

University of Cumbria
REMUNERATION COMMITTEE
Annual Report to the University Board 2019/20

Introduction

1. This report covers the work of the Remuneration Committee for the financial year 2019/20 and includes work performed up to the date of this report.
2. The Committee considered the full range of issues appropriate to its terms of reference and responsibilities. The Terms of Reference for the 2019/20 Academic Year are attached at Appendix A.
3. The Terms of Reference for the Committee were updated for 2019/20 Academic Year, key changes being to reflect the agreement, at the July 2019 meeting of the Committee, to simplify the grading structure for roles between those included in the National Pay Framework and the senior posts.
4. This report from the Remuneration Committee to University Board, has been produced in line with best practice and as required to comply with the Committee of University Chairs' Higher Education Senior Staff Remuneration Code.
5. The Vice Chancellor and the Chief Operating Officer/Deputy Vice Chancellor were the senior post-holders at the University through 2019/20, with the Deputy Vice Chancellor (Academic) also a senior post-holder from 1 January 2020.

Membership

6. The members of the Committee in 2019/20 were:

Professor Linda Challis (Chair)
Mr Geoff Donnelly
Mrs Jill Johnson
Ms Jill Stannard
Mr Martin Williams

All the Directors who were members of the Committee were formally appointed by the University Board. Their appointment to the Committee was coterminous with their period of office as Directors other than Mr Martin Williams who was appointed as an Associate Director and consultant to the Committee for the October meeting; Mr Williams was appointed as a Director on 18 October 2019.

7. The secretary to the Committee was the University Secretary, Dr Jean Brown.

Meetings

8. The Committee held three meetings during the period, on 8 October 2019, 21 November 2019 and 15 June 2020. Attendance overall was 87%.

Member	8 October 2019	21 November 2019	15 June 2020
Professor Linda Challis (Chair)	Y	Y	Y
Mr Geoff Donnelly	Y	Y	Y
Mrs Jill Johnson	N	Y	Y

Ms Jill Stannard	Y	Y	N
Mr Martin Williams	Y*	Y	Y

*As Associate Director and consultant to the Committee

9. The Vice Chancellor and PVC(Director of Student and Staff Services) were in attendance at the meetings as set out below, in addition to the Secretary to the Committee. The Vice Chancellor and PVC(Director of Student and Staff Services) left the meeting at all times when the Vice Chancellor's remuneration or performance was under discussion; the PVC(Director of Student and Staff Services) and University Secretary left the meeting when the Committee was discussing items of relevance to them or their roles.

In attendance	8 October 2019	21 November 2019	15 June 2020
Dr J Brown	Y	Y	Y
Professor J Mennell	Y	Y	Y
PVC(Director of Student and Staff Services)	Y	Y	N

Business of the Committee

10. A key aspect of the work of the Committee in 2019/20 was in relation to the Remuneration of the Vice Chancellor. Other aspects of the Committee's work are detailed below.
11. The Committee agreed that the pay rise awarded to those on the national pay framework also be applied for staff on Corporate Leader Bands A, B and C and spine point 52 and that the timing of the pay award, and whether or not it was backdated, should be the same as for those on the national pay framework. The same position was agreed for the Chief Operating Officer / Deputy Vice Chancellor (as a Senior Post holder).
12. The Committee received papers on VCE succession planning, endorsed the changes being proposed and approved the processes to be undertaken.
13. The Chair of Remuneration Committee chaired, and members of the Committee were members of interview panels set up to appoint to roles set out within the plans for VCE.
14. The Committee approved the new DVC(Academic) post to be a Senior Post, as defined by the Articles of Association, from 1 January 2020, then later in the year approved the new DVC(Health Environment and Innovation) post to be a Senior Post from 1 August 2020.
15. The Committee noted the change of designation of the individuals who were to be the deputy for the Vice Chancellor.
16. An annual report on awards made under the honorarium process was received. Thirty one honorarium payments were approved at an average value of £443, all bar one were for staff covered by the National Pay Framework.
17. The Committee receive some minor updates to the Senior Pay Framework (covering roles above the national pay framework) which had been approved in 2018/19.
18. The Committee reviewed and approved its annual report to the Board for 2018/19 and, at a later meeting, noted the OfS's document of 25 October 2019 relating to compliance with the 2018-18 accounts direction and the section within the document on justification statements.

Approach to Remuneration

19. The Committee takes a holistic approach to setting the remuneration of the Vice Chancellor and

senior post holders, taking institutional and personal performance, the national pay agreement, the external environment and comparative information into account in the decision making.

20. The Committee considers the balance that is required between recruiting, retaining and rewarding the best staff for the institution and its key stakeholders, while demonstrating effective use of resources.
21. Performance of the individual cannot be wholly separated from that of the institution, however well-articulated personal objectives enable the individual's contribution and leadership to be appropriately balanced against the institutional performance metrics. Established processes are in place for setting objectives for the Vice Chancellor and all staff across the institution. Performance against these objectives is reviewed regularly through a Personal Development and Performance Review process. The Vice Chancellor's objectives reflect the ambition of the University's Strategic Plan and the objectives articulated within the Annual Operating Plan.
22. The Remuneration Committee is keen to ensure that the reward mechanisms used by the institution are fair across all staff groups. The People Performance and Culture Committee oversees the policies and practices with respect to the majority of the University's staff, with the Remuneration Committee being provided with information on the national pay and grading framework and nationally agreed pay awards. The Remuneration Committee also approves the framework for staff whose remuneration lies between the national pay framework and that of the senior post holders.
23. The starting point for discussions of the Vice Chancellor's and senior post-holder's pay, presuming performance does not warrant withholding any increase, is the nationally agreed pay award. Where this award is made to staff, and when it is made, is usually reflected in the agreement for senior post-holders.
24. The University does not operate performance related pay for any groups of staff, however those staff on the national pay and grading framework are able to benefit from incremental progression within their grade, as long as they are not within a formal disciplinary process. In order to provide some ability for the remuneration of the Vice Chancellor and senior post-holders to progress over and above that agreed within the national pay award, the Remuneration Committee takes an individual's performance, as measured against their personal objectives, and comparative data, as relevant, into account when determining any uplift.
25. The Remuneration Committee is provided with a report from the Chair of the Board that sets out, in some detail, how the Vice Chancellor has performed against her objectives for the year. In addition, the Committee receives a report from the Chair of the Board that provides further context for its decision making, including reference to the feedback received in the one to one discussions held by the Chair with each member of University Board on an annual basis where, amongst other matters, the performance of the Vice Chancellor is discussed.
26. Relevant comparative data is used in the setting of the Vice Chancellor's remuneration, as reported to the Committee by the University Secretary. The comparative data report draws on the Universities and Colleges Employer Association's Senior Staff Remuneration Survey and the detailed information provided by the Committee of University Chairs' Vice-Chancellor Salary Survey. The Committee is provided with information relating to institutions and groups of institutions of relevance to the University, for example, those with similar turnover (higher and lower than the University).
27. Comparison of the Vice Chancellor's salary and total remuneration to the median of all staff is a recognised method of comparison across and within sectors and is now a requirement for the sector. The data for the University of Cumbria for 2019/20, using the definitions set out in the Office for Students Accounts Direction, is as follows:

- a. The Vice Chancellor's basic salary is 5.7 times (2018/19: 5.8) the median pay of staff, where the median pay is calculated on a full-time equivalent basis for the salaries paid by the provider to its staff.
- b. The Vice Chancellor's total remuneration is 7.0 times (2018/19: 6.9) the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

The slight rise in the total remuneration ratio, from 6.9% to 7%, was caused by significant increases during the year in the required employer contributions to the Teachers' Pensions Scheme, of which the Vice Chancellor is a member.

Institutional Performance in 2019/20

28. 2019/20 has been a year of two halves for the whole of the sector and wider society, with the Covid19 pandemic changing the operating environment in a manner that could not have been foreseen at the start of the academic year.
29. The University's financial performance, on the back of stabilised student recruitment and the award of a range of prestigious contracts with business and the public sector, was strong going into the 2020 calendar year, with some confidence that the agreed budget would be achieved. Once the scale of the pandemic became obvious the University reassessed its financial position and made adjustments to enable it to manage the in-year impact. At the time of writing, the financial statements are being finalised, however the pre-audit position is that the final cash surplus for the year is £0.7m; in the circumstances this is seen as a good outcome for the University.
30. While managing the in-year impact, the University has also been focusing on the impact of the pandemic on finances for 2020/21. Significant work has been undertaken to build on the relatively new brand and to support applicants in their decision making, including, for example, the introduction of virtual open days. Student recruitment at the time of writing has been strong, particularly in public sector related disciplines.
31. Through 2019/20 the University has continued to make significant progress in developing partnerships with a wide range of employers, in particular in being awarded contracts for the delivery of Higher Level Apprenticeships to Police Forces and Paramedic Trusts across the country.
32. The majority of the University's student outcome key performance indicators have continued to improve in 2019/20. The University's performance in the National Student Survey improved in 2020, with the overall satisfaction rating increasing by 2% to 80%, significantly closing the gap to the sector average. The new Graduate Outcomes Survey gave final employment / further study for the University's graduates of 95.9%, 1.1% higher than the sector-wide average. 83% of the University's graduates who entered into paid or voluntary employment were in professional-level jobs, positioning the University amongst the best in the UK for graduate employability.
33. The University's performance in the [Times Higher Education \(THE\) Impact Rankings](#), the global performance tables that assess universities impact against the United Nations' Sustainable Development Goals (SDGs), provided an insight into the quality of aspects at the core of the University that are not measured by the traditional sector league tables. Overall, the University achieved a score of 73.4% and an overall rank in the 201-300 range out of 766 institutions. In the 'quality education' category, the University ranked 8th out of a total of 676 participating institutions and first in the UK for its contribution to early years and lifelong learning, pedagogy research and commitment to inclusive education.
34. Networking in the region has also continued to be a high priority with the University actively

involved with local MPs, the Local Enterprise Partnership and other influential individuals and entities.

35. The University has also been progressing major projects in the year, in particular in relation to the Borderlands Growth Deal and establishing a higher education presence in Barrow:
36. The University has been working with the local City and County Councils on the development of a new university campus on the Citadels site in Carlisle. The project has been successful in getting through the Strategic Outline Business Case stage of the funding application into the Borderlands Growth Deal. The project would enable the University to help close the skills gap in the region in addition to a range of broader benefits to the City and Region.
37. The University has been working on a strategic collaboration with BAE to establish a higher education presence in Barrow. The Barrow Town Deal Board short-listed the University's proposal and a Strategic Outline Business Case for the project was submitted at the end of the academic year. If successful the project will establish Barrow's Learning Quarter with a focus on building pathways into higher education and graduate employment to meet long-term higher level skills needs to include new entrants, up-skilling and re-skilling
38. The University has continued to operate within a challenging external environment through the year, although continued progress has been made in delivering against the Strategic Plan and the annual objectives for the year, as set out above.
39. The institutional performance in 2019/20 will be taken into account in decision making regarding the Vice Chancellor's remuneration effective from 1 August 2020.

The Vice Chancellor's Remuneration

40. The Vice Chancellor's total remuneration for 2018/19 and 2019/20 academic years is set out in the table below:

Vice Chancellor's remuneration	2019/20	2018/19
Salary	193,561	191,550
Performance related pay	0	7,500
Benefits	0	-
Subtotal	193,561	199,050
Pension costs	44,686	31,567
Total	238,247	230,617

41. At its November 2019 meeting the Remuneration Committee awarded the Vice Chancellor a salary increase of £12,000 with a non-pensionable or consolidated honorarium of £5,000.
42. The salary increase included the anticipated 1.8% pay award to staff, and an additional increase which reflected the Vice Chancellor's performance through 2018/19 and a move towards the median remuneration of vice chancellors in the institution's benchmark group. The latter being part of the Committee's aim to progress the Vice Chancellor's remuneration towards the median of the benchmark group, based on visible and evidenced progress towards median performance of the institution and meeting of her agreed objectives. It was also agreed to pay a non-pensionable or consolidated honorarium of £5,000 to recognize the performance of the Vice Chancellor and the difference between her salary and that of the median of the benchmark group. The amount of the honorarium was lower than the previous year as part of an agreement by the Committee that there should be progressively more base pay and less bonus.
43. In March 2020 the Vice Chancellor contacted the Chair of Remuneration Committee and the

Chair of the Board asking that her salary be adjusted to that of her salary for 2018/19 plus the standard pay award given to all staff. The adjustment to be backdated to 1 January 2020 and the pay award to be given in the same manner as to all staff. The Vice Chancellor also asked that her honorarium, made for her contributions during 2018/19, be reimbursed to the University. The Vice Chancellor noted that whilst she recognised that the honorarium was in recognition for her work in that period, and she appreciated recognition, she felt that this was the right thing to do. The requests were accepted and the decision communicated to members of Remuneration Committee and University Board.

44. As set out above, the outcome, following adjustments, was that the Vice Chancellor's pay award effective from 1 January 2020 was 1.8%. The award was paid from the same time and in the same manner as increases paid to all staff. The cost impact in the year of the salary rise was 1.05%, equating to 7 months of the 1.8% pay award.
45. The substantial change in pension costs was due to the increase in the employer contributions to the Teachers' Pension Scheme from 16.48% to 23.68% from 1 September 2019. All members of the Teachers' Pension Scheme experienced a similar increase in the required employer contribution.
46. Due to many staff on the nationally agreed framework also receiving increments, as set out earlier in this report, the remuneration received by staff across the University increased, on average, by 2.55% in 2019/20 (3.5% in 2018/19). The 2.55% being made up of 1.05% due to the pay award and 1.5% due to increments.

Justification for the Vice Chancellor's Remuneration

47. The Financial Statements for 2019/20 require a note providing the justification of the Vice Chancellor's remuneration for that year. The note is included here for completeness (paragraphs 48 to 62 inclusive).
48. The University has adopted the Committee of University Chairs' Higher Education Senior Staff Remuneration Code, published in June 2018, in full. One aspect of this, the annual Remuneration Committee report to the Board for the 2019/20 financial year, can be found [here](#)¹. In line with the publication requirements of the Office for Students' Accounts Direction, the element of this report that covers the process for setting the Vice Chancellor's remuneration and the justification of this remuneration is set out below.
49. The Remuneration Committee took a range of comparative data on remuneration of vice chancellors elsewhere in the sector into account when determining the initial remuneration package for the Vice Chancellor on appointment.
50. Since her appointment Remuneration Committee have taken the starting point for the annual review of the Vice Chancellor's remuneration to be the nationally agreed pay award. The Committee has then taken a range of inputs into account in determining any uplift – these have included: comparative data from the Universities and Colleges Employer Association's Senior Staff Remuneration Survey; detailed information provided by the Committee of University Chairs' Vice-Chancellor Salary Survey; the external operating environment; plus the performance of the Vice Chancellor over the past year.
51. The mechanism adopted to judge the performance of the Vice Chancellor is based on two processes: the first is an appraisal, between the Chair of the Board and the Vice Chancellor, on progress against her objectives for the year; the second is from interviews between the Chair of the Board and all board directors on a one to one basis, to obtain their feedback on the 'health' of the University and the contribution made by the Vice Chancellor. This is then fed into the

¹ <https://www.cumbria.ac.uk/about/publications/>

Remuneration Committee by the Chair of the Board. The Committee's considerations of the Vice Chancellor's remuneration for 2019/20 were based on the feedback from the appraisal and interviews that related to performance in 2018/19.

52. As set out in the 2018/19 Annual report of Remuneration Committee to University Board, 2018/19 was a challenging year across the sector, and no less so at the University of Cumbria. However, against increased competition for students the University has been successful in turning the decline in student numbers around in many disciplines, leading to recruitment stabilising. Within this there are some traditional areas of the business that are continuing to see declining performance, but these are at least balanced by new areas of business where the University looks to be building a solid foundation. The financial performance has been good with the outturn being the first year to year increase in income since 2009.
53. Although there remained a gap between the institution's performance against a range of student outcome metrics and the sector average, building on the 2017/18 improvement in graduate destinations results with the TEF metric improving by 2.3% from 93.3% to 95.6%, the institutional NSS results improved from 75% in 2018 to 78% in the 2019 survey.
54. In the spring of 2019 the University was formally notified of its award of Research Degree Awarding powers, following a period of detailed scrutiny led by the QAA.
55. Through 2018/19 the University has continued to make significant progress in developing partnerships with a wide range of employers, with these flowing through into students from high profile companies such as the BBC, Rolls Royce, Sellafield and BAE Systems studying on the University's programmes. The University has also been successful in new areas such as the delivery of Higher Level Apprenticeships in Policing.
56. Recruitment to the new senior team was completed over the winter of 2018/19, a new Institute framework was developed for the academic departments (which came into being on 1 August 2019) and a cost realignment exercise was completed to reflect the changing business of the University.
57. Networking in the region also continued to be a high priority with the University actively involved with local MPs, the Local Enterprise Partnership and other influential individuals and entities.
58. The value and performance of the Vice Chancellor through the 2018/19 academic year was recognised by the Directors on the Board: the report to Remuneration Committee referenced the improved position of the University over the previous twelve months and the Vice Chancellor's personal role in this was agreed by the Committee.
59. The 21 November 2019 meeting of Remuneration Committee considered the inputs as set out above and agreed that the Vice Chancellor should be awarded a salary increase of £12,000 with a non-pensionable or consolidated honorarium of £5,000 in recognition of the activities, initiatives and outcomes in the previous year, as cited above. The salary increase included the anticipated 1.8% pay award to staff, and an additional increase which reflected the Vice Chancellor's performance through 2018/19 and a move towards the median remuneration of vice chancellors in the institution's benchmark group. The latter being part of the Committee's aim to progress the Vice Chancellor's remuneration towards the median of the benchmark group over two or three years, based on visible and evidenced progress towards median performance of the institution and meeting of her agreed objectives.
60. In March 2020 the Vice Chancellor contacted the Chair of Remuneration Committee and the Chair of the Board asking that her salary be adjusted to that of her salary for 2018/19 plus the standard pay award given to all staff. The adjustment to be backdated to 1 January 2020 and the pay award to be given in the same manner as to all staff. The Vice Chancellor also asked

that her honorarium, made for her contributions during 2018/19, be reimbursed to the University. The Vice Chancellor noted that whilst she recognised that the honorarium was in recognition for her work in that period, and she appreciated recognition, she felt that this was the right thing to do.

61. The outcome, following adjustments, was that the Vice Chancellor's pay award effective from 1 January 2020 was 1.8%, the same as all staff. The award was paid from the same time and in the same manner as increases paid to all staff. The cost impact in the year of the salary rise was 1.05%, equating to 7 months of the 1.8% pay award.
62. The Vice Chancellor is a member of the Teachers' Pension Scheme. The employer contributions to the Teachers' Pension Scheme increased from 16.48% to 23.68% from 1 September 2019. All members of the Teachers' Pension Scheme experienced a similar increase in the required employer contribution. The cost impact in the year of the salary rise plus the increased employer pension contribution was 3.3%.

External Appointments and Expenses

63. The Vice Chancellor's contract specifies that 'The Vice-Chancellor may undertake occasional additional duties for the University, or other external bodies provided that she obtains the prior written consent of the Chair of the University Board to do so and subject to annual review. The Chair shall report all such matters to the Remuneration Committee. Any remuneration payable to the Vice-Chancellor by such external bodies may be retained by her, but shall be reported annually by her in writing on a confidential basis to the Chairman of the Board, who may from time to time initiate a review of the extent and suitability of these additional duties.'
64. In 2019/20 the Vice Chancellor was not in receipt of any income from external appointments.
65. All members of University staff, including the Vice Chancellor, follow the expenses policy that can be found on the internal Staff Hub. The Quick Guide is attached at Appendix B, the full document will be provided on request. Expenses incurred by the Vice Chancellor in 2019/20 amounted to £3,628.

**Appendix A:
UNIVERSITY OF CUMBRIA
UNIVERSITY BOARD OF DIRECTORS**

REMUNERATION COMMITTEE

TERMS OF REFERENCE AND MEMBERSHIP

The Remuneration Committee is responsible to the Board of Directors for discharging its responsibilities with respect to the remuneration and terms and conditions of employment of the Vice Chancellor, senior post holders and posts designated as Corporate Leaders and those on point 52 of the pay spine, while there remain staff in post on this point.

The University has adopted the Committee of University Chairs (CUC) Higher Education Senior Staff Remuneration Code in full. Remuneration Committee is responsible for ensuring that the Code is complied with, both to the letter and in the spirit with which it undertakes its duties.

The University has adopted the CUC 'Guidance on Decisions taken about Severance Payments in HEIs'. Remuneration Committee is responsible for ensuring that the Guidance is complied with.

Remuneration Committee should have oversight of the remuneration and terms and conditions of employment of all other staff at the University, as determined by the People, Performance and Culture Committee of the Board of Directors, to ensure that it undertakes its work within the context of the institution as a whole.

Terms of Reference:

1. To determine and review the remuneration, terms and conditions (and, where appropriate, severance payments) of the Vice Chancellor and other 'senior post holders' as the University Board of Directors deems appropriate.

'Senior post holders' must include the Vice Chancellor and should include the most senior roles in the institution. The staff defined as 'senior staff' by the Office for Students' Accounts Direction must also be included. The senior posts, and post holders, should be listed as an appendix to these Terms of Reference and updated as and when necessary.

2. To approve the pay and grading framework for Corporate Leader posts and point 52 of the pay spine and to keep its implementation under review.
3. To approve and review the terms and conditions for Corporate Leader posts and point 52 of the pay spine.
4. To approve, on the recommendation of the Vice Chancellor, the pay award proposals for Corporate Leader posts and point 52 of the pay spine.
5. To seek comparative information on salaries and other benefits and conditions of service in the higher education sector (such as the CUC and UCEA).
6. To receive sufficient information on the pay and grading framework for all staff at the University not within the Committee's remit, their terms and conditions and their remuneration, including pay awards, to set its work in the context of the institution as a

whole.

7. To advise and make recommendations to the University Board of Directors, after consultation with holders of senior posts, rules and procedures for the suspension or dismissal of holders of senior posts and for the consideration of appeals against dismissal.
8. If considering severance arrangements for senior staff, the Committee must comply with the guidance issued by the CUC. Alongside this, the Committee must represent the public interest and avoid any inappropriate use of public funds, taking care not to agree to a severance package which staff, students and the public might deem excessive.
9. To provide an annual report from the Committee to the University Board of Directors, to include the proposed annual statement, as required by the CUC Senior Staff Remuneration Code. The annual report to be consistent with the guidance provided in the CUC Senior Staff Remuneration Code.

Appendix A - Senior post-holders as at September 2019:

- Vice Chancellor – Professor Julie Mennell
- Chief Operating Officer/Deputy Vice Chancellor – David Chesser

Frequency of Meetings:

The Committee will meet at least once per annum.

Membership:

The Chair of the Board of Directors should not Chair Remuneration Committee, but must be a member of the Committee.

Directors:

Chair (to be a Director, normally the Deputy Chair of the Board of Directors)

4 x Directors (who shall normally include the Chair of the University Board and the Chair of the Employment Policy Committee of the Board)

In attendance (where the business of the Committee is not of direct relevance to themselves):

- University Secretary (Secretary to the University Board of Directors)
- Vice Chancellor
- Director of Student and Staff Services

Quorum: A minimum of three members shall be present.

External Advice:

The Committee is authorised by the Board of Directors to obtain external independent advice, and to secure the attendance of non-members with relevant experience and expertise if it considers it necessary, normally in consultation with the Chair of the Board of Directors.

University Secretary
October 2019

Appendix A: Senior Posts:

The Articles of Association define senior posts as 'the post of Vice-Chancellor and such other senior posts of the University as the Board of Directors shall from time to time determine'.

The duties of the Board include:

- 'the determination of the Senior Posts save that the Vice-Chancellor shall always be a Senior Postholder'
- 'the appointment, appraisal, discipline, suspension and dismissal and the determination of the grading, pay and conditions of service of the holders of Senior Posts'

The Board cannot delegate:

'the appointment of the Vice-Chancellor and/or other holders of Senior Posts and appeals against dismissal of the Vice-Chancellor and/or other holders of Senior Posts'

In addition to the requirements of the Articles, the Office for Students' Accounts Direction sets out requirements for staff defined as 'senior staff' – currently they only include the Vice Chancellor in this definition, but this may be expanded. It may be that any such change requires a change to the roles listed in due course.

Appendix B – Expenses Quick Guide – the full document will be provided on request (links are to the Staff Hub)

Expenses Quick Guide

The full Expenses Policy and Procedures is available [here](#) and provides detailed guidance on spend covered by this, whilst the Procurement Card Policies and Procedures available [here](#) may also be useful regarding purchases which are not claimable as expenses. The expenses process is for reimbursement of costs incurred in relation to business travel and subsistence only. Where spend outside of this area has been incurred, please contact the Payroll Manager for further guidance.

Claim Overview		
Subject	Restrictions	Claim Limit
Hotels	<ul style="list-style-type: none"> - Should not be required when commuting between campuses in the north of England, and are acceptable only where meetings or functions end after 9pm or being before 8am the next morning - Bookings at or near your normal place of work are only acceptable in very limited circumstances – Please contact the Payroll Manager if this will be required 	<ul style="list-style-type: none"> - Outside of London: £80 per night - London: £120 per night
Meals: Breakfast	<ul style="list-style-type: none"> - Can be claimed if staying overnight or if travelling to an organisation or campus (except base campus) which means leaving home before 6:30am 	<ul style="list-style-type: none"> - Up to £5.00
Meals: Lunch	<ul style="list-style-type: none"> - Can be claimed if out of the office and not at another University campus during the day 	<ul style="list-style-type: none"> - Up to £5.00
Meals: Evening Meal	<ul style="list-style-type: none"> - Can be claimed if staying overnight or if travelling from an organisation or campus (except base campus) means returning home after 8pm - No alcohol or tips can be claimed 	<ul style="list-style-type: none"> - Up to £15.00
Mileage	<ul style="list-style-type: none"> - Travel in a personal vehicle is only permitted with appropriate business insurance in place - To be used only where public transport or a hire vehicle is not practical - Is not acceptable for journeys of over 100 miles (one-way) or total mileage of over 200 miles in one day 	<ul style="list-style-type: none"> - Cars, up to 10,000 miles: 30p per mile - Cars, over 10,000 miles: 25p per mile - Car passengers: 5p per mile - Motorcycles and bikes: 20p per mile
Taxis	<ul style="list-style-type: none"> - Journeys of under 5 miles where public transport is unavailable and walking or cycling are not appropriate 	
Train Travel	<ul style="list-style-type: none"> - Booking and credit card fees will not be reimbursed 	<ul style="list-style-type: none"> - Standard class only

Key Points

Authorisation	Expenses should not be incurred without authorisation in advance, but submitted expense claims will be sent to your line manager for authorisation
Exceptions	Where an expense claim does not comply with policy, justification for this must be provided with the claim - An example of this is a late booking of a hotel where the cost restrictions could not be complied with
Payment	Expense claims authorised by the 15 th of the month, excepting in December and at Easter when payroll deadlines may be earlier, will be included in the current month's payroll Claims authorised after this time will be paid in the following month Where an expense claim is found following payment to be in breach of policy, this will be deducted through payroll
Procurement cards	Should be used in the first instance, in particular for hotel and train bookings, and always for air travel
Queries	Should be directed in the first instance to the Payroll Manager Where a cost is not covered by this policy, early discussion of the best way to procure may avoid additional charges
Receipts	Are required for all expenses incurred excepting mileage Where a receipt has been lost, a card receipt where possible and evidence of the item cost as well as an explanation should be provided
Time limits	Expenses should normally be submitted within 30 days and must be authorised within 3 months to ensure payment
Travel	Should be avoided where possible, for example using Skype or video conferencing Where travel is necessary, public transport should be considered in the first instance Train bookings should where possible be made using a procurement card or through the Ordering Team, and air travel cannot be claimed through expenses

Roles and Responsibilities	
Submitter	<ul style="list-style-type: none"> - Accurately complete claims within one month of costs being incurred - Attach receipts to all claims excepting mileage - Provide accurate costing information for claim - Provide explanations for any exceptions to policy
Authoriser	<ul style="list-style-type: none"> - Confirm that spend is approved, where necessary confirming this with the budget holder - Check that expenses are within policy and that explanations are provided for any exceptions - Check that all required receipts are available, and that costs match claim and do not include out of policy items - Authorise or reject claims as appropriate
Payroll	<ul style="list-style-type: none"> - Process payment of authorised claims, including recouping payment where required - Provide exception reports detailing expense claims which are outside of policy and explanation is insufficient - Complete spot checks on receipts provided
Line Manager	<ul style="list-style-type: none"> - Review exception reports and follow up with submitter and authoriser as appropriate