

APPROVED – formally approved by the committee



The University of Manchester

REMUNERATION AND PEOPLE COMMITTEE

4 NOVEMBER 2025

Present: Ann Barnes (Chair), Lexie Baynes, David Buckley, Philippa Hird, Paul Mativenga, Jatin Patel, Fiona Smyth

In attendance: Professor Duncan Ivison (President and Vice-Chancellor), Patrick Hackett (RSCOO), Ele Morrissey (Executive Director of People), Mark Rollinson (Deputy Secretary), Rebecca Leigh (Director of Reward), Sally Ainsworth (minutes)

In attendance from item 10 Sarah Fox (Executive Director of EDI), Sara Sawicki (University Solicitor) **for Items 12 and 13** Fiona Keenan

Apologies:

- 1 Welcome and apologies**
The Chair welcomed members the Committee
- 2 Declaration of Interests**
Noted: RSCOO and Executive Director of People declared an interest in agenda item 9 and would not take part in discussions for this item.
- 3 Terms of Reference**
Noted: the terms of reference which the Board approved on 19 March 2025.
- 4 Minutes of the meeting held on 25 June 2025**
Agreed: to approve the minutes of the meeting on 25 June 2025.
- 5 Matters arising and action log**
Noted: the action log
- 6 Forward Plan**
Agreed: the forward plan for 2025/26
- 7 Remuneration Policy**
Received: the draft Remuneration Policy for discussion



[Redacted text block]

Redacted – restricted information

Agreed:

- i. Updated policy to come back to the Committee for discussion and recommendation for Board approval. **Action: Director of Reward**

8 Senior university colleagues remuneration governance report

Received: A report providing assurance and monitoring on the management of senior remuneration at the university, for those colleagues not covered by Remuneration and People Committee decision making.

Noted:

[Redacted text block]

[Redacted]

[Redacted]

Redacted – restricted information

9 University Executive matters including succession planning

Received: A report to provide ongoing oversight to the Remuneration and People Committee on matters relating to the University Executive including around succession planning, performance management and salary considerations.

[Redacted]

Agreed:

Redacted – restricted information

10 An update from the Executive Director of People

Received: an update to note, from the Executive Director of People

Noted:

- i. Members were provided with a brief update on progress and achievements within the Directorate, including continued progress on the core capabilities of partnering, Talent Attraction and Talent Development and prioritising support for the mobilisation of Manchester 2035.
- ii. The Industrial and Employee Relations reset and introduction of the Restorative Justice Culture, which has had a positive reaction from the Trade Unions, who are keen to support the development of this. Interviews are taking place for the role of Director of Employee Relations in the coming week.
- iii. Future Foundations Business Change was also discussed, and the work taking place in readiness for this.
- iv. Members discussed the importance of using internal exemplars and lessons learnt from positive delivery of projects, such as Canvas.

11 People Delivery Plan

Received: a report updating members on the Directorate delivery plan

Noted:

- i. The aim of the Manchester 2035 strategy is to accelerate the university towards being a global leader in teaching, research, innovation, and social responsibility. The People Delivery Plan is designed to align with and enable these strategic priorities, ensuring a world-class experience for students, staff, and partners. The plan addresses critical people-related impacts and dependencies identified through consultations, engagement surveys, and discussions on the future PS vision and ambitions.
- ii. Following consultation with key stakeholders, the Manchester 2035 strategy and PS ambitions, the report set out the priorities for the Directorate
- iii. Members noted that there were no currently available metrics to monitor the success of the plan and were informed that a People Scorecard was under development.

Agreed:

- i. The delivery plan was noted.
- ii. Further information on engagement and networking with The 200 to be shared with the Committee when available **Action: Executive Director of People**

12 People Strategic theme - Change Leadership

Received: An overview of the approach that the University is taking to change leadership and the supporting activities that are taking place across the People Directorate and Directorate of Planning.

Noted:

- i. The report highlighted 6 important areas of focus including change principles, change leadership, change readiness, change management, change culture and the change experience. These six interdependent focus areas can't be addressed or discussed in isolation and need to be embedded into all future projects.
- ii. Insight has informed the Directorate that people have not had a particularly positive change experience at the University
- iii. In relation to i) above there were many positive examples across the University that could inform future activity led by the Planning and Strategic Change Offices
- iv. Staff communications and engagement are key and the importance of clarification of the mechanisms to be used ie how will each project be delivered.
- v. Members discussed the importance of language used in such projects and agreed a move away from 'change' to 'delivery' or 'improving' would be helpful

Agreed:

- i. The report was noted
- ii. Further consideration to be given to the language used in this area of work.

Action: Director of Organisational Effectiveness

13 Your voice matters survey update

Received:

Noted:

- i. This paper provides an overview of the progress that has been made on our response to the insight gained from the colleague engagement survey (Your Voice Matters) since the results were published on 4 June 2025, specifically around the four University-level themes: Careers; Bullying, Harassment and Discrimination; Workload and Resources; and Leading Change. The approach to communicating progress over the next six months is presented to ensure a consistent flow of action-focused content is published via the Your Voice Matters hub on StaffNet at both a University and local level. This content will provide the foundation for the 2026 survey communications campaign.
- ii. The paper also covers proposals for the 2026 colleague engagement survey, recommending that we retain People Insight as our survey partner and also noting some amendments to the process for 2026 - the inclusion of Graduate Teaching Assistants (GTAs) and separately, inclusion of questions from the Research Concordat Survey for Research colleagues.
- iii. Increased staff communications are being developed, taking a 'you said, we did approach'. Infographics were suggested as a helpful tool, such as those used by Finance when sharing highlights of the Financial Statements
- iv. Plans for the 2026 survey were shared with the Committee, aiming for increased response rate from staff
- v. Language was key – remove the word change, replace with delivery or improving /change the word 'workload' to 'contribution', for example.

Agreed:

Language used in the next survey to be given careful consideration, as per the Committee's discussions.

Action: Director of Organisational Effectiveness

14 Report from the President and Vice-Chancellor on fixed term employees and those on finite funded permanent contracts

Received: a report detailing those staff on fixed term employees and those on finite funded permanent contracts

Noted

- i. The report provided an update to the Committee on contracts at risk of termination due to redundancy. The report referenced the legal framework, the university's policy and other actions taken by the university to mitigate redundancies.
- ii. As set out in Statute XIII, Part II and Ordinance XXIII, the Committee are required to meet to consider those at risk of termination due to redundancy.
- iii. The appendices to the report provided details on those at risk 1 July 2026 to 31 December 2026 and the contract outcomes from 1 March 2025 to 31 August 2025. The paper also detailed the actions that are being taken to avoid redundancy where feasible and included an update on the progress of the Task and Finish Group on Casualisation. A final report from the Task and Finish group was agreed in July 2025 with UCU. The other unions (Unison and Unite) have not formally confirmed acceptance of the report; this will be confirmed in person at the next meeting of the Contract Working Group, and then shared with the Committee.

Agreed:

- i. to recommend to the Board of Governors that it approves proceeding with the process outlined in the Contracts Procedure to deal with those staff considered to be at risk on open ended contracts linked to finite funding for the period from 1 July 2026 to 31 December 2026.
- ii. to recommend to the Board of Governors that the University continues to take all steps outlined in the report to avoid the need for redundancy wherever this is possible.

15 *Quarterly people dashboards to provide a profile of the overall workforce

Received and noted: a report detailing key workforce demographics

16 EDI update

Received: a report on the delivery plan and updates for EDI strategy

Noted:

- i. Following University Executive approval, the updated EDI delivery plan will be considered at the February meeting of this Committee.
- ii. The Pearn Kandola baseline data was shared with the Committee for information, and would be used to shape the delivery plan.
- iii. Members discussed linking the EDI, People and Leadership and Management communication plans to avoid duplication of communications to staff.
- iv. Members were advised that in July, the University of Manchester launched its new digital EIA process, marking a significant step forward in embedding equity into everyday decision-making. The EIA platform can be viewed [here](#).
- v. A terminology review had taken place, with research focused on race terminology to replace the catch-all term 'BAME'. The main findings of the study were shared, and as an action, the University will be disaggregating our reporting on ethnicity going

forward and are currently in consultation regarding the categories that will be reported on.

- vi. EDI Leadership Development applications have now closed and all programmes will commence early in 2026. The EDI team are also currently reviewing the programmes for impact, with a view to aligning with Manchester 2035.

Agreed:

Consideration to be given to how the Board will be engaged with the plan, early next year. **Action: Executive Director of EDI and Chair of the Board**

17 Any Other Business

None reported