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Ms Jill Stannard	Y	Y	N
Mr Martin Williams	Y*	Y	Y

*As Associate Director and consultant to the Committee

9. The Vice Chancellor and PVC(Director of Student and Staff Services) were in attendance at the meetings as set out below , in addition to the Secretary to the Committee. The Vice Chancellor and PVC(Director of Student and Staff Services) left the meeting at all times when the Vice Chancellor's remuneration or performance was under discussion ; the PVC(Director of Student and Staff Services) and University Secretary left the meeting when the Committee was discussing items of relevance to them or their roles .

In attendance	8 October 2019	21 November 2019	15 June 2020
Dr J Brown	Y	Y	Y
Professor J Mennell	Y	Y	Y
PVC(Director of Student and Staff Services)	Y	Y	N

Business of the Committee

10. A key aspect of the work of the Committee in 2019/20 was in relation to the Remuneration of the Vice Chancellor. Other aspects of the Committee's work are detailed below.
11. The Committee agreed that the pay rise awarded to those on the national pay framework also be applied for staff on Corporate Leader Bands A, B and C and spine point 52 and that the timing of the pay award, and whether or not it was backdated, should be the same as for those on the national pay framework . The same position was agreed for the Chief Operating Officer / Deputy Vice Chancellor (as a Senior Post holder).
12. The Committee received papers on VCE succession planning, endorsed the changes being proposed and approved the processes to be undertaken.
13. The Chair of Remuneration Committee chaired, and members of the Committee were members of interview panels set up to appoint to roles set out within the plans for VCE .
14. The Committee approved the new DVC(Academic) post to be a Senior Post, as defined by the Articles of Association, from 1 January 2020, then later in the year approved the new DVC(Health Environment and Innovation) post to be a Senior Post from 1 August 2020.
15. The Committee noted the change of designation of the individuals who were to be the deputy for the Vice Chancellor.
16. An annual report on awards made under the honorarium process was received. Thirty one honorarium payments were approved at an average value of £443, all bar one were for staff covered by the National Pay Framework.
17. The Committee receive some minor updates to the Senior Pay Framework (covering roles above the national pay framework) which had been approved in 2018/19.
18. The Committee reviewed and approved its annual report to the Board for 2018/19 and, at a later meeting, noted the OfS's document of 25 October 2019 relating to compliance with the 2018- 18 accounts direction and the section within the document on justification statements.

Approach to Remuneration

19. The Committee takes a holistic approach to setting the remuneration of the Vice Chancellor and

senior post holders, taking institutional and personal performance, the national pay agreement,

a.

involved with local MPs, the Local Enterprise Partnership and other influential individuals and entities.

Remuneration Committee by the Chair of the Board. The Committee's considerations of the Vice Chancellor's remuneration for 2019/20 were based on the feedback from the appraisal and interviews that related to performance in 2018/19.

52. As set out in the 2018/19 Annual report of Remuneration Committee to University Board, 2018/19 was a challenging year across the sector, and no less so at the University of Cumbria. However, against increased competition for students the University has been successful in turning the decline in student numbers around in many disciplines, leading to recruitment stabilising. Within this there are some traditional areas of the business that are continuing to see declining performance, but these are at least balanced by new areas of business where the University looks to be building a solid foundation. The financial performance ()0.6bueser1 (i)-9.1 (a)16.6 (b)(u)e.5 -9.6 ()06

that her honorarium, made for her contributions during 2018/19, be reimbursed to the University. The Vice Chancellor noted that whilst she recognised that the honorarium was in recognition for her work in that period, and she appreciated recognition, she felt that this was the right thing to do.

61. The outcome, following adjustments, was that the Vice Chancellor's pay award effective from 1 January 2020 was 1.8%, the same as all staff. The award was paid from the same time and in the same manner as increases paid to all staff. The cost impact in the year of the salary rise was 1.05%, equating to 7 months of the 1.8% pay award.

62. The Vice Chancellor is a member of the Teachers' Pension Scheme. The employer contributions to the Teachers' Pension Scheme increased from 16.48% to 23.68% from 1 September 2019. All members of the Teachers' Pension Scheme experienced a similar increase in the required employer contribution. The cost impact in the year of the salary rise plus the increased employer pension contribution was 3.3%.

External Appointments and Expenses

63. The Vice Chancellor's contract specifies that 'The Vice-Chancellor may undertake occasional additional duties for the University, or other external bodies provided that she obtains the prior written consent of the Chair of the University Board to do so and subject to annual review. The Chair shall report all such matters to the Remuneration Committee. Any remuneration payable to the Vice-Chancellor by such external bodies may be retained by her, but shall be reported annually by her in writing on a confidential basis to the Chairman of the Board, who may from time to time initiate a review of the extent and suitability of these additional duties.'

64. In 2019/20 the Vice Chancellor was not in receipt of any income from external appointments.

65. All members of University staff, including the Vice Chancellor, follow the expenses policy that can be found on the internal Staff Hub. The Quick Guide is attached at Appendix B, the full document will be provided on request. Expenses incurred by the Vice Chancellor in 2019/20 amounted to £3,628.

REMUNERATION COMMITTEE

TERMS OF REFERENCE AND MEMBERSHIP

The Remuneration Committee is responsible to the Board of Directors for discharging its responsibilities with respect to the remuneration and terms and conditions of employment of the Vice Chancellor, senior post holders and posts designated as Corporate Leader s and those on point 52 of the pay spine , while there remain staff in post on this point .

The University has adopted the Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code in full. Remuneration Committee is responsible for ensuring that the Code is complied with, both to the letter and in the spirit with which it undertakes its duties.

The University has adopted the CUC 'Guidance on Decisions taken about Severance Payments in HEIs'. Remuneration Committee is responsible for ensuring that the Guidance is complied with.

Remuneration Committee should have oversight of the remuneration and terms and conditions of employment of all other staff at the University, as determined by the People, Performance and Culture Committee of the Board of Directors, to ensure that it undertakes its work within the context of the institution as a whole.

Terms of Reference:

1. To determine and review the remuneration, terms and conditions (and, where appropriate, severance payments) of the Vice Chancellor and other 'senior post holders' as the University Board of Directors deems appropriate.

'Senior post holders' must include the Vice Chancellor and should include the most senior roles in the institution. The staff defined as 'senior staff' by the Office for Students' Accounts Direction must also be included. The senior posts, and post holders, should be listed as an appendix to these Terms of Reference and updated as and when necessary.

2. To approve the pay and grading framework for Corporate Leader posts and point 52 of the pay spine and to keep its implementation under review.
3. To approve and review the terms and conditions for Corporate Leader posts and point 52 of the pay spine.
4. To approve, on the recommendation of the Vice Chancellor, the pay award proposals for Corporate Leader posts and point 52 of the pay spine.
5. To seek comparative information on salaries and other benefits and conditions of service in the higher education sector (such as the CUC and UCEA).
6. To receive sufficient information on the pay and grading framework for all staff at the University not within the Committee's remit, their terms and conditions and their remuneration, including pay awards, to set its work in the context of the institution as a

whole.

7. To advise and make recommendations to the University Board of Directors, after consultation with holders of senior posts, rules and procedures for the suspension or dismissal of holders of senior posts and for the consideration of appeals against dismissal.
8. If considering severance arrangements for senior staff, the Committee must comply with the guidance issued by the CUC. Alongside this, the Committee must represent the public interest and avoid any inappropriate use of public funds, taking care not to agree to a severance package which staff, students and the public might deem excessive.
9. To provide an annual report from the Committee to the University Board of Directors, to include the proposed annual statement, as required by the CUC Senior Staff Remuneration Code. The annual report to be consistent with the guidance provided in the CUC Senior Staff Remuneration Code.

Appendix A - Senior post holders as at September 2019 :

- Vice Chancellor - Professor Julie Mennell
- Chief Operating Officer /Deputy Vice Chancellor - David Chesser

Frequency of Meetings:
The Committee will meet at least once per annum.

Membership:
The Chair of the Board of Directors should not Chair Remuneration Committee, but must be a member of the Committee.

Directors:

Chair (to be a Director, normally the Deputy
Chair of the Board of Directors)

4 x Directors (who shall normally include the
Chair of the University Board)

Appendix A: Senior Posts:

The Articles of Association define senior posts as 'the post of Vice -Chancellor and such other senior posts of the University as the Board of Directors shall from time to time determine'.

The duties of the Board include:

- 'the determination of the Senior Posts save that the Vice -Chancellor shall always be a Senior Postholder'
- 'the appointment, appraisal, discipline, suspension and dismissal and tha06.6 (n)-1.5 (stem)-7.9 (-)-1.5 atat a io

Appendix B – Expenses Quick Guide – the full document will be provided on request (links are to the Staff Hub)

Expenses Quick Guide

The full Expenses Policy and Procedures is available
Procurement Card Policies and Procedures available

[here](#) and provides detailed guidance on spend covered by this, whilst the
[here](#) may also be useful regarding purchases which are not claimable as expenses.

Authorisation Expenses should not be incurred