

Annual Pay Policy Statement

2019/20

This is Wrexham Glyndŵr University's Pay Policy Statement for the period 1st August 2019 to 31st July 2020. It was approved by the Board of Governors on 20th November 2020.

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](#).

Contents:

Introduction from the Chair of the Board	1
Legislative Framework	2
Section 1	
A. Definitions	3
B. Terms and conditions of service for all staff	3
C. Pay structures	3
D. Performance related pay	4
E. Executive team remuneration	4
• Role of the Vice Chancellor and Chief Executive	4
• Vice Chancellor's background	5
• Vice Chancellor's pay	5
• Executive team	6
• Executive team's pay	6
• Senior postholders	7
• Remuneration Committee of the Board of Governors	7
F. Highest and lowest pay	7
• Pay increase of the executive team and all other staff	8
• Support for lower paid staff	8
G. Exit policy	8
H. Off payroll arrangements	8
• Pay gap reporting	9
• Gender - executive team	9
• Gender - whole organisation	9
• Ethnicity and disability – whole organisation	11
I. Talent management	12
J. Conclusions	12
Section 2	
Whole workforce data	
• Table 1: the cost of employment in 2019/20	14
• Table 2: the average number of full-time equivalent staff employed by contract type in 2019/20	15
• Table 3: the average number of full-time equivalent staff employed by pay band and job role including gender in 2019/20	16
Appendices:	
Appendix 1: Pay scale 2019/20	18
Appendix 2: Vice Chancellor's Executive Team terms of reference	19
Appendix 3: Reward principles for the Executive	20
Appendix 4: Senior postholder Remuneration policy and procedure	25
Appendix 5: Terms of reference of the Remuneration	34

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 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 2017 Vice Chancellors agreed that their institutions would produce Annual Pay Policy Statements in line with that already being produced by public sector organisations. This is the fourth 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).

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 post holders 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 using 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 2019/20 pay spine is provided at appendix 1. The University has a starting salary policy in place.

D. PERFORMANCE RELATED PAY

7. 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.
8. 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.
9. 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.
10. 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

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 £36,980m² (2019/20) and is responsible for a wide range of functions and services employing over 400 staff.
12. The role of the Vice Chancellor is a full-time permanent appointment. Post holders 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.

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

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 or 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. She joined the University after a successful tenure as President and Chief Accounting Officer at Limerick Institute of Technology in Ireland.
16. At Wrexham Glyndŵr University, Professor Hinfelaar leads on the achievement of our Vision and Strategy 2025 and continues to deepen links with industry and the community. She sits on a range of external bodies including the North Wales Economic Ambition Board, the Mersey-Dee Alliance Board, the Independent Pay Review body for Wales 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.
17. 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

18. The pay of the Vice Chancellor is determined using UCEA³ benchmark median data comprising of:
- the median point for **post-92 institutions** with the range of 80% to 110% either side of this median point; and
 - the median point for **small institutions (a turnover of between £24m and £70m)** with the range of 80% to 110% either side of this median point.

The Vice-Chancellor's current salary is £203,600 (2019/20) and this sits at 87.29% of the median for **Post 92 institutions** (£233,254) and at 103.3% of the median for **small institutions with a turnover of between £24 and £70 million** (£197,109). The Vice Chancellor's pay is uplifted

³ Universities and Colleges Employers' Association

annually by the UCEA nationally agreed pay increase applicable to all staff employed by the University

19. By comparison, in 2019 UCEA data shows that of 149 institutions in the UK the median of Vice Chancellors' pay was £250,036 and the mean Vice Chancellor's pay was £248,181. The same data shows that of the 80 post-92 higher education institutions, the median of Vice Chancellors' pay was £233,254 and the mean Vice Chancellor's pay was £230,143. Of the 26 small institutions with a turnover of between £24 and £70 million the median Vice-Chancellors pay was £197,109 with the mean being £199,971.
20. 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.
21. 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.
22. The notice period for the role of Vice Chancellor is 6 months.

Executive Team

23. 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)
24. 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 2.

Executive Team's pay

25. The Vice-Chancellor and her Executive team are employed on the same generic, senior staff contracts of employment. The Vice-Chancellors' Executive Team, except for the Deputy Vice-Chancellor, populate Level 1 of the senior staff salary structure. The senior staff salary structure was developed using benchmark data provided by the Universities and Colleges Employers Association (UCEA) Senior Staff Remuneration Survey.
26. 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 149 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.
27. The pay of the Deputy Vice-Chancellor is determined using UCEA⁴ benchmark median data comprising of:

⁴ Universities and Colleges Employers' Association

- the median point for **post-92 institutions** with the range of 80% to 110% either side of this median point; and
- the median point for **small institutions (a turnover of between £24m and £70m)** with the range of 80% to 110% either side of this median point.

The Deputy Vice-Chancellor's current salary is £134,415 (2019/20) and this sits at 89.93% of the median for **Post 92 institutions** (£149,468) and at 111.32% of the median for **small institutions with a turnover of between £24 and £70 million** (120,748) The Deputy Vice Chancellor's pay is uplifted annually by the UCEA nationally agreed pay increase applicable to all staff employed by the University

28. The rest of the Vice-Chancellors' Executive Team sit in Level 1 of the senior staff salary structure within a range of £98,756 to £139,325 and their 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. The Reward Principles for the Executive Team are provided at appendix 3.

Senior Post holders

29. 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 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.
30. The procedure for the consideration of determination and/or increase in salaries for 'senior postholders' i.e. the Vice Chancellor and the Deputy Vice Chancellor, is set out in the Remuneration Policy provided at appendix 4.

Remuneration Committee

31. 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 5.
32. 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

33. The lowest paid employee is on pay point 7⁵ of 'operational and administration grade 1' (O&A1). The minimum salary for the bottom pay point of this scale (point 4) is £16,756 per annum and the maximum pay point within this grade is £18,709. 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.
34. 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.

⁵ 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

35. The highest paid employee is the Vice Chancellor and Chief Executive. The current post holder earns £203,600.
36. The median⁶ earnings⁷ based on all staff in the organisation during the 2019/20 academic year was £37,526

	2019/20	Prior year (2018/19)
Ratio of highest earnings to the median earnings (the pay multiplier)	5.4	5.5

37. The Vice-Chancellors salary of £203,600 is 5.4 time more than the median earnings based on all staff of £37,526.
38. 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

39. The mean percentage pay increase awarded to executive team members in 2019/20 was 4.3% 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 3.6%. Executive team members' (except for the Vice-Chancellor and Deputy Vice-Chancellor) performance, relating to pay, is assessed on a biennial cycle.

Support for lower paid staff

40. 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.
41. 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.
42. There are also several 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

43. Following consideration by the Remuneration Committee in June 2019 the Board of Governors has in place 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.

H. OFF PAYROLL ARRANGEMENTS

44. The University has no off-payroll arrangements.

⁶ The median earnings figure for all staff represents the median Full Time Equivalent annual earnings of all staff employed by the institution.

⁷ 'Earnings' is defined as total taxable employment earnings, including base salary, allowances, variable/performance pay, and the cash value of benefits-in-kind.

I. GENDER PAY GAP

45. 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 2018/19 annual report includes information on gender pay and is available [here](#). The 2019/20 annual report will be available in early 2021.

Executive Team

46. 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
£52.86	£75.41

Executive Team Median Hourly Rates

Males	Females
£52.74	£69.62

47. For 2019/20 there is a mean positive pay gap in the Executive Team in favour of females of 42.6%, and a median positive pay gap of 32.0% in favour of females. The Executive Team is made up of 43% (3) females and 57% (4) males. On average based on the mean gender pay gap calculation men are paid £22.55 per hour less than women. Based on the median calculation men are paid £16.88 per hour less than women.
48. 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 6.7% in favour of males. This is down from 7.6% in the previous year's survey. 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.
49. 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.

Whole Organisation

50. The mean gender pay gap for the whole organisation is 7.77% in favour of males, with the median gender pay gap standing at 2.90% in favour of males. This compares favourably with the 18/19 report where the mean gender pay gap stood at 9.56% in favour of males and the median gender pay gap stood 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
£20.82	£19.32

All Staff Median Hourly Rates

Males	Females
£19.69	£19.12

51. 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 2019. 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 £1.50 per hour less than men. Based on the median calculation women are paid £0.57 per hour less than men. Both mean and median figures compare favourably to the 18/19 figures of £2.10 and £1.10 respectively

52. Proportion of males and females in each pay quartile

	Male	Female
Upper Quartile	48.18%	51.82%
Upper Middle Quartile	34.93%	65.07%
Lower Middle Quartile	40.74%	59.26%
Lower Quartile	36.07%	63.93%

Whilst we see a move from 71.3% (in 18/19) to 63.93% (in 19/20) for females and a move from 28.57% (in 18/19) to 36.07% (in 19/20) for males in the lower quartile, 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.

53. 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 is being addressed by using the following methods:

- The continued delivery of the WGU Staff Development Programme during this reporting period; a modular course which included 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 has to date provided 16 female members of staff with the opportunity to undertake Advance HE's Aurora Development Programme. To internally support the selected staff several female members of the Executive Leadership Team acted as role models and mentors to the group. The programme will continue during the academic year 2020-2021 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. Research is currently taking place in relation to a University wide application for the Athena Swan Charter.

Ethnic and Disability pay gaps

- 54.** The Ethnic pay gap is minus 8.4%, this means that on average BAME staff are paid 8.4% 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.
- 55.** The Disability pay gap is 9.29%, this means that on average staff who have declared a disability are paid 9.29% 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.
- 56.** The University is a Disability Confident Employer and collects the following data from workers and applicants with disabilities, which is used to inform and develop positive action plans to measure and address inequalities linked to disability within our workforce:
- Recruitment and promotion
 - Pay and remuneration
 - Grievances
 - Disciplinary action
 - Dismissals and other reasons for leaving
- 57.** The Equality & Diversity Annual Report for the academic year 2019-2020 will also report on the following in relation to staff with disabilities:
- Training
 - PDR completion
- 58.** The HR Team are also monitoring data in relation to the following, which are considered to be the main causes of disability pay gaps, which will help to inform an action plan to address inequalities:
- Contract types of those staff who have disabilities – typically a higher proportion of disabled people than non-disabled people work part-time.
 - The number of staff within the lower quartile who have declared disabilities.
 - Gender – typically, women with disabilities face the largest pay gap.
- 59.** The University promotes and utilises Access to Work funding so that all eligible people can access funding to support them within their roles. During the academic year 2019-2020 the

University has offered work placements to assist people with disabilities progression within the workplace.

J. TALENT MANAGEMENT

- 60.** 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.
- 61.** 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 several key actions within its three-year cycle achieved and ongoing work continuing to meet key priorities.

K. CONCLUSION

- 62.** This is the fourth 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'*.
- 63.** As explained and set out in the annual pay policy statement The Vice-Chancellor's current salary is £203,600 (2019/20) and this sits at 87.29% of the median for Post 92 institutions (£233,254) and at 103.3% of the median for small institutions with a turnover of between £24 and £70 million (197,109) The same salary benchmark data shows that the median salary for Vice Chancellors across the sector (£250,036) is 23% higher than Wrexham Glyndŵr Vice-Chancellor's salary, with the median of post 1992 Vice Chancellor salaries (£233,254) being 14.5% higher. The Vice-Chancellor's salary is 3.33 % higher than the Vice Chancellor's median salary (£197,109) for small institutions with a turnover of between £24 and £70 million.
- 64.** 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.
- 65.** The ratio of highest earnings to the organisational median earnings of 5.4 sits at the lower end of the range 4.5 to 8.5 noted by the Committee of University Chairs (CUC).
- 66.** The mean percentage increase for all staff (3.6%) is .7% less than the mean percentage increase for executive staff. Executive team members' (except for the Vice-Chancellor and Deputy Vice-Chancellor) performance, relating to pay, is assessed on a biennial cycle, whereas for staff on the pay spine annual increments are awarded as part of normal progression.
- 67.** 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.

- 68.** The Gender pay gap for the senior post holders and executive team shows a positive gap in favour of females.
- 69.** The mean gender pay gap for the whole organisation is 7.7% in favour of males, with the median gender pay gap standing at 2.90% 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.
- 70.** The Ethnic pay gap is minus 8.4%, this means that on average BAME staff are paid 8.4% 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.
- 71.** The Disability pay gap is 9.29%, this means that on average staff who have declared a disability are paid 9.29% 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
- 72.** 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 2019/20

	Full Time	Part Time	Sessional /Casual	Total (19/20)	Prior Year (18/19)
	£'000	£'000	£'000	£'000	£'000
Wages and salaries	9,444	6,749	870	17,063	16,278
Socials Security costs	921	655	36	1,612	1,557
Pension Costs	2,628	1,920	142	4,690	3,211
Totals	12,993	9,324	1,048	23,365	21,055

Table 2 -the average number of full-time equivalent staff employed by contract type in 2019/20:

Pay Band	Permanent		Fixed Term	Total	Prior Year Total
	Full-time	Part-time			
Spot	3.0	0.4	1.0	4.4	9.0
Senior Staff	14.0	1.6	1.0	16.6	18.8
Professor	3.0	2.5		5.5	5.0
Fellow	1.0			1.0	0.0
Principle Lecturer	11.0	1.1	1.6	13.7	16.7
Management 2	3.0	1.2	1.0	5.2	6.7
Management 1	5.0	0.9		5.9	6.9
Senior Lecturer	64.0	19.2	6.3	89.5	80.4
Lecturer	20.0	13.8	1.0	34.8	34.3
Senior & Professional 2	22.0		1.0	23.0	16.2
Senior & Professional 1	22.0	2.3	5.5	29.8	30.3
Research Assistant 2			1.0	1.0	0.8
Operational & Administrative 5	41.0	8.0	3.6	52.6	48.3
Operational & Administrative 4	32.0	11.9	4.2	48.1	57.0
Operational & Administrative 3	22.0	8.4	2.0	32.4	39.0
Operational & Administrative 2	17.0	3.9	3.5	24.4	21.7
Operational & Administrative 1		0.8	1.0	1.8	1.5
Interns			4.0	4.0	3.5
Total	280.0	76.0	37.7	393.7	396.1

Table 3 - The average number of full-time equivalent staff employed by pay band and job role including gender in 2019/20:

	Academic			Professional Services		
Pay Band	Male	Female	Total	Male	Female	Total
Spot				2.4	2.0	4.4
Senior Staff	5.0	3.8	8.8	4.0	3.8	7.8
Professor	4.5	1.0	5.5			
Fellow	1.0		1.0			
Principle Lecturer	6.6	6.1	12.7		1.0	1.0
Management 2				5.2		5.2
Management 1				1.0	4.9	5.9
Senior Lecturer	33.9	55.6	89.5			
Lecturer	15.4	19.4	34.8			
Senior & Professional 2				8.0	15.0	23.0
Senior & Professional 1				6.8	23.0	29.8
Research Assistant 2				1.0		1.0
Operational & Administrative 5		0.6	0.6	23.2	28.8	52.0
Operational & Administrative 4				15.6	32.5	48.1
Operational & Administrative 3				11.2	21.1	32.4
Operational & Administrative 2	0.5	1.6	2.1	10.5	11.8	22.3
Operational & Administrative 1				1.0	0.8	1.8
Interns				2.0	2.0	4.0
Total	66.9	88.1	155.0	91.9	146.7	238.7

APPENDICES

Research Operational and Academic Grading Structures (2019/20)

Spinal Column Point	Aug-19	Research	Operational	Academic
54	68,528.00			Professor
53	66,537.00			
52	64,604.00			
51	62,727.00			
50	60,905.00			
49	59134.97		MAN 2	Principal Lecturer (Reader)
48	57417.55			
47	55749.97			
46	54131.63			
45	52560.88			
44	51034.98			Senior Lecturer
43	49552.17	Senior Research Fellow	MAN 1	
42	48113.78			
41	46717.26			
40	45362.12			
39	44045.27	Research Fellow	S & AP 2	
38	42793.35			
37	41526.49			
36	40322.76			
35	39151.42	Research Associate	S & AP 1	Lecturer
34	38017.10			
33	36914.20			
32	35844.60			
31	34804.86			
30	33796.68	Research Assistant 2	O & A 5	
29	32816.66			
28	31863.90			
27	30941.91			
26	30044.80			
25	29176.76	Research Assistant 1	O & A 4	
24	28331.07			
23	27512.12			
22	26716.07			
21	25940.71			
20	25217.23			
19	24461.36		O & A 3	
18	23754.22			
17	23064.93			
16	22416.92			
15	21814.82			
14	21236.06		O & A 2	
13	20674.44			
12	20131.69			
11	19613.04			
10	19132.69			
9	18709.55		O & A 1	
8	18341.27			
7	18008.58			
6	17682.06			
5	17068.55			
4	16756.36			

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. In addition review and assess the budgeting process and recommend the appropriate budget for the University to the Board of Governors.

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.

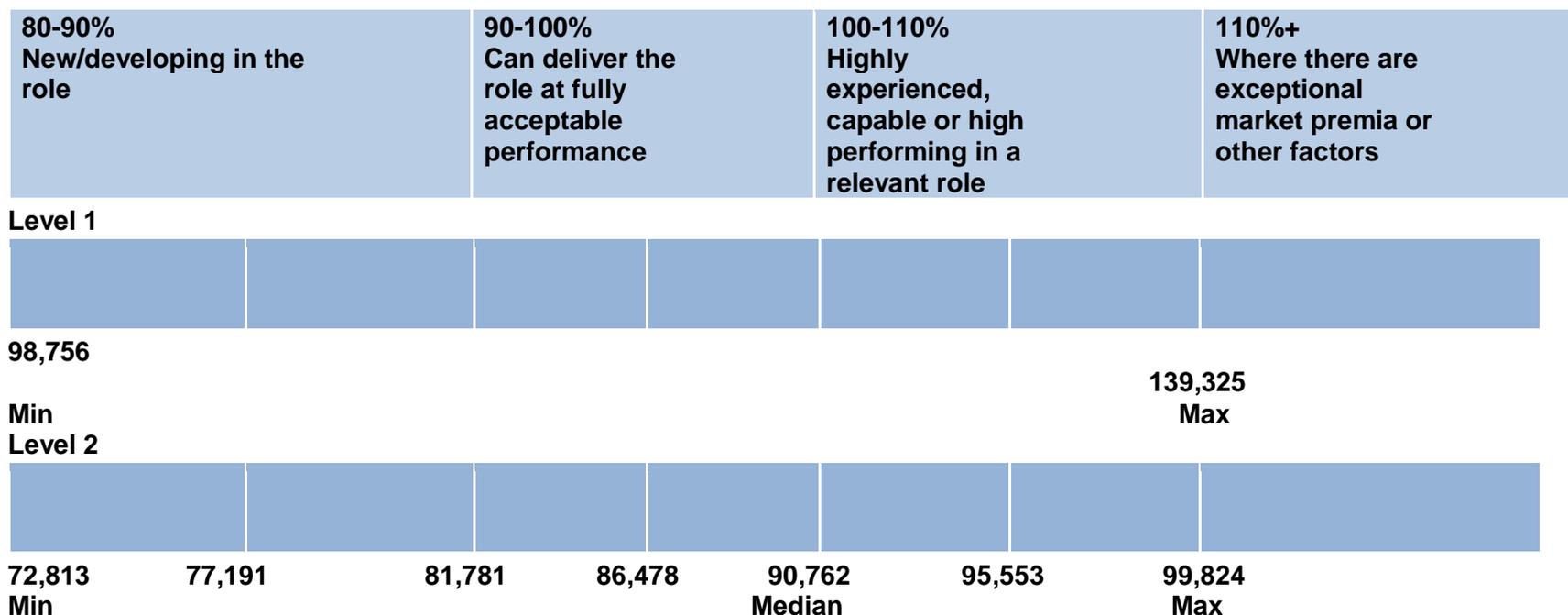
SENIOR STAFF REWARD PRINCIPLES

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.

Rates effective 1 August 2019



2. The Senior Staff Salary Structure 2020

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

LEVEL 1
Executive Director of Finance
Executive Director of Human Resources
Executive Director of Operations
Pro Vice-Chancellor, Partnerships (Home & International)
Pro Vice-Chancellor, Research
LEVEL 2
Dean of Faculty Arts Science and Technology
Dean of Faculty Social and Life Sciences
Site Director St Asaph
Director of Strategic Planning and Student Administration
Director of Marketing and Admissions
Director of Information Services

- 2.2 The nationally negotiated increase is awarded to each fixed point (including the minimum and maximum points in Level 1) within each level, thereby allowing each individual the agreed national increase year on year. Within each level, movement from one point to another (in the case of Level 1 progression within the level) 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 Contractually the assessment should take place in the **July** preceding the biennial August anniversary date and a decision made, based on the principles above as to whether each individual should progress up 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 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 **Senior Staff in Level 1 (Vice-Chancellor's Direct reports)**
- 3.3 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.
- 3.4 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 the value of any award. 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.

3.5 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 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.

3.6 Senior Staff in Level 2

3.7 The Level 1 Senior Manager or Deputy Vice-Chancellor (for direct reports of the DVC) should carry out an assessment of performance of their direct reports in level 2 of the senior staff salary structure to enable a decision to be made with regard to a discretionary salary increase. In order to inform the assessment and decision of any award for each direct report the Level 1 Senior Manager 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 Level 1 Senior Manager of performance throughout the assessment period.

3.8 After a broad consideration of progress made against objectives and an assessment of the overall contribution to the University, the Level 1 Senior Manager 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

3.9 The report should then be sent to the Director of Human Resources.

3.10 The reports will be considered by the Vice-Chancellor supported by the Director of Human Resources. Each report will be considered and based on the information and recommendation provided and a decision will be taken as to whether a salary increase should be awarded. A short summary report indicating the rationale for the decision should be produced and retained by the Director of Human Resources. The decision should then be formally communicated to the individual by the Director of Human Resources. The HRD will also confirm the decision to the senior manager

REMUNERATION POLICY			
Department	Governance		
Author	Clerk to the Board/Executive Director of HR		
Authorised By:	Board of Governors		
Implementation By:	Remuneration Committee		
Policy Reference:	POBG1819036		
Policy Replaced:	POBG1617025		
Version No:	1	Approval Committee:	Remuneration Committee 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. See separate guidance for Remuneration Committee on severance arrangements.

- 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

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.

follow on a 'comply or explain' basis. The Code expects Governing bodies to make decisions based upon:

2.5.1 *"A fair, appropriate and justifiable level of remuneration*

2.5.2 *Procedural fairness*

2.5.3 *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 agreed comparative data including UCEA data, remuneration trend analyses at local and national levels, and where appropriate relevant market data, and such other relevant publicly available data as the Committee may determine.
- Equality and diversity data with a view to eliminating any gender or other bias (e.g race, disability, age etc) that might influence decisions on remuneration i.e relevant workforce metrics including the University's performance in relation to the gender pay gap and other pay gap data available.
- The University's approach to pay and reward and the average annual rate of increase of the remuneration of all other staff including data in respect of the relationship of senior postholders to the median University workforce pay as well as outcomes of any national pay negotiations affecting pay for staff below senior postholder level.
- Consideration of affordability including the available pay budget, and relevant recruitment and retention factors as well as value for money in the context in which the University operates and whether the proposed remuneration furthers the charitable aims of the university.
- Consideration of employee relations including wider perceptions of pay awards to Senior Postholders, and possible impacts on staff morale and motivation.
- The Committee may also seek independent advice as it deems appropriate
- 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/Executive 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:	Remuneration Committee 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 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 and include a summary of the Vice Chancellor's agreed objectives for the following year.
 - 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 the senior postholder reward principles.
 - A report on the Clerk to the Board's performance provided by the Chair of the Board of Governors.
 - 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. This includes:
 - UCEA data for the relevant year – the median point for post-92 institutions
 - UCEA data for the relevant year – the median point for small institutions (with a turnover of between £24m and £70m)
- 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

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.