

Annual Pay Policy Statement

2018/19

This is Wrexham Glyndŵr University's Pay Policy Statement for the period 1st August 2018 to 31st July 2019. It was approved by the Board of Governors on 22nd November 2019.

This pay policy statement provides the framework for decision making on pay and in particular decision making on senior staff pay.

It complements other information published on our website and where appropriate links are provided to this information within the statement. However if you are unable to find the information you are looking for, then please contact the [Clerk to the Board of Governors](#) or the [Executive Director of Human Resources](#).

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INTRODUCTION

Whilst Glyndŵr University is an independent organisation, as are all higher education institutions, it is also a registered charity¹ which is required to demonstrate the benefits it provides to the public.

The university is statutorily required to declare certain information relating to the pay of its senior management within its audited financial statements. However we acknowledge the increasing public interest in senior pay in universities, and how it is determined; and therefore it is incumbent upon us to be more transparent about these matters.

In respect of senior pay the Higher Education Funding Council (HEFCW), the regulator for universities in Wales, is required to provide an annual report to Welsh Ministers on senior pay in higher education and to publish the report on its website. In light of the increased focus on senior pay and also on the senior staff gender pay gap, Welsh Vice Chancellors agreed in 2017 that their institutions would produce Annual Pay Policy Statements in line with that already being produced by public sector organisations. This is the third pay policy statement.

In preparing this report the Board of Governors has taken cognisance of the good practice guidance in the Public Services Staff Commission's *Transparency of Senior Pay in the Devolved Welsh Public Sector* (2016) and the Committee of University Chairs' *Higher Education Senior Staff Remuneration Code* (2018).

During 2018/19 the Remuneration Committee undertook a mapping exercise of remuneration practices against the Committee of University Chairs' *Higher Education Senior Staff Remuneration Code* (2018) to ensure full compliance with this new good practice guidance. As a result, the Committee's terms of reference were updated to include reference to consideration and approval of severance arrangements for all staff earning a basic full time equivalent (FTE) salary of more than £100k; and two new documents were approved by the Board of Governors: "Guidance for Remuneration Committee: severance arrangements" and "Policy on external activities and retention of associated payments". These documents have been included within the appendices to this report.

The Board of Governors is committed to ensuring an open and transparent approach which enables anyone to access and understand the information provided about senior staff pay.

Maxine Penlington OBE
Chair of the Board of Governors

¹ Charity number 1142048

LEGISLATIVE FRAMEWORK

Glyndŵr University is a Higher Education Corporation which was established under the 1988 Education Reform Act in 1993 as the North East Wales Institute (NEWI) and having been granted its University title by The Lords of Her Majesty's Most Honourable Privy Council on 3rd July 2008.

The Instrument of Government sets out the make up the Board of Governors and how the members of the Board are appointed.

In the exercise of the powers conferred upon it by section 125 of the Education Reform Act 1988 the University has adopted Articles of Government which govern its conduct.

The University also has charitable status and since 2011 has been registered directly with the Charity Commission, requiring it to comply with Charity Law and demonstrate its benefit to the public and ensure value for money.

The Board of Governors is the principal, legal, financial and business authority of the University as well as the employing authority for all its staff. Specifically in relation to staff pay the Board is responsible for the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts ('senior postholders') and of setting a framework for the pay and conditions of other staff.

Subject to the responsibilities of the Board of Governors, the Vice Chancellor is the Chief Executive of the university and is responsible for the appointment, assignment, grading, appraisal, suspension, dismissal and determination – within the framework set by the Board of Governors – of the pay and conditions of service of staff other than the holders of senior posts.

Whilst the University is an independent organisation it must comply with a range of regulatory requirements overseen by the Higher Education Funding Council for Wales (HEFCW) linked to the provision of public funding to universities through the student loan system and some additional direct funding that supports Welsh Government priorities. The University must also provide assurance to HEFCW on its proper stewardship of funds, sound financial management, control and governance, sustainability and arrangements for managing and quality assuring data.

SECTION 1

A. DEFINITIONS

1. Under its Articles of Governance the University defines '**senior post holders**' as the holders of senior posts which is the Vice Chancellor and Chief Executive and the Clerk to the Board of Governors and any other senior posts as determined by the Board of Governors. At Wrexham Glyndŵr University the Board has determined that the Deputy Vice Chancellor is also a senior postholder. This means that the Board of Governors is directly responsible for the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of these three posts.
2. Members of the '**executive team**' are the key management personnel who have the authority and responsibility for planning, directing and controlling the activities of the University which comprises the Vice Chancellor and Chief Executive, Deputy Vice Chancellor, Pro Vice-Chancellor Partnerships (UK and International), Pro-Vice Chancellor Research, Executive Director of Finance, Executive Director of HR and Executive Director of Operations. This group of managers makes up the Vice Chancellor's Executive Team (VCET).

B. TERMS AND CONDITIONS OF SERVICE FOR ALL STAFF

3. The University is part of the National Bargaining arrangements and machinery on pay. The Higher Education Sector in the UK bargains nationally on pay. The Universities and Colleges Employers Association (UCEA) negotiates, on behalf of UCEA member institutions, with the National Joint trade unions, representing members in the higher education sector. The Nationally agreed bargaining machinery, the Joint Negotiating Committee for Higher Education Staff (JNCHES) is the vehicle and mechanism used for the national negotiations on pay.
4. The University categorises its staff into three groups, Academic staff, Professional Staff and Senior Staff.

- **Academic Staff**

The contracts of employment for Lecturer, Senior Lecturer and Principal Lecturer derive from a 1992 National Agreement for lecturing staff in post 92 Universities.

The University also employs Research Assistants, Associates, Fellows and Senior Research Fellows on a variety of University contracts of employment.

The University also employ Professors on a University Professorial Contract.

- **Professional Services Staff**

All University Professional Services staff are employed on a University Professional Staff Contract.

- **Senior Staff and Executive Team**

Senior staff, the executive team and senior postholders are employed on a University Senior Staff contract.

C. PAY STRUCTURES

5. As noted above the University bargains nationally on pay. As part of the national bargaining machinery and arrangements in higher education each university included in the national bargaining arrangements has adopted the national single pay spine. The national pay spine consists of 51 pay points of increasing values. The new pay spine was agreed nationally in

2004 through an enabling framework agreement '*The Framework Agreement for the Modernisation of Pay Structures*'. This agreement stated that each Higher Education Institution should create its own local pay structure, staying within the parameters of the Framework Agreement and using the single pay spine. The agreement also stated that the creation of any local pay structures should be underpinned by an analytical job evaluation scheme. The majority of HE Institutions chose a scheme developed by the Educational Competences Consortium (ECC). This is an analytical job evaluation scheme called Higher Educational Role Analysis (HERA).

6. Wrexham Glyndŵr University's (WGU) local pay structure consists of eight Academic staff grades and nine Professional services staff grades. All the grades were positioned on the pay spine using the outcome of a job evaluation exercise HERA. Each grade contains a varying number of incremental points and staff progress through these points on an annual basis, until they reach the maximum point of the grade. The 2018/19 pay spine is provided at appendix 1, and the starting salary policy at appendix 2.

D. PERFORMANCE RELATED PAY

7. In order to support the University's Performance Development and Review (PDR) scheme an online function was developed in April 2017 to meet the changing requirements of the University. The Scheme can be found at appendix 3.
8. The system provides:
 - a platform for the alignment of institutional, faculty and departmental objectives;
 - integration with workload allocation and planning tools;
 - alignment of the review cycle with the University's planning cycle
 - the ability to undertake periodic reviews;
 - the ability to produce a suite of reports to assist monitoring and planning;
 - automatic reminders to assist employees and reviewers in completing their review in a timely fashion.
 - time saving and associated costs.
9. One to one review meetings still take place, however the system provides the opportunity for the reviewer and reviewee to communicate, share information and update review forms electronically. The review cycle takes place annually, with key activity planned to take place at key times throughout the academic year:
 - Initial review meeting – April/May
 - Mid-Year review – November
 - Sign off – March
10. There are no performance related pay arrangements for staff populating the grades derived from the national 51 point pay spine, however as articulated under C. above, the salary structure contains the opportunity for normal annual incremental progression to a maximum point within each grade

E. EXECUTIVE TEAM REMUNERATION

Role of the Vice Chancellor and Chief Executive ('the Vice Chancellor')

11. The Vice Chancellor is the accountable officer of the University and leads and takes responsibility for the University. The University has a turnover of £35.9m² (2018/19) and is responsible for a wide range of functions and services employing over 400 staff.

² Estimated and subject to the production and approval of the Final accounts

12. The role of the Vice Chancellor is a full time permanent appointment. Postholders are selected on merit, against objective criteria, following public advertisement and the use of a search agency. They are appointed by the University's Board of Governors.
13. The Vice Chancellor is responsible for:
 - a. making proposals to the Board of Governors about the educational character and mission of the University, and for implementing the decisions of the Board of Governors;
 - b. the organisation, direction and management of the University and leadership of the staff;
 - c. the appointment, assignment, grading, appraisal, suspension, dismissal and determination – within the framework set by the Board of Governors – of the pay and conditions of service of staff other than the holders of senior posts;
 - d. the determination, after consultation with the Academic Board, of the University's academic activities, and for the determination of its other activities;
 - e. preparing annual estimates of income and expenditure, for consideration by the Board of Governors, and for the management of the budget and resources, within the estimates approved by the Board of Governors; and
 - f. the maintenance of student discipline and for the suspension of expulsion of students on disciplinary grounds and for implementing decisions to expel students for academic reasons.
14. The Vice Chancellor routinely works evenings as well as the standard Monday to Friday business week and travels across the UK for meetings as required.

Vice Chancellor's background - Professor Maria Hinfelaar

15. Professor Hinfelaar took up her post as Vice Chancellor and Chief Executive at Wrexham Glyndŵr University on 1st April 2016. She is a Dutch national who has spent a significant number of years living and working in English-speaking countries.
16. At Wrexham Glyndŵr University, Professor Hinfelaar aims to drive up student numbers and deepen links with industry and the community, in line with the Vision and Strategy adopted by the Board which positions WGU as the anchor institution of and for North Wales. She sits on the North Wales Economic Ambition Board, the Mersey-Dee Alliance Board and is a member of Universities UK and Universities Wales. In addition, she is the Universities Wales nominee on the board of the UK-wide Quality Assurance Agency (QAA) and Chair of the QAA Wales Strategic Advisory Committee. Professor Hinfelaar was also recently appointed to the Independent Pay Review Body for Wales.
17. Professor Hinfelaar joined the University after a successful tenure as President and Chief Accounting Officer of Limerick Institute of Technology in Ireland. She oversaw significant development of the Institute, increasing enrolments to nearly 7000 students and adding campus locations in Limerick and Tipperary. Similar to WGU, LIT offers undergraduate and postgraduate programmes in the domains of Art and Design, Business, Social Care, Sport, Tourism and Hospitality, Science, Engineering and Information Technology.
18. In her previous roles both in Ireland and The Netherlands, Professor Hinfelaar secured substantial funding from various funding agencies and industry for access projects, teaching and learning innovations and for applied research and she is confident that the potential exists within WGU to achieve successes in these areas too.
19. Professor Hinfelaar is educated to PhD level, is a graduate of the UK Leadership Foundation Top Management Programme and a Fellow of the Higher Education Academy. She has published various articles in journals on the subject of international

retailing; in her early-stage career she wrote Business English textbooks widely used throughout Dutch further and higher education. Her recent international research publications cover Irish higher education policy and collaborations, alliances and mergers in the sector.

Vice Chancellor's Pay

20. The pay of the Vice Chancellor is determined using UCEA³ benchmark median data for post-92 institutions and is set out in a pay band between 80% and 110% of the median benchmarking range. The current range is between £184,000 (80% of the median) and £253,000 (110% of the median). The Vice-Chancellor's current salary is £200,000 (2018/19) and this sits at 86.96% of the median (£230,000). The Vice Chancellor's pay is uplifted annually by the UCEA nationally agreed pay increase applicable to all staff employed by the University.
21. By comparison, in 2018 UCEA data shows that of 144 institutions in the UK the median of Vice Chancellors' pay was £250,000 and the mean Vice Chancellor's pay was £248,261. The same data shows that of the 75 post-92 higher education institutions, the group to which Wrexham Glyndŵr University belongs, the median of Vice Chancellors' pay was £230,000 and the mean Vice Chancellor's pay was £230,340.
22. Details of the Vice Chancellor's pay including pension contributions to the Teachers' Pension Scheme is disclosed in the University's [financial statements annually](#). There have been no increases or enhancements to the pension outside of standard arrangements.
23. Expenses such as for train, car mileage, overnight accommodation and parking are claimed back in accordance with the University's expenses procedure in line with all other staff of the University. The University expenses procedure is provided at appendix 4.
24. The notice period for the role of Vice Chancellor is 6 months.

Executive Team

25. The definition for Executive Team is the key management personnel who have authority and responsibility for planning, directing and controlling the activities of the University. These staff report directly to the Vice Chancellor and are members of the Vice Chancellor's Executive Team (VCET). These staff are:
 - The Deputy Vice Chancellor
 - The Executive Director of Finance
 - The Executive Director of Operations
 - The Executive Director of Human Resources
 - Pro-Vice Chancellor Partnerships (UK and International)
 - Pro-Vice Chancellor Research (0.6 FTE)
26. The role of the Vice Chancellor's Executive Team is to own the corporate aims and objectives and decisions of the Board of Governors, Academic Board and the Vice Chancellor; and implement the vision and strategy of the university. The full terms of reference are provided at appendix 5.

Executive Team's pay

27. The Vice-Chancellor and her Executive team are employed on the same generic, senior staff contracts of employment. The Vice-Chancellors' Executive Team populate Levels 1 and 2 of the senior staff salary structure. The senior staff salary structure was developed

³ Universities and Colleges Employers' Association

using benchmark data provided by the Universities and Colleges Employers Association (UCEA) Senior Staff Remuneration Survey.

28. The UCEA annual Senior Staff Remuneration Survey provides benchmark data on Senior Staff Salaries for the Sector. The data covers salaries of over 26,000 senior staff across 142 Higher Education Institutions. The survey that generates the benchmark data has been in existence since 1993 and continues to be valued within the Sector as a reliable and robust source of data for comparing the value of similar or like roles across the Sector. The importance and value of the data is borne out by the continual high rate of participation.
29. The Deputy Vice-Chancellor sits in Level 1 of the Senior Staff Salary Structure with a salary range of £97,010 to £136,682. The rest of the Vice-Chancellors' Executive Team sit in Level 2 of the senior staff salary structure within a range of £71,525 to £98,059. The Vice Chancellor's Executive Team pay is uplifted annually by the UCEA nationally agreed pay increase applicable to all staff employed by the University. Performance pay is assessed and awarded discretionarily on a biennial basis. Further detail of performance pay (reward principles) for the Executive Team is outlined below.

Reward Principles - Senior Post holders and Executive Team

30. For both Senior Post Holders and the Executive Team the University has developed a set of Reward Principles. The principles include a review of performance (in relation to pay) on a biennial basis (with the exception of the Vice-Chancellor whose review is on an annual basis). This involves a broad consideration of progress made against objectives and an assessment of the overall contribution to the University. There is no guarantee of movement within the salary range as a result of the assessment. Any movement is completely discretionary. Individuals need to clearly demonstrate that they have made sufficient progress to merit a move within the range and this has to be evidenced by a marked increase in performance and contribution to the University over the preceding 2 year period (1 year in the case of the VC).
31. The Vice-Chancellor's performance review is carried out by the Chair of the Board of Governors and the Deputy Vice-Chancellor's review is carried out by the Vice Chancellor. Reports of both of these reviews are presented to the University's Board of Governors' Remuneration Committee to inform their consideration of the remuneration of these two 'senior postholders'. The performance reviews of the remainder of the Executive team are undertaken by the Vice Chancellor.
32. The reward principles for senior postholders: the Vice Chancellor and Deputy Vice Chancellor are provided at appendix 6 and those for the remainder of the executive team are provided at appendix 7.

Remuneration Committee

33. The Board of Governors is required to establish a remuneration committee to consider and determine the remuneration of the Vice Chancellor and other senior postholders as agreed by the Board of Governors. The Board of Governors has agreed that the role of Deputy Vice Chancellor is a senior postholder as stated in paragraph 1. The Board's Remuneration Committee meets at least annually and usually in June to determine remuneration for the following academic year. The Committee's terms of reference are provided at appendix 8 and the senior postholder remuneration policy and procedure are provided at appendix 9.
34. The Remuneration Committee provides a report of its decisions annually to the Board of Governors to enable governors to assure themselves that a rigorous, fair and defensible process has taken place.

F. HIGHEST AND LOWEST PAY

35. The lowest paid employee is on pay point 6⁴ of 'operational and administration grade 1' (O&A1). The minimum salary for the bottom pay point of this scale (point 4) is £16,460 per annum and the maximum pay point within this grade is £18,189. The grade has 6 incremental pay points and individuals progress from the bottom of the grade to the top of the grade incrementally on an annual basis until they reach the top of the grade.
36. Apprentices are not included. They are engaged on different arrangements with training being the main feature of the arrangement. Agency staff are also not included.
37. The highest paid employee is the Vice Chancellor and Chief Executive and the pay band is between £184,000 and £253,000. The current post holder earns £200,000.
38. The median⁵ earnings⁶ based on all staff in the organisation during the 2018/19 academic year was £36,261

	2018/19	Prior year (2017/18)
Ratio of highest earnings to the median earnings (the pay multiplier)	5.5	5.4

39. The Vice-Chancellors salary of £200,000 is 5.5 time more than the median earnings based on all staff of £36,261.
40. The Committee of University Chairs found that that VC's pay relative to the rest of the workforce (the pay multiplier) was within the range 4.5 to 8.5 in over 80% of UK higher education institutions.

Pay increases of the executive team and all other staff

41. The mean percentage pay increase awarded to executive team members in 2018/19 was 3.2% including performance related salary reviews and national pay award. The mean percentage rise for all other staff including incremental progression and national pay award was also 3.2%. Executive team members' (with the exception of the Vice-Chancellor) performance, relating to pay, is assessed on a biennial cycle.

Support for lower paid staff

42. The university has signed up to the Welsh Government's Code of Practice on Ethical Employment in Supply Chains and has an action plan in place to address each of the eleven commitments within the Code.
43. On the matter of the payment of the voluntary Living Wage Foundation's (LWF) Living Wage, the university's lowest pay scale, O&A1, starts at point four of the national framework agreement and therefore all staff are already paid above the LWF's Living Wage.

⁴ The University's pay scale starts at spinal point 4 of the national pay spine. The University therefore does not use the first three points of the National Pay Spine

⁵ The median earnings figure for all staff represents the median Full Time Equivalent annual earnings of all staff employed by the institution.

⁶ 'Earnings' is defined as total taxable employment earnings, including base salary, allowances, variable/performance pay, and the cash value of benefits-in-kind.

44. There are also a number of active casual staff who work predominately in the University's commercial services department. As part of the action plan to implement the Welsh Government's Code of practice on Ethical Employment in Supply chains the University committed to increasing the rate of pay for this group to the LWF's Living Wage and this was implemented from 1 August 2018.

G. EXIT POLICY

45. Following consideration by the Remuneration Committee in June 2019 the Board of Governors approved guidance for the consideration of severance payments for Senior post holders and for staff earning a basic full time equivalent (FTE) salary of more than £100,000. This guidance is provided at appendix 10.

H. OFF PAYROLL ARRANGEMENTS

46. The University has no off-payroll arrangements.

I. GENDER PAY GAP

47. The University produces an Equality and Diversity report annually. The report is produced in accordance with the Public Sector Equality Duties (PSED) for Wales. A key requirement of the PSED is for the University to publish an annual report on compliance with its duties. The 2017/18 annual report includes information on gender pay and is available [here](#). The 2018/19 annual report will be available in early 2020.

J. EXECUTIVE TEAM

48. The Gender Pay Gap calculations for the Executive Team are based on the mean and median hourly rates of females compared to the mean and median hourly rate for males in the executive team.

Executive Team Mean Hourly Rates

Males	Females
£49.33	£71.22

Executive Team Median Hourly Rates

Males	Females
£48.61	£63.91

49. For 2018/19 there is a mean positive pay gap in the Executive Team in favour of females of 44.4%, and a median positive pay gap of 32% in favour of females. The Executive Team is made up of 40% (3) females and 60% (4) males. On average based on the mean gender pay gap calculation men are paid £21.89 per hour less than women. Based on the median calculation men are paid £15.30 per hour less than women.
50. The Vice-Chancellor and Deputy Vice-Chancellor are female. The UCEA Benchmark Survey data indicates that the median total gender pay gap for all participating Institutions is 7.6% in favour of males. The Office for National Statistics (ONS) quote a gender pay gap figure of 13.6% in favour of males for managers, directors and senior officials.

51. The UCEA Senior Staff Salary Benchmark Survey reports on pay gaps across three protected characteristics, Gender, Ethnicity and Disability. Whilst the University is able to report on the gender pay gap for the senior executive team it is unable to produce any meaningful reportable data on ethnicity and disability due to there being no BME staff in the Executive Team and no reportable disabilities amongst that staff group.

K. WHOLE ORGANISATION

52. The mean gender pay gap for the whole organisation is 9.56% in favour of males, with the median gender pay gap standing at 5.71% in favour of males. According to analysis carried out by Times Higher Education, the mean average pay gap across the HE sector stands at 15.9% in favour of males, with 30 institutions reporting gaps in excess of 20%. The Times Higher also report that the median pay gap across the HE Sector stands at 16.5%.

All Staff Mean Hourly Rates

Males	Females
£20.40	£18.35

All Staff Median Hourly Rates

Males	Females
£19.26	£18.16

53. The mean and median gender pay gaps calculation is based on the mean and median hourly pay rates for all substantive staff employed on 1st August 2018. This shows the difference in average earnings (in terms of mean and median earnings) between women and men across the University. On average based on the mean gender pay gap calculation women are paid £2.01 per hour less than men. Based on the median calculation women are paid £1.10 per hour less than men.

54. Proportion of males and females in each pay quartile

	Male	Female
Upper Quartile	45.83%	54.17%
Upper Middle Quartile	36.97%	63.03%
Lower Middle Quartile	38.66%	61.34%
Lower Quartile	28.57%	71.53%

Based on the overall gender split of the organisation, there is a disproportionately high level of females in the lowest paid roles. Whilst overall there are a higher proportion of females in the upper quartile, there is a higher proportion of males in senior roles within the academic staff group, from Principal Lecturer upwards. This is a known phenomenon across HE where there is an under-representation in female senior academics rather than a disparity in rates of pay between males and females doing the same work.

55. The University has introduced a structured development programme aimed at staff aspiring to management level; to incorporate both academic and professional services staff. Female staff who have expressed promotional aspirations will be encouraged to attend tailored developmental programmes to provide opportunities to enable them to apply for future management/leadership roles within both professional services and academic roles. This will be addressed by using the following methods:

- The continued delivery of the WGU Staff Development Programme; a modular course which includes topics such as Leadership Styles/Philosophies, Influencing and Coaching. A targeted approach is taken towards attendance, with those female staff who have either self-identified or been nominated by their line managers being approached to undertake the course.
- The continued delivery of the Effective Programme Leadership course; a modular course aiming to support existing and aspiring Programme Leaders within their academic roles, providing a platform to identify future talent, with female staff being targeted to attend.
- The University provided 5 female members of staff with the opportunity to undertake Advance HE's Aurora Development Programme. To internally support the selected staff a number of female members of the Executive Leadership Team acted as role models and mentors to the group. The programme will continue with 10 females being provided with the opportunity to apply for funding and partake in the development programme.
- The University will launch a mentorship scheme aimed at all staff; providing the opportunity to identify female members of staff who would benefit from shared experience with a female mentor.
- The University is now a member of the Wales Women in STEM network, which aims to address barriers that face women working in Science, Technology, Engineering and Maths. Consideration is taking place in relation to a University wide application for the Athena Swan Charter.

Ethnic and Disability pay gaps

56. The Ethnic pay gap is minus 20.40% - this means that on average BAME staff are paid 20.40% more than non BAME staff. This is due to the prevalence of BAME staff in higher paid academic roles, the majority being graded at Senior Lecturer and above.

57. The Disability pay gap is 12.23% - this means that on average staff who have declared a disability are paid 12.23% less than non-disabled staff. Two thirds of staff who have declared a disability are graded at OA5 and below. Only one member of staff on a senior staff grade has declared a disability

L. TALENT MANAGEMENT

58. The University undertook a systematic review of academic and professional staff areas in 2018 to ensure: that the university remained sustainable; that it improved and streamlined its processes and portfolio where it could in order to support the student experience; and that structures are fit for purpose in the context of numerous strategic and financial challenges. Some of these restructures also created opportunities for well-performing areas and individuals. Targeted development was put in place particularly for those who had moved into leadership roles through the restructures.

59. Having reconfigured its operational base to prepare for future success the University is continuing to develop its practices to recruit and retain staff. A range of initiatives are currently being reviewed for implementation including: identifying and developing key roles to enable potential successors to be considered for future roles; reviewing the current training and development provision to identify gaps and where targeted support can be provided for those staff aspiring to senior roles; developing career-progression plans; developing a mentoring scheme; developing internal training to develop people management skills. The People Strategy was launched in order to support key people related areas of the Vision and Strategy 2025, with a number of key actions within the first year of its three year cycle.

M. CONCLUSION

60. This is the third pay policy statement produced for submission to the Higher Education Funding Council (HEFCW) by Wrexham Glyndŵr University. HEFCW will utilise the report to inform their annual report to Welsh Ministers on senior pay in Higher Education. The report has taken cognisance of the Public Services Staff Commission good practice guide *'transparency of senior pay in the devolved Welsh public sector'*.
61. As explained and set out in the annual pay policy statement the Vice-Chancellors' pay of £200,000 sits at 86.96% of the median of the salary band devised using senior staff salary benchmark data for post -92 Institutions. The same salary benchmark data shows that the median salary for Vice Chancellors across the sector (£250,000) is 25% higher than Wrexham Glyndŵr Vice Chancellor's salary, with post 1992 Vice Chancellor salaries (£230,000) being 15% higher.
62. The Executive Team's pay is also aligned to post-92 salary benchmark data. Both the Vice-Chancellor and the Executive Team's pay is uplifted annually in line with the nationally negotiated increase within Higher Education.
63. The ratio of highest earnings to the organisational median earnings of 5.5 sits at the lower end of the range 4.5 to 8.5 noted by the Committee of University Chairs (CUC).
64. The mean percentage increase for all staff (3.2%) is exactly the same as the mean percentage increase for executive staff.
65. The University has signed up to the Welsh Government's Code of Practice on Ethical Employment in Supply Chains; and began paying the Living Wage Foundation's living wage rate from 1 August 2018.
66. The Gender pay gap for the senior post holders and executive team shows a positive gap in favour of females.
67. The mean gender pay gap for the whole organisation is 9.56% in favour of males, with the median gender pay gap standing at 5.71% in favour of males. According to analysis carried out by Times Higher Education, the mean average pay gap across the HE sector stands at 15.9% in favour of males, with the median pay standing at 16.5%. The University is undertaking a range of activities to contribute to addressing the balance of females occupying lower graded roles and reducing the under representation of females in more senior academic roles.
68. The Ethnic pay gap is minus 20.40% - this means that on average BAME staff are paid 20.40% more than non BAME staff. This is due to the prevalence of BAME staff in higher paid academic roles, the majority been graded at Senior Lecturer and above.

- 69.** The Disability pay gap is 12.23%- this means that on average staff who have declared a disability are paid 12.23% less than no disabled staff. Two thirds of staff who have declared a disability are graded at OA5 and below. Only one member of staff on a senior staff grade has declared a disability.
- 70.** In summary the University's Board of Governors are satisfied that fair and reasonable policies and processes are in place regarding pay and performance of Senior Staff. The Board is also satisfied from a value for money perspective that employees across the University are paid a reasonable and fair rate of pay, comparable to other Institutions across the sector.

SECTION 2

WHOLE WORKFORCE DATA

Table 1 – costs of employment in 2018/19

	Full Time	Part Time	Sessional/Casual	Total (18/19)	Prior Year (17/18)
	£'000	£'000	£'000	£'000	£'000
Wages and salaries	10,064	5,405	818	16,287	16,633
Socials Security costs	1,049	471	37	1,557	1,615
Pension Costs	2,025	1,052	134	3,211	3,217
Totals	13,138	6,928	989	21,055	21,466

Table 2 -the average number of full time equivalent staff employed by contract type in 2018/19:

	Permanent Full time	Permanent Part time	Fixed term	Total	Prior year total
Pay Band					
Spot Salary	5.5	2.5	1	9	8.2
Senior Staff	18.4	0.4	0	18.8	18.8
Professor	3.3	1.7	0	5	5.9
Principal Lecturer	14.6	1.2	0.9	16.7	15.2
Fellow	0	0	0	0	1
Management 1	5	0.9	1	6.9	8.8
Management 2	5.1	0.6	1	6.7	7.6
Senior Lecturer	55.4	19.6	5.4	80.4	80.9
Lecturer	27.7	5.6	1	34.3	36.1
Senior and professional grade 2	15	0.4	0.8	16.2	16.6
Senior and professional grade 1	21.7	5	3.6	30.3	31.9
Operational & administrative grade 5	37.6	7.5	3.2	48.3	43.9
Research Assistant 2	0.8	0	0	0.8	0
Operational & administrative grade 4	39.4	11.4	6.2	57	55.8
Operational & administrative grade 3	27.3	9.1	2.6	39	38
Operational & administrative grade 2	13.9	4.5	3.3	21.7	17.9
Operational & administrative grade 1	0	1.5	0	1.5	0.8
Interns	0	0	3.5	0	0
Total	290.5	72	41.3	362.6	387.4

Table 3 - The average number of full time equivalent staff employed by pay band and job role including gender in 2018/19:

Pay Band	Academic Staff		Total	Pay Band	Professional Staff		Total
	Male	Female			Male	Female	
Senior Staff	4.6	6.1	2.4	Senior Staff	4	2	6
Professor	4.0	1	5	Management 2	5.6	1.1	6.7
Principal Lecturer	11.1	5.7	16.8	Management 1	1	5.9	6.9
Senior Lecturer	27.5	52.9	80.4	Senior and professional grade 2	6.8	9.5	16.3
Fellow	0	0	0	Senior and professional grade 1	6.7	23.7	30.3
Lecturer	17.1	24.7	41.9	Operational & administrative grade 5	20.4	27.9	48.3
Research Assistant 2	0.8	0	0.8	Operational & administrative grade 4	17	39.9	56.9
				Operational & administrative grade 3	13.2	25.9	39.1
				Operational & administrative grade 2	10.8	11	21.8
				Operational & administrative grade 1	0	1.5	1.5
				Spot Salary	2.7	6.3	9
Total	65.1	90.4	155.4		88.3	160.1	248.5

APPENDICES

Research Operational and Academic Grading Structures (2018/19)

Spinal Column Point	Aug-18	Research	Operational	Academic
54	67,317			Professor
53	65,361			
52	63,463			
51	61,618			
50	59,828			
49	58,089		MAN 2	Principal Lecturer (Reader)
48	56,403			
47	54,765			
46	53,174			
45	51,630			
44	50,132		MAN 1	Senior Lecturer
43	48,677	Senior Research Fellow		
42	47,263			
41	45,892			
40	44,559			
39	43,267		Research Fellow	S & AP 2
38	42,036			
37	40,792			
36	39,609	Research Associate	S & AP 1	Lecturer
35	38,460			
34	37,345			
33	36,261			
32	35,211			
31	34,189	Research Assistant 2	O & A 5	
30	33,199			
29	32,236			
28	31,302			
27	30,395			
26	29,515	Research Assistant 1	O & A 4	
25	28,660			
24	27,830			
23	27,025			
22	26,243			
21	25,482		O & A 3	
20	24,771			
19	24,029			
18	23,334			
17	22,659			
16	22,017		O & A 2	
15	21,414			
14	20,836			
13	20,275			
12	19,730			
11	19,202		O & A 1	
10	18,688			
9	18,189			
8	17,751			
7	17,408			
6	17,079			
5	16,766			
4	16,460			

STARTING SALARY POLICY			
Department	Human Resources Department		
Author	HR Business Partner		
Authorised By:	Director of Human Resources		
Implementation By:	Human Resources Department		
Policy Reference:	POHR1718086		
Policies Replaced:	Starting Salary Policy November 2013 POHR1314047		
Version No:	V1	Approval Committee:	VCB 11.6.18 HR Committee 25.06.18
Date approved:	25.6.18	Minute no:	17.125.06.01 17.54.01
Status:	Approved	Implementation Date:	June 2018
Period of approval:	3 years	Review Date:	June 2021

1. PURPOSE OF STARTING SALARY POLICY:

This policy aims to ensure that a fair, equitable and consistent method of setting initial salaries for new appointments, promotions and redeployments is adopted University wide, and that all decisions taken are soundly based, justifiable and non-discriminatory.

2. ORGANISATIONAL DEFINITION OF STARTING SALARY POLICY:

Starting salaries include the salary that is paid to both new employees joining the University and existing employees promoted or redeployed to a new grade or job.

2.1 Job Evaluation

The post and associated salary scale for which the appointment is being made must have been graded through the HERA job evaluation process prior to seeking approval to advertise the post. Further information about this process and advice and guidance can be obtained from the HR Department.

2.2 Recommending appointment

The chair of an interview panel must complete all necessary documentation and adhere to the appropriate authorisation procedure prior to any offer of employment being made.

2.3 Offering a starting salary

The expectation is that all new appointments to the University and all employees who are promoted or transferred to a new grade will begin at the minimum scale point. Exceptions to this are when staff are redeployed into alternative employment at a lower grade and may, with appropriate authorisation, be appointed above the bottom of the scale.

Any starting salary for new appointments that is offered above the minimum of the scale must be supported by objective justification using the criteria below. The reasons for appointing the individual on the recommended scale point should be recorded in writing and supported by documentation. This evidence may be required in defending a claim made on the grounds of discrimination or equal pay.

2.4 Criteria to be considered:

Existing Salary

When setting the initial salary of a new recruit, the individual's salary in their previous role should not be used as the only or main criteria for determining the salary for the new post as this could create anomalies or result in equal pay issues.

Previous relevant experience

The successful candidate may have a large amount of previous relevant experience either paid or unpaid in the role that they are about to start. While length of experience may be considered an indicator of the future performance of an employee, this should not be the sole factor which justifies a salary offer above the minimum of the scale.

Equal pay and equal opportunities policies

Consideration must be given as to whether the starting salary being offered is reasonable for the duties and scope of the relevant post. Consideration must also be given to the protected characteristics as defined in the Equality Act 2010 to ensure that the salary offered does not result in inequality and a potential for a discrimination or equal pay claim. For further advice or guidance about equality please contact the HR department.

Budget constraints

The impact of the new appointment on current or future departmental budgets must be considered in conjunction with the Finance department prior to seeking approval to advertise the post.

Skills shortages

It is recognised that in areas of skills shortages there may be a requirement to set a starting salary above the minimum scale point in recognition of an existing market premium. In such cases, the recommended salary point should be justified by supplying evidence of equivalent salaries within the external job market in which WGU is competing and which may not be limited to the HE sector for non-academic posts.

2.5 Authorisation

If a request is being made for a starting salary for a new appointment to be above the minimum scale point then the objective justification must be made in writing and detailed on the Summary Interview Assessment form for approval by the Director of Human Resources.

No offers of appointment should be made before the appropriate authorisation has been received. Recruiting departments should liaise with the HR Transactional Team to establish whether authorisation has been given.

3. THE SCOPE OF THE POLICY

This policy applies to all posts at the University except Senior Post Holders for whom salary is decided by the Remuneration Committee.

4. RESPONSIBILITIES FOR DELIVERY

4.1 Responsibilities of Interview Panel Chairs

Interview panel chairs are responsible for ensuring the principles of this policy are implemented for every offer of employment. Individuals must have undergone training from the HR Department, including in the use of the e-recruitment system, Stonefish, before they chair interview panels. Guidance documentation is available on the staff intranet.

4.2 Responsibilities of the Human Resources Department

The HR department is responsible for the implementation of this policy and all associated activities including updating, publishing, and providing briefings and advice.

5. IMPLEMENTATION STRATEGY

5.1 Support and Advice

This policy should be read in conjunction with the following policies:

- Recruitment and Selection Policy
- Management of Organisational Change Policy

5.3 Guidelines and Forms

Further information and guidance can be obtained from the staff intranet.

5.4 Communication Strategy

The Starting Salary Policy is available on the staff intranet.

6. EVALUATION

The University is committed to continuous improvement in its service provision, and will continue to monitor the efficiency of this policy with qualitative and quantitative data. This process will ensure that a detailed evaluation of the effectiveness of the policy is undertaken, and any problems of implementation or management brought to the attention of the Human Resources Committee.

<u>PERFORMANCE AND DEVELOPMENT REVIEW SCHEME</u>			
Department	Human Resources Department		
Author	HR Business Partner, Development and Diversity		
Authorised By:	Director of Human Resources		
Implementation By:	Human Resources Department		
Scheme Reference:	SCHR1819091		
Scheme Replaced:	SCHR1516071		
Version No:	3	Approval Committee:	VCB HR Committee
Date approved:	14.02.19	Minute no:	18.54.04 18.23.01
Status:	Approved	Implementation Date:	February 2019
Period of approval:	3 Years	Review Date:	February 2022
I have carried out an equality impact assessment screening to help safeguard against discrimination and promote equality.			✓
I have considered the impact of the Policy/Strategy/Procedure (<i>delete as appropriate</i>) on the Welsh language and Welsh language provision within the University.			✓

1 Scheme Statement

Wrexham Glyndwr University is committed to reviewing performance and developing its staff to enable them to meet their full potential and make a valued contribution to the University's vision, mission and to the University as a whole. The Performance & Development Review Scheme is a process for enhancing individual and organisational performance.

The Performance & Development Review (PDR) Scheme is intended to provide an opportunity to annually review performance, celebrate achievement and acknowledge high standards of performance, set objectives and discuss the development needs and career aspirations of all members of staff of the University. The process is in place to promote continuous improvement and allow a period of reflection, helping staff to achieve improved levels of performance, job satisfaction, maintain motivation levels and assist the University in achieving its mission and vision.

Mission – To inspire and enable; transforming people & places and driving economic, social & cultural success.

Values & Commitments – we will be the University of, and for, North East Wales by:

- Being **Accessible** in the learning we provide for our students, staff and community, being pro-active in promoting the value of higher education. This is grounded in a dedication to be inclusive and fair in how we provide our services.
- Being **Supportive** of our learners and staff, as well as the region, helping all to gain confidence and achieve their potential.
- Being **Innovative** in our delivery and management of academic provision and professional services and in our relationships with collaborative partnerships.
- Being **Ambitious** in what we seek to deliver for our students, staff and partners and in how we do that, recognising that there are no limits to learning and knowledge.

We are committed to offering:

- **Teaching that Inspires**; where learning is informed by and is relevant to the applied world of work, and our students are able to leave the university as skilled, knowledgeable and entrepreneurial citizens able to meet the challenges of the 21st century.
- **Research that Transforms**; supporting innovation, learning and economic growth.
- **Engagement that Enables**; involving the whole community, acknowledging the importance of our local and regional partners.
- **Structure that Sustains**; managing all our resources to underpin the professional operation of the university and to do this in a way that is fair, inclusive and equitable.

The PDR scheme is intended to be a flexible, enabling framework, which can be adapted to meet the functional needs of different individual roles and help to meet the aims of the University. The review provides an opportunity for an open, constructive discussion which looks at individual achievements and development, as well as considering any barriers that stand in the way of achieving objectives that will be agreed for the coming year.

The Human Resources Team promote equality of opportunity by ensuring that all staff have access to the scheme.

2 The Purpose of the Scheme

- To provide a link between University, area, departmental and individual aims.
- To assess the performance of the staff member against previous set objectives, clarify role expectations and required performance and to establish an overall plan for the coming year - with interim reviews scheduled to check progress made in order to achieve the objectives for the next academic year.
- To determine clear, relevant, and measurable targets, for the short, medium and long term.
- To consider individual training and development needs and how those needs may be met in order to support the staff-member.
- Where appropriate to discuss with the reviewee any aspiration for career progression.
- To provide a flexible and bureaucracy light approach.

3 Objective Setting

The agreed objectives should be Specific, Measurable, Achievable, Relevant and Time bound (SMART). Agreeing and setting goals or objectives for the year ahead is a key element of the scheme, however they must be appropriate at a number of levels, for example, individual, team, Faculty and Department objectives should link to the University's strategic aims.

Reviewers and reviewees should be engaged in discussions throughout the year regarding objectives, performance and development. Regular informal discussions are essential for staff

who are new in post, working in an area undergoing change or in situations where the reviewer/reviewee feel it is necessary. The PDR Scheme should be a culmination of these regular discussions, bringing together the ongoing discussion into a more formal setting.

4 Eligibility

The annual review will apply to all members of staff with the exception of staff who remain within their probationary period. Circumstances may arise that prevent a member of staff from participating in the PDR process within the normal time frame, for example maternity leave or long term sickness. The Dean of Faculty/Director of Professional Services should deal with these situations on an individual basis, with the PDR meeting and setting of objectives taking place as soon as is reasonably practicable.

Those staff who work on a casual or sessional basis are encouraged to participate in the PDR scheme, however, it may be necessary to complete the review by utilising the paper based version of the form, due to the limited number of online licences available. In such cases the reviewer is requested to forward a paper based copy of the form to the Human Resources team who will retain a copy on the individuals file and will summarise objectives and staff development needs for the area.

5 Roles and Responsibilities

There are a number of key roles involved within the process:

Reviewee	The individual being reviewed by the reviewer, for additional information please refer to Appendix A – Responsibilities of the Reviewee.
Reviewer	The individual who is responsible for carrying out the review, this would normally be the reviewee’s line manager. Reviewers should have sufficient knowledge of the work that the reviewee carries out and the department in which they work to enable the process of reflection and objective setting during the PDR meeting. For additional information please refer to Appendix B – Responsibilities of the Reviewer.
Deans of Faculty and Directors/Associate Directors of Professional Services	The appropriate senior manager of the area will have responsibility for ensuring PDR’s are undertaken within the allocated timescale in line with the University’s planning cycle. For additional information please refer to Appendix C – Responsibilities of the Dean of Faculty/Directors of Professional Services.
Human Resources	For additional information please refer to Appendix D – Responsibilities of Human Resources.

5.1 Selecting a Reviewer

- In order for the review process to operate effectively, the number of reviews a reviewer should undertake should be limited (normally a maximum of 12). To facilitate this process, Deans of Faculty/Directors of Professional Services will be required to devolve review duties to other staff within their area.
- The reviewer should be competent in reviewing others and should be familiar with the University’s strategic aims and have knowledge of the reviewees work, the area that

they work in and the duties that they carry out. Support is available for any reviewers who require additional training in how to conduct a successful PDR by contacting the Business Partner, Development and Diversity.

- Reviewers will engage with the outcome from strategic planning to plan for common objectives and development needs required within their areas, establishing a common and consistent approach to the conduct of review meetings.
- The University recognises that there may be occasions where a staff member would achieve a more useful review with someone other than the person initially identified for this purpose. In such eventualities the Dean of Faculty/Director of Professional Services will consider the situation and if necessary will appoint a suitable alternative reviewer; no request for an alternative reviewer will be unreasonably refused. In such circumstances the Business Partner, Development and Diversity should be notified to ensure that the online system is updated accordingly.

6 The Structure

6.1 The University takes the view that the process must start at the top of the institution's structure and that all staff, where applicable should be subject to an annual review.

6.2 The following Review Structure is provided as an illustration:

Role	Reviewed conducted by:
Vice- Chancellor	Chair of the Governing Body
Deputy Vice-Chancellor	Vice-Chancellor
Directors of: Finance, Human Resources and Operations	Vice-Chancellor
Site Director St Asaph	Deputy Vice-Chancellor
Pro Vice-Chancellor	Vice-Chancellor
Deans of Faculty	Deputy Vice-Chancellor
Academic Registrar	Deputy Vice-Chancellor
Associate Deans	Deans of Faculty
Associate Directors of: Strategic Planning and Communications, Marketing & Recruitment	Deputy Vice-Chancellor
Associate Director of Information Services	Director of Operations
Professors	Deans of Faculty
Principal Lecturers	Associate Deans/ Deans of Faculty
Lecturers/Senior Lecturers/ Research Grades	Associate Deans/Principal Lecturers
Professional Services Heads	Directors/Associate Directors
Professional Services Staff	Professional Services Heads

7 Review Documentation

7.1 The online PDR form is designed to be simple and easy to use, with the emphasis on the scheme being to encourage meaningful conversation and outcomes; the online form is a resource to aid structured discussion and act as a record, with paper based versions available for those staff who would prefer not to use the online form.

- 7.2 Where paper based copies of the PDR documentation are used a copy should be kept by the reviewer and the reviewee, with a copy forwarded to the Human Resources Team to inform Staff Development plans.

In cases where issues of concern arise that potentially fall within the remit of other policies/ procedures, these may only be referred to outside the meeting to other appropriate members of staff or to an appropriate member of the Human Resources Team and Head of School/Professional Services. If there are significant concerns about a staff members performance advice and support should be taken from a member of the Human Resources Team.

- 7.3 Review documentation must contain the following core elements:

- **a Self-Reflection** - to be completed by the reviewee prior to the meeting taking place;
- **a PDR Meeting** – a meaningful discussion with a documented record completed by both the reviewer and reviewee;
- **a Training and Development Plan** – to be completed and agreed by the reviewer and the reviewee, summarising identified training needs in order to support objective achievement and inform the area and University's staff development plans.

8 Supporting Academic Development

Personal Research Plans

- 8.1 Academic staff are required to complete a Personal Research Plan (PRP) as part of the PDR process.
- 8.2 PRP's are intended to stimulate increased research capacity and output within the University and are required for all academic staff. Targets and plans within the PRP are intended to be separate, but linked to the PDR in that they relate to the individual's aspirations and contributions to the University.
- 8.3 Academic staff who are currently pursuing research should fill in part (A), those who are not should complete part (B).
- 8.4 All individuals are required to complete part (C). On completion, the form should be signed and a copy should be forwarded to Stewart Milne (s.milne@glyndwr.ac.uk). The data will be used to understand the University's research profile, helping to identify potential research development events and impact case studies.

Peer Observation of Teaching

- 8.5 Peer observations can be instrumental in identifying areas for improvement and enabling us to make any necessary changes to enhance the student experience.
- 8.6 All staff involved in teaching and supporting learning will participate in the peer observation procedure in the role of observer and observee at least once every academic year.
- 8.7 Copies of the [Peer Observation Form](#) are to be signed and retained by both parties. There will be an opportunity to indicate on PDR documents whether an individual has participated in peer observation of teaching either as an observer or observee, to enable the University to monitor participation levels.

9 Confidentiality

- 9.1** Review documentation must be kept in line with the General Data Protection Regulations 2018. Review documentation should remain confidential, as far as possible, to the reviewee, the reviewer and when necessary the Dean/Associate Dean of Faculty/Director of Professional Services or Associate Director of Professional Services and the Human Resources Team.

In order to ensure that an individual's future work objectives are in line with the needs of the University and the individual's development objectives align with the needs of the individual and the University it may be necessary for the Dean/Associate Dean of Faculty/Director or Associate Director of Professional Services to view/review the form. It is assumed that the reviewee will be in agreement with this process being undertaken where necessary.

- 9.2** Tasks and objectives agreed during review meetings may in some cases have an immediate impact on the Department/University as a whole. In such circumstances, with the agreement of the reviewee, it is important that these tasks and objectives are shared with relevant members of staff. Communication of such information is expected to be appropriate to the situation and sensitive to the needs of the reviewee.

10 Operation of the PDR Process at Wrexham Glyndŵr University

The PDR Process

The Review meeting outlined in this scheme is an annual event with interim scheduled meetings taking place to review and support progress. It applies to all members of staff who have completed their probationary period with initial review meetings taking place during the period between April and May.

Guidelines on how to use the PDR form and the roles and responsibilities of the review and reviewers are provided separately.

- 10.1** The designated reviewer will be responsible for arranging, with the reviewee, a mutually suitable date, time and location for the review meeting.
- 10.2** The designated reviewer should confirm that the reviewee has notification that the review will be taking place and access to the relevant online/paper based documentation at least two working weeks before the date of the scheduled meeting.
- 10.3** The reviewee will require time to prepare for the PDR meeting and to complete Section 1 (Current Performance and Reflection) of the form, sharing a copy of the completed form with their reviewer at least one week before the review meeting. As the PDR is a work-related activity this time will be accounted for within the Workload Allocation Model and provided during normal working hours.
- 10.4** The review meeting will be arranged in an appropriate location which is free from interruption. The meeting will be conducted in an open and constructive manner providing an opportunity to formalise informal feedback and communication processes which should be in operation throughout the year. The meeting should contain no surprises and will not be used or regarded as a disciplinary or grievance meeting.
- 10.5** The annual review will apply to all members of staff who have successfully completed a probationary period. Those staff who work on a casual or sessional basis are encouraged to participate in the PDR scheme, however, it may be necessary to

complete the review by utilising the paper based version of the form, due to the limited number of online licences available.

The initial review following a successful probationary period should be based on the objectives agreed during the final probationary meeting. An individual's first review meeting should concentrate on activities undertaken since the final probationary meeting and is an opportunity to agree objectives for the coming year. For existing members of staff the review meeting will focus on achievements against previously set objectives, where applicable. Constructive feedback should be given on the levels of achievement which should then inform the individual's future action plan.

- 10.6** Following the review meeting, the reviewer should share the completed PDR form with the reviewee within two working weeks, based on the points discussed. The individual is required to review the content of the form and confirm that they agree with the content within one working week.
- 10.7** There may be circumstances when there is a disagreement between the reviewer and the reviewee regarding the discussion that had taken place. In such circumstances, where the differences cannot be reconciled, a mutually acceptable third party should be invited to help resolve the differences. If there is a failure to agree an alternative reviewer may be appointed. In the event of further disagreement, the Human Resources Team should be contacted for advice at this point.
- 10.8** In order to ensure that an individual's future work objectives are in line with the needs of the University and the individual's development objectives align with the needs of the individual and the University it may be necessary for the Dean/Associate Dean of Faculty/Director or Associate Director of Professional Services to view/review the form. In such cases the relevant parties will be contacted and made aware of this, however it is assumed that the reviewee will be in agreement with this process being undertaken where necessary.
- 10.9** The designated reviewer and reviewee should meet for a mid-year review during the first two weeks of November to discuss progress made and if necessary amend agreed objectives mid-cycle to reflect required changes. Wherever possible this meeting should coincide with the scheduled Workload Allocation Meeting if the reviewee is member of academic staff. The reviewer should finalise the review cycle prior to 31st March, confirming that progress has been made towards the achievement of agreed objectives by finalising the online form. The form is shared with the reviewee who confirms that they are happy with the final comments made and accepts any alterations made to the form. This completes the annual process, with the form then being archived for referral.

If a paper based copy of the form has been completed it should be scanned and uploaded to the online PDR system for future reference; a copy of which should also be forwarded to the Human Resources department, where a copy will be placed on the individual's electronic personal file.

11 Training and Development Plans

- 11.1** The Review meeting should also be used to agree future development and training needs based on the objectives agreed during the PDR meeting; all individual training and development needs should be recorded on the review form.

12 Themes for discussion

Suggested themes for discussion can be found within the Performance & Development Review Process Guidelines. The section of the supporting guidance has been developed in an attempt to reflect the diversity of activities undertaken by University staff. The list of themes is not intended to be prescriptive or exhaustive, if there are any areas that have been omitted, these can also be discussed. Please choose the most relevant themes appropriate to the reviewees role and grade.

13 Training for Reviewers

Training for reviewers will be a prerequisite for all staff involved in conducting PDR review meetings. Training for reviewers on both the application of the new scheme and the associated online application will be made available prior to the launch of the new scheme.

14 Complaints/Disagreements

In the event of a complaint or disagreement following a PDR it may be necessary for the Dean/Associate Dean of Faculty/Director of Professional Services to gain access to the relevant PDR paperwork. Relevant parties will be contacted and made aware of this, however it is assumed that the reviewee and reviewer will be in agreement with this process being undertaken.

15 Use of Data

Staff development needs identified during the PDR process will be collated and summarised into an Area Staff Development Plan. These plans will inform the University's Staff Development Plan.

It is advisable to share objectives within a team setting to clarify area priorities and determine how area development plans will be achieved, this can also encourage peer support and collaborative working.

The completion of PDR meetings and receipt of completed forms will be monitored by the HR Business Partners, with completion rates shared with the Director of HR who will inform the Vice Chancellors Board and the Board of Governors during the annual reporting cycle.

PDR Process - Flowchart

Feb/March - Strategic Planning

The Executive Leadership Team meet to discuss strategic planning and set strategic objectives. Priorities are established and budget allocated with common objectives cascaded to all reviewers by Deans of Faculty/Directors and Associate Directors of Professional Services in order to inform area planning.

Review Period: April and May

Initial review meetings are scheduled to take place during this period; with the reviewee being given at least two weeks' notice to prepare for the review. The reviewee completes Section 1 of the PDR, recording the outcomes of their objectives from the previous review (if applicable) and shares a copy with their reviewer.

Initial Review:

The reviewer and reviewee meet during April and May to complete sections 2 and 3 of the PDR form, reviewing the previous academic year, discussing current performance and confirming objectives in line with planned strategic aims and action plans for the coming year. Development needs are identified.

Following initial Review:

The reviewer shares the completed form with the reviewee for further comment. The staff member uses the PDR record to guide their work and inform their development needs in order to achieve agreed objectives. If a paper based copy has been completed it should be scanned and uploaded to the online PDR system for future referral; a copy should also be forwarded to the Human Resources department and a copy will be placed on the individual's electronic personal file.

Mid-Year Review - November

The reviewer and reviewee meet during the first two weeks of November to complete section 4 of the PDR form and to discuss progress made towards the achievement of objectives.

Following Mid-Year Review:

The reviewer shares a copy of the completed form with the reviewee for further comment and for their reference.

Final Review/Sign off – March

The reviewer confirms that progress has been made towards the achievement of agreed objectives and finalises the online form by 31st March. The reviewer shares the completed form with the reviewee.

The reviewee confirms that they are happy with final comments made and accepts any changes made to the form. This completes the annual review process. The form is then archived for referral.

If a paper based copy has been completed it should be scanned and uploaded to the online PDR system for future referral; a copy should also be forwarded to the Human Resources department and a copy will be placed on the individual's electronic personal file.

FINANCIAL PROCEDURES EXPENSES CLAIMS IN UK, ISLE OF MAN AND THE CHANNEL ISLANDS			
Department	Finance		
Author	Stuart Fern – Head of Financial Accounting		
Authorised By:	Vice-Chancellors’ Board		
Implementation By:	Finance		
Procedure Reference:	PRFIN1516090		
Procedure Replaced:	Version 2 2012		
Version No:	Version 3	Approval Committee:	VCB Strategy and Finance
Date approved:	23.02.16 26.02.16	Minute no:	15.85.04 15.45
Status:	Draft	Implementation Date:	February 2016
Period of approval:	3 years	Review Date:	February 2019

1. PURPOSE OF EXPENSES PROCEDURE:

This procedure sets out the University’s policy for reimbursement of travel and subsistence expenses to members of staff travelling in the UK, Isle of Man and the Channel Islands. This includes the details of categories of expenditure which the University is prepared to reimburse and the methods by which those expenses should be claimed. These procedures also apply to the reimbursement of non-staff expenses.

2. THE NATURE OF EXPENSES

- 2.1 For expenses not to be subject to income tax, the payment must represent the reimbursement of expenditure actually and necessarily incurred in the course of the individual’s employment with the University.
- 2.2 Expenses must be necessarily incurred in performance of university duties. If nothing has been spent, nothing can be claimed.
- 2.3 It is the employer’s duty to prove to Her Majesty’s Revenue and Customs (HMRC) that any payments made represent a reimbursement. It therefore follows that, in order to satisfy this requirement, original receipts or other acceptable proof of expenditure must be submitted to substantiate all claims. The receipts/bills provided must be original and fully itemised. A debit/credit card voucher is not acceptable.
- 2.4 The University will only reimburse expenses associated with the discharge of a member of staff’s duties in his/her capacity as an employee of the University. It is not permitted to charge to the University, or seek reimbursement, in respect of any

expenditure incurred by way of private consultancies or other unrelated activities or where the expenditure has been or will be reclaimed from another source.

3. PERMITTED CATEGORIES OF EXPENDITURE

Any goods or services other than out-of-pocket expenses must be purchased in accordance with Financial Regulations, with particular reference to the purchase of IT equipment and consumables.

3.1 Travel Costs

The University will reimburse the cost of journeys necessarily undertaken as part of a member of staff's duties.

3.1.2 In making travel arrangements, members of staff must secure the best value for money. This may require journeys to take place in vehicles with multiple occupancy. Where journeys are undertaken by train or air, reimbursement will only be for the equivalent of standard class fare.

3.1.3 In order to satisfy the 'best value for money' in respect of travel costs, members of staff should wherever possible use public transport for journeys in excess of 150 miles round trip.

3.1.4 If public transport is unavailable or impractical, a hire car should be ordered from the University's AVIS contract administered by reception.

3.1.5 Staff who are required to travel during the course of their normal duties may be required to make suitable alternative arrangements at their own expense if disqualified from driving. Such arrangements must be agreed and accepted by the Director of Finance.

3.1.6 For travel by car, a Hire Car should always be applied for in advance of the journey (refer to Estates for procedures for booking hire cars). A member of staff's own vehicle should only be used if a hire car is not deemed as value for money for example a very short journey within a 10 mile radius of the staff member's usual place of work, or if there are special/exceptional circumstances which dictate the use of a member of staff's own vehicle. Acceptable exceptions/special circumstances are as follows:-

a. A member of staff is not on the Authorised Driver's list for reason of having their application declined. Estates should provide a reason for declining the application, and this should be advised to the member of staff, their Head of Department/School and Finance Department. In these circumstances, other than the exception noted, the member of staff will be allowed to use their own vehicle when undertaking necessary journeys as part of their duties, it should be noted in this instance that mileage will only be reimbursed at the lower rate.

b. Where a member of staff cites a 'medical condition' as a reason for not applying for a hire car, the line manager of the individual must confirm a valid reason exists to the Director of Finance and request approval for mileage payment at the higher rate. Any mileage claims submitted in the above circumstances without the requisite approval will only receive reimbursement at a rate of 25p per mile.

3.1.7 The University does **not** pay for travelling expenses incurred between an employee's home and their place of work in line with HM Revenue and Customs

recommendations. The Expenses on Demand software will automatically reduce any mileage claim to pay the difference in the journey between home and business destination and the journey between home and usual place of work. Where exceptionally such mileage is authorised, it will be subject to the deduction of tax and NICs for the employee and to an additional 13.8% NIC charge to the cost centre.

- 3.1.8 Home to work mileage will not be reimbursed for any journeys undertaken on a day considered to be outside of usual working pattern.
- 3.1.9 The above conditions apply equally to travel between home and work by taxi. However, an employee will be entitled to tax exemption on the cost of a journey by taxi subject to the following conditions outlined in HMRC's guidance relating to Employee Travel:-
- a. Where an employee is OCCASIONALLY required to work late but
 - b. Those occasions are neither frequent nor regular and
 - c. By the time the employee can go home:-
 - a. public transport has stopped; or
 - b. it would not be reasonable for the employer to expect the employee to use public transport, for example where the low level of availability or reliability of services at that time of night means that a journey using public transport would be likely to take much longer than a normal journey between work and home.

Work late - means working until 9pm or later.

Frequent - means the employee works late on more than 60 occasions in a tax year.

Regular - means a predictable pattern (eg late night transport provided every Friday).

- 3.1.10 HM Revenue and Customs has provided further clarification in respect of late night journeys and confirmed that tax relief is not available for any travel between home and work:-
- a. For **ANY** journey by employees who travel home after 9pm on more than 60 occasions in the tax year
 - b. Where employees work late from choice
 - c. Where late working is a regular feature of an employee's job - for example people employed in restaurants, clubs and pubs, whether on a shift basis or not, or those on regular call-out duty
 - d. Where employees incur expenses on travelling home late but the employer does not normally reimburse those expenses
- 3.1.11 Where taxis are used between home and work, departments must use the University's approved taxi firm and submit a monthly record of all employees who travel to or from work in a taxi. The taxi firm will also be required to submit the records to the University for subsequent reporting at fiscal year-end.
- 3.1.12 Where exceptionally the University pays the taxi fare for late night travel home or for contractual emergency callouts directly on production of invoices from the approved taxi firm, this will not exempt an individual from tax liability on travel between home and work. These journeys will be recorded and reported on P11Ds at fiscal year-end for assessment of the taxable benefit.
- 3.1.13 All mileage claims are checked automatically at point of entry by the Expenses on Demand software using Google maps; shortest journey (refer to <http://maps.google.co.uk/maps>) Staff should ensure that postcodes to and from all

elements of the journey undertaken are quoted on the claim, especially where visits to more than one destination on the same day have taken place.

- 3.1.14 Members of staff using their own cars for Glyndŵr business must ensure that their insurance policies provide the necessary business cover. Glyndŵr will not be liable for any additional cost.
- 3.1.15 Taxis shall be used only for short journeys or to complete a journey started by train or some other method of public transport.
- 3.1.16 Transfer of usual place of work; where an employee has been initially engaged to work at one specific Glyndŵr University site and has subsequently been relocated to another of the University's sites, an employee may claim mileage for the difference in mileage to and from the new location, for a maximum period of twelve months from date of relocation.

Example:- Live in Chester (CH2 3HU), old work location Wrexham (LL11 2AW), new work location St Asaph (LL17 0JD)

- Home → Wrexham = 13 miles
- Home → St Asaph = 31 miles
- Claim reimbursement (31-13) = **18 miles**

Mileage in this instance can be claimed at a rate of 45p per mile, it is a requirement of HM Revenue & Custom that a claim is made for each day the travel is made, for known and evidenced journeys only. When an employee is on leave, absent or attending elsewhere on behalf of the University then this relocation mileage allowance should not be claimed.

3.2 Subsistence

- 3.2.1 Where a member of staff is required to travel within the UK, Isle of Man and the Channel Islands the University will reimburse the actual cost of meals, snacks and refreshments necessarily incurred in the course of his/her duties, subject to the financial limits set out in Subsistence Allowances and Mileage Rates as amended from time to time. It should be noted that this is payable only where the claimant is more than 5 miles distance from the normal place of work. The University will not pay for any costs incurred where itemised receipts are not attached.
- 3.2.2 Only costs in respect of food and soft beverages can be claimed. The University discourages the consumption of alcohol whilst on Glyndŵr business. Any amounts relating to alcohol will be deducted from a claim. This is instigated on the grounds of health and safety - under Section 2 of the Health and Safety at Work Act 1974, employers have a duty to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all employees.
- 3.2.3 The night subsistence allowance is to cover the cost of all meals over a 24 hour period excluding breakfast (this is included in the bed and breakfast overnight allowance).
- 3.2.4 Day subsistence for meals – this allowance is made available to cover the extra costs that may be incurred for the purchase of food because the performance of duties takes you away from the normal workplace for a period greater than 8 hours.

- 3.2.5 Subsistence shall not be paid where a suitable meal is provided as part of the event (i.e. at a course or conference).
- 3.2.6 Evidence by way of itemised receipts will be required to support claims for reimbursement of subsistence whilst undertaking Glyndŵr business away from the normal place of work. Where an itemised bill covers meals for more than one person, you **must** indicate the items you are claiming for. Where two or more members of staff are claiming for meals on the same itemised bill, a photocopy is acceptable for the claim with a note to indicate the name/s of the other staff members. This is the only instance where a photocopy of a bill/receipt is acceptable.

3.3 Overnight Accommodation.

The University will pay for overnight accommodation up to the levels described in Subsistence Allowances and Mileage Rates. This is to cover Bed and Breakfast.

- 3.3.1 The University will not pay for any costs incurred by a spouse or partner accompanying a member of staff on a business trip. Any such expenditure shall be met directly by the member of staff. Where costs are incurred directly by the University, repayment to the University will be required.
- 3.3.2 No reimbursement will be made for expenditure falling into the following categories:-
- (i) Clothing and personal effects, other than safety or protective clothing specifically required for the journey.
 - (ii) Toiletries, other than items purchased for health and safety reasons for the journey.
 - (iii) Hairdressing
 - (iv) Luggage purchase or charges for luggage items over weight allowance at airport check in desks (except when carrying specific items to events on behalf of Glyndŵr)
 - (v) Membership fees, admission or usage fees in respect of health clubs, swimming pools, sporting facilities or the like.
 - (vi) Theatre or cinema tickets or admission charges to any entertainment or tourist attraction other than in the course of study.
 - (vii) Travel or personal insurance other than that arranged through the University's own insurance arrangements.
 - (viii) Interest, any form of finance charge or late payment penalty.
 - (ix) Any fines incurred as a result of speeding, late payment of London Congestion Charge, using a mobile phone, or other driving offence whilst undertaking journeys on Glyndŵr business. These fines will be the responsibility of the driver at the time of the offence.
 - (x) Gifts – require item specific authorisation from the Vice Chancellor.
 - (xi) Beer/wines/spirits, unless part of business entertaining requirements (see below).
 - (xii) Dry cleaning
 - (xiii) Any other items, goods or services not wholly, necessarily and exclusively purchased for a business purpose.
 - (xiv) Any expense incurred due to personal/private circumstances/choices e.g. gardening, security or pet care.

3.4 Other Costs

The University will also reimburse the following specific costs where it is not always possible to obtain a receipt.

- (i) Car parking and tunnel/toll charges, but not fixed penalty charges or other fines or penalties imposed as a result of failure to observe local parking or highways regulations – up to a value of £11.00 per claim
- (ii) Telephone calls from call boxes for business purposes. Reimbursement of all other calls will be subject to documentary evidence. – up to a value of £5.00 per claim
- (iii) Underground receipts are not required as it is recognised that the ticket can sometimes be retained by the underground ticket barriers. Oyster Cards purchased for University use must only be used for business travel. Where employees have personal Oyster Cards they may only reclaim the cost incurred on business journeys. HMRC accept that no Income Tax or National Insurance Liability arises.
- (iv) Wireless internet purchase where staff, in the performance of University duties, have to stay away from home as a result of their duties. Reimbursement is capped at a maximum of £5.00 in any 24 hours and cannot be made for private internet use.

3.5 London Congestion Charge

London congestion charge can be reclaimed through expenses; however, where a charge remains unpaid and a subsequent penalty fine is incurred, the penalty fine will not be reimbursed by Glyndŵr. Payment of the charge may be made in advance or on the day of travel by the following methods:

- By telephone – 0845 900 1234
- Online – www.cclondon.com
- At pay stations, selected petrol stations and retailers displaying the Paypoint logo

3.6 Business Entertaining/Hospitality

3.6.1 No hospitality or entertaining expenses will be reimbursed where a meeting is exclusively for Glyndŵr University staff. The HM Revenue and Custom classification of business entertaining is as follows:

- (i) if the purpose is to discuss a particular business project
- (ii) maintain an existing business connection
- (iii) form a new business connection

3.6.2 Full details of the business guest must be completed including the organisation that they are representing, where non-University employees are entertained by University employees as part of University business. The ratio of University employees to business guests must be reasonable and justifiable if challenged by HM Revenue and Customs.

3.6.3 'Entertaining' includes hospitality of any kind and also expenditure on business gifts. Any gifts purchased require authorisation from the Vice Chancellor before reimbursement can be made

3.6.4 Reimbursement for a reasonable amount of alcohol is permitted for the purposes of entertaining non University employees.

3.6.5 Any entertainment functions which do not meet the criteria for business entertaining will result in the appropriate Income Tax and National Insurance deductions made to each member of staff involved.

3.7 Relocation Expenses

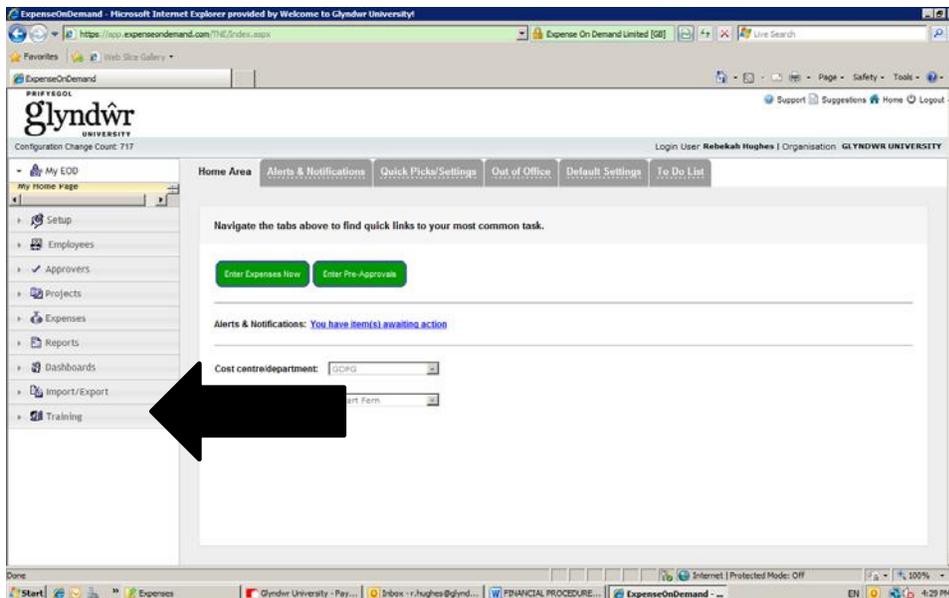
Relocation expenses will only be payable to staff who establish their home within a twenty five mile radius of the normal place of work and must currently maintain a household more than fifty miles from the normal place of work. It is expected that staff will make every effort to move house in as short a time as possible and in any case within 12 months of the commencement of employment unless there is a valid and acceptable reason. Claims must be submitted within 12 months of appointment. Please contact Finance via email to payroll@glyndwr.ac.uk for further details of the policy and claimable expenses.

4 Making a Claim

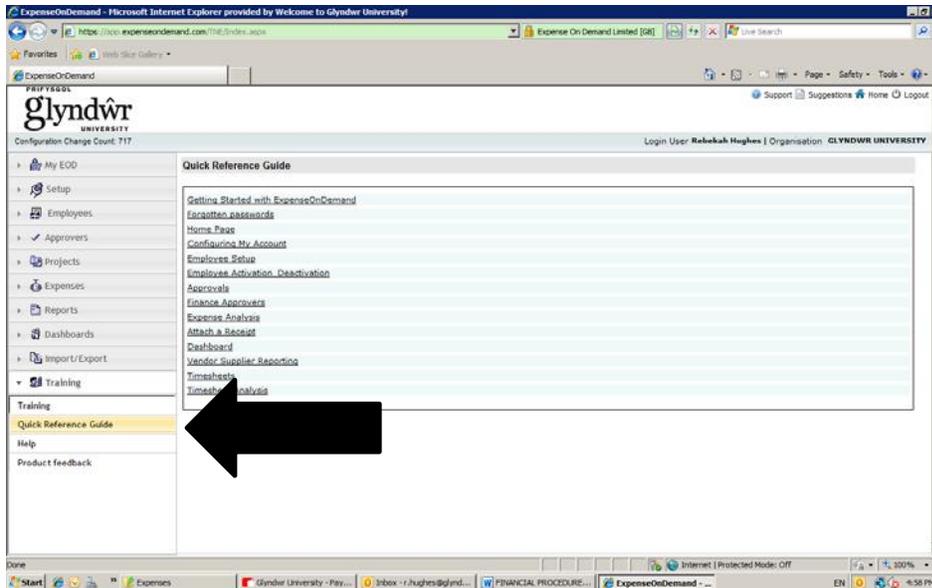
4.1 It is the responsibility of the claimant to prove that he/she is entitled to reimbursement of expenses. The Director of Finance may withhold payment of all or part of a claim until satisfactory evidence of each expense claimed is provided.

4.2 Claims for expenses shall be made through the Expenses on Demand software, found online at: <https://app.expenseondemand.com/TNE/Login.aspx>. Staff will be issued with login and password details upon commencement of employment, any staff unsure of their login details should e-mail payroll@glyndwr.ac.uk for assistance. The reimbursement of expenses is an electronic process and the software will automatically request expenses authorisation from budget holders before the claim reaches Finance without the need to print off copies of claim forms.

4.3 Once logged into the software, step by step training guides can be found by clicking on “Training” when in the home page of the software.



Then click on “Quick Reference Guide”



- 4.4 Receipts or other vouchers to substantiate each item claimed must be scanned and attached to the expenses claim in the software, or, sent to Payroll PP4-1 in an envelope marked with the claim reference number (Expenses on Demand issues each expenses claim with a unique reference number).
- 4.5 Claims for mileage where a pool car was not available should be accompanied by a copy of the email confirmation from Reception to that effect. Failure to supply evidence that a pool car was requested but not available will result in the mileage being reimbursed at the lower mileage rate (see appendix ii Allowances and Rates for current rates).
- 4.6 Claims will be processed on a monthly basis –30/31st of the month via the Bankers Automatic Clearing Services (BACS). You will receive a remittance advice via e-mail advising you of the payment.
- 4.7 Petty cash **cannot** be used under any circumstances to reimburse employee's expenses claims.
- 4.8 Fully authorised forms must be submitted within 3 months of incurring the cost; claims outside of this time limit will not be reimbursed. The individual will be notified if this is the case.

VICE-CHANCELLOR'S EXECUTIVE TEAM (VCET) TERMS OF REFERENCE

1. **Financial Health** - To ensure appropriate arrangements are in place for the managing and monitoring of the financial health of the University in line with best practice enabling the University to expand its resource capability.
2. **Resource Management** - To review and evaluate in year resource utilisation across the University and determine appropriate corrective action.
3. **Strategic Imperatives** - To identify strategic initiatives / projects and determine their value against the University's Strategic Framework and plan for the impact of them on the University's available resources.
4. **Action Planning** - To review and assess the University's status in relation to:
 - Finances
 - Income generation
 - KPIs

and take appropriate decisions and identify individuals/teams to formulate action plans to progress the University's position in relation to its Strategic Framework.

5. **Partnerships** – To receive and approve proposals on University Partnerships to further enhance the University's provision and standing within the sector and beyond. In addition report to the Board of Governors on such partnerships which are of high risk and have a strategic and financial impact on the University.
6. **External Impacts** - To receive and share information on the external environment and the potential impact on the sector/University thereby determining appropriate actions to mitigate against any potential negative impact.
7. **Risk Management** - As part of its normal mode of operation, the Committee will identify, consider and keep under review any risk implications associated with carrying out its remit and make changes, where appropriate, to manage those risks.
8. To consider issues referred from other Boards or one of its sub-committees, taking decisions and providing detailed advice and guidance as may be appropriate in order to support the efficiency and effectiveness of its/their work and/or make recommendations to one of its sub-committees as appropriate providing evidence/audit trails and proposals for enhancement where necessary to support and inform subsequent decision making.

Modus Operandi

- The VCET shall report to the Board of Governors matters that are appropriate within its jurisdiction.
- The VCET shall refer to the VCB, as appropriate, matters which require further debate and consideration.
- The VCET shall refer to Academic Board matters that are appropriate, within its jurisdiction.
- The VCET may delegate some functions to sub-committees as appropriate, but will monitor the activities undertaken on its behalf by such sub-committees.
- The VCET shall, at all times, work within the policies and procedures of the University.
- The VCET shall meet, generally every three weeks, with meetings scheduled one week ahead of VCB, which also meets every three weeks during the academic year. Meetings normally take place on Monday afternoons.
- Agenda items, with any supporting documentation must be submitted no later than lunch time of the preceding Thursday.

SENIOR POST HOLDER REWARD PRINCIPLES

JUNE 2019

Senior Post Holder Salary assessment

1. Background

- 1.1 The Vice-Chancellor joined the University on 1 April 2016. In accordance with the contract of employment the salary of the Vice-Chancellor is reviewed on an annual basis.
- 1.2 The post of Vice-Chancellor and the post of Deputy-Vice Chancellor are designated Senior Post Holders in accordance with the Articles of Government and as such any salary assessment and/or awards are determined by the Remuneration Committee of the Board of Governors.
- 1.3 The current senior staff salary structure was implemented in November 2015. Prior to the implementation a range of spot salaries for the then small group of Senior staff had been applied, mostly determined by individual discussion with each staff member and the then Vice-Chancellor.
- 1.4 The new salary structure was developed using benchmark data provided by the Universities and Colleges Employers Association (UCEA) Senior Staff Remuneration Survey. The UCEA annual Senior Staff Remuneration Survey provides benchmark data on Senior Staff Salaries for the Sector. The data covers salaries of over 26,000 senior staff across 145 Higher Education Institutions. The survey that generates the benchmark data has been in existence since 1993 and continues to be valued within the Sector as a reliable and robust source of data for comparing the value of similar or like roles across the Sector. The importance and value of the data is borne out by the continual high rate of participation.
- 1.5 **The role of Deputy Vice-Chancellor is included in the senior staff salary structure and sits within level 1 of the structure. The role of Vice-Chancellor however is not included and sits outside of the senior staff salary structure.**
- 1.6 Shortly after establishing the new senior staff salary structure the University started an appointment process for a substantive Vice-Chancellor. The UCEA benchmark data was also used to determine the salary range within which the VC would be appointed. It was also suggested (and endorsed by the HR Committee/Remuneration Committee) that the same reward principles, adopted for senior staff would apply to the Vice-Chancellor. The only exception to those principles was that the VC's salary would be reviewed on an annual basis by the Remuneration Committee.
- 1.7 In order for the Committee to make an informed decision on any salary increase for both the VC and DVC it should be apprised of both the senior staff salary structure and reward principles (in order to understand and determine whether a salary increase should be awarded to the DVC) and the salary range, complemented by up to date benchmark data (to enable it to determine whether a salary award should be made to the VC)

2. Deputy Vice-Chancellor Assessment

2.1 The University senior staff salary structure consists of three levels, each containing a number of fixed points as illustrated in the table below.

80-90% New/developing in the role	90-100% Can deliver the role at fully acceptable performance	100-110% Highly experienced, capable or high performing in a relevant role	110%+ Where there are exceptional market premia or other factors
Level 1			
97,010	104,875	111,168	117,460
Min		Median	Max
Level 2			
71,525	75,826	80,335	84,949
Min		Median	Max

2.2 Upon the introduction of the salary structure, the process of establishing which roles should be placed in which level was informed by the UCEA Benchmark data. Assimilation to the appropriate fixed point within the level was based on consultation with existing post holders for those in post at the time of the introduction of the new salary structure. Consideration about placement on the scale during the consultation was given to the current incumbent's current salary and an assessment (through consultation) of the capabilities and experience within the role. The headings provided in the table above also provided a guide for assimilation of the current incumbents.

2.3 Where vacant roles existed, placement (at the time of appointment) was established using the same principles. Newly established roles were (and are) placed within the appropriate level using the benchmark data and placement on a scale point using the same principles as above.

- 2.4 The nationally negotiated increase is awarded to each fixed point within each level, thereby allowing each individual the agreed national increase year on year. Within each level, movement from one point to another is based on assessment of performance on a biennial period. This involves a broad consideration of progress made against objectives and an assessment of the overall contribution to the University. There is no guarantee of movement from one point to another. Any movement is to be completely discretionary. Individuals would need to clearly demonstrate that they have made sufficient progress to merit the move from one point to another and this has to be evidenced by a marked increase in performance and contribution to the University.
- 2.5 For the majority of staff in the senior staff salary structure **August 2017** was the first milestone for the biennial assessment. Contractually the assessment should take place in the **June** preceding the biennial August anniversary date and a decision made, based on the principles above, as to whether each individual should move to a higher point on the salary scale.
- 2.4 At the discretion of the university, the biennial review of salaries may be staggered. This allows for situations where appointments are made during the two-year timeframe for each review and individuals may not have had adequate time to demonstrate performance in the role. In such cases, if the staff member is not awarded a pay increase at the regular review date, they may be reconsidered the following year. However, if an increase to the next point on the scale is awarded at that time they will not be reviewed again for another two years.

3. The biennial assessment process for the Deputy Vice-Chancellor

3.1 The process of assessment is outlined below

- 3.4 The Vice-Chancellor should consider the performance of the Deputy Vice-Chancellor over the preceding 2 year period (in cases where the incumbent has not been in post for two years then assessment should be from the start date). This broad assessment should involve a review of any appraisal documentation and consideration and assessment by the Vice-Chancellor of performance throughout the assessment period.

After a broad consideration of progress made against objectives and an assessment of the overall contribution to the University, the Vice-Chancellor should produce a summary report setting out the rationale and recommendation for either

- i) a salary increase on the basis that the individual has clearly demonstrated that a move up the salary scale is warranted,
- or
- ii) no salary increase on the basis that the individual has not demonstrated that a move up the salary scale is warranted

The report should be sent to the Director of Human Resources and the Clerk to the Board. The report will be included in the papers for the Remuneration Committee and the Vice-Chancellor will attend the Committee to present the summary report to the Committee. The report will be considered by the Committee together with a report from the Director of Human Resources containing the salary range for Level 1 of the Senior Staff Salary structure. Based on the information and recommendation provided a decision will be taken

as to whether a salary increase should be awarded. The minutes of the meeting will record the rationale for the decision. The decision should then be formally communicated to the Deputy Vice-Chancellor by the Director of Human Resources.

4. Vice-Chancellor assessment

- 4.1 As outlined above the UCEA benchmark data was also used to determine the salary range within which the Vice-Chancellor would be appointed. It was also suggested (and endorsed by the HR Committee/Remuneration Committee) that the same reward principles, adopted for senior staff would apply to the Vice-Chancellor. The only exception to those principles was that the VC's salary would be reviewed on an annual basis by the Remuneration Committee. Details of the Vice-Chancellor's current salary and associated salary benchmark data is included in a separate Benchmark Salary report from the Director of Human Resources.
- 4.2 **August 2017** was the first milestone for the annual assessment of the Vice-Chancellor's salary. Contractually the assessment should take place in the **June** preceding the annual August anniversary date and a decision made, based on the adopted principles as to whether the Vice-Chancellor should receive a salary increase.

5. The Annual assessment process for the Vice-Chancellor

- 5.1 The Chair of the Board of Governors should consider the performance of the Vice-Chancellor over the preceding year. This broad assessment should involve a review of any appraisal documentation and consideration and assessment by the Chair of the Board of performance throughout the assessment period.

After a broad consideration of progress made against objectives and an assessment of the overall contribution to the University, the Chair of the Board should produce a summary report setting out the rationale and recommendation for either

- i) a salary increase on the basis that the individual has clearly demonstrated that a move up the salary scale is warranted, or
- ii) no salary increase on the basis that the individual has not demonstrated that a move up the salary scale is warranted

The report should be sent to the Director of Human Resources and the Clerk to the Board. The report will be included in the papers for the Remuneration Committee and the Chair of the Board will attend the Committee to present the summary report to the Committee. The report will be considered by the Committee, together with a report from the Director of Human Resources on salary benchmark data for Vice-Chancellors drawn from the UCEA salary benchmark data survey . Based on the information and recommendation provided a decision will be taken as to whether a salary increase should be awarded. The minutes of the meeting will record the rationale for the decision. The decision should then be formally communicated to the Vice-Chancellor by the Director of Human Resources.

SENIOR STAFF (EXECUTIVE TEAM)REWARD PRINCIPLES

JUNE 2019

Senior staff biennial salary assessment

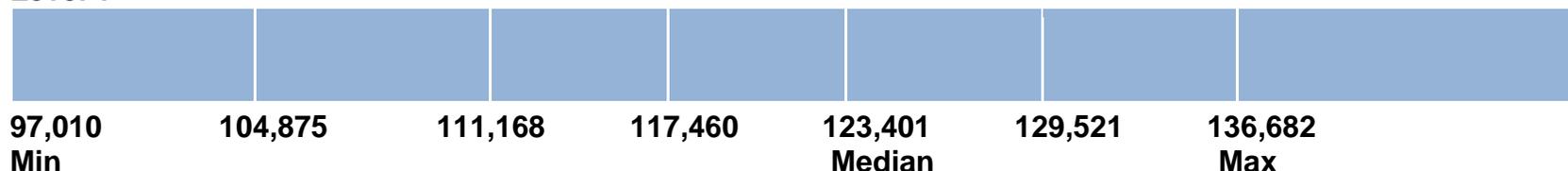
1. Background

- 1.1 The current senior staff salary structure was implemented in November 2015, following approval by the HR Committee. Prior to the implementation a range of spot salaries for the then small group of Senior staff had been applied, mostly determined by individual discussion with each staff member and the then Vice-Chancellor.
- 1.2 During 2015 the interim Vice-Chancellor and the Director of Human Resources decided that a more structured approach should be taken towards the determination of salaries for the senior staff group.
- 1.3 A new salary structure was developed along with Reward Policy principles for the Senior Staff Group.
- 1.4 The new salary structure was developed using benchmark data provided by the Universities and Colleges Employers Association (UCEA) Senior Staff Remuneration Survey
- 1.5 The UCEA annual Senior Staff Remuneration Survey provides benchmark data on Senior Staff Salaries for the Sector. The data covers salaries of over 26,000 senior staff across 145 Higher Education Institutions. The survey that generates the benchmark data has been in existence since 1993 and continues to be valued within the Sector as a reliable and robust source of data for comparing the value of similar or like roles across the Sector. The importance and value of the data is borne out by the continual high rate of participation.
- 1.6 The University senior staff salary structure consists of three levels, each containing a number of fixed points as illustrated in the table below.

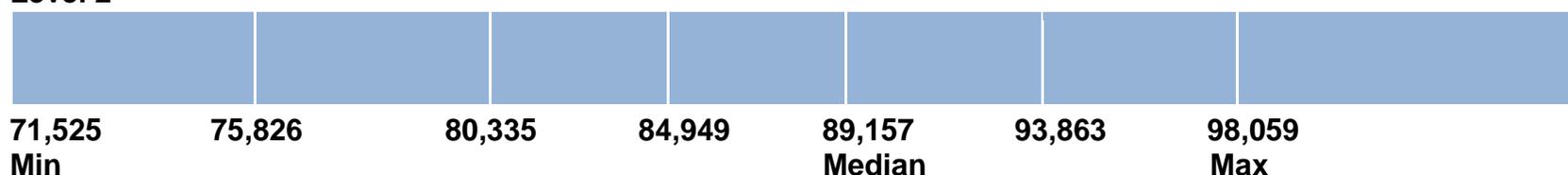
Rates effective 1 August 2018

80-90% New/developing in the role	90-100% Can deliver the role at fully acceptable performance	100-110% Highly experienced, capable or high performing in a relevant role	110%+ Where there are exceptional market premia or other factors
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Level 1



Level 2



Median

Max

- 1.7 The process of establishing which roles should be placed in which level was informed by the UCEA Benchmark data. Assimilation to the appropriate fixed point within the level was based on consultation with existing post holders for those in post at the time of the introduction of the new salary structure. Consideration about placement on the scale during the consultation was given to the current incumbent's current salary and an assessment (through consultation) of the capabilities and experience within the role. The headings provided in the table above also provided a guide for assimilation of the current incumbents.
- 1.8 Where vacant roles existed, placement (at the time of appointment) was established using the same principles. Newly established roles were (and are) placed within the appropriate level using the benchmark data and placement on a scale point using the same principles as above.

2. The Senior Staff Salary Structure 2018

2.1 The table below shows the current population of the three levels within the senior staff salary structure

LEVEL 1
Deputy Vice Chancellor
LEVEL 2
Job Title
Executive Director of Finance
Executive Director of Human Resources
Executive Director of Operations
Pro Vice-Chancellor, Partnerships (UK & International)
Pro Vice-Chancellor, Research

2.2 The nationally negotiated increase is awarded to each fixed point within each level, thereby allowing each individual the agreed national increase year on year. Within each level, movement from one point to another is based on assessment of performance on a biennial period. This involves a broad consideration of progress made against objectives and an assessment of the overall contribution to the University. There is no guarantee of movement from one point to another. Any movement is to be completely discretionary. Individuals would need to clearly demonstrate that they have made sufficient progress to merit the move from one point to another and this has to be evidenced by a marked increase in performance and contribution to the University.

2.3 **August 2019** is the next milestone for the biennial assessment for the senior staff listed section 3. Contractually the assessment should take place in the **June** preceding the biennial August anniversary date and a decision made, based on the principles above as to whether each individual should move to a higher point on the salary scale.

2.4 Whilst the contractual element is for an assessment to take place on a biennial cycle, any decision to move an individual up the salary scale is completely discretionary.

2.5 At the discretion of the university, the biennial review of salaries may be staggered. This allows for situations where appointments are made during the two-year timeframe for each review and individuals may not have had adequate time to demonstrate performance in the role. In such cases, if the staff member is not awarded a pay increase at the regular review date, they may be reconsidered the following year. However, if an increase to the next point on the scale is awarded at that time they will not be reviewed again for another two years.

3. The biennial assessment process

3.1 The process of assessment is outlined below

3.2 Vice-Chancellor's Direct reports

3.3 The following senior staff reporting directly to the Vice-Chancellor are eligible for a biennial salary review in June 2019.

Executive Director of Finance
Executive Director of Operations
Executive Director of Human Resources

3.4 For each direct report the Vice-Chancellor should consider the performance over the preceding 2 year period (in cases where the incumbent has not been in post for two years then assessment should be from the start date) This broad assessment should involve a review of any appraisal documentation and consideration and assessment by the Vice-Chancellor of performance throughout the assessment period. The Vice-Chancellor will be supported by the Director of Human Resources for all assessments other than his own. For the assessment of the Director of Human Resources the Vice-Chancellor will be supported by the Deputy Vice-Chancellor.

3.5 If after a broad consideration of progress made against objectives and an assessment of the overall contribution to the University, the Vice-Chancellor believes that the individual **has** clearly demonstrated that a move up the salary scale is warranted then a decision should be taken as to which point the individual should move to. A short summary report from the Vice-Chancellor indicating the rationale for the salary increase should be produced and retained by the Vice-Chancellor along with the individual's appraisal documentation. The decision should then be communicated to the Director of Human Resources who will formally write to the individual confirming the salary increase.

- 3.6 If after a broad consideration of progress made against objectives and an assessment of the overall contribution to the University, the Vice-Chancellor believes that the individual **has not** demonstrated that a move up the salary scale is warranted then the decision should be recorded and reasons noted in the short summary report from the Vice-Chancellor. The report should be retained by the Vice-Chancellor along with the individual's appraisal documentation. The decision should then be communicated to the Director of Human Resources who will formally write to the individual confirming the decision.

PETE GIBBS
EXECUTIVE DIRECTOR OF HUMAN RESOURCES

JUNE 2019

REMUNERATION COMMITTEE

TERMS OF REFERENCE

1. Constitution

The Remuneration Committee is a standing Committee of the Board of Governors and is responsible to the Board.

2. Authority

The Board of Governors is required to establish a Remuneration Committee to consider and determine the remuneration¹ of the Vice Chancellor and other Senior Postholders as defined under the Instrument and Articles of Government and agreed by the Board.

3. Responsibilities

- i. To consider and agree the pay and conditions of the Vice Chancellor and other senior postholders, including review of new senior postholder contracts;
- ii. To consider and, if appropriate, approve severance² arrangements for the Vice Chancellor and other senior postholders and all those staff earning a basic FTE salary of more than £100k per annum.
- iii. In relation to the above to consider relevant benchmarking information and evidence of senior postholders' performance against agreed objectives and take into consideration the public interest and the safeguarding of public funds alongside the interests of the University when considering all forms of payment, reward or severance to senior postholders.
- iv. To keep under review the pay multiple between the senior postholders and the rest of the workforce and gender pay equality for senior postholders.
- v. To provide an annual report of its decisions to the Board of Governors in sufficient detail of its deliberations to enable governors to assure themselves that a rigorous, fair and defensible process has taken place.
- vi. To review the Annual Pay Policy Statement and make recommendations to the Board regarding the approval and publication of the statement.

4. Composition

Membership

The Independent members of the HR Committee
 The Chair of the Board
 The Chair of the Strategy and Finance Committee

Chair

The Chair shall be the Chair of the Human Resources Committee.

¹ Remuneration refers to the full range of the reward package an individual receives including pay, benefits (including pension contributions of all kinds), allowances and incentives/rewards.

² Severance is a complicated and potentially contentious issue and the Board of Governors needs to set out a clear policy framework on severance to their Remuneration Committee, based on guidance provided by the funding bodies. When awarding severance the benefit to the institution needs to be balanced against the proportionate use of funds.

Vice Chair

The Vice Chair shall be the Vice Chair of the Human Resources Committee.

In attendance

Director of Human Resources

Clerk to the Board of Governors³

The Vice Chancellor, as required, to report on performance of her direct reports to inform the Committee's considerations.

Quorum

Three members including the Chair or Vice Chair of the Committee and the Chair of the Board.

In the absence of the Chair and where a Vice Chair has not been appointed, one of the members of the Committee shall be elected by those present to Chair the meeting, provided the meeting is quorate.

5. Proceedings

The Committee will meet annually in June each year.

The Conduct of the Committee will be in line with the approved Standing Orders of the University and the HE Governance Code of Practice and the CUC HE Senior Staff Remuneration Code.

The Committee papers will remain confidential and minutes of the meeting may be made publically available with appropriate redactions to preserve personal sensitive data.

6. Clerking arrangements

The Clerk to the Committee shall be the Clerk to the Board of Governors (or other appropriate independent individual)

The Clerk shall be responsible for ensuring that the Committee papers and minutes are retained securely within the University, in an appropriate format.

Established HR/Remuneration Committee June 2016 (minute 15.62/minute 15.11)/ Approved by Board July 2016 (minute 15.96.01)

Amended February 2018 Remuneration Committee (minute 17.03) /approved by Board May 2018 (minute 17.87.03)

Amended June 2018 Remuneration Committee (minute 17.09)/approved by Board July 2018 (minute 17.94)

Amended June 2019 Remuneration Committee (minute 18.12)/approved by Board July 2019 (minute 18.08)

³ The Clerk to the Board must withdraw from the meeting during discussion of his/her remuneration and performance.

REMUNERATION POLICY			
Department	Governance		
Author	Clerk to the Board/Director of HR Committee		
Authorised By:	Board of Governors		
Implementation By:	Remuneration Committee		
Policy Reference:	POBG1819036		
Policy Replaced:	POBG1617025		
Version No:	1	Approval Committee:	1. Remuneration Committee 2. Board of Governors
Date approved:	November 2018	Minute no:	18.08
Status:	Approved	Implementation Date:	November 2018
Period of approval:	3 years	Review Date:	November 2021

1. Purpose of the Policy

The Board of Governors is required to establish a Remuneration Committee to consider and determine the remuneration of the Vice Chancellor & Chief Executive and other senior postholders as defined under the Instrument and Articles of Government and agreed by the Board.

The responsibilities of the Remuneration Committee are set out in its Terms of Reference.

This policy supports the Committee's delegated responsibilities:

- i. To consider and agree the pay and conditions of the Vice Chancellor & Chief Executive¹ and other senior postholders.
- ii. To consider and, if appropriate, approve severance² arrangements for the Vice Chancellor & Chief Executive and other senior postholders.
- iii. In relation to the above to consider relevant benchmarking information and evidence of senior postholders' performance against agreed objectives and take into consideration the public interest and the safeguarding of public funds alongside the interests of the University when considering all forms of payment, reward or severance to senior

¹ Remuneration refers to the full range of the reward package an individual receives including pay, benefits (including pension contributions of all kinds), allowances and incentives/rewards.

² Severance is a complicated and potentially contentious issue and the Board of Governors needs to set out a clear policy framework on severance to their Remuneration Committee, based on guidance provided by the funding bodies. When awarding severance the benefit to the institution needs to be balanced against the proportionate use of funds.

- postholders.
- iv. To have due regard to the pay multiple between senior postholders and the rest of the workforce, and gender pay equality for senior postholders.
 - v. To review an annual pay policy statement and make recommendations to the Board regarding the approval and publication of the statement.

2. Policy Context

2.1 In 2005, the Higher Education Funding Council for Wales (HEFCW) undertook a “Review of the Remuneration and Severance Governance Processes for Senior Staff at Higher Education Institutes in Wales”. In this Review, a recommendation was made that all HEIs should codify in one policy document their Remuneration Policy. It was recommended that this policy should cover staff overall as well as senior staff noting that staff are the main determinant of institutional success and are also the single largest item of expenditure in all HEIs.

2.3 The Review recommended in particular that “*in relation to senior staff, the issues to be addressed in such a policy might include:*

- *What the remuneration policy is trying to achieve*
- *The wider implications in terms of affordability, employee relations*
- *Use of comparative information*
- *Which posts are included*
- *Link with performance reviews*
- *Recruitment, retention and market rates*
- *Succession planning*”

2.4 In 2017 Vice Chancellors in Wales agreed that their institutions would prepare Annual Pay Policy Statements based upon the Public Services Staff Commission’s December 2016 document Transparency of Senior Pay in the Devolved Welsh Public Sector which provides good practice guidance on the information that may be included. HEFCW utilises these Pay Policy Statements to inform their annual report to Welsh Ministers on senior pay in higher education. In addition to the information within the aforementioned document, Welsh Ministers and HEFCW requested that Pay Policy Statements should also include:

- the ratio of the highest to median earnings, with the prior year’s comparison³;
- information on the gender pay gap for senior staff;
- the mean percentage pay increase awarded to the University’s Senior team members and the mean percentage increase for all other staff, with the rationale for any differences between these increases;
- the University’s policy in respect of exit payments for senior staff; and
- information included in the University’s strategic equality plan about any senior staff gender pay gap.

2.5 In 2018 the Committee of University Chairs (CUC) published the Higher Education Senior Staff Remuneration Code, a voluntary good practice guide which all HEIs are expected to follow on a ‘comply or explain’ basis. The Code expects Governing bodies to make decisions based upon:

³ HEFCW states that the median should be calculated based on all staff, with ‘earnings’ defined as total taxable employment earnings, including base salary, allowances, variable/performance pay, and the cash value of benefits in-kind. The media earnings figure for all staff represents the median full time equivalent annual earnings of all staff employed by the institution.

- *“A fair, appropriate and justifiable level of remuneration*
- *Procedural fairness*
- *Transparency and accountability.”*

3. Responsibilities for delivery

- 3.1 **Senior Postholders:** adherence to this policy in respect of Senior Postholders is the responsibility of the Remuneration Committee of the Board of Governors. The Committee must report at least annually on its decisions regarding Remuneration of Senior Postholders to the Board of Governors. It is the role of the Board of Governors to ensure that relevant decisions have been made in line with this policy.
- 3.2 **Determination of the remuneration of staff (other than Senior Postholders):** the Board of Governors has agreed that the HR Committee shall approve, at the appropriate dates in each year, that the nationally negotiated pay awards shall be made to all staff.
- 3.3 **Senior Staff Group:** adherence to the grading structure and reward policy principles for the senior staff group is the responsibility of the Vice Chancellor & Chief Executive.

4. Implementation Strategy

4.1 Aims

- 4.1.1 To provide a framework for the consideration of remuneration of Senior Postholders at Wrexham Glyndŵr University that meets the principles set out by the Committee on Standards in Public Life, namely:
- Selflessness
 - Integrity
 - Objectivity
 - Accountability
 - Openness
 - Honesty
 - Leadership
- 4.1.2 The same principles are established in Glyndŵr University’s Code of Conduct for Members of the Board and govern all of the Board’s decision making systems and processes.
- 4.1.3 To ensure that remuneration of Senior Postholders is consistent with the University’s Vision and Mission and the objectives of recruiting and retaining high quality staff with the attributes and expertise that are necessary to achieve the University’s Strategic Plan.
- 4.1.4 To ensure that remuneration decisions are made in the light of appropriate information.
- 4.1.5 To ensure that established good practice, as highlighted in section 2, is taken into consideration when remuneration decisions are made.
- 4.1.6 To ensure that the record of decisions made, with regard to Senior Postholders, is sufficiently detailed to allow the Board of Governors to review, and if necessary, to challenge such decisions.

4.2 Determination of remuneration of Senior Postholders

- 4.2.1 The Board of Governors has agreed that Remuneration Committee meets at

least annually at which, following the procedural guidance outlined in detail in the annex to this policy, decisions regarding the remuneration of Senior Postholders shall be made.

4.2.2 Specifically, the Board of Governors has determined that in reaching its decisions on the remuneration of Senior Postholders the Remuneration Committee must, as a minimum, be able to demonstrate due regard to the following factors:

- Consideration of performance review data presented by the Vice Chancellor & Chief Executive for all Senior Postholders with the exception that the Chair of the Board of Governors shall present the reports relating to the Vice Chancellor & Chief Executive and the Clerk to the Board.
- Consideration of the grading structure and reward principles for the senior staff group.
- Consideration of any changes in responsibilities.
- Consideration of comparative data including UCEA data, remuneration trend analyses at local and national levels, relevant market data, and such other relevant publicly available data as the Committee may determine. The Committee may also seek independent advice as it deems appropriate.
- Consideration of affordability including the available pay budget, and relevant recruitment and retention factors.
- Consideration of employee relations including wider perceptions of pay awards to Senior Postholders, and possible impacts on staff morale and motivation.
- Consideration shall be given to remuneration increases to Senior Postholders' remuneration where they are put forward by the Vice Chancellor & Chief Executive, and in the case of the Vice Chancellor & Chief Executive and the Clerk to the Board, by the Chair of the Board. In reporting its decisions to the Board of Governors, the Board has determined that the Remuneration Committee must, as a minimum, include in its report that it has considered each of the above factors. It must also specify in its report how the different elements of remuneration decisions have been determined in respect of performance and benchmarking.
- The report of the Remuneration meeting shall record the agreed changes to remuneration and shall include details of the justification for each decision.
- Following the meeting, letters shall be prepared by the Clerk, approved and signed by the Chair of the Committee to inform individuals about the decision made about their remuneration by the Remuneration Committee.

4.4 Support and Advice

This policy should be read in conjunction with the following:

4.4.1 Articles and Instrument of Government

4.4.2 Standing Orders

4.4.3 Terms of Reference of Remuneration Committee

4.5 Procedures

Please see procedural guidance in respect of the operation of this policy: PRBG1617026.

4.6 Communication Strategy

The remuneration policy is available from the Clerk to the Board.

REMUNERATION PROCEDURE			
Department	Governance		
Author	Clerk to the Board/Director of HR		
Authorised By:	Board of Governors		
Implementation By:	Remuneration Committee		
Procedure Reference:	PRBG1819037		
Procedure Replaced:	PRBG1617025		
Procedure Replaced:			
Version No:	1	Approval Committee:	1. Remuneration Committee 2. Board of Governors
Date approved:	November 2018	Minute no:	18.08
Status:		Implementation Date:	November 2018
Period of approval:	3 years	Review Date:	November 2021

1. PURPOSE OF THE PROCEDURE

To support the Remuneration Committee in undertaking its duties in line with the Remuneration Policy.

2. SCOPE

To provide a framework for the work of the Remuneration Committee within which it may make its remuneration decisions.

3. REFERENCES

Please refer to the Remuneration Policy POBG1617025.

4. PROCEDURAL STEPS

4.1 Date of Remuneration Meeting:

- (i) The annual review date for senior postholders has been determined as 1 June in each year. This review date is not affected by date of employment at Glyndwr University except that that the senior-postholders shall not normally be considered for a salary review until they have been employed at Glyndwr University for at least 12 months, after which period a review shall take place on or at the next opportunity after the 1 June immediately following date of employment.
- (ii) Exceptionally, a case may be made for an earlier salary review for the Remuneration Meeting's consideration.

- (iii) The implementation date for any changes in Remuneration shall be formally agreed at the Remuneration meeting, but shall usually be 1 August following the Remuneration meeting held in June.

4.2 Information Requirements for the Remuneration Committee

- (i) The minimum information requirements for the Remuneration Committee are set out in the Remuneration Policy.
- (ii) Specifically, with respect to Performance Development Review for Senior Postholders, the Remuneration Committee will consider the following:
- A report on the Vice Chancellor & Chief Executive's performance provided by the Chair of the Board of Governors. The Chair's report will set out recommendations on the salary of the Vice Chancellor drawing on the criteria and comparative data provided to the Committee.
 - A report on other senior postholders' performance provided by the Vice-Chancellor & Chief Executive. The latter's report on individuals' performance will set out recommendations on salaries for senior postholders drawing on senior postholder reward principles.
 - Evidence in the form of the University Performance Development Review outcomes which will include:
 - a statement of targets and objectives that have been set for each person that are specific and measurable for the next year;
 - a statement on the extent to which targets and objectives set for the previous year have been met;
 - the above should be agreed by both the reviewer and the individual.
- (iii) The provision of this documentation for the Remuneration Committee shall be the responsibility of the reviewer as specified in the table provided at the end of this guidance.
- (iv) Where the Remuneration Committee feels that objectives and targets are difficult to qualify and or assess, it may request independent verification from third parties of the targets/objectives as appropriate.
- (v) The Committee will also require comparative salary data in a formal background paper which must be circulated in advance with the agenda papers and presented by the Director or Human Resources at Remuneration Committee meetings. The format of this data shall be:
- Details of salaries (where available) for Senior Postholders, including the Vice Chancellor and Chief Executive, drawn from the UCEA benchmark data;
 - Relevant agreed benchmark data. This data shall be provided by the Director of Human Resources and updated each year;
 - Details of historical remuneration trends within the University including a record of decisions made at the previous two salary reviews in each case.

4.3 Conduct of the discussion on remuneration

- (i) The Clerk shall be required to withdraw during the discussion of their own performance/remuneration. The minutes shall be taken in the Clerk's absence by an independent member of the Remuneration Committee or an officer nominated by the Chair. The minute taker shall provide the Clerk with their minutes and proforma report formally written up immediately following the end of the meeting.
- (ii) The Vice Chancellor & Chief Executive is not a member of the Remuneration Committee, however if they are present for the discussion of remuneration of their direct reports they shall withdraw when discussion of their own remuneration takes place. The Clerk may minute the discussion and shall not contribute to the debate in any way unless invited to provide advice by members. Alternative arrangements for the provision of additional advice and/or for minuting the discussion may be arranged by the Chair as appropriate.
- (iii) The Director of Human Resources will be present to provide contractual and salary advice to the Committee as required.

4.4 Minuting and reporting remuneration decisions

- (i) The minutes shall record that a Remuneration Committee has been held and that the data required under Glyndŵr University's Remuneration Policy was received and given due regard. A report of the discussions and outcomes shall be prepared and agreed by the Chair of the Remuneration Committee prior to its presentation to the Board of Governors.
- (ii) The Remuneration Committee papers will remain confidential and minutes of the meeting may be made publically available with appropriate redactions to preserve personal sensitive data.

5. Summary table of responsibilities for the provision of performance data for Senior Postholders:

Senior Postholders				
Staff member	Post	Reviewer	Review Date by Remuneration Committee	Responsibility for providing information to the Remuneration Committee and introducing the case at the meeting
Professor Maria Hinfelaar	Vice Chancellor and Chief Executive	Chair of the Board of Governors	1 June (Annually)	Chair of the Board to provide agreed report on review <ul style="list-style-type: none"> • Chair to take account of comparative data presented with the agenda papers to inform the recommendation the she/he may wish to make • Director of HR to provide comparative data • Chair of the Board to introduce case.
Dr Claire Taylor	Deputy Vice-Chancellor	Vice Chancellor & Chief Executive	1 June (Annually)	<ul style="list-style-type: none"> • Vice Chancellor & Chief Executive to provide agreed report on review • Director of HR to provide comparative data • Vice Chancellor & Chief Executive to introduce case
Val Butterworth	Clerk to the Board	Chair of the Board of Governors	1 June (Annually)	<ul style="list-style-type: none"> • A report of Clerk's performance to be provided by the Chair of the Board

Guidance for Remuneration Committee:

Severance arrangements

Review

Date	Committee and minute number	Date Approved by the Board of Governors
<i>June 2019 NEW</i>	<i>Remuneration Committee (minute 18.15.03)</i>	<i>July 2019 (18.10)</i>

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1. Introduction and purpose

- 1.1 As a public institution responsible for public money and resources, it is essential that public confidence in the university's affairs is not undermined and that the highest standards of transparency, accountability and probity are upheld. The university has a duty to use public funds for proper purposes and to achieve value for money across teaching, research and other activities in the interest of students. Glyndŵr University is a registered charity and can only use charitable funds and assets to further the charitable purposes of the institution. Therefore, this guidance has been developed to support the Remuneration Committee in ensuring scrutiny and effective governance of severance packages for senior postholders and staff earning a full time equivalent salary of more than £100k per annum.
- 1.2 The guidance has been developed to comply with the Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code – “the CUC code”
- 1.3 To comply with the requirements of both the CUC code and the HEFCW Accounts Direction, the university is obliged to publicly disclose a range of data and information concerning remuneration / severance pay for the Vice-Chancellor and other senior staff. Therefore, the approach the university takes to senior post holder severance will have a significant bearing on the university's reputation within and outside of the sector as well as among its own staff and students.

2. Scope

2.1 This guidance applies in respect of the determination of severance packages for:

- The Vice-Chancellor; and
- Any other roles designated as Senior post-holders by the Board of Governors.

2.2 The guidance also applies in respect of the determination or approval of severance packages for staff earning a basic full time equivalent (FTE) salary of more than £100,000 per annum.

3. Guiding Principles

- 3.1 In line with the CUC Code decisions on senior postholder severance packages must, as a minimum, reflect the following principles:
 - A fair, appropriate and justifiable level
 - Procedural fairness, and
 - Transparency and accountability
- 3.2 In addition, decisions on senior postholder severance packages should be in accordance with the Nolan Principles of selflessness, integrity, objectivity, accountability, openness, honesty and leadership as well as being free from unfair bias and discrimination.
- 3.3 The Remuneration Committee is able to procure independent external advice if it wishes to, including legal advice, before making determinations on matters relating to senior postholder severance packages.

4. Severance payments

- 4.1 The CUC has published guidance for decisions on severance payments (see appendix A) to support governing bodies in determining or approving severance payments to the Vice Chancellor, other senior postholders and staff earning a basic full time equivalent (FTE) salary of more than £100k per annum.
- 4.2 Severance packages for all staff earning a basic FTE salary or more than £100k per annum must be reasonable, justifiable and appropriate.
- 4.3 The university may propose severance packages for approval by the Remuneration Committee for senior postholders within the remit of the Committee and staff earning a basic full time equivalent salary of more than £100k per annum.
- 4.4 The Remuneration Committee should consider the following factors when determining or approving severance packages:
- a) The university's standard severance policies
 - b) The individual's statutory entitlement (if any)
 - c) The contractual obligations entered into between the university and the individual for whom a severance package is being proposed, including relevant notice provisions.
 - d) Equality, diversity and inclusion considerations with a view to ensuring that there are not biases based on gender or other protected characteristics which affect payment decisions.
 - e) Any other relevant considerations as set out in the template at appendix C.
- 4.5 The starting point therefore will be the employee's statutory and contractual entitlements but in appropriate circumstances an enhanced payment for compensation for loss of office may be appropriate. Any circumstances surrounding the potential exit of the employee should be considered on their merits, acknowledging that circumstances will differ from case to case.
- 4.6 In cases where processes may be or have been engaged that could potentially lead to dismissal, the Remuneration Committee may take into account the estimated length of a full dismissal and appeal process to help determine what is reasonable in the circumstances.
- 4.7 It is important that severance payments should not result in reward, or risk of being perceived as a reward, for poor performance, failure, dishonesty or inappropriate behaviour.
- 4.8 Where necessary, and in particular, where a package is being considered that is outside normal policy or contractual parameters that is outside the normal policy or contractual parameters applicable to the particular individual, the Remuneration Committee should have access to legal advice on any risks associated with the 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 the settlement agreement to contain provisions around confidentiality.
- 5.2 However, this does not remove the need for accountability in how severance payments are determined. While the terms of the settlement agreement might 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, or as a result of disclosure in

response to Freedom of Information Act requests.

6. Review

- 6.1 This guidance will be reviewed periodically to ensure it remains appropriate in the context of the sector, changes in government policy and related government or regulatory guidance. It will be updated to reflect changes in good practice concerning senior staff severance arrangements.

Committee of University Chairs: Guidance on Decisions Taken about Severance Payments in HEIs

1. There is significant student and public interest in the remuneration of heads of higher education institutions (HEIs) and in the severance payments and packages received by those vacating such positions. Student interest has grown as the funding of higher education (HE) has moved increasingly from government grants to tuition fees. There is also considerable press interest in these matters, with HEIs and other charities being challenged and held to account for the levels of pay for their chief executives. This interest poses questions over the proper use of funds and assets and may impact on the reputation of individual HEIs and the HE sector as a whole.
2. In response, the CUC has published an HE Senior Staff Remuneration Code. This document sets out guidance to support governing bodies in their determination of remuneration and severance payments to heads of institutions (Hols) and staff earning over £100,000.
3. For those HEIs that are also charities, the governors (who are the trustees of the charity) must use charitable funds and assets only to further the charitable purposes of their HEI. This duty applies to trustees' stewardship of all of the charity's funds and assets – not just those that derive from public funds.
4. Appropriate severance payments require three key elements – namely that there is:
 - I. a reasonable, appropriate and justifiable amount;
 - II. procedural fairness; and
 - III. transparency and accountability.

Each of these elements are underpinned by several supporting principles.

Element I – A reasonable, appropriate and justifiable amount

5. In making severance payments, institutions must meet their contractual obligations and be able to explain the reasons for any payments made. HEIs will need to carefully consider any advice that is available from regulators. Remuneration Committees have specific responsibilities in this area: in particular, ensuring that contracts agreed with senior post holders are fair, reasonable and justifiable and do not expose the institution to significant potential liabilities. For example, HEIs must be able to explain notice periods of more than six months.
6. Severance payments must consider matters of equality, diversity and inclusion with a view to ensuring that there are no biases based on gender, or other protected characteristics with regard to any payments made.
7. An HEI considering severance payments needs to ensure that it is being fair and equitable in its decision making about different groups of staff.
8. Enhancements to severance packages should not as a rule be provided out of public funds. For those HEIs that are charities, governing bodies must be mindful that non-public funds are assets of the charity and should therefore ensure that the use of these assets to make severance payments is in accordance with the use of charitable funds only to further the HEI's charitable purposes.
9. Governing bodies may also wish to consider the outcomes of the government's consultation on reforms to public sector exit payments.¹
10. When a severance arises following poor performance on the part of an individual, payment should be proportionate, and there should be no perception that poor performance is being rewarded. Final-year salaries should not be inflated to boost pension benefits.

¹ HM Treasury (2016) [Reforms to public sector exit payments: response to the consultation](#).

Element II – Procedural fairness

11. Procedural fairness requires severance payments to be set through a process that is based on competent people applying a consistent framework with independent decision making using appropriate evidence. No individual can be involved in deciding his or her own severance payments.
12. The actions of those taking decisions about severance payments and those potentially in receipt of such payments should be governed by the standards of personal conduct set out by the Committee on Standards in Public Life (the seven Nolan Principles):
 - a) selflessness;
 - b) integrity;
 - c) objectivity;
 - d) accountability;
 - e) openness;
 - f) honesty; and
 - g) leadership.
13. Governing bodies must establish Remuneration Committees; these should be composed primarily of independent members of the governing body (and include the Chair of the governing body) but may co-opt external members to ensure it has the appropriate experience available. The Remuneration Committee must review any severance packages for post holders within its remit and, if needed, seek legal advice before making its recommendation to the governing body or exercising its delegated powers.
14. The Remuneration Committees, if considering HoI severance, must be chaired by a lay governor who is not Chair of the board.
15. Negotiations about severance packages and payments should be informed, on both sides, by appropriate legal advice as necessary.

Element III – Transparency and accountability

16. The process for determining severance payments must be transparent.
17. The decisions about severance payments should be made in such a way as to ensure the accountability of those making the decisions as well as those in receipt of such payments.
18. Severance payments to senior staff should be disclosed in the Annual Remuneration Report to the governing body.
19. Confidentiality clauses can require both sides not to disclose the terms of the agreement or the circumstances leading up to the severance. In the private sector this is thought to be a cost-effective way of resolving disputes to the satisfaction of both sides and allowing the organisation to move on. HEIs and their outgoing staff may also need these protections, but this must be balanced by requirements for accountability and openness.
20. Therefore, compromise agreements for senior staff that include confidentiality clauses are acceptable, but they should be the exception rather than the norm. Any confidentiality clause should not prevent the wider public interest being served, and any undertakings about confidentiality should leave severance transactions open to adequate public scrutiny by the National Audit Office (NAO) and Public Accounts Committee. This means that both sides in a severance agreement should understand that any information covered by a confidentiality clause will need to be disclosed, if required, to the appropriate regulator or the NAO.

Remuneration Committee Approval of Severance Arrangements for Senior Post Holders

Strictly Confidential

This template may be used to seek approval for severance cases within the remit of the Remuneration Committee. **The information in this form is intended to provide the university with a basis on which to negotiate severance arrangements on a without prejudice basis and should be provided to the Remuneration Committee clearly marked as 'Without Prejudice and subject to Contract'**

Name of senior staff member:	
Faculty or department:	
Date of proposed severance:	
Value of proposed severance package:	
Background and context Please provide a brief case history, with dates, summarising how the situation has come about. What are the individual's terms of employment (age, length of service, current salary, contractual notice period, type of contract (e.g. fixed term, part time), and any other relevant details)?	
Management procedures Explain what procedures have been followed; or why relevant procedures have not been followed.	
Proposed ways of proceeding What is the individual's statutory and contractual entitlement (if any), and why is a severance package proposed? Is there any risk of other legal claims being brought? If so, please identify any possible claims, taking account of the employee's length of service and any protected characteristics and any concerns raised by the individual. Other options considered?	
Please confirm that any settlement agreements or undertakings about confidentiality leave severance transactions open to adequate public scrutiny.	

Wider impact and potential precedents

Explain whether this case might have an impact on or set a precedent for other existing or future cases, both within the university or wider within the sector.

Equality and diversity considerations

Does the proposed payment raise any equality and diversity issues that need to be considered e.g. any possible bias on the basis of protected characteristics in the calculation of the payment?

Other useful information (including any pension implications)

For Remuneration Committee use:

Approval given by:

Date:

Advice taken from:

Rationale for approval and any conditions:

Policy on external activities and retention of associated payments for senior postholders.

Department	Board of Governors		
Author	Executive Director of HR/Clerk to the Board		
Authorised By:	Remuneration Committee		
Implementation By:	Remuneration Committee/Chair of the Board/Vice Chancellor		
Policy Reference:	POBG18/19042		
Version No:	Version 1	Approval Committee:	Remuneration Committee Board of Governors
Date approved:	12/7/19	Minute no:	18.15.04 18.11
Status:	Approved	Implementation Date:	July 2019
Period of approval:	3 years	Review Date:	July 2021

1. Introduction and scope

- 1.1 The university recognises that it is often beneficial that senior postholders represent the university on various bodies and boards and carry out professional, academic and civic responsibilities at other other organisations e.g. non-executive roles in a personal capacity.
- 1.2 This policy aims to guide the Remuneration Committee where it is considering requests from senior postholders to undertake external activities in a personal capacity. It also provides guidance on decisions on the retention of any payments or other benefits generated by the individual from such external activities.
- 1.3 This policy does not apply to income generated for the university in an official capacity as part of the senior postholder's normal position.
- 1.4 This policy does not form part of any employee's contract of employment and the university may amend it at any time.

2. Exclusivity of service

- 2.1 Exclusivity of service is a contractual requirement for senior postholders. For example, the terms and conditions for senior staff include the following provisions:

The University encourages staff participation in outside activities which contribute to professional development by providing opportunities for interaction with industry, business, government or other institutions. The University facilitates such interaction by allowing staff substantial freedom in arranging their working lives. At the same time, this freedom is granted subject to the overriding principle that the

primary professional commitment of a member of staff during their contract is to the University.

3. Declaration and approval

3.1 Senior postholders must seek approval before agreeing to undertake external activities in a paid capacity to ensure that there is no conflict of interest (or risk of the activity being perceived as a conflict of interest) in terms of the university's core business and the individual's position.

- Vice Chancellor – approval must be sought from the Chair of the Board of Governors
- Clerk to the Board of Governors – approval must be sought from the Chair of the Board of Governors
- Deputy Vice Chancellor – approval must be sought from the Vice Chancellor. Before any approval the Vice Chancellor must discuss the request with the Chair of the Board of Governors.

3.2 Approval to undertake paid external activities will normally be limited to no more than 30 days per annum. External activity in excess of this limit may exceptionally be agreed where there is demonstrable benefit to the university.

3.3 Senior postholders are under an ongoing obligation to notify the Vice Chancellor/ Chair of the Board of Governors (as applicable) of any change in circumstances or new information arising after initial consent is given, so that the initial consent can be reviewed in the context of any new information. This is particularly important where consent was given in relation to an activity that is ongoing or recurrent, as opposed to a 'one off'. In addition, where the activity is ongoing or recurrent, the senior postholder is required to re-seek consent annually to ensure it remains appropriate in view of any changing circumstances for the individual or the university.

4. Retention of payments

4.1 The approver of the external activity shall be authorised to approve the retention of payments derived from external activity up to and including £5,000 in any one year. Above £5,000 the Remuneration Committee is to determine whether such payments may be retained by senior postholders. Referrals to the Remuneration Committee may be by circulation where meetings are not scheduled.

4.2 It is unlikely that senior postholders will be able to retain significant sums, but any payments they do retain must be disclosed and explained with a clear justification.

4.3 Where non-cash benefits are received from such external activities, these should also be declared and the equivalent cash value used to determine whether or not it is appropriate to be retained by the individual and declared on the university gifts and hospitality register.

4.4 Normally, payments derived from external activity may be retained by the individual where the following applies:

4.4.1 The activity is not expected as part of their normal role for the university for which they are already remunerated;

4.4.2 The activity is entirely separate from the university's core business. In such cases, the individual is responsible for declaring any income to HMRC and NI purposes.

4.5 In all cases, prior approval to undertake the activity must have been sought and been approved on the basis that it does not create any conflict of interest.

4.6 Retrospective approval for retention of payments will not normally be given.

5. Transparency, accountability and disclosure

5.1 All such determinations made under this policy will be reported to the Remuneration Committee on an annual basis.

5.2 The Remuneration Committee will notify the Board of Governors of the university's policy and any changes to the policy as part of its annual report to the Board of Governors.

5.3 It should be noted that the HEFCW Accounts Direction requires certain information concerning the remuneration of the Vice Chancellor to be publically disclosed as part of the university's financial statements.

6. Review

6.1 This policy will be reviewed periodically to ensure it remains appropriate in the context of the sector, changes in government policy and related government or regulatory guidance. It will be updated to reflect changes in good practice concerning senior staff remuneration arrangements.

Authorisation to undertake paid external work

Name: _____

Position: _____

Description of the work/activity:

Who is the work for? (e.g. name of the external body/organisation):

Estimated time commitment to deliver the activity:

Will it be undertaken during normal working hours?:

What university resources, if any, will be used in delivering the activity?:

Please provide an assessment of the impact of the external activity on your core role.

Please provide an assessment of the benefit to the University of you undertaking this activity.

What payments or other non-cash benefit expected to be derived from the activity?:

Is this a one-off or ongoing requirement?:

(NB if the activity is ongoing or recurrent, consent will need to be sought annually to ensure it remains appropriate in view of any changing circumstances for the individual or the university.)

For completion by the Vice-Chancellor or Chair of the Board of Governors as appropriate.

Approved

Not approved

Rationale for decision:

Decision on retention of payments:

Review date (for ongoing/recurrent activities):