

# Annual Remuneration Report

University of Bradford 2022/23

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## 1. Introduction

- 1.1 The CUC HE Senior Staff Remuneration Code requires HE institutions to produce an Annual Remuneration Report for their governing body.
- 1.2 The University has followed the Committee of University Chair's (CUC) 'Higher Education Senior Staff Remuneration Code' (November 2021) in producing this Annual Remuneration Report for 2022/23. The Office for Students (OfS) Guide in relation to the Regulatory Advice 9: Accounts Direction (guidance on preparing and publishing financial statements – last updated May 2022) has also been referred to.
- 1.3 The report is produced annually by the Directorate of People, Culture and Wellbeing and is ratified as follows; it is reviewed and agreed by the Remuneration Committee and is also reviewed by the University Council, for information.

## 2. University Context

- 2.1 This report should be read alongside the University's Annual Report and Financial Statements 2022/23, where information about the University's overall progress, achievements and direction can be read and understood.
- 2.2 In the first half of 2023, the University launched its Growth & Sustainability Plan, an initiative which aims to secure its long-term future, through a mixture of investment and expansion. The Growth & Sustainability Plan will ensure the University remains relevant in terms of its offer and continues to be a destination of choice for students seeking job-ready skills and unique experiences that put them ahead of the field. The University's position as a market leader in terms of the social mobility of its students will be further strengthened with the implementation of this plan.
- 2.3 In support of our Growth & Sustainability Plan, the University has invested in a large number of new staff appointments over 2022/23 and, as a result, the headcount of the organisation increased by 10.1%, from 1511 on 01 August 2022 to 1663 on 31 July 2023.
- 2.4 Support to staff through the continuing cost of living crisis has seen updates to the University's reward and benefits offer, resulting in an improved offer to existing staff and a more competitive offer to candidates out in the labour market. All staff were paid a one-off £500

- bonus payment in December 2022, to thank them for their hard work and dedication through the pandemic, in view of the University's improved financial performance.
- 2.5 As well as implementing the national pay award for 2022/23 and an early uplift associated with the 2023/24 award, the University independently made updates to the lower end of the pay scale for staff on grades 2-10 to accommodate the largest year on year rise to the Real Living Wage in October 2022 (£9.90 to £10.90 per hour) and improve competitiveness of pay in view of rates paid by competing employers. The updates took the form of amended pay grade boundaries from grades 2 through to 5. These updates were welcomed by staff, with positive feedback received via local management, who benefitted from considerable increases within a short period of time (national award 01/08/23; uprated pay points 01/12/22; early pay award £1000 added to salary 01/02/23). A sector-level review of the pay spine is due to be undertaken for 2024/25, therefore these updates support the University over the interim period.
- 2.6 The sector continued to experience disruption as a result of industrial action, in the form of strike action and action short of strike, including a marking and assessment boycott, by the Universities and Colleges Union (UCU). Whilst UCU undertook this action at Bradford, very limited impact was experienced, with only 2% of the academic workforce taking part in the marking and assessment boycott.

### **3. Remuneration Committee**

- 3.1 The University reports on the remuneration decisions for the Vice-Chancellor and other senior post holders (Grade 11 to Grade 13) as prescribed in the terms of reference of Remuneration Committee and the Senior Staff Reward & Recognition 2022/23 procedure, as outlined below.
- 3.2 The Remuneration Committee approves the performance ratings and pay award for the following: Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors, Chief Finance Officer, Director of People, Culture & Wellbeing, Director of Infrastructure.
- 3.3 As a direct report of the Vice-Chancellor, the performance rating and pay award for the University Secretary is reported to Remuneration Committee for information.

- 3.4 A summary of senior staff performance ratings and pay award values are reported to Remuneration Committee for information, for the following: Faculty Deans, Professors, Associate/Deputy Directors.
- 3.5 The Terms of Reference for the University Remuneration Committee are revised annually and published on the committee intranet site.
- 3.6 The Remuneration Committee is comprised of the Chair of Council and at least three co-opted lay members, and External co-opted members as required.
- 3.7 The Remuneration Committee is chaired by the Chair of Council, except where the Remuneration Committee is considering the remuneration of the Vice-Chancellor. That section of the meeting is chaired by a co-opted lay member of Council.
- 3.8 In attendance at meetings of the Remuneration Committee:

Position	When in attendance
Vice-Chancellor	At all meetings, but not present for discussions affecting them
University Secretary	At all meetings, but not present for discussions affecting them
Director of People, Culture & Wellbeing	At all meetings, but will not present for discussions affecting them or the Vice-Chancellor
Head of Governance	Committee Secretary

- 3.9 On an annual basis, the Governance and Nominations Committee review and agree the members of all university committees, including Remuneration Committee.
- 3.10 In addition, the following post holders may be invited to attend meetings of the Remuneration Committee, as required: Chief Finance Officer, Faculty Deans, Directors, Other People, Culture and Wellbeing Officers.
- 3.11 The Remuneration Committee may also seek external advice or guidance, which may include the attendance of appropriate external advisors (e.g. legal advice) at Remuneration Committee meetings, as required.
- 3.12 Remuneration Committee meetings are held twice yearly as a minimum. Additional meetings are held as and when required.

## 4. Senior Staff Pay & Performance Review Committee

- 4.1 The committee reports on the performance decisions for senior staff as prescribed in the terms of reference as follows: Faculty Deans, Professors, Associate/Deputy Directors.
- 4.2 The Terms of Reference for the Senior Staff Pay & Performance Review committee are revised annually and published on the People, Culture and Wellbeing intranet site.
- 4.3 The committee is comprised of: Vice-Chancellor, Deputy Vice-Chancellor, Pro-Vice-Chancellors, Chief Finance Officer, Director of People, Culture and Wellbeing, Director of Infrastructure.
- 4.4 The committee is held once a year following completion of the performance development review process for senior staff.

## 5. Vice Chancellor Remuneration

- 5.1 The policy and process for the remuneration of the Vice-Chancellor is contained in the Senior Staff Reward & Recognition 2022/23 procedure published on the People, Culture and Wellbeing intranet site.
- 5.2 The Vice-Chancellor's remuneration will be published within the University's Annual Accounts for 31 July 2023. These are published on the University's website and circulated to the appropriate committees and external stakeholders in late November annually.
- 5.3 The current Vice-Chancellor, Professor Shirley Congdon, was appointed on 01 August 2019. Her total remuneration is as follows:

<b>Emoluments of the VC</b>	<b>2022/23</b>
Salary	£245,243.00
Dividends	£0
Performance related pay & bonus (including deferred payment arrangements and any amounts waived)	£0
Pensions contributions and payments in lieu of these	£44,800.00
Salary sacrifice arrangements	£0
Compensation for loss of office	£0
Sums paid under pensions schemes	£0
Other taxable benefits (including the nature of the benefit and the estimated monetary value – e.g.	£0

company cars, subsidised loans and subsidised accommodation)	
Non-taxable benefits (including the nature and the cost of provision). Could include relocation costs, living accommodation and any other tangible benefit that a cost can be ascribed to	£0
Consultancy Work	£0
Total	£290,043.00

## 6. Senior Staff Remuneration (Grade 11 to Grade 13)

- 6.1 The Senior Staff Reward & Recognition 2022/23 procedure is published on the People, Culture and Wellbeing intranet site.
- 6.2 Subject to satisfactory performance, senior staff receive a single performance-related pay award annually, effective on 01 October.
- 6.3 For the 2022/23 performance year, the performance development review cycle has concluded, and the following performance ratings have been allocated and approved by the Senior Staff Pay & Performance Review Committee:

Performance Rating	Number
Improvement Required	1
Meeting Expectations	62
Exceeding Expectations	22
Superior Performance	3
New to role (not in round)	12
Total	100

- 6.4 The following pay uplifts (%) have been awarded to senior staff:

Performance Rating	Early Uplift 01 April 23	Uplift 01 October 23	Total Pay Uplift 2023
Improvement Required	2%	0%	2%

Meeting Expectations	2%	3%	5%
Exceeding Expectations	2%	5%	7%
Superior Performance	2%	7%	9%

6.5 In line with the principles of the sector-level award for 2023 (outlined below), whereby an early award of 2% was paid to staff six-months early on 01 February 23, the University also applied an early 2% uplift to senior staff salaries on 01 April 23. As demonstrated in the above table, the early 2% was part of the overall pay award for the year, not in addition, with the award for 'Meeting Expectations' amounting to 5% in total.

## 7. Staff Remuneration (Grade 2 to Grade 10)

7.1 Staff from grades 2 to grade 10 are paid on the new JNCHES national pay scale for higher education. These staff are eligible for two separate pay increases per year:

- A local incremental award – an incremental increase based on length of service effective on 01 April each year until the spine point ceiling of the grade is achieved.
- A nationally bargained cost-of-living rise – a cost of living rise on 01 August each year bargained between UCEA and the sector trade unions (new JNCHES).

7.2 The most recent national pay award (cost-of-living rise) for 2023/24 was awarded as follows (points 3 to 6 are not in use at the University of Bradford, due to these falling below the Real Living Wage value).

Spinal Column Points Grade 2-10	2023/24 Uplift
3 to 5	8%
6 to 14	7%
15 to 25	6%
26 to 53	5%

7.3 Due to exceptional circumstances linked to ongoing cost-of-living challenges, the JNCHES negotiating board made an early pay uplift of 2%



or £1,000 (applied to full-time equivalent annual salary) effective from 01 February 23. This was part of the total award, and the remaining proportion of the pay uplift was applied on 01 August 2023.

- 7.4 The University uses a job evaluation procedure called Higher Education Role Analysis (HERA) developed by Educational Competencies Consortium Ltd (ECC) to determine the appropriate grade for a role based on the level of responsibilities it undertakes.
- 7.5 In addition to the above pay arrangements, the University operates an Annual Performance Recognition scheme for staff on grades 2 to 10 that can award non-consolidated bonus payments and/or accelerated incremental rises to reward outstanding performance.

## 8. Pension Schemes

- 8.1 The University offers the following national pension schemes to staff, more information about each is available from their respective websites:
- Universities Superannuation Scheme (USS) (grade 7+)
  - West Yorkshire Pension Fund (WYPF) (grades 2 to 10)
  - NEST workplace pension scheme

## 9. Pay Benchmarking

- 9.1 The University undertakes pay benchmarking exercises (external and internal benchmarking) to determine appropriate starting salary values for all senior staff (Grade 11 to Grade 13).
- 9.2 The primary external benchmarking data used includes the annual UCEA Senior Staff Remuneration Survey, which allows for consideration of salaries in view of those paid across the higher education sector. The data can be filtered based on many categories, such as university type (pre-92/post-92), income, and by subject discipline, for comparison purposes.
- 9.3 As and when required, an assessment of the current salaries available in the marketplace for the same or similar roles is undertaken. Specialist external reports may be commissioned for job evaluation and pay benchmarking purposes.

- 9.4 The University publishes its gender pay gap data internally and externally on an annual basis, in line with relevant legislation. The University has also published ethnicity pay gap data in recent years, and disability pay gap data for the first time in 2023.

## 10. The Pay Multiple of the Vice Chancellor

- 10.1 The Vice-Chancellor's (Head of Institution) basic salary is 7.49 times the median pay of employees, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its employees.
- 10.2 The previous two years' pay multiple are below and refer to the current Vice-Chancellor:
- 2021/22 - 7.46
  - 2020/21 - 7.44
- 10.3 The remuneration package for the Vice-Chancellor (Head of Institution) is justified based on pay benchmarking data and the value and performance of the post holder, as measured against set objectives through an annual performance review process by the Remuneration Committee in line with CUC Guidance.
- 10.4 Pay benchmarking data indicates that the mean average salary is £260,322K for heads of providers across all institutions, and £292,751K across pre-92 institutions, therefore the salary of the current Vice-Chancellor is below the mean average salary.

## 11. Office for Students Account Direction

- 11.1 Senior staff remuneration data as required by the Office for Students (OfS) Accounts Direction is contained within the Universities annual accounts.

## 12. External Consultancies and Other Outside Work

- 12.1 The Consultancy procedure approved by the University Commercialisation Group is contained in published on the People, Culture and Wellbeing intranet site.

### 13. Severance Payments

- 13.1 One severance payment was made in the senior staff group during the period from 01 August 2022 to 31 July 2023, which was approved by Remuneration Committee, totaling £152,432.10.

### 14. Expenses Policy

- 14.1 The University has a single Expenses Policy for all staff, a copy is published on the People, Culture and Wellbeing intranet site.

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