

13 February 2014

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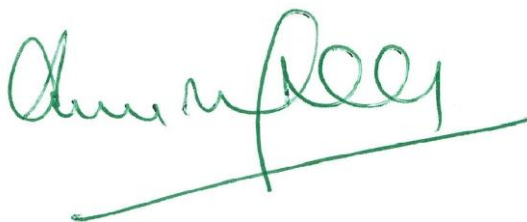
Dear Dave

Thank you for your email dated 24 January 2014; I am sorry that I was not able to respond immediately, whilst I was out of the country. I fully acknowledge that the issues you have raised are a real concern for you and your members and I would like to assure you that my fellow Governors and I both take them seriously and understand them. We are aware of the tremendous contribution of all staff to the success of the University, which is regularly brought to our attention.

Dealing firstly with the remuneration of senior members of university staff, this is the subject of an annual independent review by the Governing Body's Remuneration Committee which takes into account a range of factors including: market rates for a university of our size; the need to recruit and retain high quality leaders; and the overall academic and financial performance of the University. I am pleased you acknowledge the excellent job that has been undertaken by the Vice Chancellor and his senior colleagues during a challenging period which has brought significant change and unprecedented growth and success to the University. As a consequence I believe it remains important to the University's continued success that we maintain the remuneration policy which has served us well so far.

Turning to the pay awards made to your members and other staff across the University, you will be aware that some time ago the University, along with 150 other higher education institutions, agreed to adhere to the agreements made on their behalf by the Universities & Colleges Employers Association (UCEA). This agreement was also supported by the relevant trade unions. As a consequence, while I empathise with the issues which you raise, the University remains committed to the principles of collective bargaining and therefore is not in a position to make further arrangements outside the national agreement.

Yours sincerely



Ann M Green CBE  
Pro Chancellor and Chairman of the Governing Body