approved minutes
DRAFT – prepared by the committee secretary
UNAPPROVED – signed off by the Senior Officer/Chair of the committee
APPROVED – formally approved by the committee

MANCHESTER 1824
The University of Manchester

REMUNERATION AND PEOPLE COMMITTEE

29 April 2026

Present: Ann Barnes (Chair), Lexie Baynes, David Buckley, Philippa Hird, Paul Mativenga, Fiona Smyth
In attendance: Professor Duncan Ivison (President and Vice-Chancellor), 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 (Associate Director, Legal Affairs (Employment) **for Items 12** Sonal Patel (Director of Talent Development)

Apologies: Jatin Patel, Patrick Hackett

1 Welcome and apologies
The Chair welcomed members the Committee

2 Declaration of Interests
Noted: President and Vice-Chancellor declared an interest in agenda item 9 and would not take part in discussions for this item.

3 Terms of Reference
Agreed: to recommend the updated Terms of Reference to the Board for approval

4 Minutes of the meeting held on 4 November 2025
Agreed: to approve the minutes of the meeting on 4 November, 2025, subject to item 12 noted iii being replaced with the following: "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."

5 Matters arising and action log
Noted: the action log

6 Forward Plan
Noted: the forward plan for 2025/26

7 Remuneration Policy
Received: the draft Remuneration Policy

Noted:

i. The Committee welcomed the policy, recognising the substantial work undertaken to develop it. Members noted that the policy reflected current practice, would promote transparency and consistency, and would support delivery of the strategy, while evolving over time as it was applied.

ii. Members noted that discussion on annual leave allowances was being taken forward through a separate work package and that a paper would be submitted to University Executive later in the year.

iii. the inclusion, at the next review, of material on attracting talent within the Principles and Values section.

Agreed:

i. Subject to minor amendments outlined in the meeting, that the policy be recommended to the Board for approval. **Action: Director of Reward and Governance Manager**

8 University Executive matters

Received: A report providing a proposed remuneration package for the role of Chief Finance Officer, to inform the recruitment process and in line with the draft Remuneration Policy, plus an overview of the recent University Executive succession planning activity

Noted:

i. The Committee considered the Chief Financial Officer post as the first role to be reviewed under the new Remuneration Policy. It noted that updated benchmarking data from Korn Ferry would be received in due course and that any material discrepancy would be referred for approval by correspondence.

ii. The Committee then considered the succession planning report. It noted that this represented the beginning of a more structured process, framed through risk and assurance, and that robust interim arrangements were in place to maintain continuity across key roles.

iii. Members supported further development of talent mapping, considering the skills needed for the future, broader candidate pools for key roles, stronger consideration of future capability requirements, and the inclusion of diversity data in future iterations.

Agreed:

i. Review the updated Korn Ferry benchmarking data and refer any material discrepancy back to the Committee for approval by correspondence. Subject to there being no material change arising from the updated benchmark data, the Committee approved the proposed salary range and package for the post.

ii. Develop the succession planning work further, including broader candidate pools, strengthened talent mapping, and inclusion of diversity data in future iterations, and bring to the Committee annually.

iii. For the succession planning work to be shared with the Board when more fully developed

Actions: Exec Director of People and Director of Reward

9 Broomcroft Rental agreement

Received: A report regarding the tenancy agreement of the first floor flat at Broomcroft Hall

President and Vice-Chancellor left the meeting for this item

Noted:

i. The report proposed extending the tenancy on the same conditions as previously agreed, whilst noting the implications for the lease terms imposed by the new

Renters' Rights Act (which are applicable from 1st May 2026). The rent has been independently reviewed to ensure it complies with the conditions above and will next be reviewed in 12 months time.

ii. The report also outlined wider considerations in relation to the Broomcroft site.

Agreed: to continue the tenancy on the terms set out in the report, noting that future options for the site should remain under review and that the tenancy would not prejudice or constrain those considerations. **Action: Senior Estate Surveyor**

10 Pay Gap reporting

Received: an update on the Pay Gap Report published in March 2026, highlighting key findings and trends, drawing on sector comparisons, and outlining any proposed actions or areas for further consideration

Noted:

i. The Committee noted the opportunity to benchmark against comparator institutions, the structural causes of the pay gap, and the intention to explore key themes further through subsequent work, including the equal pay audit later in the year.

ii. Members requested that future summary material should set out the principal actions being taken to address the position and the rationale for those steps.

Agreed: Include in future reports, a summary of the principal actions being taken and the rationale for those actions. **Actions: Director of Reward and Director of EDI**

11 EDI Update

Received: an overview of progress against the University's Equality, Diversity and Inclusion (EDI) strategy, including development of the new EDI framework aligned with Manchester 2035, and progress on key enablers ahead of its planned launch

Noted:

i. Progress in developing the EDI framework as an institutionally integrated approach, informed by consultation and revised timetable arrangements to enable further engagement and strengthened governance.

ii. The framework would be submitted to the Board in July for discussion and that feedback from staff networks and the Board would be incorporated.

iii. Members also noted positive progress in relation to the Race Equality Charter review and the University's contribution to the recent Advance HE conference.

12 People Priority 2 - Develop our leaders

Received: an update on People Delivery plan priority 2: building current and future leadership capacity through a university-wide leadership framework, leadership networks, and a refreshed development and talent offer, aligned to Manchester 2035.

Noted:

i. Support for the development of a one-University approach to leadership development, including leadership frameworks, peer support, coaching, opportunities for secondments, and stronger engagement with early career and newly appointed academics.

ii. The need for effective communication and promotion of the available development offer.

Agreed: Continue the leadership development work, including consideration of secondments, support for early career and newly appointed academics, and stronger communication of the development offer. **Action: Director of Talent Development**

13 Understanding the colleague and student experience

Received: a scoping paper to consider the relationship between colleagues and students' experiences, and the potential to bring existing insight together more effectively where data sources align.

Noted:

i. The joint work under way to map the relationship between colleague and student experience and to identify how this evidence could support delivery of Manchester 2035.
ii. The report was welcomed and there was encouragement for further work to test hypotheses, draw on relevant analytical expertise, identify characteristics of high-performing units, and share learning more widely across the institution.

Agreed: Undertake further analytical work on the relationship between colleague and student experience, drawing on relevant expertise and institutional data**. Action: Union Affairs Officer and Director of Reward**

14 People Dashboard

Received: a new People Metrics Dashboard bringing together a focused set of indicators across Productivity, Mobility, Career & Development, Culture and Diversity & Inclusion, enabling clearer insight into trends, risks and priorities.

Noted

i. The strategic scorecard and its intended role in providing the Committee with oversight of organisational health and workforce effectiveness, alongside operational monitoring through People Directorate processes.
ii. Potential future enhancement of the dashboard, including leadership diversity, progression measures, language used in the metrics, and the eventual capacity to analyse sickness absence in greater detail as supporting systems develop.
iii. That the Dashboard should be allowed to bed in before a fuller review of the measures takes place.

Agreed: to keep the People Dashboard under review as supporting systems develop and undertake a fuller review of the metrics once the model has bedded in **Action: Exec Director of People**

15 Update from the Executive Director of People

Received and noted:

i. Progress on the roll-out of Performing at Manchester
ii. The initial results of the colleague engagement survey, which showed an increase in response rate and engagement score.
iii. The importance of local ownership and the intention to circulate area-level reports.

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

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

Agreed:

i. To recommend to the Board that it approves proceeding with the process outlined in the Contracts Procedure to deal with those colleagues considered to be at risk on open ended contracts linked to finite funding for the period from 1 January 2027 to 30 June 2027.
ii. To recommend to the Board that the University continues to take all steps outlined in the report to avoid the need for redundancy wherever this is possible.
iii. To note the work of the Task and Finish Group on Casualisation.

17 National Centre for Atmospheric Sciences (NCAS) funding changes

Received and Noted: a report advising the Committee on changes in NCAS funding to the University. [redacted] ***Redacted – restricted information***

Agreed:

To recommend to the Board that Part III of Ordinance XXIII should be instituted to effect the compulsory redundancy [redacted] (***Redacted – restricted information)*** in the event that it is not possible to redeploy the postholder prior to the end of their extended notice period on 9 July 2026.

18 Any Other Business

Noted:

i. An update on the 2026-27 JNCHES pay round following discussions between UCEA and the higher education trade unions.
ii. The increase in the Real Living Wage from 1 May 2026 and that the University was considering options to support colleagues in Grades 1 to 4 more broadly.