 17.19).

17.17.4 A member reported that Audit Committee had considered a benchmarking report, produced by KPMG, that showed the University has the second highest staff costs of 'post-92' universities. The Director of Human Resources and Organisation Development (the 'HR Director') informed members that the University (and others that were previously part of the abolished Inner London Education Authority) have the highest London weighting, and also that Tribal benchmarking data indicates the University has a higher proportion of Principal Lecturers. Members noted that staff reductions, including a number of senior level posts, will result in lower staff costs.

17.17.5 The Chair confirmed there were no further requests to discuss matters not on the agenda.

**17.18 TERMS OF REFERENCE AND MEMBERSHIP**

17.18.1 Members received and reviewed the terms of reference and membership for the Committee (Document REM 180516A), as approved by the Court of Governors on 14 February 2018.

17.18.2 Members noted that the Chair will give his response to a query from the student governor as to whether it is appropriate to include a student in the Committee membership at the next meeting of the Court.

17.18.3 Members discussed whether to propose to expand the remit of the Committee beyond those designated 'holders of senior posts'.

17.18.4 **AGREED** Retain the current terms of reference and membership and review at the first meeting of the new academic year.

## 17.19 SALARIES FOR HOLDERS OF SENIOR POSTS FROM 1 AUGUST 2018

- 17.19.1 Members received and considered a report including the approved salary bands, which use the benchmark group London and the South East, Median to Upper Quartile and income '£70m to £202m' (Document REM 180516B).
- 17.19.2 Members noted that two of the four 'holders of senior posts' are newly appointed and therefore their salaries are not subject to review at this time.
- 17.19.3 The Provost joined members at this point and presented confidential performance reports for the two Deputy Vice-Chancellor post holders.
- 17.19.4 Members discussed the role of the individuals in leading the University and driving transformation; this was not evidenced in the performance reports, which listed significant activities and achievements during the past year. The Provost reported that all members of the senior team are leading and driving change as a matter of course.
- 17.19.5 Members considered that there is not yet sufficient evidence to show that the University's performance and financial position has changed significantly since the last salary review. However, members recognise that through the transformation plan and other activities the University is taking action to address this.
- 17.19.6 Members noted that the Cost of Living award for other staff is not known at this time.
- 17.19.7 **AGREED** The Committee will consider any Cost of Living award for the salaries of these individuals in November 2018.

*[The Provost left the meeting at this point]*

- 17.19.8 Members expressed the view that the new Vice-Chancellor's review of the remit and responsibilities for senior leaders is very important.
- 17.19.9 **AGREED** The Committee considers that no salary progression should be awarded to the 'holders of senior posts'.
- 17.19.10 [Redacted]
- 17.19.11 [Redacted]

## 17.20 ACTING VICE-CHANCELLOR – SALARY REVIEW

- 17.20.1 Members received and considered proposed revisions to the agreed targets and conditions for receipt of a bonus payment (Document REM 180516C).
- 17.20.2 Members noted that the proposed change in wording is to reflect that the bonus would be payable for performance in the full period of the Acting Vice-Chancellor role and not just from the time at which the criteria were agreed.
- 17.20.3 **AGREED** The wording of the targets and conditions are amended as follows:
- 1) £[Redacted] for reducing the Professional Services by the original ask of 300 posts by 31 July 2018. Noting that, as of 12 April 2018, 50% of this target has already been achieved (150 posts);
  - 2) £[Redacted] for reducing the staffing in the faculties by the original ask of 170 posts by 31 July 2018. Noting that, as of 12 April 2018, 63% of this target has already been achieved (107 posts);

- 3) £[Redacted] for ensuring that the top management structure (7 posts) and the schools structure (21 posts) are appointed to by 31 July 2018. Noting that, as of 12 April 2018, 28% of this target has already been achieved (8 posts appointed to); and

17.20.4 **AGREED** The final target remains unchanged:

- 4) £[Redacted] for working the entire six month notice period and successfully delivering on points 1 to 3 inclusive, as detailed above.

## 17.21 MINUTES OF THE PREVIOUS MEETING AND MATTERS ARISING

17.21.1 **AGREED** The minutes of the Remuneration Committee meetings held on 13 December 2017 (Document REM 180516D) and 21 February 2018 (Document REM 180516E) were agreed as an accurate record.

17.21.2 Members received an update on actions and matters arising from previous meetings (Document REM 180516F).

17.21.3 **Acting Vice-Chancellor – salary review (Action 17.14.7.1):** Members noted that the Committee will meet on 1 August 2018 to review performance against the targets and to consider confirmation of the proposed bonus payment.

17.21.4 **Salary supplement in lieu of pension – annual review (Action 17.5.3.1):** Members noted that the HR Director sent the letters notifying the two individuals of the variation on 3 January 2018.

17.21.5 **Performance measures 2017-18 (Action 17.6.5.1):** Members received revised performance measures for the Interim Chief Operating Officer and noted that the Court appointed the interim post holder to the permanent role of University Secretary and Chief Operating Officer in March 2018.

## 17.22 REMUNERATION OF ALL STAFF ON SENIOR MANAGEMENT CONTRACTS

17.22.1 Members received a summary report on the level of remuneration of staff on senior management contracts (Document REM 180516G).

## 17.23 SCHEDULE OF BUSINESS 2017-18

17.23.1 Members received and noted the updated schedule of business (Document REM 180516H).

## 17.24 DATES OF FUTURE MEETINGS

### 2017-18

Wednesday 1 August 2018 at 4.00pm in Room RS109 (VC's boardroom), 309 Regent Street

### 2018-19

Wednesday 12 December 2018 at 4.30pm in Room RS109

Wednesday 1 May 2019 at 4.30pm in Room RS109

## 17.25 ANY OTHER BUSINESS

### Benchmarking report – staff costs

17.25.1 Revisiting the earlier discussion (refer to Minute 17.13.4), members suggested that the HR Director provides a report to the HR Committee, which has responsibility for the salary framework for all staff other than 'holders of senior posts', on why staff costs are so high comparative with the sector.

17.25.1.1 **ACTION Clerk** to forward the KPMG benchmarking report to the HR Director.

**Membership**

- 17.25.2 The Chair noted that this is the final meeting for non-governor member, Ms Sally Moore, who retires from the position on 1 June 2018. On behalf of the Committee, the Chair thanked Ms Moore for her contribution to the work of the Committee.