



**THE BOARD OF THE ARTS UNIVERSITY BOURNEMOUTH HIGHER EDUCATION CORPORATION**  
**MINUTES OF THE MEETING OF THE REMUNERATION COMMITTEE HELD ON 19 JUNE 2019**

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**Present:** Angela Neuberger Independent Member (Committee Chair)  
Chris Martin Chair of the Board  
Sara Webb Independent Member  
Michael Clarke Independent Member

**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. The Chair noted the considerable work completed last year in respect of the new Remuneration Framework, the Remuneration Committee's Terms of Reference and the development of a new Remuneration Report, which is submitted annually for Board approval. The Chair advised that the content of the Remuneration Report would be discussed in more detail at agenda item 10.
- 1.2 The Chair advised that this was the first year the new principles and processes for the Remuneration of the University's Senior Postholders were being applied and accordingly, the Principal and Vice-Chancellor, Deputy Vice Chancellor and Chief Operating Officer would not attend the meeting. Performance review reports and remuneration recommendations for Senior Postholders were included in the papers.
- 1.3 The Chair noted the impending retirement of the current Principal and Vice-Chancellor, Professor Stuart Bartholomew, who is continuing employment until the end of the Autumn Term 2019. Professor Paul Gough is commencing employment as AUB's new Vice-Chancellor on 1 January 2020. A report in respect of Professor Gough's remuneration is included as agenda item 7.

## **2. Apologies for absence**

2.1 Apologies for absence were received from Mike Gibson, Deputy Chair of the Board.

## **3. Minutes**

3.1 The minutes of the meeting on 5 March 2019 were noted to be on the Governor's reading room.

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

4.1 None.

## **5. Terms of Reference of the Remuneration Committee**

5.1 It was noted that with Principal and Vice-Chancellor, Deputy Vice Chancellor and Chief Operating Officer no longer being required to attend the meeting, clause 2(c) of the Committee's Terms of Reference needed to be reviewed.

5.2 A discussion regarding the current and potential future composition of the University's Senior Postholders group would be held at agenda item 11, with the Secretary of the Committee leaving the meeting at that point due to a conflict of interest.

## **6. UCEA / Trade Unions: National Salary Negotiations**

6.1 The Head of Human Resources advised the meeting that UCEA (Universities and Colleges Association) had now concluded negotiations with the Trade Unions, making a final pay offer which averaged at 1.85% (with increases of 3.65% at the lowest points on the spine, tapering to 1.8% for most points). Each of the Unions was now consulting with its members about whether to accept the offer, with the outcome expected later in the month. It was likely that the various Unions might adopt different positions on this.

6.2 It was noted that any cost of living increase would not normally be implemented until the national negotiations had been concluded, or when UCEA advise institutions that the increase can be applied.

6.3 It was also noted that around 40% of AUB staff would additionally receive an increment of 3% to the next point on the salary scale, which was subject to satisfactory performance until the top of the scale for the post had been reached.

## **7. New Vice-Chancellor Remuneration**

7.1 The Head of HR reported the new Vice-Chancellor's salary and relocation arrangements to the Committee, as previously agreed between the Chair of the Remuneration Committee and Chair of the Board of Governors and offered to Professor Paul Gough, who is commencing

employment on 1 January 2020. Private medical insurance is to be arranged for the new Vice-Chancellor and his wife and discussions are to take place to determine whether the University will make an employer's contribution to the Teachers' Pensions Scheme or whether a payment in lieu of pension is appropriate, in accordance with the University's Remuneration Framework. The Head of HR advised that Professor Gough's contract would include reference to agreed research time, in support of his own research and scholarly activities.

7.2 The Committee noted the proportionate salary offered when taking account of Professor Gough's current salary for his role based at RMIT in Australia.

7.3 The Committee further noted the very positive reaction to Professor Gough's appointment and, in particular, how encouraged stakeholders have been about his research and leadership experience and achievements as well as him being a practising artist.

## **8. Salary Recommendations for Senior Postholders**

After discussing in detail the reports on each of the senior postholders the Committee took the following decisions.

### **8.1 Performance and remuneration of the Dean of School of Art, Design and Architecture**

In considering the DVC's proposed remuneration recommendation for the Dean of School of Art, Design and Architecture, as supported by the VC, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

The Committee felt the evidence provided in relation to the Dean's performance warranted an increase to the median point of the benchmarking data, plus a salary increase equivalent to the annual cost of living salary scale uplift, which is currently being finalised through the 2019-20 New JNCHES negotiation process. Payment of this salary uplift will be made, backdated to 1 August 2019, when UCEA advise that the negotiations have concluded and/or universities are notified that they are able to apply the cost of living increase to salaries.

### **8.2 Performance and remuneration of the Dean of School of Media and Performance**

In considering the DVC's proposed remuneration recommendation for the Dean of School of Media and Performance, as supported by the VC, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

The Committee approved a salary increase equivalent to the annual cost of living salary scale uplift, which is currently being finalised through the 2019-20 New JNCHES negotiation process. Payment of this uplift will be made, backdated to 1 August 2019, when UCEA advise that the negotiations have concluded and/or universities are notified that they are able to apply the cost of living increase to salaries.

### **8.3 Performance and remuneration of the Dean of the Graduate School and Research**

In considering the DVC's proposed remuneration recommendation for the Dean of the Graduate School and Research, as supported by the VC, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

The Committee approved a salary increase equivalent to the annual cost of living salary scale uplift, which is currently being finalised through the 2019-20 New JNCHES negotiation process. Payment of this uplift will be made, backdated to 1 August 2019, when UCEA advise that the negotiations have concluded and/or universities are notified that they are able to apply the cost of living increase to salaries.

### **8.4 Performance and remuneration of the Director of Finance**

In considering the COO's proposed remuneration recommendation for the Director of Finance, as supported by the VC, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

As the current salary for this position is above the comparative data, the Committee approved that no salary increase should be awarded.

### **8.5 Performance and remuneration of the University Secretary**

In considering the DVC's proposed remuneration recommendation for the University Secretary, as supported by the VC, the Committee noted:

- d. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- e. Internal compensation equity to other AUB Senior Postholders.
- f. Organisational and individual performance against objectives for the preceding 12 months.

As the current salary for this position is above the comparative data, the Committee approved that no salary increase should be awarded.

#### **8.5.1 Performance and remuneration of the Clerk and Secretary to the Board**

The University Secretary provides the duties of the Clerk and Secretary to the Board. The Chair of the Board provided a verbal report on individual performance against objectives for the preceding 12 months.

The Committee approved the recommendation at 8.5.

#### **8.6 Performance and remuneration of the Chief Operating Officer**

In considering the VC's proposed remuneration recommendation for the Chief Operating Officer, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.
- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

The Committee approved a salary increase to the median point of the benchmarking data, plus a salary increase equivalent to the annual cost of living salary scale uplift, which is currently being finalised through the 2019-20 New JNCHES negotiation process. Payment of this salary uplift will be made, backdated to 1 August 2019, when UCEA advise that the negotiations have concluded and/or universities are notified that they are able to apply the cost of living increase to salaries.

#### **8.7 Performance and remuneration of the Deputy Vice Chancellor**

In considering the VC's proposed remuneration recommendation for the Deputy Vice Chancellor, the Committee noted:

- a. Comparative data of equivalent role from the UCEA annual survey of compensation paid to senior staff, within Post 92 institutions with income of £24-£70 million.

- b. Internal compensation equity to other AUB Senior Postholders.
- c. Organisational and individual performance against objectives for the preceding 12 months.

The Committee noted the position of the DVC's salary in relation to the benchmarking data and agreed that it is appropriately positioned. The Committee approved a salary increase equivalent to the annual cost of living salary scale uplift, which is currently being finalised through the 2019-20 New JNCHEs negotiation process. Payment of this uplift will be made, backdated to 1 August 2019, when UCEA advise that the negotiations have concluded and/or universities are notified that they are able to apply the cost of living increase to salaries.

## **9 Performance and remuneration of the Principal and Vice-Chancellor**

- a. The Chair of the Board apologised but he had not yet had a chance to write up his end of year discussion with the VC, albeit a somewhat academic exercise in light of the impending retirement. He would do so shortly and circulate the paper to the committee (now done). In the meantime, it was agreed that the VC's salary should be inflation adjusted in line with the rest of the staff.
- b. The Chair of the Committee then asked about the arrangements to ensure a smooth handover, in light of the long notice period of the incoming VC who is not able to join until January 2020, and is currently based in Australia. A further question was asked about making an appropriate gesture in light of the outgoing VC's contribution to the many successes of the institution over the last 22 years. The Chair of the Board agreed to discuss these with the VC (in light of the generous commitment he has already made to defer his retirement and remain in post until the end of the calendar year) and to revert with a proposal.
- c. The Committee then discussed the arrangements surrounding the change of VC, and noted that next year's Remuneration Report would cover the change of VC and be more complicated accordingly. A question was asked about any events to mark the retirement of the current VC and the arrival of the new VC, and the Chair of the Board agreed to present any plans in that regard to the full Board in due course.

### **9.1 Post meeting note**

- 9.1.1 The Chair of the Board has now developed with the VC a proposal (based on practice in the sector and used most recently at AUB for our previous DVC) that, having been unable to undertake research work for many years, he should be granted a three month paid research period which would further extend his retirement date to 31 March 2020. The research will result in a scholarly article for publication on the broad theme of the importance of small specialist institutions to the HE sector and the creative industries. During that period, although he would be off campus, he would make himself available to assist the incoming VC as necessary, but notably in terms of making all the necessary introductions to allow continuity of certain critical external relationships. This proposal is to the great

advantage of both the institution, and the incoming VC (who strongly supports it), representing as it does a significant de-risking of the transition to a new VC at a time of general political uncertainty and where we at AUB have two important building projects underway.

**10 Remuneration Report 2018**

10.1 The Committee noted the content of the previous year's Remuneration Report, which was based on sector-prescribed guidance. The Chair of the Remuneration Committee requested that, for the upcoming annual Report, some sections be redrafted to ensure the detail is succinct and repetition is minimised. Michael Clarke agreed to undertake this work and circulate a draft for the Committee to consider.

**11 Any other business**

11.1 The Head of Human Resources left the meeting in order that a comprehensive discussion could take place regarding the current and potential future composition of the University's Senior Postholders group.

11.2 It was agreed to defer suggesting any changes to the composition of the Senior Postholders group until the incoming Vice Chancellor is in post.

**12 Date of next meeting.**

12.1 To confirm the date for the next regular meeting is on 3 March 2020 in the Boardroom at University House from 15.30 to 1700.

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

Date: .....