

**THE BOARD OF THE ARTS UNIVERSITY BOURNEMOUTH HIGHER EDUCATION CORPORATION**  
**MINUTES OF THE MEETING OF THE REMUNERATION COMMITTEE HELD ON 12 AUGUST 2021**

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**Present:**

- Mike Gibson (Chair of the RemCom, Vice Chair of the Board of Governors and Chair of the Finance & Resources Committee)
- Dorothy MacKenzie (Chair of the Board of Governors)
- Gerard Moran (Independent Governor)

**In Attendance:**

- Kerry Sheehan (Head of Human Resources and Secretary to the Committee)

**1. Chair's Opening Remarks**

- 1.1 The Chair welcomed all in attendance at the meeting and confirmed that performance review reports for Senior Postholders were included in the papers A discussion on each would be held to seek the views of the Committee.
- 1.2 The Chair noted that the Vice-Chancellor had provided RemCom with the VCE's decision that there should be no increases to salary for all Senior Postholders.

**2. Apologies for absence**

- 2.1 Apologies received from Michael Clarke (Independent Governor and Chair of the Audit & Risk Committee) and Prue Keely-Davies (Independent Governor and Chair of the Human Resources Committee).

**3. Minutes**

3.1 The minutes of the meeting on 17 November 2020 were noted to be on the Governor's reading room.

**4. Matters arising not otherwise covered on the agenda**

4.1 There were no matters arising.

**5. UCEA / Trade Unions: National Salary Negotiations**

5.1 The Head of Human Resources advised that UCEA (Universities and Colleges Association) had concluded the annual national salary negotiations with the Trade Unions with a final pay offer position from UCEA, on behalf of the relevant HEIs, of at least 1.5% to the pay spine. The majority of staff were to receive an uplift of 1.5% however higher percentage uplifts would be made to the pay points below the National Salary Spine Point 22, up to a maximum of 3.6%. It was noted that the Unions were consulting with their members about their position in response.

5.2 The Head of Human Resources clarified that the higher than 1.5% offer to Spine Points up to 21, ensured that all staff received an increase above the current rate of inflation as measured by the Consumer Price Index and to take account of living wage concerns.

5.3 The Head of Human Resources advised that the outcome of these negotiations is normally a factor for consideration when reviewing the VCE's salary recommendations for Senior Postholders and for RemCom in making the salary decision for the Vice-Chancellor (VC).

**6. Salary Recommendations for Senior Postholders**

6.1 RemCom noted that a more comprehensive system to differentiate actual performance would be useful. This would enable reviewers to evaluate performance in a way which will inform both themselves and their reviewees as to where, on a graduating scale, the reviewee's performance was positioned. The Head of Human Resources acknowledged that this was a recommendation following last year's RemCom and that it had not been possible to introduce this due to limited resources; however it would be developed for the forthcoming performance review year. RemCom noted that a 360 Feedback process is a priority, in particular for the VC, and this could be applied to other Senior Postholders as well.

6.2 The Head of Human Resources confirmed that the positioning of each of the Senior Postholder roles against that Senior Salary Survey job levels was due to the size and structural positioning of the roles, following specific guidance. RemCom discussed the salary benchmarking data and RECOMMENDED that the Head of Human Resources discussed the positioning of the Dean roles against the job levels with the VC, to ensure that these have been allocated correctly given the difference in the positioning as presented.

6.3 After discussing the annual review reports for each of the senior postholders and considering the recommendation of the VCE that all Senior Postholders should not receive an increase, RemCom agreed that the VC should reconsider this position, as it did not seem appropriate that efforts should not be recognised, given the extraordinary circumstances of the previous year and AUB's success; for example with student recruitment and retention. RemCom agreed that it would be appropriate to utilise the Special Payment section within AUB's Remuneration Framework, which recognises that there are times when special payments may be required to reflect an employee's outstanding performance or significant additional responsibility in the form of a non-consolidated bonus. RemCom noted that outstanding performance may be rewarded by the award of a one-off payment and where it is used, the payment will be directly linked to outstanding performance in the achievement of strategic, financial and non-financial objectives which are linked to the achievement of the Strategic Plan, and which is outside of the normal day-to-day responsibilities of the individual. RemCom were sensitive to a potential dispute over the pay award to staff on the single spine, and the viewpoints of staff within the University to making non-consolidated bonus payments to Senior Postholders in this context. It was AGREED that the Head of Human Resources would discuss RemCom's acknowledgement of the sensitivities and their non-consolidated bonus recommendation with the VC. RemCom suggested that an amount of money, perhaps 1.5-2% of Senior Postholder salaries, could be apportioned as appropriate based on level of performance, to be decided by the VC in discussion with the Head of Human Resources. The following Senior Postholders could be considered for such a bonus:

6.3.1 Dean of School of Art, Design and Architecture

6.3.2 Dean of the Graduate School and Research

6.3.3 Director of Finance

6.3.4 University Secretary

6.3.5 Clerk to the Board

6.3.6 Deputy Vice Chancellor

## **7. Performance and remuneration of the Principal and Vice-Chancellor**

7.1 RemCom agreed that the decision for the Principal and Vice-Chancellor's salary was to award a non-consolidated bonus in recognition of his outstanding leadership over the year. RemCom noted that this would be against the wishes of the VC and therefore it was AGREED that the Chair of the Board of Governors would therefore discuss the recommendation with him, in liaison with the Head of Human Resources, and notify the RemCom so a final decision could be reached.

## **8. Remuneration Report 2020-21**

8.1 The Committee noted the content of the draft Remuneration Report and agreed that the Head of Human Resources should complete the Report prior to circulating to the RemCom for approval and being submitted to the September Board meeting.

**9. Any other business**

9.1 The Chair of the Board of Governors thanked the Chair of the RemCom for his considerable support and contribution as a member of the Board of Governors and in the various roles, such as this one, he has undertaken over the years, as this was his last meeting.

**10. Date of next meeting.**

10.1 The date for the next regular meeting will be in August 2022.

Signed: .....  
(Chair of the Remuneration Committee)

Date: .....