

**CONFIDENTIAL**

**REMUNERATION COMMITTEE**

**TUESDAY 27 APRIL 2021 at 3p.m.  
via the Teams link circulated by the Secretary**

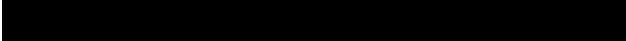
**AGENDA**

**General Business**

1. Apologies
2. Declarations of Interest
3. Minutes of the meeting held on Monday 1 February 2021                      Enclosed      JH
4. Matters arising from the Minutes  
(not otherwise on the agenda)

**Main Items for Discussion and/or Approval**

<i>Agenda item 6 is deemed to be reserved under the Freedom of Information Act as it refers to an individual</i>
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- |    |   |           |    |
|----|---|-----------|----|
| 5. | Remit and Membership  | Paper 5   | MN |
| 6. |  | Paper 6   | NS |
| 7. | Any Other Business  |           |    |
|    | .1 Dates of RemCo meetings for 2021/22  | Paper 7.1 | SG |

Shirley Gordon  
Secretary to the Committee

**CONFIDENTIAL**

**WEST COLLEGE SCOTLAND  
REMUNERATION COMMITTEE**

**MINUTE:** 1 February 2021

**Present:** Mark Newlands (in the Chair), Nick Allan, Waiyin Hatton, Jim Hannigan and Jacqueline Henry.

**Attending:** Liz Connolly, Principal, Natalie Smith, Director of Organisational Development and HR, Shirley Gordon, Secretary to the Committee.

**Apologies:** None received.

**RM73 DECLARATION OF INTERESTS**

The following declarations of interest were recorded and **noted**:

- Waiyin Hatton: Wai Beyond, People and organisational development consultancy; Harvey McMillan, People and organisational development consultancy; Action Against Stalking; Colleges Scotland (Board member).
- Liz Connolly: Trustee of the West College Scotland Foundation.
- Jim Hannigan: University of Strathclyde and National Manufacturing Institute Scotland (NMIS).

**RM74 MINUTES**

The minutes of the meeting held on 3 February 2020 were **approved**. There were no matters arising not otherwise on the agenda.

**RM75 REMIT AND MEMBERSHIP**

The Committee **noted** its remit and membership.

**RM76 UPDATE FROM PRINCIPAL**

The Principal provided an update on issues relevant to senior staff salary considerations and led the Committee through a summary of public sector pay policy, the settlement with teaching staff and negotiations with non-teaching staff.

[REDACTED]

**The Committee noted the update from the Principal.**

The Principal left the meeting.

**RM77 REVIEW OF THE PRINCIPAL 2020/21**

The Chair of the Board confirmed she had conducted the performance review of the Principal prior to today's Remuneration Committee meeting.

[REDACTED]

The Committee:

- **Resolved that the Principal be awarded a settlement in line with the public sector pay policy.**
- [REDACTED]

The Principal returned to the meeting.

The Director of Organisational Development and HR left the meeting.

**RM78 REVIEW OF THE EXECUTIVE, SMT AND HEADS 2020/21**

The Committee was asked to note the content of the Principal’s report and consider a pay award for the Executive Team. The Principal explained that, if an award was made, this would also be applied to other senior staff such as the Senior Management Team (SMT), the Heads and the Board Secretary.

[REDACTED]

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

[REDACTED]

The Committee:

- **Resolved to implement the public sector pay policy to the Executive and other senior staff.**

The Director of Organisational Development and HR returned to the meeting.

The Secretary left the meeting.

**RM79 REVIEW OF SECRETARY TO THE BOARD 2020/21**

The Chair of the Board confirmed she had conducted the performance review of the Secretary to the Board prior to today's Remuneration Committee meeting.

[REDACTED]

[REDACTED]

The Committee:

- **Resolved to implement the public sector pay policy to the Secretary to the Board.**

The Secretary returned to the meeting.

**RM80 RISK MANAGEMENT STRATEGY AND STRATEGIC RISK REGISTER**

The Committee considered risk in relation to the activities within its remit. Risk was considered by the Board and all the Board Committees at each of the meetings. This meant that emerging risks were quickly identified, and mitigating actions agreed. In relation to the risks pertinent to its remit, the Committee must be confident that these had been identified and mitigating actions agreed.

Mr Newlands presented the College Strategic Risk Register for the consideration of the Committee and provided an update on the actions taken by the College to embed risk management across the organisation. The latest update of the Strategic Risk Register was considered by the Board at its meeting held on Monday 14 December 2020 and a copy of that was considered.

**The Committee noted and reviewed the current Strategic Risk Register and agreed that no amendments and / or additions, or any re-phrasing, required to be made at this time.**

**RM81 ANY OTHER BUSINESS**

- Date of next meeting – as agreed at Minute Ref RM77, to be arranged for April 2021. **[ACTION – SECRETARY]**

**Title:** Committee Remit and Membership

**Background:** The Committee is asked to consider and approve the following:

- Remuneration Committee Remit
- Remuneration Committee Membership List

Following approval of a Committee restructure at the Board meeting held on 1 February 2021, the Committee is asked to approve its revised remit and membership. Changes have been made to the Remuneration Committee membership and quorum in accordance with the principles approved by the Board.

**Action:** The Committee is asked to:

- consider and approve its revised remit and membership.

**Lead:** Shirley Gordon, Secretary to the Committee

**Status:** Open

**West College Scotland**  
**Board of Management**  
**Remuneration Committee**

**Statement of Purpose**

The Board of Management provides the principal governance mechanism through which all activities are managed in accordance with relevant legislation and regulations, as well as ensuring that systems are in place to provide efficiency, effectiveness, and economy. The Board of Management has delegated some of its responsibilities to certain committees.

The purpose of the Remuneration Committee is to determine the remuneration and terms and conditions of the Principal, all other members of the Senior Management Team (SMT) including the College Executive and Heads, and the Secretary to the Board, and to ensure due process is followed.

**1. Remit**

- a. The Committee will review and determine the remuneration and terms and conditions and, where appropriate, the severance conditions of the Principal, all other members of the Senior Management Team including the College Executive and Heads, and the Secretary to the Board, on behalf of the Board of Management.
- b. To assist the Committee to make salary awards it will receive performance appraisal reports on the Principal, all other members of the College Executive, and the Secretary to the Board.
- c. The Chair of the Board of Management will conduct the annual performance appraisal of the Principal and of the Secretary to the Board.

The annual performance appraisal of the College Executive will be consistent with the recommendations in the College's HR Policy.

**2. Membership**

**Category**

The Chair of the Board of Management  
The Vice Chair of the Board of Management  
The Chairs of each of the standing Committees of the Board  
**A minimum of 1** member of the Board of Management

**In Attendance**

Principal  
Director of Organisational Development & HR  
Secretary

The Chair and Vice Chair of the Committee will be members of the Board of Management. The Vice Chair of the Board of Management or the Chair of one of the standing Committees of the Board of Management will Chair the meetings. If the Chair is not available to chair the meeting, then the members of the Remuneration Committee will appoint a Chair from amongst those members present but the Chair of the Board of Management may not chair meetings of the Remuneration Committee.

Chair, Vice Chair, and members appointments to the Committee will be between 3 to a maximum of 5 years, providing systematic opportunities for Committee members to serve on another Committee.

The Principal will not be present when her / his salary, severance conditions or performance is being considered.

Other members of the Executive Management Team and the Secretary to the Board, will not be present when their salary, severance conditions or performance is being considered.

The Committee is empowered to invite other members of the Executive / Senior Management Team to attend meetings of the Committee.

### **3. Frequency of Meetings**

The Committee will meet twice per year.

### **4. Quorum**

A quorum will be no less than 50% of Board members on the Committee.

### **5. Secretariat**

Secretary to the Board of Management.

Papers for the meeting will be sent out electronically 7 days in advance of the meeting.

The Committee will report to the Board of Management as required and the minutes of its meetings will be circulated to the Board for information.

### **6. Review**

The remit will be subject to review annually.

**Remuneration Composition (Para 2 of the Remit)**  
**Meetings – 2 per annum (Remaining Meetings for 2020 / 21 – None left to be scheduled)**

<b>Category</b>	<b>Name</b>
The Chair of the Board of Management	Dr Waiyin Hatton
The Vice Chair of the Board of Management	Jacqueline Henry (Vice Chair)
The Chairs of each of the standing Committees of the Board	LTQ Chair - Jacqueline Henry Audit Chair – Graeme Bold CD Chair – Jim Hannigan (Chair) Nominations Chair – Dr Waiyin Hatton
A minimum of 1 member of the Board of Management	Angela Wilson

<b>In Attendance</b>	<b>Name</b>
Principal	Liz Connolly
Director of Organisational Development & HR	Natalie Smith
Secretary	Shirley Gordon

Quorum	A quorum will be no less than 50% of Board members on the Committee.
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[Redacted]

[Redacted]

[Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]
- [Redacted]

[Redacted]

Status: Restricted

















- Title:** **Remuneration Committee - Dates of Meetings in 2021/22**
- Background:** The Committee is asked to note and approve its 2021/22 meeting dates
- Action:** At the Board meeting held on 22 March 2021, the Board approved its meeting dates for the 2021/22 session. That let the standing committee chairs / senior officers consider a programme of dates for their respective committees and the Remuneration Committee meeting dates for 2021/22 have been agreed as follows:
- Monday 4 October 2021 – 2 till 3.45pm
  - Monday 7 February 2022 – 2 till 3.45pm
- These dates / times are before Board meetings.
- Lead:** Shirley Gordon, Secretary to the Committee
- Status:** Open