



# UNIVERSITY OF HULL

## SENIOR STAFF REMUNERATION AND SEVERANCE POLICY

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## SENIOR STAFF REMUNERATION AND SEVERANCE POLICY

### 1.0 INTRODUCTION

- 1.1** Vice-Chancellors and their senior staff lead some of the most complex organisations in the UK. Their leadership has helped the UK higher education system become one of the best in the world in terms of teaching and research. Universities are multi-million-pound businesses and make a significant contribution to the UK economy and to the social and cultural life of their communities.
- 1.2** To sustain the success of the higher education system, it is vital that the University of Hull is able to recruit, retain and reward the very best leaders in a competitive market.
- 1.3** In June 2018 the Committee of University Chairs (CUC) published the Higher Education Senior Staff Remuneration Code (The Remuneration Code). The Remuneration Code provides universities with guidance on how to determine fair and appropriate remuneration for Vice-Chancellors and other senior university staff. Its purpose is to help create a more transparent and open system and improve the public's understanding of and confidence in how the salaries of Vice-Chancellors and other senior university staff are determined.
- 1.4** This policy and associated procedure reflects the University of Hull's implementation of The Remuneration Code.

### 2.0 PURPOSE

- 2.1** The purpose of this policy and associated procedure is to demonstrate leadership and stewardship in relation to remuneration and in doing so help to protect institutional reputation. It will provide assurances to key stakeholders and partners, including the student community and wider society through the adoption of The Remuneration Code.

### 3.0 SCOPE

- 3.1** This policy and associated procedures apply to the remuneration and emoluments (including severance payments) of all employees (academic and professional services) who are engaged on the University's Band 10 pay scale, with the exception of medical and clinical academic staff who have their pay determined by national NHS pay arrangements.



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**3.2** This policy is supported by associated procedures which apply to the following circumstances:

- i. Determining salary on appointment (including appointment to Professor through academic promotion)
- ii. Annual cost of living pay reviews
- iii. Personal pay reviews
- iv. Severance

**3.3** For the purposes of this policy the following definitions will apply:

- Remuneration package - as defined by the Office for Students Regulatory Advice 9: Accounts Direction, includes basic salary and where relevant, payment of dividends, performance-related pay and other bonuses, pension contributions and payments in lieu of pension contributions, salary sacrifice arrangements, any sums paid under any pension scheme in relation to employment with the University, other taxable benefits, non-taxable benefits, other remuneration.
- Severance payment – a payment made to an employee on the termination of his or her employment.

## **4.0 PRINCIPLES**

**4.1** This policy and associated procedure will be based on three key elements, each underpinned by a series of principles, as follows:

- i. A fair, appropriate and justifiable level of remuneration  
Remuneration starts with a clear understanding of the responsibilities, context and expected contribution of a role and the attributes required to undertake that role effectively. Fair and appropriate remuneration then recognises an individual's contribution to the University's success in that role, and is sufficient to recruit, retain and motivate staff of appropriate calibre in the context of the market for that role, balanced with the need to demonstrate the achievement of value for money in the use of resources.  
Principles:
  - a) Remuneration will take account of the context in which the University of Hull operates
  - b) Remuneration will be linked to the value, based on a number of components, delivered by an individual acting within a role
  - c) Remuneration will 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
  - d) The University will be clear about what it expects from staff, i.e. what is 'normal' and what is 'exceptional' and there will be a robust and consistent process for



- setting objectives and assessing an individual's contribution
  - e) Remuneration can vary according to individual performance
  - f) Awards made in respect of annual bonus arrangements linked to the achievement of specific annual objectives will 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.
  - h) Non-achievement of an individual's expected contribution will have consequences
  - i) Severance payments will be reasonable and justifiable
  - j) There will be a clear and justifiable rationale for the retention of any income generated by an individual from external bodies in a personal capacity
- ii. Procedural fairness
- Procedural fairness requires remuneration to be set through a process that is based on competent people applying a consistent framework with independent decision making using appropriate evidence and assessing the value of roles, the context and individuals' performance in them.
- Principles:
- a) Senior post holder remuneration will be determined in the context of the University's approach to rewarding all of its staff, and in particular, consideration will be given annually to the rate of increase of the average remuneration of all other staff
  - b) No individual will be involved in deciding his or her own remuneration
  - c) The University's Remuneration Committee will be independent and competent
  - d) The Vice-Chancellor will not be a member of the Remuneration Committee and will not be present for discussions affecting him or her but will be present during discussions regarding the pay of other staff to ensure that the Committee's decisions are well informed
  - e) Remuneration Committee, will be chaired by a lay governor who is not Chair of Council
- iii. Transparency and accountability
- The process for setting remuneration must be transparent. There must be an institutional level justification for remuneration that relates to the competitive environment, the value of the roles and institutional performance. The remuneration of the Vice-Chancellor must be separately justified, published and related to the remuneration of all staff within the University.
- Principles:
- a) The University will publish a readily accessible annual statement, based on an annual report to Council, containing:
    - i. a list of post holders within the remit of Remuneration Committee;



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- ii. a link to this document which contains University policy on the remuneration for post holders within the remit of Remuneration Committee
- iii. the University's choice of comparator institutions/organisations
- iv. a link to the University's policy on income derived from external activities
- v. the pay multiple of the Vice-Chancellor and the median earnings of the University's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above average, an explanation of why
- vi. an explanation of any significant changes

## 5.0 POLICY

### Governance

- 5.1** The procedures supporting this policy set out the management and governance arrangements associated with the remuneration and emoluments (including severance payments) of those employees within scope of the policy.
- 5.2** The governance arrangements include the University's Remuneration Committee, which will be comprised of people who are independent of the University's management as set out in the Committee's Terms of Reference which are available from the University's Governance team. The Terms of Reference of Remuneration Committee also set out the mode of operation, frequency of meetings and how the authority delegated from Council to the Committee will operate.
- 5.3** Specifically, Remuneration Committee will make decisions affecting the emoluments (including severance payments) of the University Leadership Team (ULT).
- 5.4** The role of Remuneration Committee also covers the oversight and monitoring of the remuneration and severance payments made to other senior staff earning over £100,000 per annum.

### Remuneration

- 5.5** Remuneration will be linked to the value delivered by an individual acting within a role. The value of a role will be based on a number of components and criteria as follows:
- i. complexity (scale and range of decision making, collaboration and contact, time-critical activity);
  - ii. impact (on students, research, finances and people, including employees, partners and citizens);
  - iii. discretion (level of accountability, degree of autonomy and decision-making authority);
  - iv. level of experience required;



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- v. knowledge and skills (including specialist skills) required;
- vi. reputation and academic/professional credibility needed for the role;
- vii. an ability to recruit and retain key staff; and
- viii. external comparisons.

**5.6** To retain staff the University needs to consider market position. The University will ordinarily determine the market rate of a role with reference to the UCEA Senior Salary Remuneration Survey and a standard, local definition of the market within which the University operates.

**5.7** There may however be occasions where the local market definition is not appropriate to the role, for example where a role is expressly unique, or where the HE sector is not the most appropriate external market. For example, private and public sector comparisons may be more relevant for certain professional services roles, whereas the NHS and international comparisons may be more appropriate for certain academic roles.

**5.8** The criteria determining the value of a role and the market position will be used to determine an appropriate level remuneration on appointment also when reviewing remuneration when there has been substantial change to a role.

## Additional income

**5.9** It is important that staff represent the University on various bodies and boards and carry out academic and civic responsibilities at other organisations, e.g. non-executive director roles. Where such activity generates additional income for the individual from the external body it will be declared and explained in accordance with the University's Register of Interests.

**5.10** Additional income will be managed according to the prevailing University policies as follows:

- Consultancy Policy
- Intellectual Property Policy

## Reviewing remuneration

**5.11** It is important that staff are clear about what is expected of them and what constitutes 'normal' and 'exceptional' performance. The University operates an annual appraisal process for setting objectives and assessing an individual's contribution. Performance will be measured against set objectives, informed by relevant University KPIs, during the annual appraisal process.

**5.12** Annual 'cost of living' pay awards will not exceed those awarded to other staff groups (expressed as a percentage uplift) and it is expected that employees will have



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demonstrated a minimum standard of satisfactory performance in order to be eligible (this will be known as 'normal' performance).

**5.13** The University does not operate a scheme for performance related pay or bonuses although individual arrangements may be considered where appropriate and personal performance may be rewarded retrospectively where an individual's exceptional performance has made a significant impact on the achievement of University's goals above and beyond the expectations of their role (this will be known as 'exceptional' performance).

**5.14** The nature and amount of the award will reflect:

- Internal and external market information available
- Salary position in relation to colleagues
- Equality and Diversity impact
- Individual pay history
- University affordability

## Expenses

**5.15** The University's expenses scheme, which applies to all staff, is contained within the University's Financial Regulations and Remuneration Committee will receive assurance that the scheme is operating effectively.

## Severance

**5.16** In making severance payments, the University will be able to explain the reasons for any payments made in the context of meeting its contractual obligations and any advice that is available from regulators, together with detailed CUC advice.

**5.17** The University will ensure that contracts agreed with senior post holders are fair, reasonable and justifiable and do not expose the institution to significant potential liabilities. The University will not operate contracts with notice periods of more than six months other than in exceptional circumstances, which can be explained and justified.

**5.18** Remuneration Committee has specific responsibilities around the making of severance payments in accordance with its terms of reference and will discharge its responsibilities regarding severance payments through the use of explicit delegated responsibility from Council.

**5.19** When a severance arises following poor performance on the part of an individual, payment should be proportionate, and there should be no perception that poor performance is being rewarded.

**5.20** Arrangements outside those contained in the explicit delegated responsibility from Council



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will require the approval of Council itself. Delegated powers will not be used for any severance payment to the Vice-Chancellor, where Council will set the negotiating parameters on a case specific basis.

- 5.21** In some instances the use of compromise agreements will be appropriate, for example in order to protect the commercial interests of the University. Confidentiality clauses can be included in compromise agreements where required but will not prevent the wider public interest being served and will contain the provision that any information covered by a confidentiality clause will need to be disclosed, if required, to the appropriate regulator or the National Audit Office.
- 5.22** Severance payments to staff earning over £100,000 per annum will be disclosed in the annual remuneration report to Council.

## Transparency

- 5.23** Each year, Remuneration Committee will produce an annual remuneration report to Council which will provide assurance that the Remuneration Committee has effectively discharged its responsibilities.
- 5.24** The University will subsequently publish the annual remuneration report to Council, although some modifications may be necessary to preserve commercial confidentiality. The report will contain:
- a) a list of post holders within the remit of Remuneration Committee;
  - b) a link to this document which contains University policy on the remuneration for post holders within the remit of Remuneration Committee
  - c) the University's choice of comparator institutions/organisations
  - d) a link to the University's policy on income derived from external activities
  - e) the pay multiple of the Vice-Chancellor and the median earnings of the University's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above average, an explanation of why
  - f) an explanation of any significant changes
  - g) a summary of severance payments made to staff earning over £100,000 per annum.

## **6.0 EQUALITY**

- 6.1** This policy has been produced with the aim of supporting the University's overall strategy to embrace diversity and welcome individuals from all backgrounds on an equal and non-discriminatory basis. When using this policy the University expects members of employees to treat all colleagues fairly and with respect and will take action against acts which breach expected standards of behaviour.





## **7.0 DATA PROTECTION**

- 7.1** The data collected in the course of following this policy and procedure will be used for monitoring and managing the effectiveness of the University's senior staff remuneration and severance policy. Records of meetings and correspondence will be held on the University's computerised Human Resources Management System (MyHR) and paper records will be kept on an individual's central HR file, and where necessary in secure records within other relevant departments. Only staff who need to see the information in order to carry out the duties of their post will have access to the data. The information will be kept on computerised and paper records, in line with the Data Retention Policy, for the life of those records, details of which can be found in the Policy on Data Protection on the University's SharePoint site.

## **8.0 COMMUNICATION**

- 8.1** The University will raise awareness of all relevant employees of their rights and responsibilities under this policy.

## **9.0 MONITORING AND REVIEW**

- 9.1** The effectiveness of this policy will be ensured by continuous monitoring, regular review. It will be the responsibility of the Director of HR and OD to monitor the effectiveness of this policy.

## **10.0 FURTHER INFORMATION**

- 10.1** This policy is not contractual and is not intended to be incorporated into individual terms and conditions of employment. It may be subject to review, amendment or withdrawal in accordance with the provisions contained elsewhere in the policy.
- 10.2** For further information on anything in this policy document, or for availability in larger text format, please contact University of Hull HR Department in the first instance.



POLICY CHANGE RECORD			
Date	Author	Nature of Change	Version
1 January 2019	HR Partner (employee relations)	Original draft	1
5 October 2020	HR Partner (employee relations)	5.2 Post titles replaced with 'University Leadership Team' 5.3 Appendix A removed from policy. ToR now available from University Governance	2

## SENIOR STAFF REMUNERATION AND SEVERANCE PROCEDURE

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## **1.0 INTRODUCTION**

- 1.1** In June 2018 the Committee of University Chairs (CUC) published the Higher Education Senior Staff Remuneration Code (The Remuneration Code). The Remuneration Code provides universities with guidance on how to determine fair and appropriate remuneration for Vice-Chancellors and other senior university staff. Its purpose is to help create a more transparent and open system and improve the public's understanding of and confidence in how the salaries of Vice-Chancellors and other senior university staff are determined.

## **2.0 PURPOSE**

- 2.1** These procedures sets out how the University of Hull will implement The Remuneration Code, enacting the Senior Staff Remuneration and Severance Policy.

## **3.0 DETERMINING SALARY ON APPOINTMENT**

- 3.1** To recruit staff (and on appointment to staff to Professorial roles through academic promotion) the University needs to consider market position. The University will ordinarily reference the UCEA Senior Salary Remuneration Survey to determine the market position of roles in scope of this procedure. The criteria which the University will ordinarily use to benchmark the market position are contained in appendix A of this procedure, which is confidential due to its commercially sensitive nature.
- 3.2** There may however be occasions where the local market definition is not appropriate to the role, for example where a role is expressly unique, or where the HE Sector is not the most appropriate external market. For example, private and public sector comparisons may be more relevant for certain professional services roles, whereas the NHS and international comparisons may be more appropriate for certain academic roles. Such cases will be identified in advance and the relevant market defined and approved by the Director of HR and OD, or Remuneration Committee as appropriate to the role.
- 3.3** To ensure consistency of application, the Director of HR and OD will maintain a list of roles within scope of this procedure, along with their market definition. This information, along with up to date market data will be provided to the Chair of the appointment panel (and academic promotions panel) in order to determine an appropriate level of remuneration on appointment.
- 3.4** There may be occasions where the standard approach does not result in a competitive salary, for instance if the individual is already earning a higher salary or is a demonstrably exceptional performer, an exceptional business case to offer a market supplement may be made to Remuneration Committee or the Director of HR and OD, as relevant to the role.

## **4.0 REVIEWING REMUNERATION**

- 4.1** In order to retain staff the University needs to have the ability to review the remuneration of staff who are engaged on the University's Band 10 pay scale. This will be done in a systematic, structured and transparent way through the operation of an annual Professorial and Senior Salary Review process. Details of the process can be found in appendix B.
- 4.2** Remuneration Committee will make a decision annually regarding pay awards for the Vice-Chancellor and receive an annual recommendation from the Vice-Chancellor for members of the University Leadership Team. Remuneration Committee will also receive an oversight report for staff earning over £100,000 per annum, which will reflect the decision made by the University Leadership Team regarding pay reviews for this staff group, in advance of implementation. Pay reviews for Band 10 staff earning less than £100,000 will be determined by the University Leadership Team.
- 4.3** An annual review of the honoraria attached to leadership roles will also be undertaken by the Director of HR and OD. Remuneration Committee will make a decision annually regarding honoraria attached to respect of roles which form part of the University Leadership Team. University Leadership Team will make decisions regarding honoraria attached to other roles. All such decisions will be informed by the market position of the roles, as determined by the University's definition of the market contained in appendix A.
- 4.4** In addition to the annual review process there may be occasions where it is necessary to conduct in-year reviews in order address issues which can not be deferred until the annual process.
- 4.5** It is expected that in-year reviews will be rare and where they take place, the same criteria and governance arrangements will apply, albeit recognising that the process may need to be adapted to the circumstances.

## **5.0 ANNUAL COST OF LIVING PAY REVIEWS**

- 5.1** In order to retain staff it is important that the University is able to undertake annual cost of living pay reviews. In determining an appropriate level of award the University will be mindful of (and will not exceed) the rate of increase of the average remuneration of all other staff, as determined through the national pay bargaining arrangements.
- 5.2** In order to be eligible, it is expected that employees will have demonstrated a minimum standard of satisfactory performance through the University's appraisal process ('normal' performance).

- 5.3** Remuneration Committee will make a decision annually regarding a cost of living pay award for the Vice-Chancellor and receive an annual recommendation from the Vice-Chancellor for members of the University Leadership Team. Remuneration Committee will also receive an oversight report for staff earning over £100,000 per annum, which will reflect the decision made by the University Leadership Team regarding a cost of living pay award for this staff group, in advance of implementation.
- 5.4** The cost of living pay award for Band 10 staff earning less than £100,000 will be determined by the University Leadership Team.

## **6.0 ADDITIONAL INCOME**

- 6.1** Where University of Hull staff represent the University on various bodies and boards and carry out academic and civic responsibilities at other organisations, e.g. non-executive director roles and the activity generates additional income for the individual from the external body, it should be declared and explained in accordance with the University's Register of Interests.
- 6.2** Additional income will be managed according to the prevailing University policies as follows:
- Consultancy Policy
  - Intellectual Property Policy

## **7.0 EXPENSES**

- 7.1** The University's expenses scheme, which applies to all staff, is contained within the University's Financial Regulations. The Remuneration Committee may seek to obtain assurance that the processes are operating effectively from system controls (incorporating claimant and authoriser declarations) and from periodic independent assurance activity through the University's business assurance plan.

## **8.0 SEVERANCE PAYMENTS**

- 8.1** Council has provided Remuneration Committee with explicit delegated authority to agree severance packages for staff earning over £100,000 per annum within the framework for the conduct of the negotiation of severance packages contained in appendix C of this procedure. Appendix C is confidential in order that negotiations can be conducted meaningfully.
- 8.2** Arrangements outside the parameters contained in appendix C require approval by Council. In addition, delegated powers will not be used for any severance payment to the Vice-Chancellor, where Council will set the negotiating parameters on a case specific basis.
- 8.3** Negotiations to be undertaken by the Vice-Chancellor or Director of HR (or combination),

as appropriate, with Remuneration Committee reviewing the final package to ensure it is within the policy parameters before final agreement.

- 8.4** Severance payments to staff earning over £100,000 per annum will be disclosed in the annual remuneration report to Council body.
- 8.5** Severance payments for Band 10 staff earning less than £100,000 per annum will be governed by the arrangements in place for all other staff.

## **9.0 TRANSPARENCY**

- 9.1** Each year, Remuneration Committee will produce an annual remuneration report to Council which will provide assurance that the Remuneration Committee has effectively discharged its responsibilities.
- 9.2** The report will contain the details set out in the Senior Staff Remuneration and Severance Policy using the report template which can be found in appendix D of this procedure.
- 9.3** Once approved by Council, the annual remuneration report will be published on the University's website, although some modifications may be necessary to preserve commercial confidentiality.
- 9.4** The pay multiples contained within the annual remuneration report will be based on the methodology published by Universities & Colleges Employers association (UCEA), as recommended by the Remuneration Code.
- 9.5** It is not expected that the University will be in the highest quintile but the publication will contain an explanation if that is the case.

### Appendices

- Appendix A – Standard definition of the market (CONFIDENTIAL)
- Appendix B - Professorial and Senior Salary Review Process
- Appendix C – Framework for the conduct of the negotiation of severance packages (CONFIDENTIAL)
- Appendix D - Template annual remuneration report

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Appendix A Standard definition of the market (Details held confidentially by HR – please contact HR Partner for advice)



## Appendix B - Professorial and Senior Salary Review Process

The Professorial and Senior Salaries Review provides an opportunity to recognise and reward those professors and senior managers who support the University's mission through exceptional performance, at the same time as adjusting salaries to reflect changes in the market, effectively manage equality issues, recognise developmental progression, retain staff and to reflect substantial changes to roles.

### **Scope**

The Professorial and Senior Salaries Review applies to University staff employed on Grade 10 of the University's pay scale and with 12 months service on the 1 August annually. The review process excludes the Vice-Chancellor and members of University Leadership Team, who have their pay determined by Remuneration Committee. For the avoidance of doubt, the process also excludes medical and clinical academic staff who have their pay determined by national NHS pay arrangements.

### **Assessment of performance and indicative criteria**

The University operates an annual appraisal process for setting objectives and assessing an individual's contribution. Performance will be measured against set objectives, informed by relevant University KPIs, during the annual appraisal process.

Consideration may be given to rewarding performance where an individual's exceptional performance over a sustained period of at least the preceding 12 months has made a significant impact on the achievement of University's goals above and beyond the expectations of their role.

The normal expectations that the University has of professorial staff are shown in the professorial job profile. Exceptional performance will be over and above the normal expectations and may be demonstrated in a variety of ways, including high impact:

- Research
- Scholarship
- Teaching and Learning
- Enterprise
- Development of the academic subject
- University leadership not recognised by an additional payment
- University reputation through advocacy or engagement

Exceptional performance by senior managers may take a variety of formats but may include high impact:

- Quality reform of operating model
- Value for money
- Enterprise
- Development or Service/Function

- University leadership/change
- University reputation through advocacy or engagement

Additionally, consideration can be given to adjusting salaries to reflect changes in the market, effectively manage equality issues, recognise developmental progression, retain staff and to reflect substantial changes to roles.

## **Awards**

The type or amount of any salary adjustment or award is a matter for ULT, subject to oversight by Remuneration Committee where relevant. However, the type of adjustments available may be:

- A one-off Excellence Award
- Faster progression through the Guaranteed Pay Scale
- Move from the Guaranteed Pay Scale to a spot rate in the Discretionary range
- An increase to spot salary within the Discretionary range

The nature and the amount of the award should reflect:

- the market position (as defined by appendix A)
- Equality and Diversity impact
- Individual pay history
- University affordability

Any changes to salary will be effective from 1 August but will be paid in the next available monthly salary following formal approval, backdated where appropriate.

## **Review Process**

The start of the annual review process will be communicated through the eBulletin and normal cascade routes.

ULT members will review the performance of the eligible professors and senior managers within their area, with consideration of the most recent appraisal information available. To inform this consideration, ULT should discuss overall performance with line managers taking into account appraisal, workload, achievement of objectives etc.

ULT members or their nominated representatives will meet with eligible staff on request and should keep a record of the discussion.

ULT members will meet with their management teams and HR Partner/Adviser to review recommendations about which professors/senior managers are to be put forward for a pay adjustment. This will help to ensure a fair and transparent process.

ULT members will provide documentary evidence that the process has been followed robustly and that recommendations have been arrived at fairly, consistently and in a transparent manner. This could be a record of the discussion, what transpired and any decisions taken. ULT will also provide assurances that discussions have taken place with individual staff about the recommendations.

ULT members will forward all cases with a recommendation for salary increase to the Director of HR and OD, using the Professorial and Senior Salary Review Form. Forms do not need to be submitted where there is no recommendation for salary increase.

All submissions will be considered by ULT as a collective at a specially convened meeting.

Outcomes of the review will be communicated to staff within their area by members of ULT. The HR team will provide template letters to be issued directly to affected staff and will action any salary adjustments agreed.

#### **Indicative timetable**

June/July	Annual appraisals take place
August – week 1	Communication of commencement of Senior Salary Review process
August – weeks 1, 2 and 3	Deans/Directors, with HR Partner teams, review senior salaries and appraisals
August - week 3	Deans/Directors submit recommendations
September – week 1	ULT meeting
October – week 1	Remuneration Committee meets
October – week 2	Deans/Directors advised of outcomes and communicate with affected senior staff
November	Salary adjustments processed and paid

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Appendix C – Framework for the conduct of the negotiation of severance packages (details held confidentially by HR – please contact HR Partner for advice)

## Appendix D – Template annual remuneration report

### Introduction

1. Terms of reference: including a hyperlink to and/or appendix containing the Committee's terms of reference.
2. Remuneration Committee membership: including names of members for the period, and how they were appointed. This section might also include any use of consultants and details of any other relationship between consultants with the institution.
3. Remuneration Committee meetings: the number and dates of meetings in the previous year, members' attendance and links to minutes.

### Approach to remuneration

4. A statement as to the competitive environment and markets that the University operates within.
5. A hyperlink to the Senior Staff Remuneration and Severance Policy.
6. The current value for the university of the pay multiple of Vice-Chancellor earnings against the median of all staff, plus details of how this indicator has changed over an extended period of time.

### Institutional performance

7. A summary of how some of the key factors which are used in considering reward proposals have changed over the year.

Emoluments of the Vice-Chancellor	Current year	Previous year
Salary		
Performance related pay		
Benefits		
Subtotal		
Pension costs		
Total		

### External appointments and expenses

8. A hyperlink to the University Register of Interests containing details of income generated from external bodies.
9. A statement about the expenses policy, with a hyperlink and a statement about the extent of expenses incurred.

### Severance payments

10. A summary of the severance payments made to staff earning over £100,000 per year.