

**APPROVED/REDACTED**

**MINUTES OF THE MEETING OF THE REMUNERATION COMMITTEE HELD ON WEDNESDAY 21  
FEBRUARY 2018 IN ROOM RS102, UNIVERSITY OF WESTMINSTER, 309 REGENT STREET**

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PRESENT:	Mr D Cheeseman (Chair) Dame K Dunnell (by phone)	Mr S Hart Ms S Moore (by phone)
IN ATTENDANCE:	Mr D Barratt Ms N Davies	Mrs E McMillan (Clerk)
APOLOGIES:	Mr P Murphy	

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**17.13 ANNOUNCEMENTS**

17.13.1 Apologies were received as noted above.

17.13.2 No interests were declared.

**17.14 ACTING VICE-CHANCELLOR – SALARY REVIEW**

17.14.1 Members received and considered a recommendation from the Director of Human Resources Management and the Head of Resourcing and Reward for a bonus payment to be paid to the post holder on completion of the Acting Vice-Chancellor role (Document REM 180221A).

17.14.2 The Chair to the Court of Governors confirmed that the resignation of the post holder, submitted on 14 February 2018, has been accepted. The Chair to the Court informed members of the expectations of the post holder on this matter, as expressed in his letter of resignation.

17.14.3 The Director, Human Resources Management (HR Advisor), outlined the four elements of the proposed bonus payment.

17.14.4 A member queried whether there is any contractual reason to pay a 'retention bonus', as outlined in point 4 of the proposal. The HR Advisor confirmed that this is not a contractual requirement. The payment is proposed to mitigate the risk that the post holder will wish to negotiate a shorter notice period (a common expectation at this level) and the impact that is likely to have on delivery of the activities outlined in points 1 to 3 of the proposal and on an appropriate handover period with the incoming Vice-Chancellor and President ('Vice-Chancellor'). Members noted that although the retention bonus would offer some incentive to stay on there still would be residual risk that the post holder would wish to leave prior to the end of the contractual notice period.

17.14.5 Members discussed the timing and process for implementation of the three college management structure.

17.14.6 Members considered that the targets are appropriate, clear and measurable. Members noted that the Committee will make an assessment as to whether or not the targets have been met prior to any payment being made. In making that assessment, members will receive a presentation on what has been achieved and will consider the extent to which the targets have been met and any mitigating circumstances.

- 17.14.7 **AGREED** On completion of the Acting Vice-Chancellor role the post holder will receive a bonus payment of up to £[redacted]. Payment is subject to a decision of the Committee as to whether the following targets and conditions have been met:
- a) £[redacted] for the completion by 31 July 2018 of the Professional Services Restructure and a reduction of 150 posts, as per the HR1 and Section 188 Notice;
  - b) £[redacted] for the completion by 31 July 2018 of the reductions required in staffing in the faculties – an anticipated reduction of 63 posts (number of posts subject to confirmation by HR and Finance);
  - c) £[redacted] for the completion of the new three college management structure to be operational from 1 August 2018; and
  - d) £[redacted] for working the entire six month notice period and successfully delivering on points 1 to 3 inclusive, as detailed above.

17.14.7.1 **ACTION Clerk** to arrange a meeting of the Committee in early August 2018 to review performance against the targets and to consider confirmation of the proposed bonus payment.

## **17.15 VICE-CHANCELLOR AND PRESIDENT APPOINTMENT**

### **Terms and conditions**

- 17.15.1 Members noted that expected performance measures will be stated in the offer letter; it will be noted that performance measures for the post are subject to the agreement of this Committee. Members considered that performance management is of equal importance at every level in the institution and for this reason confirmed the probationary period would be one year as standard.
- 17.15.2 **AGREED** The Committee will consider and approve performance measures for the post holder by correspondence.
- 17.15.3 **AGREED** Standard terms and conditions to be adopted for the incoming Vice-Chancellor.
- ### **Salary**
- 17.15.4 For the record, members noted the process for agreeing the salary for the new Vice-Chancellor.
- 17.15.5 Members considered by correspondence information on the market position for salaries for Vice-Chancellors and comparative leadership roles in other sectors based on job evaluated size, using the Hay Methodology. Members considered also 'Senior Staff Remuneration, including Heads of Institution increases 2016-17' (UCEA Communications Briefing, January 2018).
- 17.15.6 Having regard to the views expressed by members - and having sought also feedback from members of Nominations Committee - the Chair, Remuneration Committee confirmed to the Chair to the Court (Chair of the selection panel) that the Committee agreed a salary band of £180,000 to £200,000. Additionally, the Chair, Remuneration Committee delegated authority to the Chair to the Court to offer a higher salary, either by way of a significant bonus linked to clear measurable outcomes, or by offering a 'red ringed' salary outside of the proposed salary band.
- 17.15.7 The Chair to the Court reported the agreed salary to the Court prior to the appointment being confirmed at the meeting on 14 February 2018.
- 17.15.8 **RATIFIED** With effect from the start date for the appointee (to be confirmed), the salary for the Vice-Chancellor will be £250,000 (two hundred and fifty thousand) per annum. This salary will not be reviewed until 2019 and, for the avoidance of doubt, will not be subject to any cost of living uplift the Committee may approve for other 'holders of senior posts' from 1 August 2018.

## **17.16 DATES OF FUTURE MEETINGS**

Wednesday 18 April 2018 at 4.30pm in Room RS109 (VC's boardroom), 309 Regent Street