

Senior Staff Remuneration Framework 2024/2025

1. Introduction

- 1.1 The University of Buckingham recognises the importance of the University senior staff remuneration being transparent and fair. This framework is intended to guide remuneration decisions by the Remuneration Committee, to ensure that decisions are guided by the Committee of University Chairs' (CUC) Higher Education Senior Staff Remuneration Code. ¹
- 1.2 The university has adopted the Code's principles that remuneration should be fair, appropriate, and justifiable; that remuneration decisions should be procedurally fair; and that the process for setting senior staff remuneration should be transparent and accountable. Consideration will be given to the university's financial circumstances prior to any decisions being made on senior staff remuneration.

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- 1.7 For the purposes of this framework, 'remuneration' means not only basic pay but also bonuses, expenses and other allowances, and the monetary value of benefits in kind (e.g., housing, cars etc.)
- 1.8 The university does not currently have a bonus policy or a performance related pay process in place. These may be reviewed in the future.
- 1.9 To comply with the requirements of the Office for Students (OfS) Accounts Direction, the university will publicly disclose information concerning remuneration for the Vice-Chancellor and severance payments for other senior members of staff.
- 1.10 The Committee shall review the Senior Staff Remuneration Framework annually to ensure that it is up to date and reflects best practice.

2. The Remuneration Committee

- 2.1 The University's Remuneration Committee is responsible for determining pay for Senior Staff members as defined in 1.3 above with the policies and framework agreed by Council. It will only have oversight of the pay for Other Senior Staff members as defined in 1.4.
- 2.2 The Director of Human Resources is responsible for supporting, advising, and implementing actions agreed by the Committee. The Chief Finance Officer is responsible for supporting and advising the Committee in relation to decisions around the Director of HR salary.
- 2.3 The Committee is able to procure independent external advice, including legal advice, before making determinations on matters relation to UoB members' remuneration and severance packages.
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- 3.1.3 Pre-92 institutions by income will be adopted as the appropriate comparator group, however, should there not be sufficient benchmarking data in this category, the Committee has the discretion to adopt the “All Institutions” benchmark.
- 3.2 Quartile Level Determination
- 3.2.1 When setting the salaries for Senior Staff or having oversight of the salaries for Other Senior Staff, the Committee will take into account UCEA’s Quartile Levels.
- 3.2.2 UCEA pay level data is presented into lower decile, lower quartile, median, mean, upper quartile and upper decile. The level to be applied when considering the setting of basic pay will be based on the following factors:
- (a) Financial income of the institution
 - (b) Market conditions
 - (c) Whether promoted or appointed into a new role with room for personal development and progression
 - (d) Strategic ambition for the institution
- 3.2.3 The University will appoint new members between the range of lower and upper quartile pay levels taking into account the above factors, together with individual experience and expertise.
- 3.2.4 The Committee explicitly reserve the right to pay above upper quartile and/or use alternative benchmarking groupings, in order to attract or retain a candidate/member of staff, if required.
- 3.2.5 Where a member of staff’s salary on recruitment or through progressions falls above the upper quartile, their salary will be determined by the Remuneration Committee and the Committee may apply a market supplement to attract or retain the staff member.
- 3.2.6 Total package will also be considered when determining pay levels e.g., basic pay plus cost of employer pension contribution.

4. Severance Payments

- 4.1 Severance payments/packages are a form of optional, non-contractual compensation payments paid to employees on early exit from employment.
- 4.2 The Committee will approve severance packages to the Vice-Chancellor and payments of over £100k to any other staff in accordance with the CUC’s guidance on decisions taken about severance payments in Higher Education Institutions³
- 4.3 The Committee should consider the following factors when determining or approving proposed severance packages:
- (a) The university’s standard severance policies e.g., Redundancy payments that apply to all employees.
 - (b) The individual’s statutory entitlement (if any applies)
 - (c) The contractual obligations entered into between the university and the individual for whom a severance package is being proposed, including relevant notice provisions.

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(d) Equality, diversity, and inclusion considerations with a view to ensuring that there are no biases based on any protected characteristics which affect payment decisions.

- 4.4 The starting point therefore will be the employee's statutory and contractual entitlements but in appropriate circumstances an enhanced redundancy payment, compensation for unfair dismissal and compensation for discrimination or whistleblowing may justify a higher ex gratia payment. In determining a payment, the Committee can take into account the estimated length of a full dismissal and appeal process to help determine what is reasonable in the circumstances.
- 4.5 It is important that severance payments should not result in reward, or risk being perceived as a reward, for poor performance, failure, dishonesty, or inappropriate behaviour.
- 4.6 Where necessary, the Committee should have access to legal advice on any risk associated with proposed severance arrangements.

5. Confidentiality Clauses

- 5.1 Where the severance payment is being made under the terms of a settlement agreement, it is normal for settlement agreements to contain provisions around confidentiality. While the terms of the settlement agreement remain confidential between the parties, the severance payment is open to external scrutiny in accordance with the university's audited financial statements and related reports.
- 5.2 As remuneration is a confidential matter between the employer and employee the GDPR / Data protection Act 2018 is applicable, other than in the regard for the Vice-Chancellor's remuneration to be publicised.