

University of
Northampton



Remuneration Committee Annual Report 2021-22

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1. Scope

This report covers the work of the Remuneration Committee from 1 August 2021 to 31 July 2022.

2. The Nature and Work of the Remuneration Committee

2.1 Terms of Reference

The Committee's duties cover all aspects of the remuneration of the University's senior post holders, oversight of the University's remuneration framework and the decisions of the Vice Chancellor about the remuneration of senior managers.

The full terms of reference are attached at Appendix 1. The terms of reference were last reviewed and updated by the Board on 14 July 2021. The attached terms of reference were superseded on 30 September 2022, which is outside the scope of this report.

2.2 Membership

Members of Remuneration Committee are appointed by the Board of Governors. The disposition of governors and external members to the Committee, and the skills mix of its members, is kept under review by the Nominations Committee.

The membership from September 2021 to 31 July 2022 was as follows:

Name	Type	Notes
Sue Dutton	Independent governor	Ex-officio chair from 01/08/2019 in her role as Deputy Chair of the Board
Mark Mulcahey	Independent governor	Ex-officio member in his role as Chair of the Board of Governors

Martin Pettifor	Independent governor	
Michael Nadin	Independent external member	
John Renz	Independent external member	John Renz joined the Committee on 01/09/2020

The following were in attendance at meetings:

Name	Role
Miriam Lakin	Clerk to the Board of Governors, Clerk to the Committee
Deborah Mattock	Director of HR, Marketing and International Relations
Nick Petford	Vice Chancellor

The Chair of the Audit Committee is also invited to attend meetings.

In accordance with the Terms of Reference, neither the Clerk or Vice Chancellor was present during discussions of their own remuneration.

No external consultants were employed by the Committee during the reporting period.

2.3 Meetings and Attendance of Members

The Remuneration Committee met four times during the reporting period. The quorum is five of the nine members, or where there are vacancies, the same proportions, as rounded up, of those members eligible to be present.

Date	Attendance of Members
11 October 2021	5 of 5
15 December 2021	5 of 5

21 March 2022	5 of 5
18 May 2022	4 of 5

2.4 Post Holders in the Remit of the Remuneration Committee

During the reporting period, the Committee was delegated by the Board of Governors to approve the remuneration of each of the senior post holders, including salary and performance related pay. The senior post holders were:

- Vice Chancellor
- Deputy Vice Chancellor
- Chief Operating Officer
- Clerk to the Board

2.5 Business Conducted by the Remuneration Committee

October 2021

- Reviewed achievement of the personal and corporate objectives of senior post holders for 2020-21
- Approved the award of performance related pay to the senior post holders in respect of performance in 2020-21. The Committee noted that since its original agreement not to award performance related pay in 2020-21, the University's financial position had made this payment affordable
- Received for information the job descriptions of the senior post holders
- Discussed the setting of the remuneration of the Vice-Chancellor, in the light of a recruitment exercise which was taking place

December 2021

- Received and discussed a recommendation on the remuneration package of the Vice-Chancellor. Approved the recommendation having taken into account
 - The remuneration of all the University's employees, including average remuneration and pay ratios
 - Affordability and the University's budgetary position
 - The University's strategy and market position
 - The charitable status of the University and the need to ensure value for money for its stakeholders
 - The public interest and the safeguarding of public funds, alongside the interests of the University
 - The need for transparency of process
 - Comparative information on the remuneration, benefits and conditions of employment in the University sector.

March 2022

- Discussed the setting of objectives for the new Vice-Chancellor
- Received the details of the new Vice-Chancellor's remuneration and probation arrangements, and ratified the new VC's basic salary
- Received an interim report on progress on the achievement of senior post holders' personal objectives for 2021-22
- Reviewed salary benchmarking and equality and diversity data for senior post holders and senior staff
- Noted revisions to the HE Senior Staff Remuneration Code and confirmed its continued compliance
- Discussed the arrangements for identifying and appointing senior post holders

May 2022

- Noted progress on the setting of objectives for the new Vice-Chancellor
- Reviewed and provided feedback on the draft objectives of two senior post holders, the Deputy Vice-Chancellor and the Clerk
- Reviewed and confirmed compliance with the HE Senior Staff Remuneration Code

3. Staff Costs and Vice Chancellor Remuneration

3.1 Introduction

The [Accounts Direction](#) published by the Office for Students requires the University to report on the following in the 'staff costs' note to its Annual Report and Accounts.

3.2 Higher Paid Staff Salaries

This table:

- Excludes employer's pension contributions
- Is determined at financial year end

Salary band	Number of staff in salary band		
	2022	2021	2020
£200,000 - £204,999	1	1	1
£165,000 - £169,999	1	1	1
£145,000 - £149,999	1	1	1
£141,000 - £144,999		1	
£125,000 - £129,000	1		
£110,000 - £114,999	4	2	2
£100,000 - £104,999		1	1

3.3 Vice Chancellor's Remuneration Package

3.3.i Summary

Figures are rounded to the nearest 1000

	2021-22	2020-21	2019-20
	£000	£000	£000
Salary	206	203	199
Performance Related Pay	9**	9**	0*
Benefits			
- Residential allowance	10	10	10
- Healthcare	2	2	2
Sub total	227	226	213
Pension cost	49	48	46
Total package	276	274	257

*The Board of Governors remained satisfied with the performance of the Vice Chancellor. On the grounds of affordability, no performance related pay was awarded in this year.

** Awarded in October of the following academic year

Senior Post Holders are contracted to receive the nationally negotiated pay award. The following pay awards were made:

- 1.5% in Sept 2021
- 1.8% in Feb 2020 (deferred from September 2019)

3.3.ii Taxable Benefits

Residential Allowance

Until 1st August 2018, a Service Occupancy Agreement was applicable as part of the Vice Chancellor's contract of employment. This required the Vice Chancellor to live in a house provided by the University adjacent to the campus.

In recognition of the Service Occupancy Agreement, the Vice Chancellor received a pensionable emolument. The emolument increased his pensionable salary to recognise the value of the benefit for pension purposes. In accordance with the contract of employment, the residential emolument was a value for pension purposes only.

This arrangement came to an end in 2018. It was agreed that a residential allowance equivalent to the value of the emolument would be paid to cover the costs of living in Northampton.

The change came into effect on 1 August 2018. Over the reporting period, it was paid monthly in equal instalments. Since this date the Vice Chancellor has been required to pay for accommodation costs whilst staying in Northampton. A clause to this effect was added to his contract and the Occupancy Agreement was terminated.

Healthcare

In common with all senior staff, the Vice Chancellor receives healthcare insurance with a value of £2k.

3.3.iii Non-Taxable Benefits

	2021-22	2020-21	2019-20
Membership of the Athenaeum Club which allows the Vice Chancellor to stay in London whilst on business there	£417.50 (Quarter 1 and 2) £442.50 (Quarter 3 and 4)	£380.00 (Quarter 1 and 2) £417.50 (Quarter 3 and 4)	£362.50 (Quarter 1 and 2) £380.00 (Quarter 3 and 4)
Fellowship of the Royal Society of Arts	£182	£182	£182

Subscription to the Geological Society	n/a	£218	£214
Priority Pass	n/a	n/a	£69
Subscription to EGU	£17.29	£18.61 (in order to submit a paper)	£17.66 (in order to submit a paper)
Stanford – magazine subscription	£53.74	£51.45	£58.99
Membership of the Southbank Centre	£84		
Total	£1,197.03	£2065.06	£2026.65

In addition, where this is most effective in cost/benefit terms, the Vice Chancellor had the use of the University car and a shared driver whilst on University business. All members of the University Management Team are able to use this service.

3.3.iv Matters not applicable during the reporting period

None of the following were paid to the Vice Chancellor during the reporting period:

- Dividends
- Amounts under the pension scheme
- Payments in lieu of pension contributions

- Compensation for loss of office

No salary sacrifice arrangements were in place.

The Vice Chancellor received no other remuneration from the University. The Vice Chancellor received expenses during the reporting period. These are published on the University's website.

3.3.v Justification for the total remuneration package

Up to 31/07/22, the previous Vice-Chancellor led the University on:

- Continued strong management of the financial position
- Recovery from the effects of the global pandemic which have produced uncertainty and challenges for the financial position and for student and staff recruitment and retention
- Recovery from the cyber-attack which the University experienced in 2021
- Very strong performance in student recruitment

The previous Vice-Chancellor brought great value to the University through his skill in leading and inspiring the University community. During 2021-22 he continued to provide strong leadership in the final year of a strategy around which the University has coalesced, and which has moved the University forward considerably.

The Board remains entirely satisfied with the performance of the Vice-Chancellor. The University is a complex institution. For example:

- 11,500 students on campus, and a further 6,000 taught via academic partnership arrangements
- £130m turnover
- Strong competition for students

- High level of long-term borrowing to support the development of the Waterside Campus and therefore bond covenants to maintain.

The Vice-Chancellor’s performance is assessed formally by the Remuneration Committee which monitors the achievement of personal objectives, and a selection of corporate objectives. Subject to affordability, a performance-related payment is made based on the achievement of these objectives. The Vice-Chancellor’s performance is also scrutinised by the Chair of the Board and the Board of Governors as a whole. For example, the Board monitors the achievement of the University’s strategy and corporate objectives.

The Vice-Chancellor receives the same inflationary salary increase as all other staff. The Vice-Chancellor’s salary is benchmarked against the sector every three years. There are no salary negotiations in addition to the benchmarking exercise.

The last benchmarking exercise took place in February 2019. No change was made to the Vice-Chancellor’s salary as a result of the exercise. It was noted that the Vice-Chancellor’s salary was below the median for all the comparator groups used. However, total compensation, including potential performance related pay, was comparable to the median.

3.4 Pay Multiple

Expressed as a multiple, the VC’s basic salary and total remuneration when compared to the median basic salary and total remuneration of all staff:

	2021-22	2020-21	2019-20
Basic salary	5.72	5.72	5.99
Total remuneration	6.26	6.26	6.6

The median basic salary of all staff in 21/22 was £35,845. The median total remuneration was £41,959. In both instances, the median pay is calculated based on the amount paid by the University to its contracted staff on an FTE basis, excluding temporary agency staff

4. Approach to Remuneration

4.1 HE Senior Staff Remuneration Code

The Remuneration Committee confirms that over the reporting period, it has had regard to the Higher Education Senior Staff Remuneration Code published by the Committee of University Chairs.

The Board has adopted the Code. and the Remuneration Committee monitors compliance. A review of compliance with the Code is included at Appendix 2.

4.2 Competitive Environment

The University operates in a tough competitive environment. Further details of this are set out in the University's Annual Reports and Accounts, published on the University's [website](#).

4.3 Fundamental Principles

The [Remuneration Policy for employees outside the JNCHES framework](#) applies to the senior post holders. The basic principles of this policy are the same as those of the Pay and Reward Policy which applies to all other staff. The principles common to both policies are:

- The University will operate a reward and recognition system which is transparent, based on objective criteria and free from unlawful bias
- The reward and recognition system will support the strategic objectives of the University
- The University is committed to the principle of equal opportunities in employment and believes that pay and conditions of employment should be awarded fairly and equitably for doing like work or work rated as equivalent

4.4 Approach to setting remuneration

The Remuneration Committee has oversight of the University's pay framework, which shows how:

- Grading and starting salary
- Inflationary increases
- Performance related pay
- Equal pay review and benchmarking

are applied to staff in grades 1-11, senior managers, and senior post holders.

The framework is included in this report, at [Appendix 1](#) as part of the Terms of Reference of the Remuneration Committee.

4.5 Determination of Senior Staff Remuneration

Remuneration for staff outside the JNCHES framework is set with reference to sector benchmarks provided by UCEA. These staff are also eligible for performance related pay, and for an inflationary award.

In accordance with the Remuneration Policy for Staff Outside the JNCHES Framework:

- Reward mechanisms are clear and up to date
- Packages are competitive and recognise comparable remuneration through benchmarking
- Remuneration is determined fairly and objectively
- Remuneration includes base pay and variable elements.

4.6 Comparator Institutions

In benchmarking exercises for the salaries of senior post holders, sector remuneration data from the Universities and Colleges Employers' Association is

used. In the case of the Vice Chancellor, data from the Committee of University Chairs on Vice-Chancellors' remuneration is also reviewed. For each role, the salary and the total package of the following types of institution is considered:

- All post 92 universities
- All universities with £100m turnover
- All post 92 universities with an income of £100-160m
- All universities outside London and the South East

For each type of institution, the median figure and the upper quartile is considered.

A benchmarking exercise takes place every three years for senior post holders.

4.7 Performance Related Pay

Senior staff outside the JNCHES framework and senior post holders are eligible for performance related pay (PRP).

- Consideration for payment under the scheme is contractual, the award of PRP is discretionary
- Payment of PRP is subject to its affordability to the University
- Staff are not eligible for PRP until they have successfully completed their probationary period
- The award of PRP to senior post holders is at the discretion of the Remuneration Committee
- The award to senior managers is at the discretion of the Vice Chancellor
- Staff are not categorised into different groups for the purposes of performance assessment

The award is based on the successful performance of a selection of corporate targets and personal objectives. According to the Policy for staff outside JNCHES,

'payment should be directly linked to outstanding performance and the achievement of strategic...objectives'

4.7.i Calculation of PRP

- PRP is up to 15% of salary
- Of the 15%:
 - 5% is based on personal objectives
 - 10% is based on corporate objectives¹
- Each objective is equally weighted
- There is no payment for partial achievement of objectives

4.7.ii Personal objectives

- Are agreed between the employee and line manager
- Between two and six objectives are set annually
- Objectives should be challenging and should build capability
- The objectives of the senior post holders are approved and reviewed by the Remuneration Committee

4.7.iii Corporate objectives

- Each year, the Board approves a sub-set of the University's key performance indicators (corporate objectives) for use in the calculation of PRP
- There is no prescribed number of corporate objectives chosen for PRP Typically, between 4 and 8 objectives are chosen

¹ With the exception of the Clerk. PRP for the Clerk is based on 10% personal objectives, 5% corporate objectives

4.8 External Appointments

Under the terms of the contract for senior post holders and senior managers, other employment must be approved by the line manager.

The University's Code of Conduct for employees states that:

‘those who undertake additional work outside of the University, whether it is paid or voluntary, must notify their line manager.

Employees engaged in other work must ensure that it does not come into conflict with their duties at the University, that they devote their time during their University working hours to their University post and that it does not distract them from carrying out their duties with the University.’

There is a further Code of Conduct for Governors, External Committee Members, University Officers and Senior Post Holders. This makes clear the ethical standards expected of those in scope, including the fiduciary duty they owe the University. It adopts the Seven Principles of Public Life the basis of the ethical standards expected of those in scope.

The University's policy on consultancy is available [on the University's website](#).

4.9 Expenses

The University's Travel and Expenses Policy applies to all staff and members of the Board of Governors. The policy contains detailed information on which claims are admissible. Details of the Vice Chancellor's expenses are [published](#) on the University's website.

Appendix 1 – Remuneration Committee Terms of Reference

1. Duties of the Committee

University Remuneration Framework

- 1.1. Work with the Vice Chancellor and his senior team to keep the appropriateness and relevance of the University's remuneration framework under review
- 1.2. Work within the remuneration framework and the University's policies when determining and reviewing remuneration
- 1.3. Ensure that the remuneration framework is compatible with the Higher Education Senior Staff Remuneration Code

(The University's remuneration framework is in Appendix 1)

Senior Post Holders

- 1.4. The senior post holders are:
 - Vice Chancellor
 - Deputy Vice Chancellor
 - Chief Operating Officer
 - Clerk to the Board of Governors
- 1.5. The Board of Governors may assign other posts to the category of senior post holder. If changes are made, these changes must be published as part of these terms of reference
- 1.6. In respect of the senior post holders, the duties and responsibilities of the Committee are as follows:
- 1.7. Determine the total individual remuneration package of each senior post holder including salary, performance related pay and any other elements of remuneration

- 1.8. Determine severance arrangements for senior post holders. In doing so, to ensure compliance with guidance issued by the Committee of University Chairs on severance payments in HEIs
- 1.9. Determine the terms and conditions and benefits awarded to senior post holders
- 1.10. Working within the processes established for other staff, determine the measures and procedures by which the performance of senior post holders against targets are assessed
- 1.11. Approve the design of any performance-related pay scheme for senior post holders
- 1.12. Review and approve the personal annual objectives of senior post holders
- 1.13. Review the performance of the senior post holders against the set objectives, and determine any annual performance-related pay awards
- 1.14. Ensure that any concerns about performance against the annual objectives are addressed
- 1.15. Carry out a regular benchmarking exercise of the remuneration package of the senior post holders. This will consider the appropriateness of the level of remuneration, using benchmarking information against comparative roles
- 1.16. Review and, if deemed appropriate, approve the application of an inflationary pay award which must be the same as the award applied to all other staff
- 1.17. Review and approve personal development plans

Senior Managers

- 1.18. The senior managers are employees outside the Joint Negotiating Committee for HE Staff National Framework Agreement who are not senior post holders
- 1.19. To have an overview of the Vice Chancellor's decisions regarding the salaries, benefits and bonuses of senior managers
- 1.20. To receive proposals from the Vice Chancellor for any changes to benefits and bonuses for senior managers

Other Duties

- 1.21. Determine the arrangements for any honoraria payments to non-salaried positions appointed by the Board of Governors
- 1.22. Provide an annual report to the Board of Governors on the work of the Committee, setting out its approach and decisions regarding the remuneration of senior post holders
- 1.23. As part of its decision making, take account of:
 - 1.23.1. The remuneration of all of the University's employees, for example the rate of increase of average remuneration of all staff, and pay ratios
 - 1.23.2. Affordability and the University's budgetary position
 - 1.23.3. The University's strategy and market position
 - 1.23.4. The charitable status of the University and the need to ensure value for money for its stakeholders
 - 1.23.5. The public interest and the safeguarding of public funds, alongside the interests of the University
 - 1.23.6. The need for transparency of process

- 1.23.7. Comparative information on the remuneration, benefits and conditions of employment in the University sector and other sectors as considered appropriate
- 1.24. Promote the University's responsibilities for equality, diversity and inclusion by ensuring that relevant issues are given full consideration as part of the Committee's work
- 1.25. Ensure compliance with
 - 1.25.1. the Higher Education Senior Staff Remuneration Code
 - 1.25.2. the requirements of the Office for Students in respect of remuneration
- 1.26. Report to the Board of Governors where the decisions of the Committee are likely to have an impact on all staff
- 1.27. Undertake other such duties as may be appropriate to assign to the Committee by the Board

2. Procedural Rules

- 2.1 Only members of the Committee have the right to attend its meetings
- 2.2 Subject to procedural rules 2.3 and 2.4, the Committee may invite others to attend at its discretion
- 2.3 No individual will attend any part of a meeting where their own remuneration arrangements are being discussed or determined, or be in any way involved in decisions regarding their own remuneration
- 2.4 No one for whom the University is their employer may serve as a member of the Remuneration Committee

3. Members

- 3.1 The Committee's membership is made up of:

- Chair of the Board of Governors (ex-officio)
 - Deputy Chair of the Board of Governors (ex-officio)
 - Three further independent or co-opted Board members
 - One student Board member, the President of the Students' Union
 - Up to three external members having expertise in remuneration issues and practice in other institutions and sectors, to help ensure that remuneration remains fair but also competitive
- 3.2 Committee members serve a two-year term of office, which is renewable up to twice for a total of six years
- 3.3 Committee members are appointed and reappointed by the Nominations Committee

4. Quorum

The quorum is five of the nine members of the Committee. Where there are vacancies the quorum is same proportion, as rounded up, of those members eligible to be present.

5. Chair

- 5.1 The Committee has a Chair and a Deputy Chair
- 5.2 The Chair and Deputy Chair are appointed and reappointed by the Nominations Committee following consultation with the existing Chair and Deputy Chair
- 5.3 The Chair and Deputy Chair are appointed from amongst the independent or co-opted governors of the University
- 5.4 The Chair and Deputy Chair serve a two-year term of office, which is renewable up to twice, for a total of six years

6. Attendees

6.1 No individual will attend any part of a meeting where their own remuneration arrangements are being discussed or determined, or be in any way involved in decisions regarding their own remuneration.

6.2 Subject to this, and the other Procedural Rules at section 2, the following are in attendance at the invitation of the Committee:

- Chair of the Audit Committee
- Vice Chancellor
- Director of Human Resources
- Clerk to the Board of Governors, who is Clerk to the Committee
- Others at the discretion of the Committee

7. Delegations and Authorisations

- The Committee is authorised to seek any information it requires to fulfil its terms of reference. This includes authority to appoint remuneration consultants and to commission or purchase any reviews, reports, surveys or information which it deems necessary, within budgetary constraints set by the Board of Governors.
- The Committee is delegated by the Board to Governors to approve the remuneration package of each senior post holder including salary, performance related pay and any other elements of remuneration and the terms and conditions, benefits and severance arrangements of senior post holders

8. Frequency of Meetings

Meetings will be held at least twice per year.

University Remuneration Framework

Principles

The University has two policies which set out the principles by which staff are remunerated. These are the Pay and Reward Policy and the Remuneration Policy for Employees Outside the JNCHES Framework Agreement.

The basic principles common to both policies are:

- The University values the contribution its employees make toward its success. In order to remunerate its employees appropriately and fairly the University will operate a reward and recognition system which is transparent, based on objective criteria and free from unlawful bias
- The reward and recognition system will support the strategic objectives of the University, enabling the University to recruit, retain and reward a high calibre of employees and enhance its reputation as an employer
- The University is committed to the principle of equal opportunities in employment and believes that pay and conditions of employment should be awarded fairly and equitably for doing like work or work rated as equivalent, irrespective of gender, race, disability, age, nationality, religion, creed, political beliefs, sexual orientation, trade union membership, full or part-time working or other irrelevant distinction that may cause disadvantage or unfair discrimination

University of Northampton Remuneration Framework

Group	Grading and Starting Salary	Inflationary increases	Performance Related Pay	Pay Review
<p>Employees grades 1 – 11 (Pay and Reward Policy applies)</p>	<p>Starting Salaries Procedure applies. Roles graded and benchmarked under HERA (Higher Education Role Analysis)</p>	<p>Agreed under the National Framework Agreement of JNCHES*</p>	<p>N/A</p>	<p>N/A Under HERA, roles can be submitted for re-grading</p>
<p>Senior Managers (Executive Deans, Deans, Executive Directors, Directors) (Remuneration Policy for Staff outside JNCHES applies)</p>	<p>Grading agreed by relevant member of UMT advised by Director of HR, and in line with relevant benchmarking data. HR Director/COO monitor remuneration decisions, ensure that internal monitoring controls are in place and salaries have been determined based on benchmarking with the sector and market forces</p>	<p>Same percentage increase as agreed by JNCHES is applied</p>	<p>No more than 15% of annual salary. Subject to affordability Recommendations are made by the line manager. Final award agreed by the VC</p>	<p>Regularly, normally every 3 years</p>

Senior Post holders (VC, COO, DVC, Clerk)	Not graded Salary is agreed by Rem Com	Rem Com approves the application of the same percentage increase agreed by JNCHES. No other inflationary award decisions can be made by Rem Com	No more than 15% of annual salary. Subject to affordability Determined by Rem Com on recommendation of the relevant line manager (under Staff outside JNCHES Policy)	Regularly, normally every 3 years
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Pensions - All staff are included in a pension scheme unless they opt out

* Joint Negotiating Committee for HE Staff

Appendix 2 – Review of Compliance with the HE Senior Staff Remuneration Code

Element I - A fair, appropriate and justifiable level of remuneration

Principles	University Position
<p>a) Remuneration should take account of the context in which the institution operates</p>	<p>A salary benchmarking exercise takes place every three years. Salaries are compared to other post-92 institutions, to the region, and to other institutions by turnover</p> <p>The status of salary benchmarking exercises for the senior post holders in the remit of the Remuneration Committee is:</p> <p>Clerk and DVC – benchmarking exercise carried out at the meeting on 18/05/2022</p> <p>COO – benchmarking exercise to take place as part of recruitment exercise</p> <p>VC – benchmarking exercise took place via Rem Com as part of recruitment exercise.</p> <p>VC's remuneration to be benchmarked again in 2025, three years after appointment</p> <p>The Remuneration Committee receives a review annually of how senior staff remuneration compares with the sector.</p>

<p>b) Remuneration must be linked to the value, based on a number of components, delivered by an individual acting within a role</p>	<p>The elements of senior staff remuneration are basic salary and performance-related pay (PRP). PRP has a corporate element and a personal element, both of which relate to the achievement of objectives which are designed to add value to the organisation</p>
<p>c) Remuneration must consider matters of equality, diversity and inclusion with a view to ensuring that there are no biases pertaining to gender or other protected characteristics within the pay structure</p>	<p>Equal pay audit and gender pay gap reports are published annually. Equality and diversity implications are part of every report at Board level, including reports to the Remuneration Committee. The Remuneration Committee's terms of reference include specific reference to its consideration of equality, diversity and inclusion issues as part of its work. The University's policies and procedures on pay and reward ensure that equal treatment is a key principle</p>
<p>d) Institutions should be clear about what they expect from staff, i.e. what is 'normal' and what is 'exceptional'. There should be a robust and consistent process for setting</p>	<p>In respect of its decisions about the remuneration of senior post holders, the Remuneration Committee has formally adopted definitions of 'normal' and 'exceptional': Normal = achieve the high standards of performance expected of the role and its constituent responsibilities</p>

<p>objectives and assessing an individual's contribution</p>	<p>Exceptional = achieve personal objectives set through the Performance and Development Review process which add value beyond the performance expected of the role and its constituent responsibilities.</p> <p>The process for objective setting is clear and consistent. Annual objectives are approved by Remuneration Committee or the VC as appropriate. Progress towards achievement is overseen by the Chair of the Board or VC as appropriate, and reported to Rem Com in the case of the senior post holders. Objectives are drafted to be SMART (Specific, Measurable, Achievable, Realistic and Time-bound). An overall appraisal of performance is made by the relevant line manager, and this informs the Rem Com's decisions on remuneration.</p>
<p>e) Remuneration can vary according to individual performance</p>	<p>Performance related pay varies because it is paid according to the achievement of objectives, 10% for selected corporate objectives, 5% for personal objectives</p>
<p>f) Awards made in respect of annual bonus arrangements linked to the achievement of specific annual</p>	<p>PRP is not consolidated</p>

objectives should not be consolidated	
g) From time to time the value of a role may need to be reviewed in light of changing conditions, sustained performance, experience etc	<p>A benchmarking exercise takes place every 3 years.</p> <p>There is an annual review of individual performance through the PDR (Performance and Development Review process). The process sets and monitors the achievement of objectives. The PDR process can trigger a review of the job description.</p>
h) Non-achievement of an individual's expected contribution should have consequences	<p>The University has a robust Performance Management Procedure which applies to senior post holders and senior managers. Regular conversations with line managers ensure sustained performance, and address performance issues.</p> <p>There are also financial consequences. There is no award of PRP for objectives that are not completed, or are partially completed.</p>
i) Any severance payments must be reasonable and justifiable	<p>In the last 7 years the University has not made a severance payment to a senior post holder.</p> <p>Staff may be eligible under the Voluntary Severance Scheme. This scheme is potentially applicable to all staff of the University and has been agreed with the relevant Unions to ensure payments are reasonable and justified.</p>

<p>j) There should be a clear and justifiable rationale for the retention of any income generated by an individual from external bodies in a personal capacity</p>	<p>Under the terms of the contract, other employment must be approved by the line manager.</p> <p>The retention of income from consultancy is covered by a policy.</p>
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Element II – Procedural fairness

Principles	University Position
<p>a) Senior post holder remuneration should be determined in the context of each institution’s approach to rewarding all of its staff, and in particular, consideration should be given annually to the rate of increase of the average remuneration of all other staff</p>	<p>Rem Com’s terms of reference make clear that the Committee’s decisions consider remuneration in the context of all employees. Rem Com receives a report annually on the remuneration of all senior staff across the University. The Remuneration Committee Annual Report, and the University’s Annual Report give the relationship between the VC’s remuneration and that of all other employees expressed as a ratio. Rem Com monitors this ratio annually.</p>

	Any annual inflationary increment awarded to senior post holders is the same as the percentage increase awarded nationally to all HE staff.
b) No individual can be involved in deciding his or her own remuneration	No one can be in attendance or vote at Rem Com when their own remuneration or PRP is being discussed
c) Remuneration Committees must be independent and competent	As well as the Chair and Deputy Chair of the Board, and independent governors, the Committee contains external independent members with recent and relevant experience in the field of remuneration. The Chair of the Audit Committee is invited to attend as an additional control mechanism. The Executive Director of HR is in attendance to give specialist advice. No one can be in attendance or vote when their own remuneration or PRP is being discussed
d) The head of the institution (HoI) must not be a member of the Remuneration Committee	The Vice-Chancellor is not a member of the Rem Com. The VC is in attendance at Remuneration Committee to advise the Committee on those matters in their remit, specifically, the

	line management and objectives of the COO and DVC. The VC is not in attendance and does not vote on their own remuneration or PRP
e) Remuneration Committees, when considering Hol remuneration, must be chaired by a lay governor who is not Chair of the governing body	The Deputy Chair of the Board is the Chair of the Remuneration Committee. The Deputy Chair of the Board is an independent member of the Board.

Element III - Transparency and accountability

Each institution must publish a readily accessible annual statement, based on an annual report to its governing body, containing:	
a) a list of post-holders within the remit of Remuneration Committee b) membership of the Remuneration Committee c) its policy on the remuneration for post-holders within the remit of Remuneration Committee d) its choice of comparator institutions/organisations	This information is included in the Remuneration Committee's Annual Report, which is published on the University's website.

<p>e) its policy on income derived from external activities</p> <p>f) the pay multiple of the HoI and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above average, an explanation of why</p> <p>g) an explanation of any significant changes.</p>	
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