



Policy on Remuneration of Non-Core and Non-Exchequer Revenue Generating Activities

1. Introduction

This policy sets out the University's policies and procedures for remuneration of work undertaken of university staff for non-core, non-exchequer revenue generating activities with a view to expanding and sustaining the University's ability to generate additional sources of non-exchequer income.

The policy is underpinned by the following principles:

- The primary duty of staff is to their core duties and commitments to the normal demands of their role and additional remuneration for this work will not be considered.
- Remuneration will only be available for activity that supports the mission of the University and the delivery of its strategy.
- Deployment of staff to undertake such duties will only occur when there is a clearly verifiable business case to do so, as opposed to the employment of net additional staff to undertake such duties.
- The policy is consistent with and aligned to guidance provided by the HEA in this regard. Specifically;
 - the activities concerned should generate significant net non-Exchequer revenues for the University, taking into account the costs related to the additional work taken on by existing University employees, as clearly demonstrated by appropriate financial and other data;
 - monitoring and validation of payment for activities which are clearly and verifiably non-core duties as determined by a rigorously applied workload allocation model;
 - six-monthly reporting to the HEA, the numbers, grades and total payments made to each staff member.
- The work undertaken by staff covered by this policy will not be considered as contributing to assessment for promotion within the University. The activity is viewed as additional to core duty and the associated remuneration represents the recognition appropriate for the work.

2. Governance, Management and Implementation

The policy overseeing Remuneration of Non-Core and Non-Exchequer Revenue Generating Activities is approved by FRAMC (the Finance Remuneration and asset Management Committee of the Governing Authority). FRAMC approves the overall University budget and

within this context approves payments associated with the policy.

Oversight will be undertaken by University Management Currently, the UMT (University Management Team) will be responsible for reporting as required by the HEA.

Implementation and operation will be overseen by the appropriate Head of Unit/School/College.

2.1 Approval Process

“A Workload Planning System can be defined as: a human activity system at the level of the HE (Higher Education) department that carries out aggregate planning to reconcile requirements and capacity in line with strategic goals and in particular promotes equitable workload allocation to individuals.” (Burgess, Lewis & Mobbs, 2003) ”

The role of an academic in a modern research intensive University is complex and diverse. It is both difficult and inappropriate to proscribe the schedule of academic staff in detail. Rather, internationally, the Workload Model is integral to the operational structure and system that underpins the effective and equitable distribution and monitoring of workload within an academic unit. A Workload Model attempts to balance load against capacity across the three main components of the academic role – Research & Scholarship, Teaching and Learning, and Administration and Contribution. Furthermore, the transparent use of such models can reassure staff as to the fairness of both the allocation process and outcomes.

Approval of Workload Allocation Model compliance with the policy

Schools, Colleges and other Units wishing to make payments to university staff under this policy will be required to demonstrate that a rigorously applied workload allocation model is in place and in operation in the unit. This workload model will be consistent with the University’s guidance. Without prejudice to University policy in this regard, the model will, at a minimum;

- set out clear expectations of teaching, research and contribution consistent with disciplinary norms.
- allow a clear determination regarding whether a staff member is in full compliance with it and is therefore fulfilling their normal core duties.

The workload model of a School, College or other academic unit will be reviewed by the appropriate College Principal/Vice President who will make a recommendation to UMT on whether the workload model meets the appropriate criteria. UMT has the responsibility for accepting whether a submitted workload model meets the criteria required within the policy.

Schools/Units having workload models which comply with these requirements will be approved to pay staff for non-exchequer revenue generating activities which are non-core as determined by their workload model.

Workload Models approved under this policy do not require re-approval. Any changes to the workload model must be identified during the annual approval of payments and where such changes are significant, full review of the approval may be required.

Annual Approval of Activity

As part of the normal annual staffing and budget planning cycle, Units wishing to make payments to university staff under this policy will include details of these payments in their plans. Supporting this proposal the School/Unit will

- Delineate and describe the activities in question
- Set out the basis that demonstrates these activities fall within the remit of this policy.

- Present financial information that demonstrates that these activities are expected to directly generate significant net non-exchequer revenues for the University. Activities which do not demonstrate the clear ability to generate significant non-exchequer revenues for the University will not be approved for payment.
- Confirm that the workload model remains fully in operation and identify any changes made in its operation
- Provide information required to meet the reporting requirements outlined in section 2.3

Approval by UMT of the budget will include approval of annual plans of activity within the scope of this policy.

The School/Unit will report periodically through their College Principal/Vice President to The Finance Office the direct non-exchequer revenues and costs associated with the non-core activities approved. This accounting will be required to demonstrate that these activities generated significant net non-exchequer revenues for the University.

2.2 Operation within the Unit

The College Principal/Vice President is responsible for ensuring that staffs benefiting from this policy are fully compliant with its terms.

University staff wishing to be paid under this policy in the following academic year will submit an annual statement of activities to their Head of School/Unit.. This statement will include details of their activities in terms of teaching and learning, research and innovation and contribution.

The Head of School/Unit will satisfy him/herself that the staff member in question has complied fully with their units workload policy in terms of teaching, research and contribution and will forward that annual statement of activities with a recommendation to the appropriate College Principal/Vice President.

No staff member who is not fully and demonstrably in compliance with their School/Unit's workload policy (as approved above (section 2.1)) will be entitled to payments under this policy.

Each School/Unit will operate a rigorous approvals policy with regard to such payments. To make claims, a staff member must submit the appropriate claim form signed by the relevant Head of School/Unit and by the College Principal/Vice President.

The College Principal/Vice President will only sign a claim form where,

- a) the work carried out is certified by the appropriate Head of School/Unit,
- b) the claimant has submitted an annual statement of activities,
- c) the work was approved within the annual plan of activity and budget, **and**
- d) the College Principal is satisfied that the claimant is fully compliant with their School/Unit's workload policy (as approved above (section 2.1)).

NB. Cognisant of the importance of compliance with public expectations for the sustainability of this policy, no employee subject to this policy will be paid more than the public sector pay cap as determined from time to time by Government.

2.3 Six-monthly reporting to the HEA

UMT will be responsible for reporting as required by the HEA. Colleges with Schools/Units that are paying staff under this policy are required to complete a six monthly return on activity providing such details as required by University Management. This will include the numbers, grades and total payments made to each staff member. HR/Finance will coordinate the collection and reporting as

required by UMT and the HEA.

This report will be considered and approved by UMT in advance of submission.

Consideration will be given to the commercial sensitivity of the information released in this report and to other issues pertaining to privacy and data protection.