

## Remuneration Committee minutes

The meeting of the Remuneration Committee was held on Tuesday 13 February 2018 at 12:30pm at 99 Haymarket Terrace, Edinburgh.

**Present:** Douglas Mundie (Chair)  
Veena O'Halloran  
Marlene Wood

**Officers:** John Kemp (for items 1-7 and 9-10)  
Martin Fairbairn (for items 1-7 and 9-10)  
Helen Gibson (minutes)

### 18/01 **Welcome**

The Chair welcomed the members and those attending.

### 18/02 **Minutes of previous meeting, 22 September 2017 (RC/17/Min4)**

The minutes of the 22 September 2017 meeting were agreed as a true record of the meeting.

### 18/03 **Chair's business**

There was no Chair's business.

### 18/04 **Matters arising**

There were no matters arising not otherwise on the agenda.

### 18/05 **Rolling agenda (RC/18/01)**

The Committee noted the items on the rolling agenda.

### 18/06 **Strategic HR & OD report (RC/18/02)**

The Committee noted the report and commented in particular on the following:

- That the staff survey results were very encouraging in many respects, indicating that on the whole staff are committed to the work, find their work interesting and have positive relationships with their line managers
- That the new office space seems to be working well and (from the staff survey results) appears to have been handled well as a change project
- That the staff survey results also indicate ongoing room for improvement in terms of workload/planning and cross-team collaboration. The Committee welcomed the steps that are being taken to address these areas and encouraged the Executive to continue to prioritise these issues
- That in designing interventions to the Executive's relationship with its partners in Government, the Executive should consider not only how it works with the Sponsor Team and FE/HE policy teams but also how the work is joined up with other teams in Government, such as Finance
- That the Committee is very supportive of the Executive's plans to strengthen its resources in the area of external affairs.

The Committee also noted that recruitment was to begin shortly (with Skills Development Scotland) for the shared Director of Skills Alignment post. The Committee:

- supported the proposal that SDS should be the employer for the post, this being a pragmatic solution
- noted the proposed composition of the selection panel, i.e. both Chief Executives as well as representation from the Scottish Government and the Strategic Board – with attention to gender balance
- noted that work was about to begin to agree how the post would be managed in practice
- identified that this ought to include clarity over the role's objectives and measures of success
- recognising the unique nature of the role - in that it reports directly and jointly to two CEOs - requested that the Executive work with their counterparts in SDS to identify the risks that could be associated with such an arrangement and how those will be managed, and that this should be circulated to the Committee before making an appointment
- requested that a paper should be brought to its next meeting to demonstrate how this arrangement is working in practice.

Thereafter the Committee will expect to keep this arrangement under review until it is confident that it is working effectively.

**18/07 Update on 2017-18 staff pay remit (RC/18/03)**

The Committee noted this paper.

**18/08 Directors' Remuneration for 2017-18 (RC/18/04)**

The Committee agreed that the Directors' pay award for 2017-18 should match that of staff, subject to a cap of 1% on the base pay award and on the increase in the pay range maxima.

The Committee recommended that this should also apply in the case of inward secondment, subject to agreement with the relevant employer.

**18/09 Chair and Council Members' fees for 2017-18 (RC/18/05)**

The Committee agreed that the fee increases for the Chair and Council Members in 2017-18 should match that for SFC staff, subject to the 1% cap determined by Scottish Government Pay Policy.

**18/10 Scottish Government Pay Policy for 2018-19 (RC/18/06)**

The Committee noted this paper.

**18/11 CEO Recruitment Update (RC/18/07)**

The Committee noted progress towards the recruitment of a permanent Chief Executive.

It was agreed that the Executive would now take steps to bring on board a search agency.

**18/12 Any Other Business**

There was no other business.

**18/13 Date of next meeting**

The next meeting of the Committee is scheduled to take place on 18 May 2018.