

Annual Remuneration Report for the University of Bradford 2021/2022

Report Author: Joanne Marshall, Director of People, OD & Support Services

Date: September 2022

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Introduction

- 1 The CUC HE Senior Staff Remuneration Code requires HE institutions to produce a Remuneration Annual Report for their governing body.
- 2 The University has followed the CUC's [‘The Higher Education Senior Staff Remuneration Code’](#) (November 2021). The Office for Students (OfS) Guide has been referenced in relation to the [Regulatory advice 9: Accounts direction](#) (guidance on preparing and publishing financial statements – last updated May 2022) for Sections 5, 10 and 11.
- 3 This report is produced annually by the Directorate of People & Campus Services and is ratified as follows:
 - To be discussed and agreed by Remuneration Committee annually;
 - To be sent to the University Council for information.
 - This report covers the period 1 August 2021 to 31 July 2022.

University Context

- 4 The academic year 2021/22 has seen academic delivery continue to be delivered through a blended learning approach. However, both staff and students have returned to campus with the majority of teaching and events now taking place in person including Graduation ceremonies and the staff and student event – the Team Bradford Festival in May 2022.
- 5 The University has established key principles to ensure we continue to be a campus-based university whilst giving flexibility to staff and ensuring the needs of the organisation are met.
- 6 The cost of living crisis dominated the new JNCHES pay negotiations and work is being undertaken to review our staff and student offer to ensure we remain competitive and in a strong position to support our staff and students.
- 7 Delivery plans for the 4 sub-strategies and the 4 enabling strategies are at various stages of implementation. Significant investment has been approved in 2022/2023 for new posts across all areas to deliver.

Remuneration Committee

- 8 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 2021/2022 procedure as follows:
- 9 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, OD & Support Services

10 As direct reports of the Vice-Chancellor the performance ratings and pay award for the following are reported to Remuneration Committee for information:

- University Secretary;

11 The following senior staff performance ratings and pay award are reported to Remuneration Committee for information:

- Academic Deans;
- Directors;
- Professor

12 The Terms of Reference for the University Remuneration Committee are revised annually and can be found at Appendix B. The Terms of Reference are also published on the committee intranet site.

13 The Remuneration committee is comprised of:

- Chair of Council;
- Pro-Chancellor,
- Treasurer;
- Two lay members;

14 In attendance at meetings of the Remuneration Committee:

Position	When in attendance
Vice-Chancellor	At all meetings, but will not be present for discussions affecting him/her
University Secretary	At all meetings, but will not be present for discussions affecting him/her
Director of People, OD & Support Services	At all meetings, but will not be present for discussions affecting him/her or the Vice-Chancellor

- 15 On an annual basis the Governance and Nominations Committee review and agree the members of all university committees.
- 16 In addition, the following post-holders may be invited to attend meetings of the Remuneration Committee as required:
- Chief Finance Officer;
 - Deans of Faculties;
 - Directors;
 - Other HR Officers
- 17 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 and when required.
- 18 Remuneration committee meetings are held twice yearly as a minimum. Additional meetings are held as and when required.

Senior Staff Pay & Performance Review Committee

- 19 The committee reports on the performance decisions for senior staff as prescribed in the terms of reference as follows:
- Associate Directors;
 - Directors;
 - Professors
- 20 The Terms of Reference for the Senior Staff Pay & Performance Review committee are revised annually and can be found at Appendix C.
- 21 The committee is comprised of:
- Vice-Chancellor;
 - Deputy Vice-Chancellor;
 - Pro-Vice-Chancellors
 - Chief Finance Officer;
 - Director of People, OD & Support Services
- 22 The committee is held once a year following completion of the performance development review process for senior staff.

Vice-Chancellor Remuneration

- 23 The policy and process for the VC remuneration can be seen at Appendix D.
- 24 The Vice- Chancellor's remuneration will be published within the University's Annual Accounts as of 31st July 2022. These are published on the University's website and circulated to the appropriate committees and external stakeholders in late November annually.
- 25 The current Vice-Chancellor, Professor Shirley Congdon was appointed on 1 August 2019.
- 26 The total remuneration for the VC is as follows:

Emoluments of the VC	2021-2022
Salary	£234,312.00
Dividends	£0
Performance related pay & bonus (including deferred payment arrangements and any amounts waived)	£0
Pensions contributions and payments in lieu of these	£27,289.00
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 – esp 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	£261,601.00

Senior staff remuneration (Grade 11 to Grade 13)

- 27 The senior staff pay, and performance review policy and process can be seen at Appendix D.
- 28 Subject to satisfactory performance senior staff receive a performance related pay award annually in October.
- 29 The performance development review process has been concluded and performance ratings allocated as follows:

Performance Rating	Number
New / Promoted Senior staff	6
Improvement Required	3
Meeting Expectations	60
Exceeding Expectations	15
Superior Performance	6
Total	90

Staff remuneration (Grade 1 – Grade 10)

- 30 Staff at grades 1 to grade 10 receive the following pay awards:
- An incremental increase on salary on 1 April each year until the spine point ceiling of the grade is achieved;
 - A cost of living rise on salary on 1 August each year in line with UCEA national pay framework
- 31 The National Pay Award (a cost of living rise) was applied for 2021/2022 in August 2022.
- 32 The University uses the Higher Education Role Analysis (HERA) tool to ascertain grades and pay at this level.
- 33 In addition to the above we operate an annual performance recognition scheme.
- 34 All of the above operate within the approved Reward & Recognition framework.

Pension

35 The University offers the following pension schemes to all staff:

- Universities Superannuation Scheme (USS);
- West Yorkshire Pension Fund (WYPF);
- NEST workplace pension scheme

Pay Benchmarking

36 The University undertakes benchmarking exercises to determine starting salary and annual performance related pay awards for all senior staff (Grade 11 to Grade 13).

37 The benchmarking includes the assessment of the annual UCEA Senior Staff remuneration survey considering the following criteria based on basic salary:

- HESA classification;
- Status: Pre-92 University;
- Annual income;
- Subject area (where applicable);

38 As and when required an assessment of the current salaries available in the marketplace for the same or similar roles is undertaken.

39 In addition, when required specialist external reports may be commissioned for job evaluation and pay benchmarking.

40 Finally, an assessment of the individuals' current salary and the responsibility level for the role in terms of their objectives and the required impact and timescale.

41 The University publishes its [gender pay gap data](#) externally on an annual basis, in line with relevant legislation.

The pay multiple of the Vice-Chancellor

42 The Vice Chancellor (Head of Institution) basic salary is 7.46 times the median pay¹ of employees, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its employees.

43 The figure for 2020/21 refers to the current Vice-Chancellor.

44 The figures for 2017/18 to 2019/20 are prior to the current Vice-Chancellors appointment:

- 2020/21 – 7.44
- 2019/20 – 7.00
- 2018/19 – 7.35
- 2017/18 – 7.50

45 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 which is reviewed annually by the Remuneration Committee in line with CUC Guidance.

46 Pay benchmarking data² indicates that the mean salary is £254,104K for heads of providers across all institutions, and £291,974K across pre-92 institutions, therefore the salary for the current Vice Chancellor (Head of Institution) is below the mean average salary.

Office for Students Account Direction

47 Senior staff remuneration data as required by the Office for Students (OfS) Accounts Direction can be found at Appendix E.

External Consultancies & other outside work

48 The Consultancy procedure approved by the University Commercialisation group can be found at Appendix F.

¹ A total of 1022 casual/part time hourly staff have been included, only the salary from what is considered their main post has been accounted for. Note there are a number of casuals who are paid a set fee on an output basis (such as external examiners) that have been excluded due to lack of guidance on FTE calculation for those workers.

² Source: UCEA Senior Staff Remuneration Survey 2021

Severance Payments

49 There were no severance payments made in the senior staff group during the period 1 August 2021 and 31 July 2022.

Expenses Policy

50 The University has a single scheme for all staff (see Appendix G).