

Senior Staff Remuneration Policy

1. Introduction

The Senior Officers' Remuneration Committee ("the Committee") reviews on a triennial 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. Reviews may take place out of cycle if required.

This policy applies to the remuneration (including severance pay) of the Vice-Chancellor and President, members of the Executive Team, Directors of Professional Services on individual salary points and any other employee (academic and professional services) who is engaged on the individual section of the pay scale and therefore are not covered by collective bargaining under the National Framework Agreement.

This policy does not cover Professors on the incremental scale whose pay is determined by separate arrangements. However, this policy should inform decisions made during the Professorial Review process and the Committee should be provided with an annual report detailing those individuals who have a salary greater than £150,000.

Additionally, the Committee must approve salary offers greater than £150,000 (exclusive of pension contributions and any benefits), which are made to any new University employee at the time of appointment.

This policy and the principles and guidelines therein are not intended to be contractually binding or act as a fetter to the discretion of the Committee.

2. Governance

The Terms of Reference of the Senior Officers Remuneration Committee set out the mode of operation, frequency of meetings and how the authority delegated from Council to the Committee will operate. [Senior Officers Remuneration Committee - about \(uea.ac.uk\)](http://uea.ac.uk). It is recognised that, because of the need for prompt decisions, for example on starting salary, the Chair of the Committee may need to act on behalf of the Committee and report their decisions to the next meeting of the Committee.

3. Background

The University of East Anglia ("the University") is an internationally renowned dual-intensive university; it is a large employer and a significant contributor to the regional economy and as

such has a responsibility to recruit, reward and retain the highest performing leaders in a competitive market.

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 can 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 Senior Officers 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 behaviours (as assessed during the appraisal 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 by taking into account a range of terms and conditions that may make employment with the University more attractive such as alternative forms of remuneration (appropriate benefits such as private health insurance, bonuses, flexible working, opportunities to undertake external work, etc.).
- 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 comparator institutions.
- e) Pay increases will be clearly differentiated according to the performance and market. Performance in line with role expectations will generally be rewarded with a pay increase that maintains pay competitiveness in the sector usually by reference and/or 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.
- g) The performance of the University in the year leading up to annual review.

4. Reward Elements

The reward elements detailed below are currently standard terms for all individuals covered by this policy:

a) Pension

Senior staff who are eligible to join the Universities Superannuation Scheme (USS) will be offered membership of that scheme. (See section 9 for further information on payment in lieu of pension contributions).

b) Reward Portal

Through the University's current provider's gateway staff can access a wide range of discounted goods and services. Staff can also access our onsite nursery, and benefit from discounts across campus.

c) Annual Leave

Senior staff are entitled to 30 days annual leave each year plus all public and bank holidays in England and any closure days that are available to all staff (including any additional discretionary days over and above the norm). The standard is four days at Christmas (Christmas Eve or nearest prior working day up to and including New Year's Day) and two days at Easter (Maundy Thursday and Easter Tuesday).

d) Relocation

Relocation support is provided in accordance with the University's Relocation Policy and HMRC requirements.

e) Wellbeing

The University offers generous sick leave above statutory sick pay levels and supports staff during periods of ill health with advice from our Occupational Health service. Staff can take advantage of reduced cost gym membership and Sportspark facilities. Staff also have access to a 24/7 Employee Assistance Programme via Health Assured.

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

f) Travel and Sustainability

Travel support is provided with due regard for our commitment to sustainability including a car share scheme, cycle to work scheme and discounted public transport.

g) Work Life Balance

The University offers generous family leave provisions beyond statutory levels including maternity, paternity, shared parental and adoption leave, as well as a full-day care nursery on campus with employees able to receive tax-free childcare via a Salary Sacrifice Scheme. The University also enables flexible and hybrid working.

h) Personal Development

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

Discretionary Reward Elements

The reward elements below are discretionary and can be considered as and when appropriate for individuals covered by this policy.

i) Incentives

Subject to the specific approval of SORC, incentive schemes might be available to senior staff from time to time. Payments are non-consolidated and non-pensionable cash amounts.

j) Bonuses

Non-consolidated, non-pensionable bonus payments might be considered where an increase to base salary is not appropriate or there have been exceptional achievements(s) beyond the normal role requirements.

5. Benchmarking

This policy aims to aid the recruitment and retention of senior staff who are important to the success of the University, within the framework of affordability, equality and diversity and market competitiveness. It is important that the University consider pay relatives for similar posts across the HE sector. For some roles, particularly those in professional services, benchmarking data may be considered from other suitable 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 calibre 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 10 (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 (as a minimum):

Roles	Source of Data
Vice-Chancellor and President	CUC VC Annual Survey of Vice-Chancellors' Remuneration
Provost, PVC's	UCEA Senior Staff Remuneration Survey
Professional Services Directors	UCEA Senior Staff Remuneration Survey

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.

The Committee must approve, in advance, salary offers of greater than £150,000 which are made to staff at the time of appointment.

In the case of Executive Team members and/or where positions may attract a salary of £150,000 or more the approval of the Committee will be sought in advance of the role being advertised, and a salary range within which negotiations may take place should be agreed at that point. The Director of People and Culture 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 then further consideration and approval from the Committee will be necessary before any offer above the previously agreed range can be made.

7. Review of Senior Staff Pay

Senior staff covered by this Policy with a minimum of 6 month's continuous service (by the 1st September of that year) will have their performance and salaries reviewed annually by the Committee in September/October. This timing allows for the performance appraisal round to be completed over the summer and for the conclusion of the JNCHES pay award negotiations. Any agreed salary uplift agreed by the Committee will be backdated to 1st August.

Members of the Executive Team and Directors of Professional Services on individual salary points are considered by the Committee.

Submissions to the Committee for senior staff are made after the end of the appraisal cycle and recommendations are then made by the Provost, Chief Resource Officer or Vice-Chancellor supported by the Director of People and Culture as appropriate to reporting lines using the Senior Officers' Remuneration Committee: submission proforma (see current proforma at Appendix B).

Performance of senior staff is monitored through the University's Performance Appraisal Process [Appraisals \(uea.ac.uk\)](http://uea.ac.uk).

The performance of all senior staff is rated against a standard scale and determined for salary purposes by the Committee following receipt of performance reviews and recommendations as indicated above. The amount of base pay increase awarded, if any, will usually correlate with the ratings, as indicated below, modified where appropriate by any considerations relating to external market, internal relativities, affordability, the University's overall performance and/or equality and diversity.

Table A – Performance Matrix

1	Under Performance	The individual is not fulfilling many of their objectives as set out in their appraisal 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	Met 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 lower quartile/median benchmarking data
3	Exceeded expectations in some areas	The individual fulfils 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	Significantly exceeded expectations	The individual makes an exceptional contribution to the University, is a role model and a star performer	Pay uplift reflective of any national recognised pay award and upper benchmarking data (upper quartile)

Senior staff who are paid at benchmarks 2 ,3 and 4 are expected by the Committee to continue to be performing at that level. If individuals are not, in future, assessed by the Committee as performing at that level the Committee may decide to withhold a pay uplift so that their salary moves towards the appropriate benchmarking position.

An equality review to ensure transparency and equal pay for equal work will also be included as part of this exercise.

7. 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 Senior Officers Remuneration Committee will consider:

- a) The Vice-Chancellor's current remuneration.
- b) Any nationally agreed pay award.
- c) Benchmarking data on Vice-Chancellor pay from the CUC.
- d) The overall performance of the Vice-Chancellor and the University.
- e) The relationship between the pay of the Vice-Chancellor and other employees at the University.
- f) Affordability.
- g) Any other factors considered to be conducive to fair and transparent reward by the Committee.

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

8. 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 as losing the employee would have a significant impact on the success of the University, School or Directorate.

Retention cases involving senior staff earning a salary of £150,000 (after retention payment) or more must be considered and determined by SORC.

9. Pension Arrangements

The University's pension schemes are a key element of the total reward offering. Changes in the tax treatments 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 (subject to current legislation). 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 permit, reduce the level of their pension accrual, the Committee may consider replacing the employer's pension contribution with an allowance equivalent to up to 100% of the cost of the employer's contributions.

10. Severance

The Senior Officers Remuneration Committee will ensure that severance arrangements for senior staff represents good value, considers public interest and reputation and avoids inappropriate use of funds.

When considering a proposal for severance to facilitate a settlement agreement due to a dispute, the Committee will ensure that the cost to the University is balanced against the proportionate use of budget and consider whether early termination payments for senior staff avoid 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 skills set of individuals undertaking these roles are no longer allied with the plans of the University, voluntary severance or voluntary redundancy may be needed to make essential changes in a timely manner. The terms of any package will be in line with existing voluntary severance or voluntary redundancy arrangements operated in the Institution from time to time.

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

The Director of Governance and Assurance will provide the Senior Officers 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 and be in line with the agenda framework for SORC meetings.

Senior staff, with the exception of the Vice-Chancellor, may undertake paid consultancy or other external paid appointments in accordance with the [University's Consultancy Policy](#). A report on consultancy payments received by senior staff covered under this policy will be provided to the Committee annually. The Committee reserves the right to request that the University consults with any senior staff member with respect to any external paid activities which are considered to be a potential conflict of interest.

Senior Officers' Remuneration Committee: submission proforma 2024/25 (which may be amended annually by the VC in consultation with the Director of People and Culture)

(Completed form not to exceed two sides)

Report submitted by	<i>Line manager's name and position</i>		
Employee name:			
Employee position:			
Employee start date in current role: Start date at UEA:			
Date Performance Appraisal completed:			
Current Remuneration (as at 31 July 2024) ^[1]	Employee FTE if not full time:		
<i>Provided by PCD</i>	Base pay:	£	Allowance Type:
	Allowances:	£	
	Total pay:	£	
	Is the employee a member of a University pension scheme: Y/N		
Performance: To be completed by the employee			
Main objectives/KPIs for prior 12 months (SMART)			
Performance against objectives			
Academic achievements (where relevant)			
Evidence of demonstrating University Values			
Substantial activity/ achievements not covered by objectives e.g. in			

response to unexpected events				
Line Managers Assessment:				
Summary assessment				
	UNDER PERFORMANCE	MET EXPECTATIONS	EXCEEDED EXPECTATIONS IN SOME AREAS	SIGNIFICANTLY EXCEEDED EXPECTATIONS
Brief commentary on summary assessment				
Retention Risk <i>Please confirm if retention risk is high, medium or low and provide a rationale</i>				
Line Manager Recommendation to SORC				

Other considerations:	
Any internal benchmarking and/or equality factors <i>(provided by PCD)</i> and comment on the University's overall annual performance <i>(including financial)</i>	

Market position (provided by PCD)

Benchmarking Source:

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

[\[1\]](#) Note: this salary will be before the addition of the standard pay award, if applicable.

DOCUMENT CONTROL

Key Information	
Title	Senior Officers Remuneration Policy
Prepared by	Director of People and Culture
Approval mechanism	UEA Council – May 2024
Date effective from	20.5.24
Version number	V.1
Review frequency	3 years
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Contact	Helen.wiseman@uea.ac.uk

Revision history		
Version	Date	Summary of changes

Linked documentation <i>(Documents that are linked or referenced to in the text of this document)</i>	
Document title:	File path:
University's Performance Appraisal Process	Appraisals (uea.ac.uk) .
Terms of Reference for Senior Officers Remuneration Committee	Senior Officers Remuneration Committee - about (uea.ac.uk)
University's C	University's Consultancy Policy