



REMUNERATION COMMITTEE

23 September 2020

Minute

Present: Caroline Gardner, Convener
Alan Johnston, Co-opted Member
Claire Philips, Staff Member of Court
Doreen Davidson, General Council Assessor
Janet Legrand, Senior Lay Member

In attendance: Peter Mathieson, The Principal and Vice-Chancellor
Sarah Smith, Vice Principal Strategic Change and Governance and University Secretary
James Saville, Director of Human Resources
Linda Criggie, Deputy Director HR – Employee Relations, Employment Policy, Equality & Diversity and Reward
Sheila Jardine, Senior HR Partner – Reward & Recognition
Lee Hamill, Director of Finance (for item 4)
Shona Blair, Corporation and Direct Tax Manager (for item 4)
Clare Struthers, Executive Officer, HR (Minutes)

Apologies: Ellen MacRae, President, Students Association

1 Welcome

The Chair welcomed all attendees and introduced Janet Legrand and Claire Philips as new members of Remuneration Committee. The Chair also noted apologies from Ellen MacRae, newly-elected President of the Students Association.

It was also noted that this was the first meeting of Remuneration Committee in the new academic year, in what is an ongoing set of extraordinary and difficult circumstances due to the coronavirus pandemic.

There were no declared conflicts of interest, and the Chair referenced the Terms of Reference and Framework for Decision-making which would be added to each meeting agenda for ease of access and reference by members.

2 Minutes of meeting of 26 May 2020

Subject to correction to the titles of Susan Rice and Anne Richards, the Minutes were approved as a true record of the meeting.

3 Matters Arising from Meeting of 26 May 2020

SUBSTANTIVE ITEMS

4 Shared Equity Scheme

The Chair introduced Lee Hamill, Director of Finance and Shona Blair, Corporation and Direct Tax Manager to the meeting, to present their paper. The Committee were advised that the outstanding liability had been settled with HMRC, and were invited to discuss the future of the scheme.

The Committee heard from the Principal how the scheme is a useful recruitment tool which he uses judiciously and sparingly and would wish to remain available.

Committee members debated the matter of (staff) personal liability, and after careful deliberation of the options presented in the paper, requested that further detail be brought back for further discussion in due course.

The Chair thanked the Director of Finance and the Corporation and Direct Tax Manager for their contribution.

Action: Options to be worked up with more detail and brought back the Committee in due course.

[Secretary's note: Lee Hamill and Shona Blair left the meeting]

5 Outcomes of 2020 Grade 10 and Equivalent Staff Salary Review, Central Academic Promotions and Grade 1 – 9 Contribution Reward

The Director of HR spoke to the paper, which provided background detail for the benefit of new committee members. The Committee was asked to consider and comment on the information contained within the paper.

Clarification was sought and provided on the difference in contribution recognised through a salary increase relative to a one-off lump-sum payment; the former being for sustained and exceptional performance, the latter recognising a one-off exceptional piece of work.

The Committee suggested that clearer guidance and definitions might be required to help managers inform their decision-making. It was agreed that these would be reviewed in 2021 when time and resource allowed.

6 Senior Management Team Remuneration – January 2021 Review

The Director of HR spoke to the paper, highlighting the August 2020 national pay freeze which impacted the vast majority of university staff and the University's proposed pausing of other pay awards which would be effective from August 2021.

It was noted that, in order to comply with the Higher Education Governance Code, the Committee had to present Court with key principles underpinning the proposed approach and it was for the Committee to subsequently agree the level of any increase in individual salaries proposed by the Principal, including zero awards.

Following input from all committee members, it was agreed that Court should be asked to approve an approach which takes particular account of internal relativities, in particular the pay constraint faced by all other University staff. Court will be asked to endorse this approach at its meeting on 28 September 2020 following which the

Principal will submit his proposals for approval by the Remuneration Committee at its January 2021 meeting.

Members also emphasised the importance of ensuring that the senior team were clearly advised that the zero award which was likely to result was a reflection of the University's financial challenges and not of individual performance.

7 Any Other Business

There was no other business.

8 Date of Next Meeting(s)

The next meeting will take place on Tuesday 26 January 2021, followed by Tuesday 25 May 2021.

The Chair advised the Committee that it had been agreed that the January agenda would include a paper to aid members understand the routine cycle of business.

[Secretary's note: Claire Philips left the meeting]

ROUTINE ITEMS

9 Summary and Update of Electronic Decisions

The paper was noted by the Committee.

10 Chair of Clinical Neurology

The Committee noted this was an out of cycle promotion and retention case and approved the proposed salary award.