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3.3 The Remuneration Committee is able to procure independent external advice, including legal advice, before making determinations on matters relating to ULB members' remuneration and severance packages.

4

4.1 Decisions on senior remuneration and severance packages will

5.1.1 Benchmark data sets

UCEA data will be adopted as the primary benchmark data set for all posts, academic and non-academic, with a secondary check against Korn Ferry, and with a further check to compare and contrast with benchmark data from the 'competitor university' group, where appropriate as defined from time to time by for example UCAS (see [Appendix A](#)).

5.1.2 Levels of Responsibility against Benchmark Data Set

Within the UCEA reports roles are set at pre-defined levels. The corresponding levels for roles within the remit of the Remuneration Committee will be:

- x Vice-Chancellor – Level 1
- x Deputy Vice-Chancellor – Level 2, 'Deputy Vice-Chancellor'
- x Pro Vice-Chancellor Research and Business Innovation and Pro Vice-Chancellor Education and Equalities, Pro Vice-Chancellor International Level 2TT0 1 Tf0.457 0 T950.0021j-0.0ielio

5.2 General Remuneration Policy

- x Remuneration Committee explicitly reserve the right to pay above Upper Quartile and/or use alternative benchmark groupings, in order to attract or retain a candidate/member of staff, if required.
- x Total package will also be considered when determining pay levels e.g. basic pay plus cost of employer pension contribution.
- x Remuneration Committee will review pay increases to the national pay spine (and as applied to staff on the senior salary review process that are not within the purview of Remuneration Committee) and may apply the inflationary uplift to all ULB members in order to ensure pay is in line with the relevant UCEA benchmark (and avoid any pay differences).
- x The upper decile of the relevant UCEA benchmark will be applied to determine any outliers'

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estimated length of a full dismissal and appeal process to help determine what is reasonable in the circumstances.

6.7 The Remuneration Committee may also wish to consider the outcome of the government's consultation on public sector exit payments, specifically that such payments should be capped at £95,000.

6.8

UCAS Competitor Universities:

These comprise six universities to which DMU applicants most commonly apply

The UCAS competitor universities comprise of six universities:

- x Birmingham City University
- x Coventry University
- x Manchester Metropolitan University
- x Nottingham Trent University
- x University of Derby
- x University of Leicester

DMU Internal Competitor group

These comprise Institutions against which DMU compares itself based on for example: league tables, performance data is used

- x Coventry university
- x University of Derby
- x University of Hertfordshire
- x Liverpool John Moore's
- x Northampton university
- x Nottingham Trent university
- x Oxford Brookes university
- x University of Portsmouth
- x Sheffield Hallam University
- x University of West England

These competitor groups are subject to periodic review and change.

This template may be used to seek approval for severance cases within the remit of the Remuneration Committee. Where a different format is used, the relevant information should be included as set out below so that the Remuneration Committee is able to make a properly informed decision.

1

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

2

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

Exclusivity of service

You are required to devote your attention and abilities to your duties in a way and to an extent consistent with your employment as a member of the senior executive of the university.

You are required to act in the best interests of the university at all times.

Paid external work (whether as an employee or on a self-employed basis) cannot be undertaken unless you first obtain the written approval of the Vice-Chancellor and Chief Executive, which shall not be unreasonably withheld.

The Vice-Chancellor and Chief Executive has the authority to require you to cease or curtail work of the type referred to in [...] above if it is considered to have become detrimental to the effective discharge of your duties or contrary to the best interests of the university.

You recognise that you owe your service exclusively to the university as employer, subject only to the requirement that you shall be entitled to undertake work, paid or unpaid, outside the university's employment which is reasonably incidental to that employment.

Work outside the university's employment shall be regarded as reasonably incidental by virtue of the fact that it is conventionally recognised as work which (singly or in combination) enhances your professional and academic standing as the holder of the present post, supports the mutual needs of education generally and higher education in particular in relation to standards of academic quality, facilitates the development of new enterprises within the university or achieves any similar objectives.

The Vice-Chancellor and Chief Executive for the time being of the university reserves the right to determine whether any particular work outside the university's employment is reasonably incidental for the purposes of this clause."

- 3.1 ULB members must seek prior approval before agreeing to undertake external activities either in a paid or an unpaid capacity to ensure that there is no conflict of interest (or a risk of the activity being perceived as a conflict of interest) in terms of the university's core business and the individual's position. See the university's [Policy on External Activities](#) which is part of the Financial Regulations. The form at [Annex 1](#) can be used for this purpose.
- x Vice-Chancellor – approval must be sought from the Chair of the Remuneration Committee.
 - x All other ULB members – approval must be sought from the Vice-Chancellor.
- 3.2 Approval to undertake external activities (whether paid or unpaid) will normally be limited to no more than 30 days per annum. External activity in excess of this limit may exceptionally be agreed where there is a demonstrable benefit to the university.
- 3.3 Failure to seek approval in accordance with university policy and/or the contract of employment will be treated as potential gross misconduct and may lead to disciplinary action up to and including dismissal.
- 3.4 ULB members are under an ongoing obligation to notify the Vice-Chancellor/Chair of the Remuneration Committee (as applicable) of any change in circumstances or new information arising after initial consent is given, so that the initial consent can be reviewed in the context of any new information. This is particularly important where consent was given in relation to an activity that is ongoing or recurrent, as opposed to a 'one off'. In addition, where the activity is ongoing or recurrent, the ULB member is required to re-seek consent annually to ensure it remains appropriate in view of any changing circumstances for the individual or the university.

- 4.1 The Vice-Chancellor (in respect of other ULB members) or the Remuneration Committee (in respect of the Vice-Chancellor) will determine to what extent any payments derived from that activity may be retained by the individual.
- 4.2 It is unlikely that ULB members will be able to retain any payments derived from that activity.

- x The payment is a nominal amount (less than £150), or is to reflect reasonable expenses incurred in the provision of the activity e.g. travel costs, subsistence etc.
- x The payment is in relation to the ULB member acting as an external examiner at another institution or other work deemed as “reasonably incidental to their employment” and is a nominal fee in respect of the work/services provided.

4.6 In all cases, prior approval to undertake the activity must have been sought and been approved on the basis that it does not create any conflict of interest in line with the university's

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

5

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

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

5.3 It should be noted that the Office for Students (OfS) Accounts Direction requires certain information concerning the remuneration of the Vice-Chancellor to be publicly disclosed as part of the university's financial statement. This includes payments for consultancy work that are made to the individual via the university for work delivered using the university's resources.

Name:

Position:

Description of the work/activity:

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

Estimated time commitment to deliver the activity:

Will it be undertaken during normal working hours?:

What university resources², if any, will be used in delivering the activity?

Is the work/engagement paid or unpaid?

Payments or other non-cash benefit expected to be derived from the activity:

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

For completion by the Vice-