

Senior Staff Remuneration Framework 2025/2026

1. Introduction

- 1.1 The University of Buckingham recognises the importance of the University senior staff remuneration being transparent and fair. This framework is intended to guide remuneration decisions by the Remuneration Committee, to ensure that decisions are guided by the Committee of University Chairs' (CUC) Higher Education Senior Staff Remuneration Code.¹
- 1.2 The university has adopted the Code's principles that remuneration should be fair, appropriate, and justifiable; that remuneration decisions should be procedurally fair; and that the process for setting senior staff remuneration should be transparent and accountable. Consideration will be given to the university's financial circumstances prior to any decisions being made on senior staff remuneration.
- 1.3 This framework guides the Remuneration Committee's oversight of the university's remuneration policy as it is applied to all staff, and the Committee's decisions on senior staff whose individual remuneration is determined by the Committee. 'Senior staff' for these purposes are:
- The Vice-Chancellor
 - Pro Vice-Chancellor Academic and Provost
 - Chief Financial Officer
 - Registrar and Chief Administrative Officer
 - Secretary to Council
- 1.4 For "Other senior staff" who make up the key management personnel, the Remuneration Committee will only seek oversight of their remuneration packages as long as they are in line with the Quartile Level Determination, explained at Section 3.2 of this Framework. Other senior staff for these purposes are:
- Faculty Deans
 - Deans of Schools
 - Director of Human Resources
 - Director of Digital Transformation
 - Director of Marketing
 - Director of Collaborations and Business Development
 - Director of Estates
- 1.5 The Committee will also determine remuneration packages for the appointment of new staff members whose basic salary is likely to exceed £100,000 per annum.
- 1.6 The Committee will also determine remuneration packages where staff members are promoted / receive a salary increase where the basic salary will exceed £100,000 per annum.
- 1.7 In addition, the Committee will also consider severance packages where a termination payment is more than £100,000.

¹ <https://www.universitychairs.ac.uk/wp-content/uploads/2021/11/Remuneration-Code-Revised-November-2021>

- 1.8 No individual will be responsible for deciding on their own pay or severance package. When considering the Vice-Chancellor's pay and/or severance the committee will be chaired by a lay governor, who isn't the Chair of Council. The Director of HR will not be present in meetings where there are considerations around their pay.
- 1.9 For the purposes of this framework, 'remuneration' means not only basic pay but also bonuses, expenses and other allowances, and the monetary value of benefits in kind (e.g., housing, cars etc.)
- 1.10 The university does not currently have a bonus policy or a performance related pay process in place. This may be reviewed in the future.
- 1.11 To comply with the requirements of the Office for Students (OfS) Accounts Direction, the university will publicly disclose information concerning remuneration for the Vice-Chancellor and severance payments for other senior members of staff.
- 1.12 The Committee shall review the Senior Staff Remuneration Framework annually to ensure that it is up to date and reflects best practice.

2. The Remuneration Committee

- 2.1 The University's Remuneration Committee is responsible for determining pay for Senior Staff members as defined in 1.3 above with the policies and framework agreed by Council. It will only have oversight of the pay for Other Senior Staff members as defined in 1.4.
- 2.2 The Director of Human Resources is responsible for supporting, advising, and implementing actions agreed by the Committee. The Secretary to Council is responsible for supporting and advising the Committee in relation to decisions around the Director of HR salary.
- 2.3 The Committee is able to procure independent external advice, including legal advice, before making determinations on matters relation to UoB members' remuneration and severance packages.
- 2.4 In determining remuneration for staff within their remit, the Committee should consider the following factors as applicable and appropriate:
 - (a) The role responsibilities, context and expected contribution of the role holder which will include consideration of the market value for similar roles both within and outside of the sector and the need to recruit and retain the most talented individuals. This will include consideration of the following pay benchmarking surveys:
 - CUC Vice-Chancellors Salary Survey
 - UCEA Senior Staff Remuneration Survey
 - UCEA Staff Salary Remuneration Survey
 - Other relevant benchmarking surveys (as appropriate)
 - (b) Equality, diversity, and inclusion, with a view to eliminating any gender or other bias (e.g., race, disability, age, etc.) that might influence decisions on remuneration. The Committee should have access to relevant workforce metrics including the university's performance in relation to the gender pay gap and other pay gap data.
 - (c) The annual rate of increase of the average remuneration of all other staff and of senior staff over the preceding two years.

(d) The relationship between the Vice-Chancellor's remuneration and that of all staff, expressed as the following pay multiples based on the methodology required by the OfS Accounts Direction: the Vice-Chancellor's basic pay to the median basic pay of all staff; the Vice-Chancellor's total remuneration to the median total remuneration of all staff. Pay multiples shall be provided for the current year and (where available) for the preceding two years.

- 2.5 The Committee shall determine the remuneration of senior staff at the time of appointment.
- 2.6 The Committee shall determine the remuneration of senior staff for the current financial year based on institutional context and performance, the market for the role and individual's performance. The Committee may also make adjustments to rectify pay anomalies.
- 2.7 The Committee may, exceptionally, agree an additional component of a senior staff member's remuneration on the grounds of retention. In doing so, the Committee shall give due regard to the risk of building pay inequality into the pay structure through retention payments, and that at this level pay is rarely the sole factor in someone staying or leaving the institution. Retention payments should only be considered for staff whose skills and experience would be difficult to replace cost effectively in the market and when there is an evidenced risk of an individual leaving the university (e.g., written evidence of an offer from another employer).
- 2.8 The Committee shall report on its activities to Council through an annual Remuneration Report, which will be aligned to the reporting of the university annual financial statements, as determined by OfS.
- 2.9 Where the Committee have approved a salary increase for a Senior Staff member, they would not authorise a further increase for a period of 2 years, from the date the salary increase is implemented.
- 2.10 The Remuneration Committee will have oversight to changes that are proposed by the Executive Group to the terms and conditions, benefits or other pay which are to be applied to all staff members at one time, i.e. where an annual pay increase may be applied.

3. Pay Policy

In determining remuneration for senior post holders, the following approach will be applied:

- 3.1 Benchmark data sets
 - 3.1.1 UCEA data will be adopted as the primary benchmark data set for all posts, academic and corporate and professional services, with a secondary check against Brightmine² which allows for comparators across a range of organisations and higher education institutions.
 - 3.1.2 Within the UCEA data sets the alternative groups that are available for benchmark comparisons are:
 - (a) All institutions by income
 - (b) Pre-92 institutions by income
 - (c) Post 92 institutions by income
 - (d) Mission Group

² <https://www.brightmine.com/>

(e) Region

3.1.3 Pre-92 institutions by income will be adopted as the appropriate comparator group, however, should there not be sufficient benchmarking data in this category, the Committee has the discretion to adopt the “All Institutions” benchmark.

3.2 Quartile Level Determination

3.2.1 When setting the salaries for Senior Staff or having oversight of the salaries for Other Senior Staff, the Committee will take into account UCEA’s Quartile Levels.

3.2.2 UCEA pay level data is presented into lower decile, lower quartile, median, mean, upper quartile and upper decile. The level to be applied when considering the setting of basic pay will be based on the following factors:

- (a) Financial income of the institution
- (b) Market conditions
- (c) Whether promoted or appointed into a new role with room for personal development and progression
- (d) Strategic ambition for the institution

3.2.3 The University will appoint new members between the range of lower and upper quartile pay levels taking into account the above factors, together with individual experience and expertise.

3.2.4 The Committee explicitly reserve the right to pay above upper quartile and/or use alternative benchmarking groupings, in order to attract or retain a candidate/member of staff, if required.

3.2.5 Where a member of staff’s salary on recruitment or through progressions falls above the upper quartile, their salary will be determined by the Remuneration Committee and the Committee may apply a market supplement to attract or retain the staff member.

3.2.6 Total package will also be considered when determining pay levels e.g., basic pay plus cost of employer pension contribution.

4. Severance Payments

4.1 Severance payments/packages are a form of optional, non-contractual compensation payments paid to employees on early exit from employment.

4.2 The Committee will approve severance packages to the Vice-Chancellor and payments of over £100k to any other staff in accordance with the CUC’s guidance on decisions taken about severance payments in Higher Education Institutions³

4.3 The Committee should consider the following factors when determining or approving proposed severance packages:

- (a) The university’s standard severance policies e.g., Redundancy payments that apply to all employees.
- (b) The individual’s statutory entitlement (if any applies)

³ [HE-Remuneration-Code-Severance.pdf \(universitychairs.ac.uk\)](https://www.universitychairs.ac.uk/HE-Remuneration-Code-Severance.pdf)

- (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 no biases based on any protected characteristics which affect payment decisions.

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

5. Confidentiality Clauses

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