

Senior Staff Remuneration Policy

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1. Introduction

The Remuneration Committee reviews on an annual basis the Senior Staff Remuneration Policy, which provides a framework for managing senior staff remuneration and conditions (including non-pay benefits) at the University. The Committee does this to enable appropriate governance of remuneration for senior staff and with due regard for the CUC's Higher Education Senior Staff Remuneration Code.

This policy applies to members of Executive Board and other senior professional staff in roles in Grade 11 (previously H6) who are not covered by collective bargaining under the National Framework Agreement. This policy does not cover Professors and Readers whose pay is determined by separate arrangements.

2. Background

The University's strategic vision is to strengthen our position as a leading multidisciplinary research-intensive technical university delivering economic, social and cultural benefit. To achieve this vision, we need to attract and retain a high performing, engaged and diverse workforce. This policy sets out principles to enable the University to reward senior staff; expecting consistently high-performance levels and offering the opportunity to recognise exceptional performance.

With changing financial and market conditions, it is important that the University is able to customise the reward offering and achieve flexibility from reward expenditure. This policy recognises that Higher Education operates in a global market and this affects the demand for and supply of talent. The Remuneration Committee acknowledges that pay and reward can be a reputational issue and so, in setting this policy, accepts that senior remuneration may be subject to media, government and public scrutiny and seeks to demonstrate transparency in the guiding principles around senior pay.

The achievement of individual objectives, meeting role and professional expectations and modelling the required values and behaviour (as assessed during the PDR processes) is an essential part of the University's decision making regarding the remuneration of senior staff.

3. Reward Principles

The University seeks to adhere to the following principles in determining remuneration for senior staff:

- a) The process of remunerating senior staff will be clear, fair and transparent with high regard for the principles of equal pay and our commitment to equality and diversity.
- b) Support the University in the achievement of its aims and objectives.
- c) Support the University to attract and retain a diverse, high performing and engaged workforce.

- d) To allow the University flexibility to respond to market pay pressures, the University will monitor the external market with the aim of remaining fully competitive with UK based research-intensive institutions.
- e) Pay increases will be clearly differentiated according to the performance and market. Performance in line with role expectations will be rewarded with a pay increase that maintains pay competitiveness in the sector by application of any nationally negotiated pay award.
- f) The financial framework for determining senior staff pay will consider the impact on total costs of employment, not just the cost of actual pay increases. This includes such considerations as the on costs of employment e.g. pension costs and national insurance contributions.

4. Reward Elements

In addition to annual base salary, which is determined through a review of appropriate benchmarks (see section 5 below), the University can draw upon the following reward elements as part of the remuneration offering:

- a) Incentives and non-consolidated bonuses

Incentive schemes might be available to senior staff from time to time to reward and recognise their contribution to achieving and enabling strategic aims and objectives in their own area of influence. Payments are non-consolidated and non-pensionable cash amounts. Non-consolidated, non-pensionable payments might be considered where an increase to base salary is not appropriate or there has been exceptional achievement(s) beyond the normal role requirements.

- b) Pension

Senior staff who are eligible to join the Universities Superannuation Scheme (USS) will be offered membership of that scheme. The University is also a member of the NHS Pension Scheme for clinical academics. (See Section 10 for further information on payment in lieu of pension contributions).

- c) Reward Portal

Through the University's Reward Portal, staff can access a range of discounted goods and services. Staff can also access discounts on many local services in Hillingdon including childcare, retail, technology, travel and health and beauty.

- d) Annual Leave

Senior staff are entitled to 30 days annual leave each year plus all public and bank holidays in England and any discretionary closure days. Staff can also apply to [purchase additional annual leave](#).

- e) Relocation

Relocation support is provided in accordance with the [University's Relocation Policy](#) and HMRC requirements.

f) Wellbeing

Brunel offers generous sick leave above statutory sick pay levels and supports staff during periods of ill health with advice from our occupational health advisors. Staff can also take advantage of reduced gym membership and sport centre facilities and eye test vouchers.

In exceptional circumstances, where the absence of executive board senior colleagues would present significant business continuity risks, private medical insurance may be considered by Remuneration Committee as part of the full reward offering.

g) Travel and Sustainability

Travel support is provided with due regard for our commitment to sustainability including a car share scheme (Brunel Car Club), cycle to work scheme and interest free season ticket loans.

h) Work Life Balance

Brunel offers generous family leave provisions beyond statutory levels including: Maternity Leave, Paternity/Partner Leave, Shared Parental Leave, Adoption and Surrogacy Leave, Fertility Treatment Leave and support for carers. The University also encourages flexible and hybrid working.

i) Personal Development

All staff have access to professional and personal development opportunities, which should be discussed as part of the annual PDR process. Staff also have access to Brunel's library and to on-campus public lectures, concerts and performances.

5. Benchmarking

This policy aims to aid the recruitment and retention of senior staff who are important to the success of the institution, within the framework of affordability, equality and diversity and market competitiveness. It is important that the University considers pay relatives for similar posts across the HE sector. For some roles, particularly those in professional services, benchmarking data will be considered from other suitable sectors (such as the NHS and not-for-profit sectors) recognising that our reward offering needs to be competitive within the markets in which we seek to compete for the recruitment and retention of high caliber staff.

The University uses the HERA (Higher Education Role Analysis) job evaluation scheme to determine the grade for each role. Salaries for senior staff in Grade 11 (i.e. above the JNCHES pay spine) are determined following a review of individual performance and benchmarking data for the position.

Benchmarking data will be drawn from:

Roles	Source
Vice-Chancellor	CUC VC Pay Survey
Deputy VC, PVCs, Deans	UCEA Senior Staff Remuneration survey
Professional Services leadership roles	UCEA Senior Staff Remuneration Survey IDR pay survey (multi-sector)

The usual base salary position for senior staff is the median (where 50% of organisations pay more and 50% pay less) of the relevant benchmarking group. Payment at the upper quartile level may be deemed appropriate where performance is demonstrably exceptional and above normal expectations for the role.

6. Pay on Appointment

Appropriate remuneration should enable the attraction and appointment of senior staff who come with a successful current record of achievement in the areas which have been identified as being of key strategic relevance to the success of the institution. It is crucial that the University appoints candidates that meet the criteria for the appointment including being able to demonstrate leadership in their areas and how they can apply this leadership strategically.

Salaries and the wider package for senior staff will be negotiated at appointment by the Director of Human Resources and the Vice-Chancellor, Deputy Vice-Chancellor or Chief Operating Officer as appropriate to reporting line arrangements.

Where positions will attract a salary of £100,000 or more, Remuneration Committee approval for a salary range will be sought in advance of the role being advertised. The Director of Human Resources will provide suitable benchmarking data to inform decision making. Providing the final salary offer is within the agreed range, no further consideration by the Committee is required. However, if the preferred candidate declines the offer of employment on the basis of salary, further consideration and approval from Remuneration Committee will be necessary before an enhanced offer can be made.

7. Review of Senior Staff Pay

Senior staff with a minimum of 6 months' continuous service have their performance and salaries reviewed annually, usually in September and October. This timing allows for the PDR round to be completed over the summer and for the conclusion of the JNCHES pay award negotiations. Any agreed salary uplift will be back dated to 1st August of the same year.

Staff earning less than £100,000 are reviewed by the Senior Staff Review Panel, which is chaired by the Deputy Vice-Chancellor and includes the Chief Operating Officer and the Director of Human Resources. A report on the pay decisions of the Panel will be provided to the Remuneration Committee for noting. The Committee also receives a report on the outcome of the Professorial Review process.

Members of Executive Board and Senior Staff in roles that attract a salary of £100,000 or more are considered by the Remuneration Committee. A list of these roles is included in Appendix A.

Submissions for senior staff are made after the end of the PDR cycle and recommendations are then made by the Executive Deans, Deputy Vice-Chancellor, Chief Operating Officer or Vice-

Chancellor as appropriate to reporting lines using the Senior Staff Review Form (see Appendix B). With the exception of senior staff who report directly to the Vice-Chancellor, annual salary and performance reviews will be reviewed by the next level of line management and the Director of Human Resources for moderation and equality purposes.

Senior staff are also expected to participate in 360-degree feedback every two years as part of their PDR. 360-degree feedback will provide staff with the opportunity to receive performance feedback from their manager, peers and a reporting staff members. This will ensure that the review process draws on feedback from different sources including picking up strengths and area of development that might otherwise go unnoticed.

The performance of all senior staff is rated against a standard scale. The amount of base pay increase awarded should correlate with the ratings, as indicated below, modified only where appropriate by any considerations relating to external market, internal relativities and/or equality and diversity.

Table A – Performance Matrix

1	Underperformance	The individual is not fulfilling many of their objectives as set out in their PDR and/or many of the expectations of the role as set out in the job description. It is likely that a performance improvement plan has been put in place and individual support measures identified	No pay uplift
2	Performance meets expectations	The individual is fully competent in the role, consistently achieving most objectives/performance expectations	Pay uplift reflective of any nationally negotiated pay award and median benchmarking data
3	Performance exceeds expectations	The individual fulfil roles and responsibilities, exceeds objectives/performance expectations, is easily recognised as a high-performer	Pay uplift reflective of any nationally negotiated pay award and benchmarking data between median and upper quartile
4	Outstanding/exceptional performance	The individual makes an exceptional contribution to the University, is a role model and a star performer	Pay uplift reflective of any nationally negotiated pay award and upper benchmarking data

Senior staff who are paid at the upper benchmark salary level are expected to be performing at level 4. If individuals are not assessed at this level the Committee may decide to withhold a pay uplift so that their salary moves towards the median benchmarking position.

Equality reviews to ensure transparency and equal pay for equal work will also be included as part of this exercise.

8. Remuneration of the Vice-Chancellor and President

The performance of the Vice-Chancellor will be reviewed annually by the Chair of Council. In addition, when determining the salary for the Vice-Chancellor, the Remuneration Committee will consider:

- The VC's current remuneration
- Any nationally agreed pay award
- Benchmarking data on VC Pay from the CUC
- The overall performance of the VC and the University
- The relationship between the pay of the VC and other employees at the University
- Affordability
- Any other factors considered to be conducive to fair and transparent reward by the Remuneration Committee.

The total remuneration of the Vice-Chancellor is published each year in the University's Financial Statements.

9. Retention

The University has a process in place which enables the timely review of remuneration in response to urgent retention cases, outside of the normal cycle of review. This is for exceptional circumstances where there is a genuine and critical retention issue, such that losing the employee would have a major impact on the success of the University, College or Directorate.

Retention cases involving senior staff earning a salary of £100,000 or more will be forwarded to the Remuneration Committee for consideration with other cases being reported annually for oversight.

10. Pension Arrangements

The University's pension schemes are a key element of the reward offering. Changes in the tax treatment of pensions since 2010 have meant that those pension scheme members with longer service and/or higher earnings are more likely to incur additional tax liabilities for pension savings in excess of the Lifetime Allowance when they draw their pension at retirement or on an annual basis due to the Annual Allowance and tapering of the Annual Allowance.

To mitigate these tax liabilities where an individual can demonstrate that it would be in their best interests to withdraw from pension scheme membership or, where the pension scheme rules permits, reduce the level of their pension accrual, the Remuneration Committee may consider replacing the employer's pension contribution with an allowance equivalent to 50% of the cost of the employer's contributions. Should a senior staff member's salary be funded by an external party, the funding body will need to agree to fund such an allowance prior to University agreement being granted.

11. Severance

The Remuneration Committee will ensure that severance arrangements for senior staff represents public interest and avoids inappropriate use of funds.

When considering a proposal for severance to facilitate a settlement agreement in due to a dispute, the Committee will ensure that the cost to the University is balanced against the proportionate use of budget and that early termination payments for senior staff avoids rewarding poor performance, which should be dealt with in line with the University's performance management procedures. People in senior posts are fundamental to the success of the University and so, the roles need to be optimally aligned to the delivery of objectives aimed at achieving on-going improvement.

For redundancy and restructuring purposes, where senior roles in the structure or the skill set of individuals undertaking these roles are no longer allied with the plans of the University, voluntary severance may be needed to make essential changes in a timely manner. The terms of any package will be in line with existing voluntary severance arrangements operated in the institution.

12. Senior Staff with Positions on Boards/Membership of Formal Outside Bodies

The Chief Governance Officer will provide the Remuneration Committee with an annual report on senior staff with positions on non-executive boards, directorships or any other public appointments held and whether those positions are remunerated for oversight purposes. The timing of this report will follow the annual declaration of interest review.

Senior staff, with the exception of the Vice-Chancellor, may undertake paid consultancy in accordance with the University's Consultancy Policy. A report on consultancy payments received by senior staff in receipt of a salary of £100,000 or more will be provided to the Remuneration Committee annually.

Appendix A: Executive Board Member and Other Senior Posts Attracting a Salary of £100,000

Updated: October 2022

Executive Board:

Vice-Chancellor

Deputy Vice-Chancellor

Executive Dean – CBASS

Executive Dean – CEDPS

Executive Dean – CHMLS

Pro Vice-Chancellor – Education

Prov Vice-Chancellor – Enterprise and Employment

Pro Vice-Chancellor – International and Sustainability

Pro Vice-Chancellor – Research

Chief Governance Officer

Chief Operating Officer

Chief Digital and Information Officer

Chief of Staff

Director of Communications, Marketing and Student Recruitment

Director of Finance

Director of Human Resources

Director of Strategic Planning

Registrar and Director of Student and Academic Services

Other Senior Posts Attracting a Salary of £100,000 or more:

Dean of Brunel Business School

Dean of Brunel Medical School

Director of Brunel Innovation Centre

Director for Brunel Partners Academic Centre for Health Sciences

Director of RSDO

Executive Director of Campus Services

Head of Legal Services

Confidential

Senior Staff Annual Performance and Salary Review

For staff in roles in grade 11 (previously H6) who are not covered by collective bargaining under the National Framework Agreement. Separate arrangements are in place for Professors and Readers.

Report submitted by	Line manager's name and position
Employee name	
Employee position	
Employee start date in current role	Provided by HR
Date PDR completed	

Senior staff performance and salary reviews are undertaken in accordance with the Senior Staff Remuneration Policy.

The University's strategic vision is to strengthen our position as a leading multidisciplinary research-intensive technology university delivering economic, social and cultural benefit. To achieve this vision, we need to attract and retain a high performing, engaged and diverse workforce. The achievement of individual objectives, meeting role and professional expectations and modelling the University's required values and behaviour (as assessed during the PDR processes) is an essential part of the University's decision making regarding the remuneration of senior staff. We are cognisant of our responsibility to ensuring we maintain the principles of equal pay and our commitment to reducing pay gaps that may exist.

Senior staff in roles attracting a salary of £100,000 or more and all Executive Board members will be reviewed by the Remuneration Committee. Other senior staff in grade 11 will be considered by the Senior Staff Salary Review Panel and a report on outcomes will be provided to Remuneration Committee for oversight.

1. Performance

Please set out below key achievements over the past year and the extent to which PDR objectives have been met. Senior staff are expected to participate in 360-degree feedback every two years. Please also include below a brief summary of any feedback provided.

Performance Score: [Enter 1 – 4]

1 = underperformance

3 = performance exceeds expectations

2 = Performance meets expectations

4 = outstanding/exceptional performance

2. Retention Risk

Please confirm if retention risk is high, medium or low and provide a rationale

3. Market position (provided by HR)

Benchmarking Source:

B/Mark - LQ	B/Mark - Median	B/Mark - UQ	Current salary % to B/Mark Max
£	£	£	%

4. Any Internal benchmarking and/or equality factors (provided by HR)

5. Nationally negotiated Pay Award: []% (provided by HR)

6. Current Remuneration as of 31 July (provided by HR)

Employee FTE if not full time:

Base pay: £
Allowances: £ Allowance type:
Total pay: £

Is the employee a member of a University pension scheme: Y/N

7. Line Manager Recommendation

Taking all the above factors into consideration, a pay increase of [%] is recommended bringing base pay to [£] per annum with effect from 1st August

Please return this completed form in confidence to the Director of Human Resources by email (marked confidential) by no later than [date]