**University of Glasgow**

**Remuneration Committee**

**Minutes of the Remuneration Committee held on 23 May 2024 at 1000 in the Principal’s Meeting Room and via Zoom**

Present: Kerry Christie - Chair, Elizabeth Passey, Shan Saba, Tony Elliott, Laura Hamilton, Professor Bethan Wood, Hailie Pentleton-Owens

Apologies: Gavin Stewart

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

**RC/2023/10. Welcome and Introductions**

The Chair welcomed the new external lay members Tony Elliott and Laura Hamiton to the meeting.

**RC/2023/11. Notes from the meeting held on 16 November 2023**

The notes from the meeting held on 16 November were approved as an accurate record.

**RC/2023/12. Matters Arising**

No substantive matters were raised.

**RC/2023/13. 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.

*RC/2023/13.1 Current Operating Principles*

Christine Barr confirmed the Committee’s terms of reference, remit and membership.

*RC/2023/13.2 Senior Performance and Reward – SMG*

The Committee noted that ordinarily, salary recommendations were considered at the November meeting of the Committee. However, by exception, the Principal was seeking Remuneration Committee approval for an interim review for one member of SMG.

The Committee agreed to approve the salary recommendations for the VP Economic Development & Innovation (PVC - Level 2).

The Committee noted comparative salary data for SMG members excluding the VP/Head of College of MVLS, currently paid within the Clinical Academic Grade. Further, the data provided comparative analysis of SMG salary levels and relevant benchmark data to inform Remuneration Committee deliberations within the market median to upper quartile parameters of current operating principles as previously agreed by the Committee.

*RC/2023/13.3 Rewarding Contribution*

The Committee noted the University’s approach to Rewarding Contribution on an annual basis was reinstated in recognition of exceptional performance at an individual or team level payable in AY 2023-24, having been paused in AY 2022-23 given the exceptional 3% uplift applied during this session. The budget set aside for this purpose typically represented 0.5% of the University’s salary bill which was proportionally distributed to Colleges and University Services. The Committee noted that a total of 1,176 staff (19% of the population in scope) had been recognised accordingly.

*RC/2023/13.4 Employee Relations*

The Committee noted none of the campus trade unions currently had mandates for action. The most recent ballots for action on the part of UCU and UNISON failed to secure mandates for further action at Glasgow.  Despite ongoing financial constraints across the sector, national pay negotiations were proceeding for AY 2024-25. The Committee noted that the final pay offer was likely to be somewhere in the region of 2-3% and that good progress had been made on non-pay related matters. The Committee would receive details on the final outcome at its next meeting in November.

*RC/2023/13.5 Market related premia*

The Committee noted the retention and market related uplifts payable in the period since its last meeting in accordance with the University’s Retention & Market Supplement related policies. It was noted that 41 professorial staff are currently in receipt of market premia which represented a slight increase since the last update to the Committee.

*RC/2023/13.6 Clinical Academic Excellence & Innovation Award Scheme*

Following formal approval by Remuneration Committee in November 2020, it was noted that there had been five awards of £15,000 per annum since the scheme was introduced, with the most recent awarded in December 2023.

*RC/2023/13.7 Pension Tax Changes & Salary Augmentation*

The Committee noted the recent changes to the USS pension scheme: (i) USS members paid a lower member contribution rate of 6.1% (a reduction of 3.7% from the previous rate of 9.8%) effective from 1 January 2024; (ii) members further benefited from an increase to the salary threshold of £70,296, up from £41,004 effective from 1 April 2024, which increased the numbers with only DB benefits; (iii) with effect from 1 April 2024, the accrual rate for the defined benefit section had increased from 1/85th of salary to 1/75th of salary with a corresponding increase to the retirement lump sum from 3/85ths to 3/75ths; (iv) those who were active members of the scheme in the period from 1 April 2022 to 31 March 2024 would also receive a one-off benefit uplift of £215 to their pension (subject to certain conditions) and £645 to their retirement lump sum.

The Committee also noted that at present there are 24 active members in the University’s Salary Augmentation Scheme in lieu of Pension Contribution, with a single colleague having elected to opt back into membership of the USS in the period. As a result of changes to the Lifetime Allowance in April 2023 which in effect closed the scheme to new members, it was anticipated that the number of active members would further decrease in the coming years.

The Principal left the meeting

*RC/2023/13.8 Vice Chancellors Remuneration – Current Landscape*

*RC/2023/13.8.1 Appointment of New Principal & Vice Chancellors*

The Committee noted that the Principal & Vice-Chancellor, Professor Sir Anton Muscatelli had recently announced his decision to retire on 30 September 2025. Executive Search firm, Saxton Bampfylde was supporting the University in appointing a successor with a formal Search Committee having been established by Court for the purpose of overseeing the recruitment and selection process. The University expected to attract an impressive field to the role.

*RC/2023/13.8.2 Vice Chancellors Remuneration – Current Landscape*

Given the forthcoming appointment of a new Vice Chancellor, the Committee acknowledged the timely review of relevant market data and comparative benchmark information both nationally and internationally. Further, the Committee noted it would be responsible for oversight and agreement on the future remuneration package for the next Vice Chancellor.

The Committee noted the data outlining 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 current Principal remained relatively well positioned in line with the University’s relative performance. The Committee also noted the highly competitive international global market and key comparator trends.

The Principal returned to the meeting.

**RC/2023/14. SMG Contractual Changes**

The Committee noted that Professor Frank Coton, Senior Vice Principal & Deputy Vice Chancellor (Academic), Dr David Duncan Chief Operating Officer & University Secretary & Deputy Vice Chancellor (Operations) and Rachel Sandison, Vice Principal (External Relations) & Deputy Vice Chancellor (External Engagement) had had their terms of office extended from 1 October 2025 to 30 September 2029.

The Committee also noted that one further SMG term of office was due to expire in November 2025 and that a consultation process was underway on a potential extension.

**RC/2023/15. Expenses Report**

A summary of expenses incurred by SMG members over the period from 1 August 2023 to 31 January 2024 was noted. This information included travel expenses booked on behalf of SMG members for University business, in addition to expenses claimed directly by members.

**RC/2023/16. Recent Voluntary Severance Approvals**

Since the last meeting of the Committee on 16 November 2023, 8 severance packages had been approved within the standard terms of the University’s Voluntary Severance Scheme. The split was as follows: MVLS 1 and University Services 8 at a total cost of £68,441 and with an average payback period of 8.4 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.

**RC/2023/17. Convener of Court – Review of Remuneration Arrangements**

The Committee noted that following the introduction of the Higher Education Governance (Scotland) 2016 Act the governing body of the University can pay such remuneration and allowances to the senior lay member (Convener of Court) as the governing body considers to be appropriate. The University Secretary reported that in November 2022, Court had agreed to increase the daily rate from £500 per day to £550 per day. A proposal was now being forwarded that the daily rate should be increased annually in line with national pay awards rather than a topic for discussion on an ad hoc basis.

The Committee agreed that a recommendation would be made to Court that the Convener of Court daily rate be increased on an annual basis in accordance with any pay award agreed nationally.

The Committee agreed that the maximum number of days that could be claimed would remain at 50 days per year.

**RC/2023/18. Any Other Business**

The Committee noted that this would be Elizabeth Passey’s last meeting as Convener of Court and Committee member as she would be stepping down on 31 July 2024 in advance of its next meeting. The Chair noted that Elizabeth had been the Convener of Court for 8 years, and a member of Remuneration Committee for 8 years. The Committee warmly thanked Elizabeth for her huge contribution and dedication to the University and wished her well for the future.

The Chair also thanked Hailie Pentleton-Owens as this would be her last meeting as her time as SRC President was due to end on 31 June 2024. The Committee wished Hailie all the best for the future.

**RC/2023/19. Date and time of next meeting**

The next meeting will be held on 4 December 2024.

**University of Glasgow**

**Remuneration Committee**

**Minutes of the Remuneration Committee held on 4 December 2024 at 1000 in the Principal’s Meeting Room and via Zoom**

Present: Kerry Christie (Chair), Gavin Stewart, Laura Hamilton, Professor Bethan Wood, Pablo Moran Ruiz

Apologies: Shan Saba, Tony Elliott

Attending: Professor Sir Anton Muscatelli, Dr David Duncan, Christine Barr, Amber Higgins (Clerk), Gillan Shaw, Laura McCrimmon

**RC/2024/1. Welcome and Introductions**

The Chair welcomed Pablo Moran Ruiz, SRC President to his first meeting.

**RC/2024/2. Notes from the meeting held on 23 May 2024**

The notes from the meeting held on 23 May 2024 were approved as an accurate record.

**RC/2024/3. Matters Arising**

No substantive matters were raised.

**RC/2024/4. Current Landscape – Professorial Pay**

The Committee received a presentation by Christine Barr, Executive Director of People & OD on the current landscape and professorial pay. The key areas noted were:

* Current landscape – financial sustainability of the sector and budget priorities.
* Reduction of international student numbers nationally.
* Diminishing attractiveness of UK as a destination of choice for staff.
* Governance oversight of the Committee: Scottish Code of Good HE Governance 2023 and the CUC HE Remuneration Code 2021.

The presentation also highlighted the Professorial Reward Strategy which included:

* Providing a clear career structure through Professorial Zones including clear promotion criteria based on meeting 4 out of 7 criteria.
* Application of fair, transparent & equitable pay and performance mechanisms.
* Enhancement of leadership capacity & capability for succession planning.
* Importance of attracting and retaining talent in a global market.

During the discussion the Committee noted the 4 Professorial Zones and the 2 Bands for senior professional services staff, along with the gender profiles. CB outlined the various mechanisms for movement within and across the University’s Professorial Zones. It was noted that professorial and senior professional colleagues at Grade 10 level received an annual award in line with the national pay uplift and are also eligible for additional recognition in accordance with our rewarding contribution arrangements consistent with exceptional performance. CB also reported that a zone calibration exercise took place on an annual basis, whereby the Exec. Director of P&OD meets with each VP/Head of College and their respective Head of P&OD to review relevant benchmarking, statistical data and salary positioning of professorial staff consistent with their zone profile. Discussion took place on the mechanisms relied upon for the purposes of professorial salary review and communications of these.

A comment was made about the challenges faced by individuals engaged on each of the different academic career tracks such as Learning, Teaching and Scholarship. The nature of this track seeks pedagogical publication within a particular subject discipline over research outputs in peer-reviewed journals. Given the relatively recent criterion changes within this track, success rates for promotion at senior lecturer and professorial grades have been lower than within the research & teaching track. The Committee was alerted to full guidance and training having been developed to assist potential applicants, the benefits of which had been evident for those applying at Grade 7 & 8 levels this academic year. The Committee noted this trend with anticipation that these recent developments would assist in improving applicant success rates over time subject to colleagues following the guidance contained in the policy and application process in accordance with the criteria.

A query was also raised about the possibility of staggering the Zone 1 entry based on zone profile. CB took this comment on board for further consideration by the Senior Vice Principal/ Deputy Vice Chancellor – Academic who has overall accountability for the University’s Academic Promotion & Zone Movement policies.

Going forwards, the Committee noted that a significant focus would be on the University’s diversity related KPIs specifically gender, disability and ethnicity, and the associated pay gap data.

The Committee thanked Christine Barr for her informative presentation.

**RC/2024/5. Remuneration Committee - Annual Report**

*RC/2024/5.1 Current Operating Principles*

Christine Barr highlighted the Committee’s terms of reference, remit and membership and advised that the format of the Annual report had been determined by CUC guidance and the Scottish Code of Good HE Governance. The Committee also noted the key principles and remuneration positioning that the Committee adhered to.

*RC/2024/5.2 Current Strategic Context and Institutional Performance*

The Committee noted the report which covered:

* Uncertainty in international student recruitment;
* Current strategic challenges in the HE context – geopolitical and sector instability;
* Institutional performance in the University’s financial sustainability and budgetary position, including the impact of recent government policy and NI changes;
* KPI performances;
* National and international league table performances;
* Data relating to employment expenditure and pay progression at the University.

The Committee noted that negotiations in the HE sector involving UCEA and the recognised trade unions regarding the pay offer for AY 2024-25 resulted in the instigation of the dispute resolution process in late August, which duly concluded without agreement. Participating employers were instructed to implement the uplift effective from 1 August 2024.The pay award was equivalent to an overall sectoral uplift of 2.5%, with an uplift of up to 5.4% for colleagues on the lowest points on the salary scale, tapering to a minimum 2.5% uplift for those on scale point 38 and above. It was reported that discussions continue on the non-pay issues.

David Duncan, Christine Barr, Gillan Shaw and Laura McCrimmon left the meeting.

*RC/2024/5.3 Senior Performance and Reward – SMG (Principal’s Report)*

The Principal outlined SMG’s performance against the strategic objectives set last year, acknowledging that the NSS results had been disappointing at an institutional level and that issues with the CBRE estates contract continued to cause concern. The Principal reported that the University had continued to perform strongly despite the impact of geopolitics, and the challenges around international student recruitment; this was a result of the combined contribution of SMG and colleagues across the University as a whole.

During the discussion the Committee noted the current and historic salary levels of SMG. It was agreed that SMG would receive a 2.5% pay uplift in line with the national pay award.

The Committee agreed with the proposal outlined by the Principal and approved salary uplifts for the Deputy Vice Chancellor – Academic, Deputy Vice Chancellor – External Relations and the Executive Director of Finance as outlined by the Principal to reflect the market median. A one-off payment was also approved for the Deputy Vice Chancellor – Academic to reflect his exceptional level of performance.

David Duncan, Christine Barr, Gillan Shaw and Laura McCrimmon returned to the meeting.

The Principal left the meeting.

*RC/2024/5.4 Senior Performance and Reward – Principal*

The Convener of Court, Gavin Stewart, informed the Committee that he and the Chair of the Remuneration Committee had conducted a review of the Principal's Performance in the form of a 360⁰ review, a PDR and key stakeholder feedback. The review was informed by an assessment of the Principal’s performance against agreed objectives and feedback received from all members of Court. It was reported that the Principal continued to lead SMG and the University in an admirable way. It was noted that the feedback received consistently confirmed the effectiveness of the Principal’s leadership. The Convener of Court also reported that he had raised, with the Principal, Court’s concerns around the student experience and it was noted that this area would be a key focus for the next 12 months. Another key priority for the Principal would be the successful transition to the incoming Principal, and supporting SMG members through this transition. The Convener of Court reported that whilst it was positive news that international student recruitment had stabilized this year, there was a broader need for wider communication in relation to the positive impact of recruiting international students to both the University and the local community.

The Committee agreed with the proposal outlined by the Convener of Court at the meeting, that the Principal would receive a 2.5% pay uplift in line with the national pay award.

The Principal returned to the meeting.

*RC/2024/5.5 Senior Performance and Reward – Grade 10 Professorial and Professional Staff*

The Committee noted that Grade 10 (professorial and professional services) colleagues were not contractually entitled to receive national uplifts, and retrospectively approved payment of the equivalent to the national pay uplift to those engaged at Grade 10 level, with colleagues having received a pay uplift equivalent to 2.5% in AY2024-25.

**RC/2024/6. SMG Contractual Changes**

The Committee noted that Professor Muffy Calder Vice-Principal & Head of College S&E would revert to her substantive professorial post from 1 January 2025 and that Professor Eric Yeatman had been appointed as the new Vice-Principal & Head of College S&E from 6 January 2025 to 5 January 2030. The Committee also noted that Professor Iain McInnes, Vice-Principal & Head of College MVLS had had his term of office extended from 16 November 2025 to 15 November 2030.

**RC/2024/7. Expenses Report**

A summary of expenses incurred by SMG members over the period from 1 February 2024 to 31 July 2024 was noted. This information included travel expenses booked on behalf of SMG members on University business, in addition to expenses claimed directly by members.

**RC/2024/8. Recent Voluntary Severance Approvals**

Since the last meeting of the Committee on 23 May 2024, it was noted that there had been 5 severance packages approved within the standard terms of the University’s Voluntary Severance Scheme. The split was as follows: MVLS - 2, Social Sciences - 1 and University Services - 2 at a total cost of £142,919 with an average payback period of 7.39 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.

**RC/2024/9. Any Other Business**

The Chair reported that the remuneration for the current Convener of Court would be reported at the next meeting. The Committee noted that the remuneration was in line with the amount agreed by Court in June 2024 - *£550 per day and would be increased on an annual basis in accordance with any pay award agreed nationally. The maximum number of days that could be claimed would remain at 50 days per year.*

**RC/2024/10. Date and time of next meeting**

The next meeting will be held on 29 May 2025.