A meeting of the University Court was held on 11 September 2015.

(Note: this business meeting formed part of the annual Court Retreat.)

Present: Mr EF Sanderson (in the Chair), Principal Professor Sir CP Downes, Ms J Aitken, Mr R Bint, Deputy Principal Professor SM Black, Mr RS Bowie, Dr WGC Boyd, Ms SC Campbell, Mr J Elliot, Mr T Hustler, Professor T Kelly, Ms B Malone, Ms J Marshall, Dr AD Reeves, Ms K Reid, Mr KA Richmond, Mr D Ritchie, Professor M Scott and Mr D Taylor.

In Attendance: University Secretary; Vice-Principal (Academic Planning & Performance); Vice-Principal (International); Vice-Principal (Learning & Teaching); Director of Finance; Director of Organisational Development and Clerk to Court.

Apologies: Lord Provost Mr R Duncan, Mr K Burns, Mr I Howie and Director of Academic & Corporate Governance.

The Chair welcomed Ms Karen Reid to her first meeting following her appointment as a lay member of Court from 1 August 2015.

85. **PRINCIPAL’S REPORT**

In a verbal report to Court the Principal highlighted items of significance arising since the meeting of Court in June. Court members noted that the new university structure took effect from 1 August and that the process for appointing Associate Deans was almost complete.

The Principal went on to update the Court on the key elements of the Scottish Higher Education Governance Bill which was published in late June. The Principal informed Court he was concerned about a number of aspects within the legislation but particularly the level of government control which the bill would permit and the lack of clarity regarding the proposed election of Chairpersons of governing bodies. Court noted that increased government direction could lead to the Office of National Statistics reclassifying universities as public sector bodies which would have severe financial consequences for higher education institutions. The Principal informed the Court that the University had submitted a response to the legislative consultation and that the University would continue to engage with the Scottish Government throughout the legislative process.

Turning to student recruitment matters, the Principal advised the Court that the University’s performance had been strong in relation to MD40 and Home / EU student recruitment and that the University would most likely exceed the target for MD40 recruitment agreed with the SFC. Members were pleased to note the improved RUK recruitment figures.
Members were pleased to note that the University had been judged by the Times & Sunday Times Good University Guide as the Scottish University of the Year 2016.

The Chairman of Court thanked the Principal for his report and also asked Court to join with him in congratulating the Principal on the award of a Knighthood in the Birthday Honours List.

**The Court decided:** to note the report.

86. **RENUMERATION COMMITTEE REMIT & REWARD POLICY**

The Court considered the revised Remuneration Committee Remit, Reward Policy for Grade 10 Staff and the Annual Reward Procedure for Grade 10 Staff (*Appendix 1*). It was noted that the new Remit and associated polices would delegate authority from Court to the Committee for the remuneration of the Principal and members of the University Executive Group (UEG) and that the UEG would receive delegated authority for the remuneration of other Grade 10 staff across the University. The Convener of the Remuneration Committee informed Court that the proposed revisions and undergone a through process of consultation with Deans, Vice- Principals and UCU.

**The Court decided:** subject to minor revision to approve the revised Remuneration Committee Remit and Reward Policy for Grade 10 Staff.

87. **STATUTE & ORDINANCE CHANGES**

At its meeting of 8th June 2015 the Court approved changes to Statute 10 and Ordinance 18, by Special Resolution, giving effect to the agreement to alter the composition of the Senatus. However, changes to Statutes and Ordinances require approval at two consecutive meetings of the Court and under Article 21 of the University’s Charter such ratification must occur within three calendar months of the first approval. It was therefore noted the approval of Court at its meeting of 8th June 2015 had lapsed by three days.

The Court considered the proposed changes to Statute 10 (The Senatus) and Ordinance 18 (Election of Members of the Court and the Senatus) and noted that these proposals had been endorsed by the Senatus at its meeting on 27 May 2015.

Court members noted that under article 16.2 of the Charter amendments to the Ordinances, when passed by a majority of not less than three-fourths, may be approved at a single meeting of the Court for matters considered urgent.

As a result of the need to commence the process of appointing a new Chairperson of Court, and as a result of discussions held earlier in the Retreat, the Court approved changes to Statute 9 (The Court) which would permit the appointment of a Chairperson in accordance with the HE Code of Good Governance.
The Court decided:

(i) to approve the changes to Statute 10, subject to ratification at a subsequent meeting and to approval, and any other changes required, by the Privy Council;

(ii) to approve the changes to Ordinance 18 under the provision of article 16.2 of the Charter (Appendix 2);

(iii) to approve the changes to Statute 9, subject to ratification at a subsequent meeting and to approval, and any other changes required, by the Privy Council.

88. **MEMBERSHIP OF COURT**

The Court noted the appointment of Ms Karen Reid as a lay member of Court for the period of 1 August 2015 – 31 July 2019 in the first instance.

89. **DUSA EXECUTIVE MANIFESTO**

As with previous years, the President of Dundee University Students’ Association (DUSA) circulated the DUSA manifesto for 2015/16. Members noted that the manifesto was refreshed on an annual basis as a tool to communicate with new and existing students with regard to the structure and activities of the DUSA Executive and also to aid in ensuring continuity to the work of the DUSA Executive.

The Court decided: to note the manifesto.

90. **GOVERNING BODIES: EQUALITY & DIVERSITY**

Court members were provided with the report of the Quality Challenge Unit into equality and diversity on higher education governing bodies.

The Court decided: to note the report.

91. **GOVERNOR DEVELOPMENT PROGRAMME**

Court members were encouraged to review the Leadership Foundation for Higher Education (LFHE) Governor Development Programme (GDP) 2015-16 brochure.

The Court decided: to note the brochure and to ask members to convey their own interest in attending sessions to the Clerk to Court.
APPENDIX 1

REMIT OF REMUNERATION COMMITTEE
(Minute 87)

Contents
1. Purpose of the Remuneration Committee
2. Context
3. Composition of the Remuneration Committee
4. Key Responsibilities
5. Core Values
6. Support for the Remuneration Committee
7. Meetings of the Remuneration Committee
8. Delegated Authority
9. Governance
   Annex 1 – Framework of Information for the Remuneration Committee

1. Purpose of the Remuneration Committee

The role of the Remuneration Committee is to recommend to the University Court the remuneration strategy and policy framework for the staff at grade 10, including the Principal and the University Executive Group (UEG). The Committee will consider and make recommendations to Court on the salary, emoluments and terms and conditions of service for the members of the UEG, including the Principal.

The Committee will delegate authority to the UEG the application of the Remuneration Policy and procedure for all other staff at grade 10, but will receive and consider appropriate reports and monitoring data from the UEG in relation to its decisions in discharging this delegated authority.

In so doing, the Committee must:

- take account of SFC’s guidance on the governance of senior salaries.
- give due regard to the academic, institutional and financial wellbeing of the University.
- ensure the University’s principles of fairness, equity and diversity are applied and monitored.
- ensure that the Principal, the members of the UEG and staff at grade 10 are fairly rewarded for their individual contribution to the University’s overall performance.
- ensure compliance with the financial parameters within which the Committee and the UEG must operate when making salary/monetary awards.
- satisfy itself that the grade 10 staff who have been made salary/monetary awards have actively engaged in the University’s Objective-setting and Review process.
- fulfil its duties as outlined in the Schedule of Delegation.

2. Context

The Scottish Funding Council (SFC) requires that the University follows the principles of the Financial Reporting Council’s UK Corporate Governance Code (FRC Code), insofar as they apply to the University sector. The University is also required to follow the guidance to institutions set out by the Committee of University Chairs in its Guide for Members of Higher Education Bodies in the UK (CUC Guide).

Both those guides require the University to establish a Remuneration Committee to determine and review the salaries, terms and conditions (and, where appropriate, severance payments) of the head of the institution and such other members of staff as the governing body deems appropriate. They also emphasise that the composition of the Committee should be of independent/lay members, with best practice suggesting that the chair of the governing body should not chair the Committee.

The University is required to adhere to the principles of the Scottish Code of Good HE Governance, specifically under Main Principle 15 on Remuneration Committees.

The CUC Guide states that the reports of the Remuneration Committee to the governing body should provide sufficient detail of the broad criteria and policies against which decisions have been made. However, the FRC Code requires the production of a tabulated report setting out Directors’ remuneration (i.e. members of UEG in the University context), covering salary, severance payments, benefits in kind, pension contributions and individual pension fund valuations. This report on the remuneration of UEG members is presented each year to the Remuneration Committee and to the University Court. In addition, a simplified version setting out the salaries of members of the UEG by salary band is published each year in the University’s Annual Report and Accounts.
The SFC imposes specific requirements on Remuneration Committees in respect of setting policy statements on severance and overseeing severance arrangements. The SFC annual accounts direction also gives guidance on the information that should be disclosed in an institution’s annual financial statements about the Principal’s remuneration and any severance payments to staff earning over £70,000 per annum or where the costs of all elements of a proposed arrangement amount to more than £100,000.

3. Composition of the Remuneration Committee

The Remuneration Committee must have the expertise to review and determine the salaries, emoluments and terms and conditions of service for the most senior members of the University (i.e. the Principal and the UEG) and to monitor the application of the Remuneration Policy to ensure it is being applied fairly, effectively and consistently, in the University’s interests.

The membership of the Committee will comprise:

- The Chair of Court.
- Three lay members of Court, one appointed as Convener. The Convener of the Audit Committee will not normally be a member.
- The quorum of the Remuneration Committee will be three.
- University Officers in attendance:
  - The Principal.
  - The Vice-Principal (Academic, Planning & Performance).
  - The University Secretary.
  - The Director of Human Resources & Organisational Development, (Secretary to the Committee)
  - The Policy Officer (Corporate Governance), (Minute Secretary)
- The University Officers in attendance will withdraw from the meeting when their personal salary, emoluments and/or terms and conditions of service are being discussed by the Remuneration Committee.

4. Key Responsibilities

The key responsibilities of the Remuneration Committee are:

- To maintain an overview of good practice in remuneration in the HE sector, other public and private sectors to inform the University’s Remuneration Policy.
- To approve the University’s remuneration strategy and policy framework that ensures the most talented leaders, both academic and professional, are recruited, retained and motivated to deliver results in line with the University’s vision and strategy.
- To review the Remuneration Policy for Grade 10 staff at least every 3 years to ensure its effectiveness in terms of impact and compatibility with the salary arrangements applicable to the rest of the University.
- To approve the design of any incentives and bonuses applicable to grade 10 staff.
- To review and determine the total reward package of the Principal taking account of performance and report accordingly to Court.
- To review and determine the total reward package of members of the UEG taking account of performance and report accordingly to Court.
- To oversee and report to Court on the outcomes of the delegation of responsibility to the UEG for reviewing and determining any annual salary increases and awards to those grade 10 staff of the University who are not members of the UEG.
- To oversee severance or early retirement arrangements for grade 10 staff taking account of the SFC Guidance on Severance Arrangements in respect of Senior Staff.
- To approve exceptional removal and other expenses where the amount is greater than £12,000.
- To consider requests by UEG members only, to undertake consultancy; other paid work or serve as a non-executive director or similar having due regard to issues which could adversely impact the University.
- To review the Deans’ Honoraria periodically as necessary.
- To deal with any such other relevant matters as may be referred to the Remuneration Committee by Court.

5. Core Values

The core values of the University:

- Valuing people
- Working Together
- Integrity
Making a Difference
Excellence

must be central to all the processes and decisions made leading up to and at the Remuneration Committee.

- Merit (defined as clear contribution to the Vision of the University), including the retention of key employees and the need to address any pay gap issues arising from an analysis of protected characteristics, will be the only basis on which remuneration awards will be distributed.
- Fairness, equality and diversity. No discrimination will be permitted arising from a protected characteristic as defined by the Equality Act 2010.
- Any conflicts of interest throughout the process, leading up to and at the Remuneration Committee must be declared and action taken to rectify the situation.

6. Support for the Remuneration Committee

In undertaking these responsibilities the Committee will receive support from the Principal, University Secretary, Director of Finance and the Director of Human Resources & Organisational Development.

It will be provided in the form of a report, co-ordinated by the Director of Human Resources and Organisational Development, including information on:

- Background information in respect of the HE sector and the University’s position contextualised within the overview, together with the University’s strategy.
- Contextualisation of the School or Directorate’s performance within the University by the UEG.
- The current and projected financial position of the University; the recommended budget to be allocated for grade 10 awards and the recommended financial value to be assigned according to performance rating (see Reward Policy).
- Relevant benchmarking salary data for the sector provided by UCEA covering both academic and senior professional staff.
- Any relevant retention issues.
- The recommended spread of financial awards across performance ratings.
- Proposed awards for individuals taking account of the above.
- An Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap.

This information will take the form of a report as shown in annex a.

In addition, the Director of Human Resources & Organisational Development will produce an Annual Remuneration Report for Court detailing the outcomes of the decisions taken by both the Remuneration Committee and the UEG, including an anonymised statistical report.

Where considered necessary, the Remuneration Committee may commission research and information externally.

The University will support training and development for the members of the Remuneration Committee to ensure members are well-informed and up-to-date with remuneration matters.

7. Meetings of the Remuneration Committee

The arrangements for meetings of the Remuneration Committee are as follows.

- Typically, the Committee will meet in October or November of each year. Additional meetings can be arranged if considered necessary by the Committee.
- Minutes, agendas and papers will normally be circulated to the Committee and attendees at least five working days in advance of the meeting.
- A formal minute of the meeting will be produced for approval by the Convener and remitted to Court as a report of each meeting.
- The Committee will be serviced by the Policy Officer (Corporate Governance).
- Papers will include any action required and the status of the paper in respect of Freedom of Information legislation.

8. Delegated Authority

Court has delegated authority to the Remuneration Committee for the remuneration of the Principal and members of the UEG and to the UEG for the remuneration of other grade 10 staff across the University, subject to appropriate reporting.
9. **Governance**

Details of the salaries and other appropriate remuneration information will be published annually relating to the following officers who are members of the UEG:

- The Principal
- The Vice-Principals
- The Director of Finance
- The University Secretary
- The Director of Human Resources & Organisational Development
- The Director of External Relations.
University of Dundee
Reward Policy for Grade 10 Staff

Contents

1. Introduction
2. Aim of Policy
3. Scope
4. The Principles of Fairness, Equity, Consistency and Transparency
5. University Values in Practice
6. The Purpose of the Reward Policy
7. The University’s Reward Policy for Grade 10 Staff
8. Core Employee Benefits for grade 10 Staff
9. Other Benefits

1. Introduction

Strategic reward is based on the design and implementation of reward policies and practices which will support and advance the University’s academic, organisational, cultural and financial objectives as well as its employees’ aspirations. It aims to attract, develop and engage exceptional staff and reward and recognise exceptional performance and/or special contribution.

‘Total reward’ includes everything the employee perceives to be of value resulting from the employment relationship. These can include financial and non-financial rewards for example, learning and development opportunities and flexible benefits as well as access to a range of University resources and facilities within its working environment.

It is recognised that grade 10 roles, including those of the Principal and members of the University Executive Group (UEG) are complex and diverse and the University must be able to attract and retain high calibre leaders capable of delivering a demanding agenda. Nevertheless, as a charity in receipt of significant public funds and during times of financial challenge, there is a tension between paying salaries which are sufficient to secure, motivate and retain high quality staff in leadership positions and being excessively generous, which is likely to be unsustainable and may be inappropriate. However, to meet future challenges it is vital to support and engage with the development of talent and high performance within the senior group of staff of the University.

In the simplest terms, pay is part of the contractual obligations between employer and employee for work done and paid for. This does not take account of individuals’ intrinsic needs above and beyond monetary reward (in its various forms) alone. Whilst remuneration plays a key role in motivation, a reward system that combines this extrinsic aspect and the intrinsic needs of the individual for recognition, being treated well, status, flexibility, opportunities for promotion, personal development and fulfilment provides the ideal combination, allowing staff to realise their potential.

In creating a performance culture at the University, grade 10 individuals whose outputs are excellent will be offered a commensurate reward in order to retain their services to the benefit of the University; those whose performance is satisfactory will be rewarded appropriately and support will be provided to those staff who are performing at a level that is not satisfactory for their grade and the extent of experience. In the last resort if performance does not reach satisfactory levels, alternatives, including dismissal on the grounds of capability will require to be considered.

Careful monitoring will be necessary to ensure that no discrimination of individuals or groups occur due to protected characteristics as defined in the Equality Act 2010 and that positive action can be taken in respect of under-represented groups.

In accordance with the Remit of the Remuneration Committee, the Remuneration Committee will be responsible for approving base salary increases and related matters for the Principal and UEG members and UEG will be responsible approving the base salary increases and related matters for all other grade 10 staff in line with the budgetary guidance given by the Finance & Policy Committee.

2. Aim of Policy

This policy aims to set out the approach to rewarding grade 10 senior staff, both academic and professional, which is appropriate, transparent, provides fair reward and recognition for the work they perform, provides value for the University and is fully understood.
3. **Scope**

This policy applies to all grade 10 employees of the University, including the Principal.

4. **The Principles of Fairness, Equity, Consistency and Transparency**

Fairness of treatment amongst staff is central to the University’s core values of Integrity and Valuing People and is an essential requirement when considering reward for individuals.

The principle of equity will be applied to ensure that no member of grade 10 staff will be disadvantaged due to any protected characteristic: age; disability; gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion and belief; sex or sexual orientation. Factoring in considerations that may put particular groups at a disadvantage in the process will ensure there is equality of outcomes. There may be occasion when it is necessary to redress inequities which have occurred in the past.

The Director of Human Resources and Organisational Development will produce an Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff and those staff on grades immediately below for comparative purposes; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap. In addition the Director of Human Resources & Organisational Development will produce an Annual Remuneration Report for Court detailing the outcomes of the decisions taken by both the Remuneration Committee and the UEG, including an anonymised statistical report.

The approach to be taken (see Annual Reward Procedure for Grade 10 staff) will apply consistently throughout the cohort, irrespective of levels of seniority within the group.

The procedure is designed to encourage transparency in discussions, feedback and the process itself.

5. **University Values in Practice**

As well as focussing on performance in relation to reward and recognition the Reward Policy will be aligned to the University’s core values of:

- Valuing People
- Working Together
- Integrity
- Making a Difference
- Excellence.

For staff at grade 10 personal effectiveness in leading and managing people must be fundamental to the manner in which the University and School strategies are achieved.

A prime expectation of senior staff at grade 10 is to be alert to individuals’ abilities, skills, qualities and potential as well as recognising their performance, and to provide them with appropriate opportunities to develop in their areas of strength as well as publicly recognising their contribution, where appropriate. A key objective on which grade 10 staff’s performance will be measured is the extent to which they have developed and recognised their direct reports and promulgated this culture amongst their School or Professional Services staff with a view to succession planning. Grade 10 staff will be expected to demonstrate their actions in this respect.

Valuing People, however, does not mean that difficult decisions and actions in relation to staff are avoided. Rather, it means that when difficult decisions and actions are necessary they are put into effect with humanity and respect. Consideration should be given to good management methods and practice. The leadership of the University in this senior group will have a particular responsibility for role modelling this behaviour both in respect of taking difficult decisions, where necessary, and for the manner in which these decisions are executed.

No member of grade 10 staff will be considered for a salary increase unless they have engaged fully in the OSaR process: be it personally, conducting OSaR meetings for their direct reports and, where necessary, nominating Reviewers. Deans, the University Secretary and Directors must have a full understanding of the contributions their grade 10 staff are making in order that they may recognise achievements or intervene where there are performance difficulties.
6. **The Purpose of the Reward Policy**

The purpose of the Reward Policy for Grade 10 staff is to:

- Deliver the University’s, School’s or Directorate’s strategic objectives and plans.
- Reinforce the University’s values.
- Attract and retain high calibre academic and professional leaders.
- Motivate, engage and develop academic and professional leaders.
- Recognise and reward excellent performance in the group.
- Ensure academic and professional leaders foster a workforce which encourages creativity, originality, flexibility and builds future capacity which is capable of adapting to changing circumstances and environment.
- Promote flexibility amongst the group in terms of development and the future leadership needs of the University.
- Ensure affordability, financial sustainability and value for money in the short and long-term, taking account of the unpredictability of government and research/charitable funding and where necessary, market rate factors.
- Provide transparency in the way reward operates for Grade 10 staff.

7. **The University’s Reward Policy for Grade 10 Staff**

**Starting Salary on Appointment to G10**

The Remuneration Committee will determine the starting salaries of the University Executive Group members, including the Principal.

The starting salary in the case of appointment to a Personal Chair or an Established Chair will be determined by the Chair of the Appointing Committee (either the Principal or the Vice-Principal Academic, Planning & Performance) together with the Dean of School and the Director of HR & Organisational Development.

The starting salary in the case of appointment to a Director or other grade 10 post in Professional Services will be determined by the Chair of the Appointing Committee (either the Principal or the University Secretary) together with the relevant Director in the case of grade 10 posts below Director level and the Director of HR & Organisational Development.

Typically, consideration will be given to the appointee’s current salary level; the contribution which has led to promotion in the case of internal appointments, or the knowledge, skills and competencies in the case of external appointments, together with relativities relating to peers. The UCEA benchmarking salary data will made available by the Director of HR & Organisational Development to those making the starting salary decisions.

As the cultural expectation will be to recruit only exceptional people at Grade 10, the UCEA salary data should not preclude the option of departing from typical salaries when necessary to attract and recruit exceptional talent and leadership to the University at market rates, provided the reason is justifiable and recorded for audit/governance purposes.

When setting starting salaries the University’s equal pay profile must be used in addition to market pay data to avoid a gender pay difference or a difference in salary as a result of any protected characteristics, which could lead to unlawful discrimination.

When making internal appointments, starting salary must be compared with salaries offered to recent external appointees to ensure internal appointees are not disadvantaged.

**Increases to Base Salary and Related Decisions**

Grade 10 salaries sit outside the nationally negotiated salary framework in operation for staff at grades 1-9 in the University, only the starting salary for Grade 10 being noted on the salary scale which is the equivalent of the first contribution point at Grade 9.

However, the University provides the opportunity for grade 10 base salaries to be considered annually and awards are made, where appropriate, dependent on performance.

At the beginning of the annual cycle, on the recommendation of the Finance & Policy Committee, Court considers its overall approach to senior staff remuneration, including the budget available and gives guidance on its expectations to the Remuneration Committee. It should be noted that the University’s financial position in any year will influence the distribution of base salary increase awards.
The responsibility for increases to performance-related base salary and related decisions will be as follows:

- The Remuneration Committee will make decisions relating to the Principal and members of UEG. (Authority delegated by Court).
- UEG will make decisions relating to individual Deans and Directors. (Authority delegated by Court).
- The Deans will collectively make recommendations on the professorial staff and submit their recommendations for approval to UEG. (UEG has authority delegated by Court for the remuneration of Grade 10 staff).
- The University Secretary, in conjunction with the Professional Services members of UEG, will collectively make recommendations on the Professional Services grade 10 staff and submit their recommendations for approval to the full UEG. (UEG has authority delegated by Court for the remuneration of Grade 10 staff).

- **Performance Ratings**

  The following performance ratings apply to all grade 10 staff for the previous assessment period and should be used in conjunction with the Indicators of Excellence and the relevant criteria for Academic Promotion for professorial staff in assessing merit for an annual base salary increase.

  **E - Exceptional**

  Performance far exceeded expectations due to the exceptionally high quality of work performed in all areas of responsibility, resulting in overall work being superior. Made an exceptional or unique contribution to the School or University objectives or has received a marker of esteem. This assessment is given infrequently.

  **EE - Exceeds Expectations**

  Performance consistently exceeded expectations in all areas of responsibility and the quality of work overall was excellent. OSaR objectives were met.

  **ME - Meets Expectations**

  Performance consistently met expectations in all areas of responsibility, at times performance may have exceeded expectations and the quality of work overall was very good. The most critical OSaR objectives were met.

  **IR - Improvement Required**

  Performance did not consistently meet expectations. Performance did not meet expectations in one or more areas of responsibility and/or one or more of the most critical OSaR objectives were not met.

  A development plan under the University’s Capability Procedure must commence or the procedure continue, detailing timescales and be reviewed frequently to measure progress.

- **Base Salary Increase Awards**

  Various factors are taken into account in deciding the base salary increase awards. The awards are not necessarily in direct relationship to the Performance Rating, for example, factors such as salary award history, salary in relation to benchmarking data and the financial situation of the University are considered.

- **Objectives, Achievements and Markers of Esteem**

  It is appreciated that, on occasion, an opportunity may arise which is agreed takes priority over the previously set objectives or a marker of esteem is awarded (e.g. FRS, recognition in the Honours list) and the process allows for these aspects to be taken into account in the performance and reward decisions.

- **Process**

  The process for the consideration for awarding base salary increases and related decisions is outlined in the procedural document which accompanies this policy.
Honoraria

As part of the University restructure a new level of honorarium of £10K has been determined for Deans only. No other honoraria will apply. The Remuneration Committee will review honoraria periodically.

8. Core Employee Benefits for Grade 10 Staff

These employee benefits represent the core of employee benefits without which the University would find it difficult to compete for and retain the highest quality grade 10 staff.

Pension

Currently the Universities’ Superannuation Scheme (USS) is a final salary scheme whereby 1/80th salary is provided for each full year of service for staff at grade 7 to grade 10.

The scheme may change to a Career Average Revalued Earnings calculation in 2016, informed by the consultation which has recently taken place. The University is committed to continuing making the appropriate employer’s contribution.

Death-in-Service Benefit

The USS Death-in Service benefit is 3 x salary, which provides valuable life cover and pension for eligible dependants.

Withdrawal from the USS Pension Scheme

Some of the University’s highest earners may choose to withdraw from the USS Pension Scheme for personal taxation reasons, which means they do not obtain the benefit of the employer’s contribution. In such circumstances no compensatory payment will be made in respect of the employers’ contribution.

Occupational Sick Pay

All University staff have a progressive Occupational Sick Pay Scheme, which culminates in entitlement to 6 months’ full salary and 6 months’ half salary after 5 years’ service.

9. Other Benefits

Grade 10 members of staff also have access to the following benefits, where applicable:

- Subsidised membership of the Institute of Sport & Exercise: employee wellbeing is a high priority issue at present for employers.
- Nursery facilities on the city campus.
- Services which would ordinarily incur professional fees should they be used:
  - Occupational Health
  - University Health Service
  - Counselling Services
  - Mediation Services.
- A salary sacrifice scheme offering benefits in relation to pension payments, childcare vouchers and car-parking charges.
- Relocation Allowance: one month’s gross pay.
- Benefits-in-kind: mobile phones; ipads; laptops etc.
- Generous annual leave entitlement: 39 days per annum compared with the statutory 28 days.
- Encouragement to take advantage of free Training & Development opportunities on the OPD programme.
- Flexibility of work hours for academic and senior professional staff.
- Work/Life Balance Policies.

The Reward Policy for Grade 10 staff is effective from September 2015.
Annex

University of Dundee
Information for the Remuneration Committee

1. Background information in respect of the HE sector and the University’s position contextualised within the overview, together with the University’s strategy.

2. Contextualisation of the School or Directorate’s performance within the University by the UEG.

3. The current and projected financial position of the University; the recommended budget to be allocated for grade 10 awards and the recommended financial value to be assigned according to performance rating (see Reward Policy).

4. Relevant benchmarking salary data for the sector provided by UCEA covering both academic and senior professional staff.

5. Any relevant retention issues.

6. The recommended spread of financial awards across performance ratings (see Reward Policy).

7. Proposed awards for individuals taking account of the above.

8. An Equality Impact Assessment analysis of the statistical data relating to the full group of senior staff; those nominated and not; those successful and unsuccessful together with an explanatory narrative, with particular attention being paid to any indication of a gender or other pay gap.
APPENDIX 2

ORDINANCE 18 - ELECTION OF MEMBERS OF THE COURT AND THE SENATUS

(Minute 87)

1 The election of the members of the Court elected by the Senatus (Statute 9(1)(g)) shall take place in the second semester to enable, whenever possible, an announcement of the successful candidates to be made at the latest by the last Court meeting of the academic year in which an election falls due. Their periods of office shall be four years from the first day of August immediately following their election. They shall be eligible for re-election, but shall not hold office continuously for a longer period than eight years. A member of the Court elected by the Senatus who ceases for any reason to be a member of the Senatus shall simultaneously cease to be a member of the Court.

2 The election of the members of the Court elected by the Academic Council (Statute 9(1)(i)) and the members of the Senatus elected by the Academic Council (Statute 10(1)(d)) and by the Schools (Statute 10(1)(h)) shall take place in the second semester in accordance with the Regulations made by the Senatus after consultation with the Academic Council. The period of office of those elected shall be four years from the first day of August immediately following their election. They shall be eligible for re-election but the Members of Court and the Senatus elected by the Academic Council shall not hold office continuously for a longer period than eight years.

3 In elections to Court from either the Academic Council or the Senatus, candidates may not serve for more than eight years continuously in either category or in a combination of both.

4 If for any reason the elections described in sections 1 and 2 cannot be held in the second semester or, having been held, are declared to be invalid, then elections shall take place in the next semester as soon as possible. In the case of the members elected by the Academic Council and by the Schools the elections shall be as far as possible in accordance with the procedure prescribed in Section 2. The periods of office of the members previously elected and due to demit office shall be extended until the deferred elections have taken place. The periods of office of members elected in deferred elections shall be four years from the first day of August immediately following the second semester in which the elections should have taken place.

5 Elections to casual vacancies among members of the Court and the Senatus elected in accordance with the preceding Sections shall take place within a semester as soon as possible after the date when the vacancy occurs. In the case of the members elected by the Academic Council and by the Schools the election shall be in accordance with the procedure prescribed in Section 2.

6 (1) In elections of members of the Court and of the members of the Senatus elected by the Academic Council the Secretary shall act as Returning Officer and shall be responsible for keeping the Electoral Roll. The Secretary shall fix the dates of the elections and shall determine the manner of election, provided that in doing so all members of staff eligible to vote are given the opportunity to vote in accordance with the provisions of this Ordinance. If for any reason the Secretary is unable to act, the Principal shall appoint a substitute.

(2) In elections by Schools to membership of the Senatus, the School Manager shall act as Returning Officer and shall be responsible for keeping the Electoral Roll. The School Manager shall fix the dates of the elections and shall determine the manner of election, provided that in doing so all members of staff eligible to vote are given the opportunity to vote in accordance with the provisions of this Ordinance. If for any reason the School Manager is unable to act, the Dean shall appoint a substitute.

7 Each School shall elect three members of staff from among its professors, readers, senior lecturers and lecturers to serve as members of the Senatus. At least one, but no more than two, must be a professor. For each election, candidate eligibility among academic staff groups will be determined on the basis of the balance of existing School members on the Senatus. For example, where an election falls due for one School member on the Senatus and the two sitting members are professors, eligibility will be restricted to readers, senior lecturers and lecturers, and vice versa.