



- Action 4: this analysis should include analysis by ethnicity and gender in the review of additional payments should also include Responsibility Allowances. A defined timescale should be agreed for this action.
- Action 5: the HR Director should consider means of achieving greater clarity in the ratings of Senior Staff for next year's appraisal reports.
- Action 6: this Item would be discussed at Item 14.1 on the agenda; and the action should therefore be closed.

#### 4. **Conflicts of Interest**

The President and HR Director declared an interest in item 9. The President declared an interest in Item 15 and was not present for the discussion of that Item. The HR Director declared an interest in Item 14.1. The HR Director and the College Secretary declared an interest in Item 16.

#### 5. **Items Specially Brought Forward by the Chair**

There were no items brought forward by the Chair.

#### 6. **Remuneration Committee Calendar 2020/21**

The Committee noted the list of future items and that the Base Pay Review for the President would be scheduled for June 2022. **[Action]**

### **Part Two – Equality and Diversity**

*The VP (Strategy & Planning, EDI) and colleagues were in attendance for item 7.*

#### 7. **Equality and Diversity**

##### 7.1 **Staff and Student Equality Monitoring Report.**

RemCo considered the Staff and Student Equality Monitoring Report 2019 / 20 which would be published on the City website in line with public sector equality duty legislation. The report would be accompanied by an executive summary which was currently being prepared. In discussion the following points were noted:

- The report offered rich and comprehensive datasets but it was challenging to receive the report without an Executive Summary. In future years the Executive Summary should accompany the report when it came to the committee for consideration. **[Action]**
- The report would also ideally in future years demonstrate a greater level of understanding of what was required to improve City's performance on equality issues and articulate City's plans for improvement.
- The Performance Indicator for gender equality, that 30% of professorial staff should be female, had not been met and was currently 26.3%. City would be looking at actions to address this as part of the Athena SWAN action plan.
- The percentage of Executive Committee members who were female had trended downwards from last year, however a new Senior Leadership Team was to be established for 2021 / 22.
- HR colleagues would consider carefully recruitment funnel data which appeared to indicate that candidates who were white and male were more likely to be appointed.
- One of the measures to eliminate bias would be the introduction of a new recruitment platform, being developed with other universities, for professional staff with anonymous shortlisting capabilities. However, it was not possible to use the same approach to academic staff recruitment as it was harder to anonymise academic outputs.
- There was a case for exploring the use of exit interviews to understand the reasons why significant numbers of female staff were leaving City at lecturer level. Exit questionnaires were issued to all leavers but exit interviews were not used routinely at City. The committee recognised the resourcing and quality challenges created by

the use of exit interviews but encouraged the executive to look at what was effectively delivering exit interviews.

- The work to apply for the Race Equality Charter would be considering the difference in ethnicity in professional and academic staff populations; only 2% of academic staff identified as black.
- The report used the term BAME but in time new terminology would be adopted.
- In relation to students, City continued to have a lower than expected proportion of students with a disability, City's Access and Participation Plan 2020/21 – 2024/25 included consideration of this.
- Another issue to be investigated was a decrease in the number of black students at City in 2020.
- The Executive could helpfully reflect on how to move the equality agenda forward, the transition from raising awareness of the EDI Strategy to implementation of actions, and whether the leadership in Schools reflected its student population.
- An Executive Summary of the report should be circulated in draft to RemCo before its publication **[Action]**

## **7.2 Mandatory Gender Pay Gap Reporting**

RemCo considered the Mandatory Gender Pay Gap Report which would be published by City by early April. The Committee suggested that the tone of the Report might be reviewed to reflect the concern that the recent trend in reducing gender pay gap had been reversed in this year's Report. City would undertake an Equal Pay Audit this year which could act as a driver for change; there had been increases in gender pay gaps which was a reverse of recent trends downwards.

## **7.3 Equality, Diversity & Inclusion Strategy and Charter Awards**

RemCo received an update on the implementation of the Equality, Diversity & Inclusion (EDI) Strategy and work to apply for Chartermark Awards, Athena SWAN, Race Equality, and Stonewall. In discussion the following points were noted:

- The creation of the role of Assistant Vice-President (EDI) would assist with the progress of the aims of the EDI strategy both internally and externally.
- The EDI manager was working to rationalise and align actions and working groups, following concerns expressed by senior colleagues; a revised implementation plan would be developed as a result of this review.
- The team was working to develop new indicators to support the implementation of the new Strategy.
- A third EDI forum had been held recently, attended by 90 staff.
- City was now a member of the Stonewall Diversity Champions programme.
- City was preparing to reapply for the Athena SWAN Bronze Award at institutional level in November 2021. A steering group was overseeing this with a focus on intersectionality.
- The Equality Team was also working with Schools to prepare applications for School-level Bronze Awards, with a submission from the School of Arts and Social Sciences, and a resubmission from the School of Health Sciences, to be submitted in November 2021, submissions from the Business School and Law Schools to be submitted in April 2022.
- The Race Equality Charter Self-Assessment Team (RECSAT) had developed an action plan in preparation for City's application; it was hoped to have a draft submission ready by November for submission during 2022. The duration of the action plan was two years but it would inform the creation of a five-year plan. Staff and Student surveys would inform this work and would also provide RemCo with more qualitative data.
- The arrival of the new President would provide new impetus to drive progress on EDI issues.
- The committee thanked the team for the session which had been very helpful in allowing the committee to understand the extent of the work in this area. They asked

that the team work to agree what strategic outcomes should be part of the long term plan and how these would be measured.

### **Part Three – Strategic Items – Issues for Discussion and Decision**

#### **8. Sectoral Developments Update**

Peter Smith (PS) provided an update on sectoral developments noting that:

- Recruitment and remuneration activity in the sector was muted, mainly due to the impact of Covid-19.
- There had been a number of temporary salary reduction schemes in the sector for senior staff during the past year. A number of these were now being reversed or concluded.
- Two HE remuneration surveys would be undertaken during the next few months. The UCEA Senior Staff Survey was underway and the KornFerry Russell Group Survey would launch next month. Both surveys would provide data on trends in due course.
- The long term trends were for Head of Provider (HoP) remuneration to be lower for new appointments and that universities were no longer providing accommodation especially following changes to the tax rules which would take effect from April 2021.
- Many providers had not published Mandatory Gender Pay Gap reports in 2020 so it was difficult to compare City against the sector.
- The KornFerry Survey should provide insight into gender and equal pay in relation to professorial bands when it was published later in the year.
- The Independent Review of the HE Senior Staff Remuneration Code conducted by Advance HE was seen as generally encouraging. It appeared that not all providers were publishing an Annual Remuneration Statement so it was possible that this would become more of a requirement in future, but as City did routinely publish a Statement this would not be an issue.
- The review had recommended representation of the employee voice on remuneration committees. A few providers in England had staff and/or student representation on their committees but it was more common in Scotland.
- RemCo would consider this matter further in the next few months. **[Action]**

#### **9. Covid-19 Update**

RemCo received an update on remuneration actions taken by City to address the financial impact of Covid-19 and noted that action taken in relation to the Senior Team to mitigate the financial impact of Covid-19 would conclude on 31<sup>st</sup> March 2021.

*The M& E Director was in attendance for the following item.*

#### **10. Stakeholder Analysis and RemCo Communications – Annual Review**

RemCo noted the Stakeholder Analysis and Annual Review of RemCo Communications. The following points were noted:

- There had been little analysis published during the past year due to the pandemic which in turn meant that there was little media coverage of HoP remuneration. This could change once coverage of the pandemic receded however.
- City was in a better position going forward in terms of HoP remuneration arrangements but remained vulnerable to negative media coverage of the number of staff who earned in excess of £100k per annum; the last published data had placed City as 3<sup>rd</sup> highest for this metric.
- This could become a bigger reputational issue if campaigning from students increased, in particular in relation to value for money, therefore the Communications Team would commence consideration of how to respond to this issue if raised.

## **11. Business School Remuneration Update**

RemCo received a brief verbal update on the development of the Business School Remuneration Framework and the recruitment process for the Dean of the Business School. Discussion of the Business School Remuneration Framework was currently paused due to the pandemic impacting on capacity for staff and union representatives. In the meantime, proposals to RemCo, for remuneration adjustments to the staff on the Reader Grade, included additional payments to reflect the proposed Reader Scale in the Framework.

The search for a Business School Dean was currently paused but would recommence shortly, with input from the President Elect and senior colleagues in the School, to enable an appointments panel to be held during the summer. Council would be asked on 26<sup>th</sup> March to authorise the President Elect to lead on this process. The President Elect was keen to consider whether the search should be extended to colleagues in sectors beyond academia. There would be further discussions with the current Dean of School with regard to arrangements for the autumn.

## **12. Job Evaluation Update**

There had been no further developments with regard to one outstanding case in the Business School.

### **Part Four – Higher Paid and Senior Staff – Issues for Discussion and Decision**

## **13. Higher Paid Staff ie staff earning more than £100k per annum.**

### **13.1 New Appointments and Departures**

RemCo noted the appointment of two members of higher paid staff, and the departure of one member of higher paid staff since its last meeting.

*This item is continued in Section B of the minutes, Closed Business.*

### **13.2 Approvals by Circulation**

RemCo noted its approvals by circulation since the last meeting.

*This item is continued in Section B of the minutes, Closed Business.*

### **13.3 Recommendations for adjustments to remuneration in the Business School**

RemCo considered proposals for adjustments to remuneration for six members of academic staff in the Business School. There were three recommendations to correct anomalies, one case following promotion, and two recommendations following a recent appointment process to fill vacancies for Course Directors for two programmes. In discussion the following points were noted:

- The Dean of the Business School was proposing to reduce responsibility allowances for Course Directors as part of the cost reduction programme, from 1<sup>st</sup> August 2021. The proposed reduction would be included in employment contracts for the two members of staff under consideration.
- The recommendations to correct anomalies were concerning as they were longstanding and all three were female. The HR team would be investigating these cases as there had been considerable scrutiny of remuneration arrangements in the Business School during the process to develop the Remuneration Framework.
- There was a case for the Equal Pay Audit to commence in the Business School so that the University could be assured that appropriately rigorous processes were in place.
- The Chair of RemCo noted that the analysis of responsibility allowances and additional payments by gender and ethnicity, requested by RemCo, would inform discussion of equal pay. She noted her continuing concern regarding the distribution

of responsibility allowances and additional payments as they tended to be awarded to men.

### **Decisions**

RemCo **approved** five business cases for adjustment to remuneration and supported the proposal from the Dean of the Business School to reduce the responsibility allowance for Course Director from 1<sup>st</sup> August 2021.

#### **13.4 Exceptional Requests**

RemCo noted there could be a number of exceptional requests for approval before the next meeting, one in the Business School and two in the President's Office.

*This item is continued in Section B of the minutes, Closed Business.*

#### **13.5 Verbal Update on Professorial Re-banding Round 2021.**

RemCo received a verbal update on the Professorial Re-banding Round 2021. Following discussions with the Deans, it was now proposed to recommence the process paused in 2020; which would now take place over the summer with any cases for RemCo approval to be submitted to the October meeting.

#### **14. Senior Staff reporting to the President**

##### **14.1 Proposal from the President regarding the 2020/21 Appraisal Process for the Senior Team**

RemCo considered a proposal from the President to amend the 2020/21 appraisal process for the Senior Team. In discussion the following points were made:

- A simplification of objectives was welcome. But it would still be useful to measure performance against a measured output, such as NSS outcomes, and it remained important to determine a rating for performance.
- The President noted that NSS outcomes for the current year would not be published until after the conclusion of the appraisal round. The Committee suggested the last set of metrics should be used alongside plans for development. Given the timetable for reviews and NSS there was otherwise a risk that NSS scores would never be used in assessing the senior team.
- There was also a case for asking those being appraised what they had learned during the past year and, faced with same challenges what would they do differently, and why, and what would they would have liked the University to do differently, and why.

*The President left the meeting at this point.*

##### **14.2 Recommendation from the President Elect**

RemCo considered a proposal from the President Elect with regard to responsibility allowances for academic leadership roles in a new Senior Leadership Team (comprising: Deputy President with responsibility for strategic transformation; three Vice-Presidents for Research, for Education, and for Enterprise, Engagement & Employability; Deans of Schools; Chief Operating Officer; Chief Financial Officer; Director of HR; and Chief of Staff) prior to an internal recruitment process commencing in late March. In discussion the following points were raised:

- There was no increase to staff costs arising the four academic leadership roles.
- The roles of Chief Operating Officer and Chief of Staff were additional roles but the role of Executive Assistant to the President would no longer exist in the new structure. The post of Chief Operating Officer was very common in the sector, but benchmarking for such roles could be challenging as the nature of the role varied considerably from one institution to another.

- Peter Smith noted that the use of responsibility allowances for academic leadership roles was now unusual in the sector as most universities had moved to substantive salaries. This could impact benchmarking for the roles.
- The Chair suggested that the business cases for total remuneration for the academic leadership roles should come to RemCo for approval, by correspondence. The HR Director would include the role description in the business cases submitted to RemCo. **[Action]**
- RemCo might be asked in due course to agree increases to the responsibility allowance for Deans as the role was expanded, under the new President, to be Executive Dean in the autumn of 2021. RemCo would at that time need to understand in detail the nature of the role proposed for Executive Deans. **[Action]**
- The College Secretary would review the definition of Senior Staff used in RemCo's Terms of Reference in light of the composition of the proposed Senior Leadership Team. **[Action]**

### **Decision**

RemCo **endorsed** the proposed responsibility allowances in principle and requested that full cases for the roles should come to the committee for approval.

*This item is continued in Section B of the minutes, Closed Business.*

### **15 Senior Staff Reporting to the Chair of Council**

RemCo received an update on the tax position on accommodation for the Head of Institution. In discussion the following points were noted:

- The HR Director and College Secretary would check the financial data with the tax advisors and bring an update to RemCo for note. **[Action]**
- City did not normally pay tax liabilities for individuals and would ensure that this did not occur again.
- The Chair of ARC would contact the Chair of Council to discuss accommodation currently occupied by the President.

### **16 Performance Related Remuneration Scheme (PRRS)**

RemCo received a verbal update. The Scheme was currently suspended due to the financial impact of the pandemic and pending the arrival in post of the new President. In discussion the following points were noted:

- Although the Scheme was suspended there could be an expectation that this would be resumed once the financial situation improved.
- The development of a new Strategy should inform any incentive scheme.
- Should a scheme be adopted, RemCo advised that targets should be set annually.
- RemCo would discuss the PRRS at its meeting in October.

## **Part Five – Items for Information**

### **17. Independent Review of the HE Senior Staff Remuneration Code**

Noted for information.

### **18. AOB and Date of Next Meeting**

RemCo thanked Philippa Hird for her outstanding contribution to RemCo during her nine years as a Council member. Her experience had been invaluable to the committee and was greatly appreciated, particularly as Chair of RemCo.

The next meeting would take place on 24<sup>th</sup> June at 9 am.

Philippa Hird  
Remuneration Committee Chair  
March 2021