



**Bournemouth
University**

**Bournemouth University
Higher Education Corporation**

**Annual Report of the
Remuneration Committee
2024-25**

Annual Report of the Remuneration Committee

for the year 1 August 2024 to 31 July 2025

Introduction

This Remuneration Committee Annual Report to the University Board is presented in accordance with the requirements of the **Committee of University Chairs' (CUC's) Higher Education Senior Staff Remuneration Code** (November 2021) ("the Code") and the accompanying guidance.

This report covers the financial year 1st August 2024 to 31st July 2025 and any significant events up to the date of the circulation of the report to the Board.

The responsibilities of the Remuneration Committee

The Remuneration Committee is responsible, on behalf of the University Board, for the grading and determination of the pay and conditions of service (and, where appropriate, severance payments) of the holders of senior posts.

Its detailed Terms of Reference as approved by the University Board are published here <https://intranetsp.bournemouth.ac.uk/Committees/rem/default.aspx> and its main responsibilities comprise:

- To approve matters set out above on behalf of the Board.
- To review, at least every three years, the Operating Framework within which the Remuneration Committee carries out its responsibilities and sets out its general approach in relation to the available sources of data (including the comparator group of institutions) and to make recommendations to the Board regarding its approval.
- To provide, annually, to the Vice-Chancellor guidelines in respect of remuneration recommendations for senior post holders in accordance with the process set out in the Operating Framework.

- To approve annually the remuneration of the Vice-Chancellor and senior post holders in accordance with the process set out in the Operating Framework, having considered the Chair of the Board's or VC's (as appropriate) recommendations informed by regular, documented reviews of the post holder's performance.
- To approve and have oversight of the policies relating to expenses and external work and income for the holders of senior posts.
- To present an Annual Remuneration Report to the Board which will also be published on the University's website.
- To present an Annual Report to the Audit, Risk and Governance Committee of the Board on Remuneration Committee processes.

The Committee's Operating Framework, referred to above, is normally reviewed regularly (at least every 3 years) and subject to the approval of the University Board. It was most recently reviewed by the Committee in October 2022 and minor amendments to reflect operational updates and clarifications were recommended and subsequently approved by the Board. The next review of the Operating Framework has been deferred pending the approval of the University's next Strategic Plan (BU 2035) (expected at the end of the 2025 calendar year) and the full implementation of the revised leadership structure.

The Committee reviews its Terms of Reference annually and did so in October 2025 when a reference was added to reflect the Committee's responsibilities in overseeing the performance of Senior Post Holders to inform remuneration decisions (approved by the Board in November 2025).

The Committee reports annually to the Board, in addition to minutes being provided to a subsequent Board meeting.

The Committee is also required by its Terms of Reference to present an Annual Report to the Audit, Risk and Governance Committee of the Board on Remuneration Committee processes, in particular, to cover compliance and any changes to process made in year. This report was duly presented in June 2025.

Independent reviews of the Remuneration Committee and the Committee's approach to benchmarking

All agreed actions arising out of the last independent audit review of the Committee and its approach to benchmarking have been implemented.

The last external review of benchmarking considered the Committee's approach to pay benchmarking and setting pay ranges - based on CUC and UCEA data alongside the external market data (including public sector, not for profit and private sector data) in order to determine the appropriateness of these pay ranges and recommendations for the University Executive Team (UET) roles. The review concluded that 'Overall, the current pay benchmarking approach of BU is considered to be well thought through and reasonable for the roles under review'. That approach has applied since. However, to provide on-going assurance, the Committee agreed that an external review of benchmarking should be repeated every 3 years and the next review will be undertaken in Autumn 2026.

The Remuneration Committee is satisfied that it is compliant with all aspects of current regulatory requirements and specifically the CUC Higher Education Code of Governance, the CUC Higher Education Senior Staff Remuneration Code and the CUC Guidance on Decisions Taken about Severance Payments in HEIs.

Senior Post-Holders

Senior post-holders are defined by the Board as the Vice-Chancellor and Chief Executive Officer, members of the University Executive Team (UET) and the Clerk to the Board.

The Committee (together with the Board's Nominations Committee) approved a restructuring of the University Executive Team during the year. At the time of publication the members of UET (other than the Vice-Chancellor) are:

- Deputy Vice-Chancellor and Provost
- Chief Operating Officer
- Finance Director (interim) / Chief Finance Officer (to be recruited)
- Chief People Officer (interim)
- Pro Vice-Chancellor Dean, Faculty of Media, Science & Technology (MST)
- Pro Vice-Chancellor Dean, Faculty of Health, Environment & Medical Sciences (HEMS) (interim)
- Pro Vice-Chancellor Dean, Faculty of Business & Law (FABL) (interim)

The Clerk to the Board (who also held the role of Head of Legal Services and Corporate Governance) was in post until 11 April 2025 and the post has been covered on an 'acting up' basis since.

Transparency

The Committee's Operating Framework is published via the University's website, together with a document setting out the Principles for the remuneration of senior post-holders; a Frequently Asked Questions document about the work of the Committee and the non-confidential minutes of meetings. These can be viewed at:

<https://newintranetsp.bournemouth.ac.uk/Committees/rem/default.aspx>

BU complies with the OfS Accounts Direction regarding the publication of senior staff remuneration. As required by the Accounts Direction, details of the Vice-Chancellor's remuneration are published in the Financial Statements and are available on the BU website here: www.bournemouth.ac.uk/about/governance/financial-information

For other UET members, salary information is published in bandings in the notes to the annual Financial Statements as required by the Accounts Direction.

Membership of the Committee

The Committee comprises either independent members of the University Board or independent members co-opted to the Committee for their specialist expertise in remuneration. Neither the Vice-Chancellor nor any other senior post-holder is a member of the Committee. Members are appointed by the University Board on the recommendation of its Nominations Committee. All independent Board Members, and any co-opted independent committee members, are appointed following a process of national advertising, application and interview. In making these appointments, the Board is mindful of the need for diversity and an appropriate balance of skills, competencies and experience. In order to ensure good governance and independence, the Chair of the University Board is a member of the Remuneration Committee but does not chair the Committee. The Committee's Terms of Reference state that the Chair of the Remuneration Committee must be an independent member of the Board who is not the Chair of the Board.

Membership for the reporting year and up to the date of this report was as follows:

Deborah Warman	Chair of the Committee	Independent Board Member of the Committee
David Furniss	(to 11 July 2025)	Independent Board Member and Chair of the University Board
Sir Martin Davidson	(from 12 July 2025)	Independent Board Member and Chair of the University Board
Karl Hoods	Deputy Chair of the Committee	Independent Board Member of the Committee
David Smith		Independent Board Member of the Committee
Claire Jepras		Co-opted Independent Member of the Committee

If a holder of a senior post is in attendance at the Committee to provide information, they are excluded from the meeting when their own pay or conditions of service are being discussed and/or approved and the terms of reference prevent them from advising on their own remuneration. The Vice-Chancellor is not invited to the Autumn meeting(s) of the Committee which consider the Vice-Chancellor's remuneration.

Meetings

The Committee normally meets at least 3 times in each financial year and during the reporting period it met on 3 October 2024, 23 October 2024, 28 January 2025 (extraordinary meeting), 3 April 2025 (extraordinary meeting), 2 May 2025, 16 June 2025 (extraordinary meeting), 27 August 2025 (extraordinary meeting), 26 September 2025 and 22 October 2025.

The quorum for meetings is three independent members (which may include the Chair) and all meetings held during the reporting period were quorate. Minutes of the Remuneration Committee are routinely provided to the Board (with some individual personal data redacted if appropriate) and non-confidential minutes are published on the University's website (see above link).

The use of consultants

The Committee periodically commissions independent expert consultants to advise on particular topics and two such reviews have been previously undertaken. As described above, independent remuneration experts are commissioned to undertake a review of benchmarking every 3 years and the next review is due in Autumn 2026.

Approach to remuneration

Fundamental Principles

The Committee's Operating Framework states that, **"The University is a charity and all remuneration decisions taken must be in the best interests of the charity...Staff costs are the largest item of expenditure for all universities and institutional success is dependent on the staff they employ. The increasing competition between institutions, together with the expectation of more transparency and better accountability, make it even more important to ensure good decision making about pay at all levels. Robust governance processes for setting senior staff remuneration are necessary to:**

- ensure stakeholder confidence
- sustain good employee relations and staff morale
- ensure value for money and enhanced performance
- ensure that the principles of equality and diversity are upheld
- avoid the loss of key staff to other institutions or employers
- avoid adverse publicity."

The Remuneration Committee takes the following factors into account when determining and reviewing the remuneration of all designated holders of senior posts:

- individual and team performance

against the objectives set out in the University's Strategic Plan, as assessed through the approved appraisal procedure and any additional evidence through other appropriate sources;

- recruitment, retention and market forces issues taking account of reliable comparative data;
- total remuneration including pension contributions and other benefits such as private health insurance etc.;
- wider implications including affordability, employee relations and stakeholder confidence.

Additional factors may be taken into account at the discretion of the Committee, subject to being reported to the University Board.

Pension arrangements, travel and subsistence, expenses, annual leave and sickness entitlements, as well as the potential for honoraria, are the same as those for all other staff at BU.

BU does **not** provide housing, house-hold staff or costs, loans or motor vehicles, club memberships or travel enhancements to the Vice-Chancellor or any holders of senior posts.

The use of comparative information

The Operating Framework also sets out the comparative information and data sources which will be used by the Committee to inform its decisions as follows:

The two principal sources of comparative information are the annual survey of vice-chancellors' remuneration prepared by the CUC and the UCEA annual remuneration survey of heads of institutions, senior and middle staff.

The CUC survey provides data about vice-chancellors' remuneration in all participating universities, in addition, Chairs participating in the CUC survey may seek detailed information on other universities (covering such matters as benefits in kind, any payments additional to base salary and pension arrangements).

The 10 comparator institutions for Bournemouth, which are linked to BU's strategy and approved by the Board, are:

Brunel; Cardiff; City St George's; Essex; Keele; Leicester; Oxford Brookes; Northumbria; Portsmouth; West of England.

(Note: data for the University of Essex was not available in the most recent data set.)

The list of comparator institutions is due to be reviewed. The Remuneration Committee agreed to defer that review until the UET re-structuring was completed and the University's new strategic plan had been finalised.

In relation to the Vice-Chancellor, the CUC data is used:

- to indicate the most recent trends on both salaries, one-off payments (e.g. bonuses) and other benefits;
- to distinguish between the increases to vice-chancellors who automatically receive national salary awards for academic and related staff and those, as in the case of Bournemouth, who do not;
- to understand the nature of total remuneration packages; in the pre-92 institutions particularly, benefits in kind can play a significant part in overall remuneration and this has to be taken into account in making comparisons;
- to test trends in a chosen peer group by using the data from the 10 comparator HEIs and to take account of how long the vice-chancellors have been in post, and other special factors.

In addition, UCEA data is provided for the Vice-Chancellor.

In relation to other UET staff, and the Clerk to the University Board, the UCEA data is used to confirm national trends and, as far as it is possible to do so, salary rates for comparable jobs, specifically drawing on the quartile breakdown.

The detailed process by which the Committee reaches its decisions on senior remuneration and the information that it considers is set out in the **Principles for the remuneration of senior post-holders** published here <https://intranet.sp.bournemouth.ac.uk/Committees/rem/default.aspx>.

Assessment of individual performance

The Remuneration Committee has approved Procedures, including Performance Definitions, applicable to the Vice-Chancellor and to other members of the University Executive Team. The Clerk to the Board is subject to the same appraisal procedure and performance definitions as all other senior professional services staff at BU. The Committee's Terms of Reference have been revised to include specific reference to the performance of Senior Post-Holders.

Pay ratios

In line with guidance from OfS and CUC, pay ratios are provided to the Committee to inform its decisions. These ratios have been produced by the Human Resources Reward team to ensure that the methodology complies with the Accounts Direction from OfS and have been subject to review by the Finance team and additional verification by the University's external auditors for those ratios published in the Financial Statements.

Basic salary ratios

Assuming full-time equivalent salaries as at 31 July 2025 (as stipulated by the accounts direction) the pay medians and ratios at BU are as follows (numbers in brackets are from 2023/24):

Ratio of Head of Institution (HoI) basic salary to whole established workforce median basic salary = **1:6.3** (1:7.4)

Ratio of HoI basic salary to Academic median basic salary = **1:4.7** (1:5.5)

Ratio of HoI basic salary to Professorial median basic salary = **1:3.2** (1:3.8)

Ratio of HoI basic salary to Professional & Support median basic salary = **1:7.7** (1:9.3)

Total remuneration ratios

Assuming full-time equivalent salaries as at 31 July 2025 the total remuneration ratios at BU are as follows:

Ratio of HoI total remuneration to whole established workforce median total remuneration = **1:6.6** (1:7.6)

Ratio of HoI total remuneration to Academic median total remuneration = **1:4.8** (1:5.4)

Ratio of HoI total remuneration to Professorial median total remuneration = **1:3.2** (1:3.6)

Ratio of HoI total remuneration to Professional & Support median total remuneration = **1:8.4** (1:9.5)

Institutional context and performance

The University operates in a highly competitive national and international market and recruitment and retention of effective and successful leadership is key to the University's continued success.

Vice-Chancellor's emoluments

The emoluments of the former and current Vice-Chancellors for the financial year 2024/25, as published in the Financial Statements, are set out below:

	2025 £'000	2024 £'000
Professor John Vinney (to 30 August 2025)		
Emoluments of the Vice Chancellor 01 August 2024 to 30 August 2025		
Basic salary	32	308
Benefits in kind	–	4
Subtotal	32	312
Pension contributions	–	–
Payments in lieu of pension contributions	–	60
Total	32	372

	2025 £'000	2024 £'000
Professor Alison Honour (from 01 August 2025)		
Emoluments of the Vice Chancellor 01 August 2024 to 31 July 2025		
Basic salary	252	–
Benefits in kind	–	–
Subtotal	252	–
Pension contributions	72	–
Payments in lieu of pension contributions	–	–
Total	324	–

The remuneration of the other members of the University Executive Team (excluding the VC) for the financial year 2024/25 as published in the Financial Statements is set out below:

	2024/25 Number	2023/24 Number
£125,000 to 129,999	2	–
£135,000 to £139,999	1	1
£155,000 to £159,999	1	–
£160,000 to £164,999	1	–
£165,000 to £169,999	–	1
£180,000 to £184,999	–	1

The table includes basic salaries only and does not include additional responsibility allowances or performance bonuses or other taxable benefits in kind and also excludes employer's national insurance and pension contributions.

Performance related pay and bonuses

There is currently no performance related pay or bonus scheme for the holders of senior posts. No performance bonuses were paid in the financial year.

Severance

In accordance with the CUC's Guidance 'Decisions taken about Severance Payments in HEI's,' the Committee approved two severance payments. In considering the recommendations, the Committee was satisfied that the processes aligned to usual practice across BU and that the key elements outlined in the guidance were considered.

Pay awards and benefits for 2025/26

The decisions on the pay awards and benefits for 2025/26 were taken at the October 2025 Remuneration Committee meetings, at which point the Committee had access to both the detailed CUC data on Vice-Chancellors' pay and the verified BU pay ratios.

In accordance with the approved Principles, it is intended that the Committee receives reports of individual performance from the Vice-Chancellor in respect of UET members and from the Chair of the Board in respect of the Vice-Chancellor and Clerk to the Board

prior to considering pay awards. Detailed benchmarking data is also considered in line with the Operating Framework.

Vice-Chancellor and Chief Executive Officer

The Committee confirmed at its meeting in October 2025 that the Vice-Chancellor's salary for 2025/26 will be uplifted by the annual pay award in line with other staff. If the pay award is approved by the Finance & Resources Committee at 1.4%, the Vice-Chancellor's salary will be £273,780. In addition to basic salary, the Vice-Chancellor is entitled to:

- Employer contributions to pension (TPS) of 28.68%;
- 30 days annual leave (in line with other staff); and
- Travel and subsistence (in line with other staff to cover incurred expenses).

(Note: the Vice-Chancellor is entitled to but has declined health insurance and has not accepted an allowance in lieu.)

Implementation of the Vice-Chancellor's salary uplift is to be wholly aligned with the terms and conditions agreed in respect of the pay award for all staff (once that decision has been formally made by the Finance & Resources Committee).

This decision addressed the requirements of the CUC Code and was based on comparative data from both the

CUC survey of VC's pay and the UCEA remuneration report. In making this decision the Committee also had due regard to the pay ratio information and, as noted, the cost of living award to all other staff.

Clerk to the Board

The Clerk to the Board is entitled to incremental pay progression in accordance with the terms applicable to all senior professional services staff. The post-holder is also appraised in accordance with the Senior Staff Appraisal Scheme. The Committee has previously approved the Chair's recommendation that the post-holder be offered the private medical cover offered to other senior post-holders (but not an equivalent value payment). All senior post-holders are also entitled to an optional annual health assessment.

The Clerk is entitled to participate in the Local Government Pension Scheme (LGPS) Dorset County Pension Fund and employer contributions are set by the scheme as for all other staff. The Clerk to the Board receives no further benefits other than those available to all staff at the University.

This post is currently being covered on an 'acting up' basis only and the Committee has therefore not made any substantive pay award/benefits decision for 2025/26.

Members of the University Executive Team (excluding the Vice-Chancellor)

Numbers of senior staff (UET) by salary band

With effect from 1 August 2025 (excludes Vice-Chancellor)

Salary Band	No. of UET members
£125,000 to £129,999	1
£140,000 to £144,999	2
£155,000 to £159,999	1
£160,000 to £164,999	3

Members of the University Executive Team are entitled to participate in either the Local Government Pension Scheme (LGPS) Dorset County Pension Fund or the Teachers' Pension Scheme according to role and the employers' contributions are set by the scheme as for all other staff. Members of the University Executive Team are not entitled to any further benefits other than those available to all staff at the University.

Where temporary allowances are paid in recognition of additional interim responsibilities these are **included** within the salary figures reported in the table above and were approved by the Remuneration Committee having considered salary benchmarking.

As reported last year, during the reporting period to the end of August 2025, the Interim Chief Operating Officer received the previously agreed salary plus reasonable expenses of up to a maximum of £150 per day (for the purpose of on-site attendance and subject to authorisation) and membership of the Universities Superannuation Scheme.

Further interim appointments have been made arising from the UET restructuring for two PVC Deans (one of whom is 0.9 FTE) and the Chief People Officer (interim salaries are included in the table above).

In approving these interim arrangements, the Committee took into account the benchmarking data from UCEA and additional market intelligence provided by search agencies. The salaries for the interim PVC Dean roles included interim market forces allowances. In addition, a travel and subsistence allowance has been awarded for all three of the 9-month interim appointments equating to approximately £500 per week.

The Committee confirmed at its meeting in October that there would be no increase in remuneration for current members (other than the Vice-Chancellor) of the University Executive Team for 2025/26.

External appointments and expenses

The Remuneration Committee has approved a policy on the retention of income from external appointments by holders of senior posts. This is published on the University's website at <https://intranet.sp.bournemouth.ac.uk/Committees/rem/default.aspx>. The Committee receives an annual report under that Policy and Procedures so that it has full visibility on current approved activity and, on an annual basis, considers approvals for external roles and/or external activities by all senior post-holders (including remuneration and/or the exceptional retention of fees where appropriate).

Senior post-holders are subject to the same expenses policy and levels as all other staff at BU. This policy restricts the use of business class travel and sets subsistence rates at an appropriate level for a charity. UET expenses are published quarterly on the BU website here: www.bournemouth.ac.uk/about/governance/transparency. The Committee reviews the staff expenses policy annually to ensure that it remains appropriate for senior post-holders and receives an annual report on the expenses paid to all senior post-holders. Senior post-holders on interim contracts have been awarded separate allowance for travel and subsistence as described above.



