

People and Remuneration Committee

24/24 A hybrid meeting of the Committee was held on Tuesday 15 October 2024 at 2.00 pm in Committee Room 1 and via Teams.

Present: Vice-President of the Council, Kate Owen (Chair) via Teams
The President of the Council, Helen Gordon via Teams
Lay Member of the Council, Sian Butler via Teams
Lay Member of the Council, Kevin Corrigan via Teams
Lay Member of the Council, Sue Maple via Teams
An elected member of the Council, John Jack

By invitation: Vice-Chancellor
Deputy Vice-Chancellor
University Secretary
Director of Human Resources
Head of Governance (*Secretary*)

The Chair welcomed members to the meeting.

24/25 Minutes of the last meeting

The Committee approved the minutes of the last meeting, held on 4 June 2024 as a correct record.

24/26 Matters Arising

24/14 How to find out more from the staff voice

At previous meetings the Committee had a broad ranging discussion on how it could find out more from the staff voice. The Committee noted that this matter was still in hand.

Deferral of the Pay Award 2024

Members of the Committee enquired how colleagues were feeling about the possible deferral of the pay award.

The Vice-Chancellor informed the Committee that no one had raised the pay deferral directly with him but that academic colleagues were more concerned around potential restructuring and keen that the Personal Titles process was not paused.

John Jack informed the Committee that having spoken with academics, professional services colleagues and the Staff Forum, his experiences had been more mixed with some on board with the pay freeze and others not. During COVID19 there had been more support for the pausing of pay and reward processes; there was less sympathy this time.

The Director of HR concurred that the feedback from the Staff Forum had been mixed. Some colleagues felt that the recruitment targets set were too ambitious and unrealistic. Whilst colleagues appreciated the Vice-Chancellor's openness in the all-staff talks, this had created some anxiety for colleagues around the size of the challenge, the measures needed to address the financial shortfall, and what that might mean for the future.

John Jack noted that colleagues were working over and beyond in terms of their workload and that a pay freeze was not a good reward for that effort. Colleagues were keen to be ambitious, but many were of the opinion that the targets set for recruitment were overambitious and bordering on unrealistic.

Sue Maple enquired whether the restructuring of Directorates had had any impact yet. The Director of HR replied that the restructuring was a high-level organisational change and had not reduced workload or produced savings yet; what had changed was around communication and collaboration.

The Committee noted that some Schools had processes in place to measure academic workload, with a further project on this about to commence, but no process was in place for the professional services.

All other matters arising were covered below.

24/27 Disclosures of Interests

The Committee received and noted a paper from the University Secretary in regard to Disclosures of Interest and noted its terms of reference.

24/28 Update on Consultation

The Director of HR gave a verbal update. It was noted that there was little to report on at the current time. Whilst the Consultation Group had been established to work on a framework approach to any potential restructuring, work had been sidetracked by the need to prioritise discussions on the pay deferral. UCU had requested financial information, and a meeting had been held with Finance to go through this information.

It was anticipated that the first restructuring proposals would be submitted into governance structures later this month.

24/29 Talent Development and Retention

The Committee received a paper, by way of background information, and a presentation from the Director of HR on Talent Development. The paper and presentation were focused on talent identification and development into leadership roles below the level of Senior Executive. It did not explicitly cover UEB roles but recognised that having an increased talent pool would support recruitment into these roles in future.

University roles were broadly split into Academic roles and Professional Services, with different career development pathways, options and policies procedures attached to each. The University had a range of talent identification and development tools in place for different careers, some were working well and others required further development and embedding.

The presentation highlighted the following:

- In terms of what the University needed: an agile and skilled workforce; leaders with the ability to lead projects and people through change; working across boundaries with institution wide vision and experience
- **Academic** – Each School was led by a Head of School with varying structures and leadership roles within the School. Most Schools had between 2-4 Departments, each led by a Head of Department, some did not have a department structure but had Senior Academic Manager roles as part of their leadership team. All Schools must have a core of specific roles but had flexibility to decide beyond this how their leadership teams operated. Heads of School roles were appointed on a 6-year term and were usually internally advertised in the first instance. Head of School roles were only advertised externally where no appointment had been made from an internal campaign. Heads of School were almost always a senior academic from the School in question to bring discipline understanding. For all other School leadership roles, the University expected an open and transparent internal recruitment process, appointments were usually on a fractional basis as an allocation of workload. Most roles attracted an honorarium payment. There were also a small number of leadership roles with wider institutional responsibilities, such as the Associate PVC roles.
- **Henley Business School** - HBS had an appointed Dean, supported by two fractional Pro Dean roles. There were 5 Heads of Department reporting to one of the Pro Deans and a large Professional Services team, led by a Head of Strategic Projects and Operations (equivalent to a Head of Directorate role).
- **Professional Services** – The 8 Heads of Directorate had recently been appointed internally; the normal expectation would be to advertise externally for senior Professional Services/Grade 9 roles. The leadership structure varied within Directorates; some were currently adjusting their structures following the transition to Directorates. Most had a lead team comprising between 3-6 senior roles reporting to the Director. Whilst roles varied in scope and team size the majority had shared leadership across the Directorate alongside the Director.

- **Talent Identification and Development** - Career paths, progression and promotion varied between professional services and academic roles by nature of the different careers. Academic promotion was through Personal Titles based on academic achievements in Teaching & Learning and Research. Leadership experience was most often gained through recruitment to School and then Institutional leadership roles. Professional Services staff progression was usually through recruitment to vacant roles either at a more senior level to progress careers but also secondment to fixed term roles to support development.
- In general talent development work was being undertaken through formal development and informal experience; role profiles and competencies; career pathways; coaching and mentoring support; and changes in leadership engagement
- Challenges that remained included: whether the University was identifying and nurturing talent well enough to fill business critical roles; identifying leadership potential in those not yet in leadership roles; data and workforce planning

The following comments were made:

- There was a lot of training material available to colleagues; some took more advantage of what was on offer than others
- Colleagues were also interested in personal development opportunities as well as professional development
- Why were professional services posts appointed normally externally? Did this reflect negatively with colleagues? – Although a competitive external recruitment campaign was run, this did not preclude internal colleagues from applying
- DTS remained a difficult area to recruit and retain staff – skills development was also challenging in this area because of the nature of contracts
- Another key pinch point was around support for change – was consultancy or additional resource brought in, or were colleagues backfilled so they could lead on projects. The ability to lead change alongside existing responsibilities was challenging
- Work was being undertaken in Research to nurture talent by involving colleagues in particular projects/activities, a similar approach was also happening within some of the Directorates

The Committee thanked the Director of HR for the presentation. It was agreed that an update would be given back to the Committee in due course.

24/30 Report from the People and Culture Committee – Staff Wellbeing and Engagement

The Committee noted that the first meeting of the new People and Culture Committee had recently been held. Discussion had focused mainly on wellbeing and engagement; it was noted that there was a need to coordinate wellbeing activity across the institution. The next meeting in November 2024 would focus on performance/PDRs

24/31 Annual Report for 2023/24

The Committee noted the annual report for 2023/24 had now been submitted and that relevant numbers would be included in the Financial Statements for 2023/24.

[Professor Yaqoob, Dr Messer, John Jack and Louise Sharman left the meeting for this item]

24/32 UEB Remuneration

The Vice-Chancellor submitted to the Committee a paper in respect of remuneration for UEB members.

The Vice-Chancellor explained that he agreed specific targets with each member of UEB. He reminded the Committee of the set of principles used for the remuneration of UEB members, these principles were:

- Salary adjustments were based on performance against the University's top-level KPIs and on taking on new responsibilities or extensions of remit;
- Award payments were based on cases where individual UEB members could provide evidence of contributions that exceed what could be expected in the delivery of activities, projects, or key processes;
- Shadow salary adjustments considered the full workload of the PVCs and DVC who retained their permanent position in an academic School.

It was noted that the academic year 2023/24 was one of mixed fortunes. On the one hand, UEB managed a large deficit budget that was a direct result of the high inflation/cost of living crises and were presented with a bleak financial prospect following the very disappointing confirmation and clearing of the 2024 student recruitment cycle, which will make delivery of the agreed deficit budget for 2024/25 impossible.

On the other hand, the University's reputation had undoubtedly been strengthened, retaining a Top 200 ranking in the QS, attaining top rank in the People and Planet University League Table and improvements in domestic ranking as evidence. Moving in the Times/Sunday Times ranking to 24th (up ten places) and being named Sustainable University of the Year 2025 were notably highlights.

Progress was also made with partner institutions, with TOB1 cleared to allow for the construction of the ECMWF HQ, the opening of the British Museum Archaeological

Resource Centre, commencing the work on the Natural History Museum's Research and Digitisation Centre and practical completion of Shinfield Studios.

Finally, working closely with Wokingham Borough Council, their Local Plan Update was completed and approved by WBC Council. This provides now a clear and timely route for the development of Loddon Garden Village, the extension of TVSP by 30 acres, the creation of a new Country Park in the Loddon Valley and re-confirmation of four other University and NIRD-owned sites for housing development. [Redacted, Section 43].

The following recommendations were made:

Function	Name	Salary adjustment (£)	Award payment (£)	Shadow salary
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]	[Redacted, Section 40]
Total for UEB		0	10,000	

The Committee discussed the proposals in the light of pausing all other senior pay arrangements during the relevant financial year. There was some discussion as to whether the Vice-Chancellor's recommendations should be agreed, however on balance the Committee agreed to support the proposals, noting that there were no immediate salary adjustments recommended.

In respect of the Vice-Chancellor's remuneration, the President and Vice-President had discussed the VC's performance and targets in detail before his appraisal was undertaken, and targets were agreed for this academic year. The President and Vice-Presidents also agreed that with the pay freeze, no salary increase, or bonus would be appropriate this year.

24/33 KPI Update

The Committee received and noted the KPI update.

24/34 Revisions to the Performance Management Policy

The Committee received a revised version of the Performance Management Procedure for its approval ahead of onward transmission to the Council.

In 2015-16 the University undertook a significant reform of its Charter and Statutes, gaining approval from the Privy Council and making subsequent adjustments to the Academic contract of employment via consultation with the UCU. As part of this intensive change programme the University also negotiated a revised suite of core HR procedures which were adopted on the understanding that each would be reviewed collectively in due course in the light of their practical application. The original suite of core HR procedures were approved by the Council as part of the Statute Reform process.

A review of the Performance Management Procedure had been conducted by HR and local UCU representatives. The local UCU branch and their Regional Office had been consulted on these revisions and four consultation meetings had been conducted. The review had also been discussed with the Staffing Committee and the Staff Forum.

Revisions, for the most part, had been cosmetic and designed to ensure that the wording was gender-neutral and consistently in the third person. In summary, the notable changes to the procedure were the addition of a section about performance management good practice and an expansion of the section on the informal part of the procedure. The formal part of the procedure followed the guidance set out in the ACAS Code of Practice on disciplinary and grievance procedures that also covered formal Performance Management cases.

However, there remained some areas of non-agreement with UCU, detailed below. Reasons for non-agreement had been shared with UCU and no further consultation was recommended on these points.

1. Paragraph 1.9 (detailing how and when amendments to the procedure would take place):
 - i) The review period of two years was removed from this paragraph and the review period of three years had been moved to the Document Control box at the end of the procedure. UCU requested the review period remained at two years. The review period was changed to three years to be consistent with other updated procedures.
 - ii) The following sentences were contained in all core HR procedures 'Minor amendments of those necessitated by a change in the law will not be subject to this process. This procedure, including any time limits, may be varied as

appropriate and reasonable in any case.’ UCU requested an amendment to the following wording ‘The University is committed to immediately notify UCU of any such emergency changes necessitated by a change in the law. Where there are differences of opinion between RUCU and the University on the requirements of the law, then a discussion will be organised with UCU to understand any concerns and address them.’ This was not agreed as it was not consistent with other recently reviewed procedures and changes necessitated by a change in the law did not require detailed discussions with UCU.

2. Paragraph 1.10 (definition of Academic staff)

UCU suggested that reference was made to inclusion of typical titles, including research staff. Legal Services had advised this contradicted the University Ordinances and so this was not agreed.

3. Paragraph 6.4 (refers to companions at investigation meetings):

The wording in this paragraph reflected the amended wording agreed with UCU for the Disciplinary procedure. UCU requested an automatic right for companions at investigation meetings. It was not agreed as ACAS guidance specifically referred to a companion for formal meetings where decisions on sanctions took place. This was not the case at investigation stage.

4. Paragraph 9.2 (refers to managers that chair hearings):

UCU requested that this section be changed to explicitly refer to the manager carrying out the investigation differ to that chairing or participating in the hearing that would decide if a sanction was appropriate. Legal Services advice was to retain the original wording as there was already flexibility to ensure that principles of fairness were maintained, in many cases the line manager was the appropriate manager to participate in the hearing.

The Committee approved submission of the Policy to the Council.

24/35 Severance Payments and Early Retirement Arrangements

There was no report on this occasion.

24/36 Out of Cycle Salary Increases

The Committee received and noted out of cycle salary increases since the last meeting.

24/37 Date of next meeting

Thursday 30 January 2025 2.30 – 4.30 pm

Tuesday 3 June 2025 9.30 – 11.30 am