



transformation of City during the three years of the appointment. A co-working plan had also been developed with the postholder for VP (Education) and the proposed postholder for VP (Digital & Student Experience). In discussion the following points were made:

- It was inevitable when managing change that adjustments would be required, and it was important to ensure sufficient capacity in the leadership team to provide strategic direction and to manage pinch points.
- The President would review the structure of Senior Leadership Team after three years.
- The President would develop a Critical Path of actions to assist RemCo with its oversight of the objectives of the Senior Leadership Team and to provide assurance to Council on progress of the transformation. **[Action]**
- It was not anticipated that the timeline for transformation would need to be extended.

### **Decision**

RemCo **approved** the addition to the Senior Team of a post of VP (Digital & Student Experience) from 1<sup>st</sup> January 2022, and the appointment of Professor Susannah Quinsee to this post.

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

- 5.2** RemCo considered the proposed base pay salary ranges for the appointments of Deputy President and Deans. It was anticipated that the appointees would be Band Two or Band Three professors and that they would receive a responsibility allowance in addition to base pay. The President noted however that City would seek to appoint a senior practitioner to one of the roles as this would also enhance the skillset of the Leadership Team, but it was not anticipated that the proposed total remuneration would be outside the range proposed. RemCo would be asked to approve the business cases for the selected candidates.

### **Decision**

RemCo **approved** the proposed base pay salary ranges for the roles of Deputy President, the Dean of the School of Journalism, Cultural and Creative Industries and the Dean of the School of Policy & Social Change. All three roles would be in receipt of the agreed responsibility allowance for Deputy President and Dean respectively.

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

- 5.3** RemCo **considered** a report on the additional costs accrued from appointments to the Senior Leadership Team. The report noted both recurrent and non-recurrent costs exclusive of on-costs. In discussion the following points were made:
- The analysis provided RemCo with the information needed to monitor costs and benefits.
  - The aggregate cost of the changes to the Senior Team were not insubstantial. This should be balanced against the increased capacity needed to manage the extent of strategic transformation which was greater than initially anticipated
  - There remained the question as to whether further change was needed and what would be the likely cost variation if so.
  - In the President's view the management team should now be stable for the next few years and not require further substantive change. The development of the critical path analysis of the transformation actions should provide some assurance on this.
  - There was some opportunity for flexibility via review of posts currently held on an interim basis which might reduce the overall cost of the management team.
  - The Chair of RemCo would relay RemCo's discussion to the Chair of Council. **[Action]**

RemCo noted the incremental cost of the Senior Leadership Team and the additional benefits this would bring in terms of driving the transformation that Council wished to see.

## **6. Proposed Salary Adjustments**

- 6.1** RemCo considered a request for a member of staff in Bayes Business School. The salary adjustment would be as a result of their appointment to Interim Head of Faculty of Management.

### **Decision**

RemCo **approved** the recommendation for a salary adjustment for a member of staff in Bayes Business School.

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

## **6.2 Proposal for a Retention Payment [Tabled item]**

RemCo considered a tabled request for a retention payment to a member of staff in Bayes Business School, following an offer of employment from a competitor institution. The request for agreement was in principle as the case was subject to a request for full information on the individual's offer under the Retention Protocol agreed by RemCo. In discussion the following points were made:

- The Interim Dean of Bayes had indicated that the member of staff was worth retaining and should the individual agree to stay at City they would be encouraged to seek promotion to professor; the President wished to support this decision.
- It was unclear whether a retention payment would resolve the individual's desire to leave City; but if this was not the case or in the event of a counter offer, the offer to the individual should not be increased.
- The President would now develop a strategic approach to handling any future requests of this nature, noting that in principle his inclination was not to support retention payments to counter job offers. This would involve developing a set of principles to inform future decisions.
- To inform the proposed approach, the Interim Dean had been asked to develop a list of exceptional people he would not wish to see leaving Bayes for rival institutions. Such a list had been developed by a previous Dean of the School to inform requests for retention payments.
- The HR Director noted that this review and approach would be based on the Bayes Remuneration Framework, which had led to a decrease in requests for retention payments since it had been adopted.
- Requests should not normally be submitted to RemCo so close to the deadline for decision.

### **Decisions**

RemCo **approved** the proposed business case for a retention payment, subject to further due diligence and receipt of full details of the offer received, and **agreed** that a retention strategy for exceptional staff members should be developed by the Dean of School.

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

## **Part Three – Items for Information**

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

The next meeting would take place on 24<sup>th</sup> March 2022 at 9 am.

Jen Tippin  
Remuneration Committee Chair  
December 2021