

MINUTES OF THE REMUNERATION COMMITTEE MEETING HELD ON 4 MAY 2021 at 2pm. MEETING HELD REMOTELY DUE TO COVID-19 RESTRICTIONS.

PRESENT:

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| Sandra Heidinger | Committee Chair |
| Gordon McGuinness | Board Member |
| David Newall | Board Chair |
| David Watt | Board Member |

IN ATTENDANCE:

Jon Vincent, Principal (JV) (to item 21.09)
Christine McConnell, Clerk to the Board (Minute Taker)

21.01 WELCOME AND APOLOGIES

The Committee Chair welcomed everyone to the meeting.

21.02 DECLARATIONS OF INTEREST

There were no declarations of interest with the exception of the Principal in relation to item 21.09.

21.03 MINUTES OF MEETING HELD ON 6 OCTOBER 2020.

The minutes of the last meeting were approved as an accurate record.

21.04 MATTERS ARISING/ACTION GRID

The Committee noted the actions from the last meeting had been completed or were on the agenda as noted on the action grid.

21.05 SUCCESSION PLANNING (INTERNAL AUDIT ACTION)

The Committee considered and discussed a paper presented by the Principal and Chief Executive.

JV took the Committee through the paper which provided the Committee with a draft of a succession planning framework in response to a recommendation from an Internal Audit report on Staff Recruitment and Retention/ Staff Development.

The Committee endorsed the approach detailed in the framework for developing staff.

The Committee agreed that it is important that the College identify talented staff and nurture their progress to mitigate “flight risk” in addition to identifying key roles which may prove

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difficult to fill and taking early action to address this through the development of potential internal successors.

The Committee noted an update from the Principal on the recruitment of the Vice-Principal, Curriculum and External Relations role.

21.06 UPDATE ON VOLUNTARY SEVERANCE SCHEME

JV provided the Committee with a verbal update on the voluntary severance (VS) scheme. He advised that the scheme had been undertaken in three tranches- the last of which has recently closed.

The Committee noted that a total of 88 applications had been received.

From the first and second tranche, 29 applications were approved, 33 were rejected and 7 were deferred.

Applications received under the third tranche are still under consideration with three ongoing departmental reviews, including workload risk assessments, being undertaken to address concerns expressed by Unison. The Board chair suggested that, if helpful, a Board member could oversee the process.

The Committee emphasised the importance of completing Equality Impact Assessments of decisions made under the VS Scheme to demonstrate fairness and equity in the decision making process.

The Committee noted the position.

21.07 REVIEW OF SENIOR STAFF PAY POLICY

JV updated the Committee on the progress of discussions at the Employers Association in relation to College Principals' and senior managers' remuneration. The Committee noted the proposal to form a national collective bargaining group for principals which has been discussed by the College Principals Group.

The Committee discussed the imperative behind this initiative and expressed concern at the lack of engagement with College Boards who are responsible for ensuring a College's financial stability.

The Committee recognised the difficulty of introducing a pay award system linked to individual performance at Clyde College in light of this wider ongoing discussion.

The Committee agreed to keep a watching brief on progress and revisit the position in six months.

21.08 DECISION MAKING PROCESS FOR SENIOR STAFF PAY AWARDS

C. McConnell, Clerk to the Board, presented the paper which asked the Committee to consider its remit in response to comments made at the most recent Board meeting in relation to decisions on senior management pay.

The Committee agreed that the following points provide a clear rationale to support the current process:-

- The Code of Good Governance provides that the Principal's salary must be set by a Committee of non-executive Board members;
- Salary decisions include discussion around senior managers' performance which can be sensitive and not appropriate for wider dissemination;
- Salary decisions are informed by key performance input from staff and student members of the Board.
- The key processes which guide Remuneration Committee decision making, primarily the Senior Management Pay Policy, are agreed by the full Board, with Remuneration Committee reporting back with enough detail to assure the Board that this Policy has been followed.

After discussion, the Committee agreed that the current process is clear and fair. The Committee noted that Remuneration Committee decisions must be reported in full to the Board and agreed that no change is required to the existing level of delegation.

21.09 SENIOR STAFF PAY AWARDS

The Committee considered the level of pay award for the Principal and other members of the Senior Management Team informed by a paper prepared by the Assistant Principal, Human Resources in line with the Senior Management Pay Policy.

The Committee discussed the College's financial position to ensure that there would be a suitable funding envelope for any award. The Committee agreed that, was it to implement the Public Sector Pay Policy for the College's senior leaders at an additional cost of under £12k (including on-costs), this would not present a material adverse impact on the College's financial standing.

The Committee noted the current position with regards to national bargaining for other College staff and the requirement to consider any pay award in line with Public Sector Pay Policy. The Committee noted that that application of the Policy would result in a 1% pay uplift for Assistant Principals with a capped increase of £800 for Vice-Principals and Principal.

The Committee discussed the Principal's performance in light of very positive comments from the Board Chair who had had input from staff and student members of the Board and from other members of the Senior Leadership Team. The Board Chair advised that in his opinion, the Principal's performance has been outstanding in a year of exceptional challenge.

In light of all of the above elements, and of an exceptional year when the Team had responded well to the significant challenges brought by Covid-19, the Committee agreed, subject to confirmation from the Principal that all senior staff were subject to a performance review, to make the following pay awards:-

- To the Principal and two Vice Principals an increase of £800 per annum each; and
- To all Assistant Principals, an increase of 1% to be backdated to 1st April 2021.

The Committee agreed that letters to this effect should be issued by the Chair as soon as possible and that the decision should be reported to the Board in accordance with the Committee's Remit.

21.10 EQUALITIES IMPACT ASSESSMENT ON DECISIONS MADE

No additional equality impact assessment was required.

21.11 REVIEW OF PAPERS (including disclosable status)

All papers are non- disclosable with the exception of the approved minute of the meeting of 6 October 2020.

21.12 ANY OTHER BUSINESS

None

DATE OF NEXT MEETING

TBC