

Annual Statement of Senior Postholders' Remuneration 2022-23

1.0 Introduction

The Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code requires the Remuneration Committee to produce an 'Annual Statement of Senior Postholders Remuneration' to the Board of Governors on an annual basis.

This report is designed to provide sufficient assurance to the Board of Governors that the Remuneration Committee has effectively discharged its responsibilities.

2.0 Background

Higher Education Institutions (HEIs) have a major impact on the economy of the UK. HEIs make a valuable contribution to the social and cultural life of their communities. UK HEIs provide cost-effective, world-renowned research and have many global institutions and companies as partners. They act as vital anchor institutions in their regions, working alongside public sector and commercial organisations in driving productivity and creating a sense of place. HEIs are also global businesses.

UK HEIs are large and complex organisations: the sector is diverse. All of this is delivered within an increasingly competitive environment both nationally and internationally, where student demand for places both at subject and institutional level is increasingly volatile. HEIs face constant challenges and increasing competition, to which they continue to respond by enhancing their presence and reputation internationally, nationally and locally, while at the same time maintaining and improving the learning and teaching they offer and the research they undertake.

With this agenda, it is vital that they should attract, recruit and retain the best possible staff. The risk of not securing the very best academic and professional leadership for institutions is an important consideration for the Board of Governors. In this context, it is important that any decisions on levels of remuneration must balance the need to demonstrate effective use of stakeholder funds with the need to recruit, retain and fairly reward those staff. Although not in the public sector, HEIs receive a significant amount of investment from taxpayers, students and other stakeholders and accordingly need to demonstrate to those that provide financial support that decisions made in respect of remuneration are evidence-based, proportionate and necessary to enable the HEI to continue to deliver effective outcomes in a competitive environment.

3.0 Remuneration Committee

The [Terms of Reference for the Remuneration Committee](#) are available to view online. These are reviewed annually and were last approved at the meeting held on 13 October 2023, as part of this annual review cycle.

The following members of the Board of Governors have served on the Remuneration Committee during the 2022-2023 academic year:

- Chair of the Remuneration Committee: Jonathan Vardon (Deputy Chair of the Board)
Autumn 2022
Jonathan Chapman (Deputy Chair of the Board)
Spring 2023
- Members of the Remuneration Committee: Colin Hughes (Chair of the Board)
Sara Williams (Chair of Strategy & Performance Committee)

During the academic year 2022-2023, the Remuneration Committee did not employ additional services of any consultants to advise on remuneration considerations. Prior to September 2018 the Vice Chancellor was a Member

of the Remuneration Committee. Since this date, the Vice Chancellor has been removed as a Member of the Committee and is now deemed as "in attendance" for specific agenda items. It should be noted that the Vice Chancellor has not been present for consideration of his own salary at Remuneration Committee, irrespective of the membership status. This continues to be the case.

The Remuneration Committee met on the following occasions during 2022-2023:

- 04 October 2022
- 09 May 2023

As at the date of this report, the Remuneration Committee had met once during the 2023-24 academic year, on 13 October 2023. The composition of the committee has changed for 2023-2024, to reflect the standing down of Sara Williams as governor and Chair of Strategy and Performance Committee, replaced by Juliet Oosthuysen as the new Chair of Strategy and Performance Committee.

Minutes of the Remuneration Committee are classed as confidential and are not available publicly. This report however provides an overview of decisions made on Senior Postholders' remuneration for the academic year.

4.0 The Approach to Remuneration Committee Deliberations on Senior Staff Remuneration

The Remuneration Committee has considered the remuneration of the following postholders:

- Vice Chancellor and Chief Executive
- Deputy Vice Chancellor
- Chief Financial Officer & Deputy Chief Executive
- Chief Operating Officer
- Pro Vice Chancellor – Academic
- Pro Vice Chancellor – Digital Transformation

Remuneration deliberations are made in the context of the Remuneration of Senior Postholders Policy approved by the Remuneration Committee on 03 September 2018 and last reviewed on 13 October 2023. The [full policy is available on the University website](#).

5.0 Annual Review of the Salary for the Roles

5.1 Vice Chancellor and Chief Executive

5.1.1 Background to the Remuneration Committees Discussions on Vice Chancellor's Pay

To retain staff, the Remuneration Committee consider the market position of the Vice Chancellor and Chief Executive's role, reviewing this against comparator institutions/organisations. The choice of these comparators is linked to institutional strategy. The comparators are as follows:

- Birmingham City University
- University of Derby
- Wolverhampton University
- UCLAN
- Huddersfield University
- Liverpool John Moores
- Coventry
- Keele
- Leicester De Montfort
- Sunderland

For these purposes the Remuneration Committee utilises the CUC Annual Survey of Vice Chancellors' Remuneration.

In addition to this, the Remuneration Committee also use the University and Colleges Employers Association (UCEA) Annual Survey of Senior Postholders.

The University complies with the accounts direction provided by the Office for Students.

5.1.2 Vice Chancellor Comparator Information

The Remuneration Committee considers the market position of the Vice Chancellor and Chief Executive's role, reviewing against comparator institutions. For 2022-2023, the Vice Chancellor's total pay is currently below the lower quartile of the UCEA Remuneration Survey. The Vice Chancellor's salary is currently below all of the comparator institutions used in the CUC 2022-23 Survey, although it should be noted that the comparator institutions record a higher turnover.

5.1.3 Vice Chancellor Pay Multiples

The pay multiple of the Vice Chancellor and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time is shown below. To assist with consistency and comparison, the definition for the multiple is based on the methodology used by the Office for Students:

Median basic pay ratio (OfS Methodology)	Staffordshire University	Sector Overall	Post 92 Part of the Sector
2018-2019	6.5	7.0	6.6
2019-2020	6.6	7.0	6.9
2020-2021	6.6	6.8	6.6
2021-2022	5.8	6.9	6.8
2022-2023	Available summer 2024		

Median total remuneration ratio (OfS methodology)	Staffordshire University	Sector Overall	Post 92 Part of the Sector
2018-2019	7.3	7.3	7.0
2019-2020	6.7	7.2	7.0
2020-2021	6.7	7.2	7.0
2021-2022	5.8	7.3	7.1
2022-2023	Available summer 2024		

5.1.4 Performance of the University and the Contribution of the Vice Chancellor

The Remuneration Committee also considers the performance of the institution when reviewing the remuneration of the Vice Chancellor and Chief Executive. During the academic year 2022-2023 the focus has been upon the following areas:

- Implementing the first year of the new 'Catalyst for Change' Strategic Plan, supported by a refreshed set of 15 key performance indicators, to shape the strategic direction and measure performance for the five-year period 2022- 2027.
- Recruitment of a number of senior roles to lead the delivery of the new strategic plan at both Executive, University Executive Board and Senior Leadership Team level.
- Strengthening local, regional and national connections and partnerships to support the delivery of the 'Catalyst for Change' Strategic Plan.

During the 2022-2023 academic year, the University has secured the following achievements:

- Achieved Silver in the Teaching Excellence and Student Outcomes Framework
- Awarded a top five position in the UK University Student Crowd Awards 2022
- Achieved top ten for career prospects and top twenty for facilities in the Student Choice Awards 2023.
- Delivered a strong financial performance, with the draft management accounts for the year ended 31 July 2023, subject to final approval by the Board of Governors (as the financial statements) and

external audit, the University achieved income of £168.3m for the year, compared to £150.5m in the prior year (thus achieving growth in income of £17.7m or 11.8%, year on year). Operating surplus before exceptional items was £11.6m (6.9% of income) and £8.4m (5% of income) after exceptional items of £3.2m. The budgeted income for the year ended 31 July 2023 was £155.7m, so the budget income target was exceeded by £12.6m and the target operating surplus of 5% was achieved, both before and after exceptional items.

- Staffordshire University's Centre for Health Innovation has been recognised by the International Nursing Association for Clinical Simulation and Learning (INACSL) for its healthcare simulation standards.
- Runner Up in the FE Week/AELP award for Protective Services Provider of the Year for our apprenticeship provision
- The Woodlands Day Nursery and Forest School, which opened in October, was shortlisted in the 2022 CEF Excellence Awards in the GB & RoI General Construction Projects of the Year Awards category
- Staffordshire University has been successful in its application to offer teacher training courses from September 2024. This means our Institute of Education can continue to offer high quality Teacher Training, producing great teachers for Stoke-on-Trent, Staffordshire and beyond.
- Implemented the two tranche pay award for all staff and managed the complexities of the national industrial action, in order that every student was able to graduate at the Summer 2023 ceremonies with their degree classification.
- Launched the Peter Coates MSc in Entrepreneurship with its first cohort in January 2023 with the opportunity either a growth grant of up to £20,000 or equity investment of up to £300,000 from the Peter Coates Foundation in early 2024.
- Unitemps Branch of the Year 2023, recognising the success of our temporary work agency, providing students to the local and regional employers.
- The University was recognised as a Carbon Literate Organisation and achieved a Bronze Award.
- Finalist in the Universities Human Resources (UHR) Awards in the award for Equality, Diversity and Inclusion (EDI) category

The University has experienced mixed fortunes in the main university league tables. The current league table positions are: Guardian University Guide – 63rd place; Complete University Guide – 108th place; and The Times/Sunday Times Good University Guide – 93rd place. The new Daily Mail survey placed the University at 71st place.

5.2 All Other Senior Postholders

To retain staff, the Remuneration Committee consider the market position of senior postholder's roles, reviewing this against comparator institutions/organisations. For these purposes the Remuneration Committee utilises the UCEA Annual Survey of Senior Postholders.

The deliberations and outcomes of the Remuneration Committee are in accordance with the Remuneration of Senior Postholders Policy.

6.0 Additional Benefits

In addition to the base pay for the role, the Vice Chancellor and Senior Postholders also receive the following benefits:

- Increased death in service payment of 1 x salary
- Private medical provision for the role holder

Together with other contractual benefits such as annual leave, sickness payments and notice period. These have not changed during this academic year.

7.0 Additional External Income

It is important for institutions that Senior Postholders represent the University on various bodies and boards and carry out academic and civic responsibilities at other organisations, e.g. non-executive director roles. The University's position on such income is outlined in the Remuneration of Senior Postholders Policy.

8.0 Expenses

Within the Financial Regulations are the detailed guidance for the claiming of expenses incurred with fulfilling the requirements of the role. The authorisation of such expenses is as follows:

- Vice Chancellor to be authorised by the Chair of the Board of Governors
- Other Senior Postholders authorised by the Vice Chancellor

The Remuneration Committee, at its autumn meeting, reviewed the expenses claimed by Senior Postholders and were satisfied that these were at an appropriate level for the conduct of University business.

10.0 Severance Payments

There were no severance payments made to Senior Postholders during this academic year.

11.0 Staff Not Within the Remit of the Remuneration Committee

Staff who are not covered by the remit of the Remuneration Committee have their annual pay uplift determined through the national JNCHES Negotiating Committee, comprised of the seven recognised trade unions within the Higher Education sector and UCEA, representing the Universities as employers. UCEA failed to reach an agreement with UCU & UNISON for the 2023 pay award. As a result, UCEA instructed Universities to pay a 5% pay award increase from 1 August 2023. However, they also announced that due to the rising costs associated with the cost of living crisis and recognising the need to commit to doing something sooner, Universities were instructed to pay 2% of this pay award from 1 February 2023, with the remaining 3% to be paid from 1 August 2023. In addition to the usual Cost of Living pay award, all other staff are employed within grades, which have incremental progression to the maximum of the scale, subject to satisfactory performance within the role. Individual roles are placed within the correct grade using the HERA factor-based job evaluation scheme. The full range of contractual benefits for staff are available on the University's website.

Statement approved by the Remuneration Committee on 13 October 2023 and by the Board of Governors on 28 November 2023