

# **Annual Remuneration Report 2019-2020**

## **Version 2.0**

**Dated 1<sup>st</sup> October 2020**

### **1.0 Introduction**

- 1.1 In June 2018 the Committee of University Chairs issued “The Higher Education Senior Staff Remuneration Code” which requires Universities to publish a remuneration annual statement. The report below is the Annual Remuneration Report to the University Council in respect of financial year 2019-2020.
- 1.2 The University has used as a basis for this report the Office for Students (OfS) Regulatory Advice [https://www.officeforstudents.org.uk/media/b846fd9c-211a-43ec-8e60-d14bb0ea31b1/ofs2018\\_26\\_amended.pdf](https://www.officeforstudents.org.uk/media/b846fd9c-211a-43ec-8e60-d14bb0ea31b1/ofs2018_26_amended.pdf) and the Committee of University Chairs (CUC) Higher Education Remuneration Code 2018 <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code.pdf>.
- 1.3 The University is reporting on the senior post holders prescribed in the remit of the Remuneration Committee, where they are either decision makers on behalf of Council or are required to ratify decisions on behalf of VCET. This report will focus on the Vice-Chancellor and the senior post holders but will also reference remuneration approaches for the wider colleague population as required.

### **2.0 The Overview of the Remuneration Committee**

- 2.1 The Terms of Reference for Remuneration Committee are detailed in Appendix 1 and are reviewed on an annual basis. The annual review took place in September 2019 and necessary updates were made to the content.
- 2.2 The following points of good practice within the HE sector are embedded within the Terms of Reference;
  - 2.2.1 The requirements of the CUC Higher Education Code of Governance (revised June 2018 (<https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Code-of-Governance-Updated-2018.pdf>) for the consideration of pay for the Vice-Chancellor.
  - 2.2.2 The requirements of the CUC Higher Education Senior Staff Remuneration Code 2018 for the consideration of reward and recognition of senior staff. <https://www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code.pdf>
  - 2.2.3 Inclusivity and diversity, with consideration of the annual Gender Pay Gap and the Equal Pay Audits [https://beta.salford.ac.uk/sites/default/files/2020-03/Gender%20Pay%20Gap%20report%202019%20FINAL\\_0.pdf](https://beta.salford.ac.uk/sites/default/files/2020-03/Gender%20Pay%20Gap%20report%202019%20FINAL_0.pdf)
  - 2.2.4 Responsibility for the oversight of settlement agreements in line with the HEFCE letter of 15 June 2017, including the requirement for the Chair of Council’s approval for all severance payments made to colleagues earning more than £100,000.
- 2.3 The [Vice-Chancellor Reward and Recognition framework](#) explicitly requires the Remuneration Committee to act in accordance with the Nolan principles

(<https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>) and clearly sets out the rationale and justification for the determination of the remuneration and associated costs of the office of the Vice-Chancellor;

2.3.1 The framework is a matter of public record and can be openly accessed using the following link: <http://www.salford.ac.uk/about-us/corporate-information/governance/the-council/council-committees/remuneration-committee/accordion/vice-chancellor-reward-and-recognition-framework>.

2.3.2 The use of relevant benchmarking data for the purpose of comparative analysis in the determination of the Vice-Chancellor's remuneration.

2.4 The Remuneration Committee members are as follows, for the period covered by this report:

- Andrea Dunstan (Chair of the Remuneration Committee from 1 August 2018)
- Lord Keith Bradley (Chair of Council and ex officio Committee Member from 1 January 2018)
- Phil Cusack (Committee Member)
- Sean O'Hara (Deputy Chair of Council and ex officio Committee Member from 1 August 2018)
- Helen Taylor (Committee Member from 1 January 2018)

2.5 The appointment of the Remuneration Committee lies with Council as stated in Statute 5.2.3 and upon the advice of the Governance, Nominations and Ethics Committee (GNEC) who advise Council on the establishment, terms of reference, composition, membership and disestablishment of its standing committees.

2.6 The schedule of meetings and attendees for the 2019-20 year were as follows:

	20 Sept 2019	12 Dec 2019	12 Jun 2020
<b>Chair</b>	Andrea Dunstan	Andrea Dunstan	Andrea Dunstan
Lord Keith Bradley	✓	✓	✓
Phil Cusack		✓	✓
Sean O'Hara	✓	✓	✓
Helen Taylor	✓	✓	✓

The quorum for this committee, shall be one-third of the current actual membership rounded up to the nearest whole number, or three, whichever is the greater. Council standing committees also require that at least two of those in attendance must be independent Council members of the committee in order to be quorate.

2.7 Since 8 March 2018, the Remuneration Committee has removed University colleagues from the committee membership, to ensure that there is no potential for a conflict of interest (prior to this Vice-Chancellor pay was considered under a closed agenda item and the Vice-Chancellor was not present for this item). The University has therefore sought to strengthen its position by ensuring that University colleagues are only in attendance, as deemed appropriate, by the Chair of the Remuneration Committee.

2.8 For the avoidance of doubt, no member of University staff is present for the discussion or determination of their own remuneration and as such there is no conflict of interest. Similar provision is in place for the Chair of Council, however, it should be noted that although there

is the potential for this post to be remunerated, the current incumbent has relinquished their right to remuneration, therefore removing any requirement to implement this approach.

### **3.0 The competitive environment and market that the University operates within**

3.1 The University operates within Greater Manchester, which has 17 Higher Education (HE) providers (some of which are colleges), and a base for the private provider BPP. Slightly further afield, there are an additional 28 HEIs in the North West (<https://www.ucas.com/file/129971/download%3Ftoken%3DmGS-b3F1>). Specialist HE colleagues have a wide choice of places to work within easy reach. As a region, the density of providers is only surpassed by Greater London and the South East.

3.2 With this competitive environment, we are not only competing for colleagues, but crucially we are competing for our students, therefore ensuring we are able to attract, retain and develop the best talent is essential. The University is mindful of developing approaches to remuneration that enable us to deliver the expected student experience along with the strategic priorities of the University.

### **4.0 The overall approach to setting remuneration**

4.1 The Remuneration Committee takes into consideration the following when setting remuneration:

- 4.1.1 The overall performance of the University of Salford as measured by the institutional KPIs and taking into consideration organisational benchmarking against recognised measures including Research Excellence Framework (REF), Teaching Excellence Framework (TEF), and the National Students Survey (NSS).
- 4.1.2 Pay increases for other colleagues in the University
- 4.1.3 Regional and national market conditions
- 4.1.4 The size and complexity of the University
- 4.1.5 Individual performance measured against predetermined objectives.
- 4.1.6 Benchmarking against appropriate and comparable institutions and determinants including the pre-92 group, institutional income and regional variation.
- 4.1.7 The business context in which the University is operating and any associated trends.
- 4.1.8 The recommendations made in the annual Gender Pay Gap and Equal Pay Audit Report.
- 4.1.9 Since September 2018, the University has adopted pay benchmarking for senior colleagues aligned to the data provided by Korn Ferry as a primary source. This application is undertaken following senior-level job evaluation exercises to determine the job size and ensures pay is commensurate with the level of responsibility and the broader external market.
- 4.1.10 The UCEA Senior Staff Remuneration Survey data acts as a secondary source for pay benchmarking specific to the HE Sector, giving increased assurance and validation of decisions relating to pay.
- 4.1.11 The annual Committee of University Chairs' Vice-Chancellor's Salary Survey is also used as a benchmarking source.

### **5.0 The factors used in considering reward proposals for senior post holders**

- 5.1 The University has a total income of £213.8m and employs over 2,200 people. The Council have outlined our strategy and our performance in the Integrated Report (published annually and available here: <http://www.salford.ac.uk/about-us/corporate-information>).
- 5.2 In setting salary and other considerations, the Remuneration Committee has taken into consideration the depth, breadth and complexity of the roles. The Remuneration Committee has undertaken benchmarking across the Higher Education sector, including comparative information relating to the relevant contribution and income groups. The Remuneration Committee also takes into consideration the challenges faced for attraction and retention in a competitive market as set out in Section 2 of this report.
- 5.3 It is important to note that the nationally negotiated annual pay settlement was awarded to the Vice-Chancellor and all eligible colleagues above Point 51 on the New JNCHES pay framework in both 2018-2019 (2%) and 2019-2020 (1.8%). The decision to apply the pay settlement to this employee population was made by the Remuneration Committee to provide consistency with the wider employee population following consideration of the limited alternative mechanisms for pay progression.
- 5.4 UCEA have confirmed that there is no offer of a nationally negotiated pay increase for 2020-2021 due to the unprecedented challenges facing the HE sector. The Vice-Chancellor's Executive Team has made the decision to also apply the pay freeze to senior colleagues who are paid above the national pay spine.
- 5.5 Other elements of the total remuneration package for the Vice-Chancellor and senior post holders, including members of VCET, the Deans and ICZ Directors have been reviewed by the Remuneration Committee alongside the annual individual performance review process.
- 5.6 The Remuneration Committee has delegated authority to make decisions, under the current senior pay framework, on annual non-consolidated pay bonuses between 0% and 5%.
- 5.7 During the 2019-2020 financial year, the Vice-Chancellor did not receive a payment for Performance-Related Pay. This decision was made following a review of performance relating to the 2018-2019 academic year; in determining the prospect of an award, consideration was given to the Vice-Chancellor having led her senior team to deliver sound progress across a number of key performance indicators. These indicators included:
- 5.7.1 Development of the ICZs, embedding opportunities and income generation as standard practice; the growth in apprenticeships demonstrating curriculum diversification and industry partnerships.
  - 5.7.2 Successful unification undertaken to create the School of Health & Society and the School of Science, Engineering and Environment; culminating in a reduction to four schools from the previous seven.
  - 5.7.3 Growth and diversification in International activity and delivery of incremental growth in inward recruitment.
  - 5.7.4 Good progress in Campus Framework developments, with specific reference to the Science Building.
  - 5.7.5 Increase in research income and spend to £8m and increase in grant awards to £17.2m
- 5.8 During the 2019-2020 financial year, a total of £4,408 was paid in a one-off payment for performance related pay in relation to delivery in the 2018-2019 academic year; this payment was made to one of the twelve senior post holders under the remit of the Remuneration Committee. This is a minimal figure that constitutes less than 0.001% of the wider University annual pay bill.

5.9 The terms and conditions of senior post holders makes provision for an annual review of base salary. The Remuneration Committee reviewed base salaries and no base salaries were uplifted in the 2019-2020 financial year beyond the increase indicated above in Section 5.3.

5.10 The University is developing clearer approaches for senior leaders that will move to grouping performance by contribution, considering individual and departmental impact on the performance measures. This will be underpinned by the principles for remuneration as determined by the Remuneration Committee.

## **6.0 The approach to benchmarking, job evaluation, pay awards and pension schemes applicable to the rest of the workforce.**

6.1 The University considers benchmarking against appropriate and comparable institutions and determinants including the Alliance group of Universities, pre-92 group, institutional income and regional variation. Pay data from Korn Ferry is also used for comparative purposes. The University benchmarks against the University and Colleges Employer Association (UCEA) Annual Senior Staff Remuneration Survey. All this data is used to provide primary benchmarking as it represents the most comprehensive and reliable source of data both internal and external to the sector, enabling cross institutional and sectoral comparisons to be made. The University participates in the Committee of University Chairs' Vice-Chancellors Salary Survey and this data has also been reviewed.

6.2 The University also uses the Higher Education Role Analysis Scheme (HERA) to assess all posts that are part of the national pay bargaining (New JNCHES) pay scales. This process identifies the relevant grade which then identifies the appropriate pay scale for the post.

6.3 For all those covered by New JNCHES, pay agreements are negotiated nationally and are then implemented at a local level. The University is an accredited Real Living Wage Employer and, therefore, where the nationally agreed pay scales are below the Real Living Wage the University implements the Real Living Wage rates. We implemented the new £9.30 Real Living Wage rate with effect from 1st December 2019; this resulted in an increase for 151 colleagues, representing 6.4% of our colleague population.

6.4 The University sees pension provision as an important and integral part of the total remuneration package for all colleagues and has five schemes available for different groups to access, these are:

- Universities Superannuation Scheme (USS)
- Teachers' Pension Scheme (TPS)
- Greater Manchester Pension Fund (GMPF)
- University of Salford Pension Plan (USPP)
- National Employment Savings Trust (NEST)

## **7.0 Approaches for pay progression and pay for performance applicable to the rest of the workforce**

7.1 There are processes in place at the University whereby colleagues can receive an uplift on base pay or one-off payments.

- 7.2 The University currently has a Merit Award process in place which is predicated upon a business case being made that identifies exceptional performance or behaviours, for an award to be made for up to a maximum of £1,000 net payment.
- 7.3 There is also currently incremental progression through the pay scales on an annual basis for colleagues on Grades 1 – 10 of the HERA evaluated scheme. Where an increment acceleration is recommended, a business case would be required to demonstrate exceptional performance.

## 8.0 Assessing the Vice-Chancellor's performance and remuneration

- 8.1 In the financial year of 2019-2020, the increase in the Vice-Chancellor's salary was equivalent to the national pay settlement that was applied to all eligible colleagues across the University (1.8% in August 2019).
- 8.2 The Vice-Chancellor's salary is below the median salary for Heads of Provider within the HE sector when using UCEA data for institutions who have been deemed relevant comparators due to the constitution of the institution and the total income generated. Additional benchmarking has been undertaken using Korn Ferry data from outside the HE sector for roles that have parity in responsibility; the Vice-Chancellor's salary is equivalent to the median within this population.
- 8.3 The Vice-Chancellor did not receive a Performance Related Pay bonus in the 2019-2020 financial year.
- 8.4 The Vice-Chancellor does not have a company car, accommodation or loans of any description, including mortgage subsidies.
- 8.5 The year on year change of the Vice-Chancellor's emoluments are noted below:

Financial Year	2019-20	2018-19
	£'000	£'000
<b>Salary of Vice-Chancellor (VC)</b>	<b>216*</b>	<b>212*</b>
<b>Performance related pay bonus relating to previous academic year</b>	<b>0</b>	<b>0</b>
<b>Benefits in kind (PMI provision)</b>	<b>3</b>	<b>3</b>
<b>Total</b>	<b>218</b>	<b>215</b>
<b>Pension Contributions</b>	<b>-</b>	<b>-</b>
<b>Total Emoluments</b>	<b>218</b>	<b>215</b>
<b>Pay Multiple of the VC's basic pay against the median pay of all colleagues**</b>	<b>6.6</b>	<b>6.6</b>
<b>Pay Multiple of the VC's total pay against the median pay of all colleagues**</b>	<b>5.7</b>	<b>5.9</b>
*salary recorded is both the amount paid and the full-time equivalent basis		

**\*\* The median pay for all colleagues is calculated on a full-time equivalent basis for the salaries paid by the University and its subsidiaries to staff (see Section 9.4 for details in relation to 2019-2020)**

- 8.6 As detailed above, there have been no significant changes to either the level of remuneration nor any of the related policies in 2019-2020.
- 8.7 On 28<sup>th</sup> September 2020, the Remuneration Committee took under consideration the performance review of the Vice-Chancellor as undertaken by the Chair of Council. Further disclosure of this review will be provided in the 2020-2021 Annual Remuneration Report. However for the purpose of financial reporting and, consequently, as detailed in the Integrated Report 2020, the Remuneration Committee determined that the Vice-Chancellor would not receive a Performance Related Pay bonus in the 2020-2021 financial year in relation to performance in the 2019-2020 academic and financial year.

## **9.0 The pay multiple of the Vice-Chancellor's earnings against the median of all colleagues**

- 9.1 There is an Office for Students (OfS) requirement to externally report the Vice-Chancellor's earnings against the median for all colleagues; therefore, the intention is to provide detail of the ratio, narrative around how this is calculated and year on year trends with HE sector comparisons
- 9.2 The University publishes data which demonstrates the Vice-Chancellor's basic salary and total salary as a pay multiple of the median pay of colleagues, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University and its subsidiaries to its staff. Total remuneration includes basic pay plus employer pension contributions, non-consolidated bonus/merit awards and redundancy and retirement benefits.
- 9.3 Both the OfS and the Committee of University Chairs (CUC) provide a methodology for calculating a pay multiple (the latter based on UCEA methodology); these are significantly different. To enable consistency across reporting, we have used the OfS methodology to allow us to use the same figures in our financial accounts as well as this report.
- 9.4 HE providers were asked to provide this data for the first time in 2018 and OfS reported a limit in comparability between providers due to the variations in the treatment of contract and agency workers in the ratio calculations.
- 9.5 In February 2019, the OfS published, as official statistics, the data about senior staff pay for heads of higher education providers which receive funds from the OfS and the data is available here: <https://www.officeforstudents.org.uk/advice-and-guidance/regulation/senior-staff-pay/>.
- 9.6 In the Integrated Report 2019, the University reported the following pay multiples for the financial year of 2018-2019 which are now accompanied with details on how they compare to the OfS official statistics:
- 9.6.1 The Vice-Chancellor's basic salary was 6.6 times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University and its subsidiaries to its staff. This placed the University of Salford 100th in a list of 164 institutions and below the median figure of 7.1.

9.6.2 The Vice-Chancellor's total remuneration had reduced to 5.9 times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the University and its subsidiaries to its staff. This placed the University of Salford 125<sup>th</sup> in a list of 164 institutions, below the median figure of 7.3 and also below the lower quartile figure of 6.0.

9.7 In the Integrated Report 2020, Financial Statements for the year ended 31<sup>st</sup> July 2020, the University will be reporting the following pay multiples:

9.7.1 The Vice-Chancellor's basic salary remains 6.6 times the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the University and its subsidiaries to its staff.

9.7.2 The Vice-Chancellor's total remuneration has reduced to 5.7 times the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the University and its subsidiaries to its staff.

## **10.0 External appointments and expenses**

10.1 A register of interests is kept by the University Secretary in which any third party pecuniary or non-pecuniary interests may be registered if the member of Council or senior post holder considers that a conflict of interest could arise or be perceived to arise. The full procedure is set out in the [Management of the Conflicts of Interest Policy](#).

10.2 It is the individual responsibility of all colleagues to ensure their personal entries on the Register of Conflicts of Interest is kept up to date. This is reviewed by the Registrar and Council on an annual basis.

10.3 Currently, any additional external roles held by the Vice-Chancellor require the agreement of the Chair of Council. The Vice-Chancellor does not receive income from any external bodies.

10.4 The University has a framework to enable all colleagues to undertake consultancy and provide professional services to Industry. The University's Consultancy Policy governs the types of activity and provides guidance on the processes for all University colleagues.

10.5 The University has a Travel and Expenses Policy in place, which is applicable to all colleagues and is available here: [http://www.salford.ac.uk/data/assets/pdf\\_file/0011/2157185/StaffTravelExpensesPolicy.pdf](http://www.salford.ac.uk/data/assets/pdf_file/0011/2157185/StaffTravelExpensesPolicy.pdf)

## **11.0 Severance Payments**

11.1 The Committee of University Chairs (CUC) [Higher Education Remuneration Code](#) 2018 requires that 'any severance payments must be reasonable and justifiable', noting that in making severance payments, institutions must meet their contractual obligations and be able to explain the reasons for any payments made.

11.2 In order to achieve this, the Remuneration Committee has oversight of, and ensures, the appropriate operation of the University Guidance on Settlement Agreements, including settlement payments and the augmentation of pensions benefits.

- 11.3 Following a review in 2017, appropriate controls were put in place in relation to the use of settlement agreements for all colleagues including any associated settlement quantum. These controls were established to ensure that appropriate levels of authority were in place for the agreement of the use of settlement agreements and any associated settlement quantum was justifiable and proportionate based on the circumstances of the case.
- 11.4 Any severance payments for VCET members, including the Vice-Chancellor, would require the authorisation of the Chair of Council.
- 11.1 During the 2019-2020 financial year, the controls in place were adhered to and approval was sought and granted on two occasions based either on the level of quantum being agreed or the level of seniority of staff member involved.
- 11.2 During the 2019-2020 financial year, no severance payments were made to the Vice-Chancellor as Head of Provider, neither was compensation paid in the form of benefits other than cash. This includes payments for loss of office.

**REMUNERATION COMMITTEE - TERMS OF REFERENCE**

**Regulations relating to the quorum and frequency of meetings for this committee are determined by the University's Standing Orders.**

**Purpose**

To ensure that the University has clear policies and procedures in place, approved by the governing body to ensure that the University can demonstrate the highest levels of integrity, probity and transparency in the reward and recognition of senior staff.

To determine and review the remuneration of the Vice-Chancellor in accordance with the Vice-Chancellor Reward and Recognition Framework that is predicated upon The Higher Education Code of Governance 2014.

To determine and review the remuneration of the Vice-Chancellor's Executive Team.

To determine and review the remuneration of senior staff of the University above point 51 of the JNCHEs Pay spine (i.e. 'senior staff').

**Terms of Reference**

**1 Policy and strategy**

- I. To ensure that the University has a clear policy on senior staff remuneration, which aligns to the University and associated strategies.
- II. To ensure that the policy and strategies are underpinned by a firm commitment to equality, inclusion and diversity and that the effectiveness of this is kept under regular review in accordance with section 5 below.
- III. To oversee the University's framework in relation to termination in accordance with section 4 below.
- IV. To oversee the University's framework for reward and recognition for all staff for the purposes of demonstrating the highest levels of integrity, probity and transparency.
- V. To delegate decisions regarding reward for exceptional contribution to the Vice-Chancellor and the Executive for all staff, except those for whom Remuneration Committee retains direct responsibility as detailed in section 2 below.

**2 Executive pay determination**

2.1. To determine and review, on behalf of Council, the salary and payments associated with the holding of the office of the Vice-Chancellor including; performance pay, pension and any other emoluments.\*

2.2 To determine and review, on behalf of Council, the salary and payments associated with members of the University Executive other than the Vice-Chancellor as set out in the Scheme of Delegation, including; performance pay, pension and any other emoluments, for the undernoted roles:

- I. Deputy Vice-Chancellor
- II. Registrar and Secretary
- III. Pro Vice-Chancellors
- IV. Executive Director of Finance
- V. Executive Director of Human Resources and Organisational Development
- VI. Chief Operating Officer

and such other roles as may be identified.

2.3 To determine whether the nationally agreed annual pay settlement will apply to members of the University Executive.

2.4 To determine and review on behalf of Council any salary and associated payments made to the Chair of Council.

### 3 Monitoring and Benchmarking

3.1 To consider the following factors in determining all matters detailed in sections 1 and 2 above:

- I. The overall performance of the University of Salford as measured by the institutional KPI's and taking into consideration organisational benchmarking against recognised measures including; REF, TEF, NSS.
- II. Individual performance measured against predetermined objectives.
- III. Benchmarking against appropriate and comparable institutions and determinants including; the pre 92 group of universities, institutional income, regional variation.
- IV. The business context in which the University is operating and any associated trends.
- V. The recommendations made in the annual Gender Pay Gap Report and the Equal Pay Audit.
- VI. Benchmarking against the UCEA annual Senior Staff Remuneration Survey. The Chair of University Council annual Vice-Chancellor's Salary Survey.

### 4. Termination

4.1 To oversee and ensure the appropriate operation of the University Guidance on Settlement agreements including settlement payments and the augmentation of pension benefits.

4.2 To oversee the implementation of the aforementioned guidance and review all settlement agreements on an annual basis.

### 5 Governance

5.1 To report on its activities to University Council on at least an annual basis, to ensure that it is providing the necessary level of assurance that all processes and associated decisions have been rigorous, equitable and fair and as transparent as reasonably practicable.

5.2 To review its own performance and effectiveness on a regular basis.

## 6 Risk Management

6.1 To review on a regular basis the risks associated with those matters considered to be the responsibility of the Committee.

6.2 To consider the public interest and the safeguarding of the use of public funds alongside the sustainability and interests of the University when reviewing all forms of payment, reward and recognition and severance within its remit.

## **Constitution**

### **2 Ex-officio members**

Chair of Council

Deputy Chair of Council

### **3+ Appointed Independent Council members, one of whom will be appointed as Chair**

### **2 Co-opted members**

(The Vice-Chancellor, Registrar/Secretary and Director of HR will be in attendance by invitation of the Committee.

Any member of the Committee, or University staff member, whose pay or associated payments, terms and conditions are to be discussed is excluded from those discussion and this will be clearly indicated on the respective agenda prior to the meeting taking place.)

\*to be done via a separate meeting of the Committee