

Annual Remuneration Report

University of Bradford 2023/24

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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 2023/24. 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 provided to the University Council, for information.

2. University Context

- 2.1 This report should be read alongside the University's Annual Report and Financial Statements 2023/24, where information about the University's overall progress, achievements and direction can be read and understood.
- 2.2 Work has continued on delivering the [University Strategy](#). In the course of the year a strategic reprioritisation exercise took place to take account of the challenging and changed strategic context. This resulted in the identification of six strategic priority areas called "charters":
- Performance
 - People Experience
 - Infrastructure
 - Recruitment
 - Portfolio
 - Research and Innovation
- 2.3 The University committed to delivering a number of cost savings in 2023/24 such as delivering a Mutually Agreed Resignation Scheme and reductions in operating budgets and withholding the senior staff and

Executive Board pay awards. Further cost savings will be realised in 2024/25.

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 procedure 2023/24, as outlined below.
- 3.2 The Remuneration Committee approves the performance ratings and pay award for the following: Vice-Chancellor, Pro-Vice-Chancellors, Chief Finance Officer, Director of People, Culture & Wellbeing, and the 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. A copy of this document is available on request.
- 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 be present for discussions affecting them
University Secretary	At all meetings, but not be present for discussions affecting them
Director of People, Culture & Wellbeing	At all meetings, but will not be 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, and 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 a copy of this document is available on request.

4.3 The committee is comprised of: Vice-Chancellor, Pro-Vice-Chancellors, Chief Finance Officer, Director of People, Culture and Wellbeing, and the 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 2023/24 procedure. A copy of this document is available on request.
- 5.2 The Vice-Chancellor's remuneration will be published within the University's Annual Accounts for 31 July 2024. 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:

Emoluments of the VC	2023/24
Salary	£256,335.70
Dividends	£0
Performance related pay & bonus (including deferred payment arrangements and any amounts waived)	£0
Pensions contributions and payments in lieu of these	£37,443.15
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. company cars, subsidised loans and subsidised accommodation)	£0
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	£293,778.85

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

- 6.1 An updated Senior Staff Reward & Recognition procedure 2023/24 was approved by Remuneration Committee in April 2024. A copy of this document is available on request.
- 6.2 Subject to satisfactory performance, senior staff normally receive a single performance-related pay award annually, effective on 01 October.
- 6.3 For the 2023/24 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
Other (starter/leaver/promotion)	10
Improvement Required	0
Meeting Expectations	69
Exceeding Expectations	19
Superior Performance	1
Total	99

- 6.4 In light of the financial pressures currently facing the University, the Executive Board has made the difficult decision to withhold the senior staff pay award for 2024/2025. This decision forms part of a broader set of financial measures aimed at stabilising the institution's financial position.
- 6.5 The withholding of the senior staff pay award aligns with similar actions taken for Executive Board members. Although this is a challenging message for senior staff, the University remains committed to recognising and rewarding exceptional performance while ensuring its long-term financial sustainability.

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 normally on 01 August each year bargained between UCEA and the sector trade unions (new JNCHES framework agreement).
- 7.2 For the second year, the annual cost of living pay uplift will be applied in two parts 1 August 2024 and 1 March 2025.
- 7.3 The most recent national pay award (cost-of-living rise) for 2024/25 was awarded as follows:
- Pay points 7 to 22 receive a £900* uplift from 1 August 2024 then a £300 uplift from 1 March 2025 (totalling £1,200).
 - Pay points 23 to 37 receive a £900 uplift from 1 August 2024 then a £250 uplift from 1 March 2025 (totalling £1,150).
 - Pay points 38 upwards receive a £900 uplift from 1 August 2024 then a sum (variable by pay point) which results in an uplift totalling 2.5% from 1 March 2025.
- 7.4 To note spine points 3 to 6 are not in use at the University of Bradford, due to these falling below the Real Living Wage value.
- 7.5 The University is a real living wage employer accredited by the Living Wage Foundation. An hourly rate of £12 was applied to all staff below this rate effective from 1 December 2023.
- 7.6 A sector-level review of the national pay framework is still underway under the new JNCHES pay framework.
- 7.7 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.
- 7.8 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 produced and shared internally ethnicity and disability pay gap data in the last two years.

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 years' pay multiple are below and refer to the current Vice-Chancellor:
- 2022/23 – 7.49
 - 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 £273,975K for heads of providers across all institutions, and £305,443K 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 available on request.

12. External Consultancies and Other Outside Work

- 12.1 The Consultancy procedure approved by the University Commercialisation Group is available on request.

13. Severance Payments

- 13.1 For the period from 01 August 2023 to 31 July 2024, severance payments totaling £439,842.65 were approved by Remuneration Committee.
- 13.2 In approving these payments, the Remuneration Committee considered all relevant advice, and direction, and was satisfied that the settlements payments were fair, reasonable, and justifiable and in line with the respective contractual provisions.

14. Expenses Policy

- 14.1 The University has a single Expenses Policy for all staff, a copy is available on request.

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