

ANNUAL REMUNERATION STATEMENT

Introduction

This statement sets out the ICR's process for the remuneration of senior staff. This is in line with The Higher Education Senior Staff Remuneration Code issued by the Committee of University Chairs in June 2018.

Approach to remuneration

The ICR has a Remuneration Committee that is a subcommittee of the Board of Trustees to determine the pay of its more senior staff: the Chief Executive, Chief Operating Officer, Heads of Division, Corporate Directors and Professors.

A guide to the Remuneration Committee and its operation is set out in Appendix 1.

During 2017/2018, the Remuneration Committee met once on 12 July 2018 to review the salaries and any recognition payments for staff under its consideration.

The committee received recommendations for any changes to salary over and above the 1% general pay increase awarded to all grades of staff within the ICR as well as recommendations for any Recognition Payments (bonuses). All changes were supported by a rationale provided by the CEO and COO in respect of their direct reports following the annual appraisal process. ICR's Chair provided an assessment on the performance of the CEO.

In order to support decision-making, a range of pay market data was provided by the HR Director to the Committee:

- The Committee of University Chairs (CUC) Vice-Chancellor Salary Survey
- Universities and Colleges Employer Association's (UCEA) Senior Staff Remuneration Survey
- Croner job evaluated pay data for Corporate Services Director roles from the commercial, charity and HEI sectors.

An annual report is provided from the Remuneration Committee to the Board of Trustees in September each year.

Posts considered by the Remuneration Committee in 2017 - 2018

In 2018, 53 posts came under the remit of the Remuneration Committee. A list of the postholder is attached as Appendix 2.

Income derived from external activities

At the end of each financial year all members of faculty and other senior members of staff are required to complete a return to report their outside activities and earnings from the previous financial year. This is provided to the Head of Governance for review by the CEO, Chief Operating Officer and Director of Enterprise. This enables the monitoring of work

being undertaken to ensure that it is in line with the ICR's policies and to identify and manage any potential conflicts of interest.

ICR staff are permitted to take on private consultancy contracts relating to their professional expertise subject to certain rules and practices set out in the Private Consultancy Contracts for Institute Staff Policy.

Pay Multiplier

As set out in the notes to the accounts, in 2017/18, the CEO's salary is 7 times the median pay of the ICR's staff. In 2016/17 the average pay ratio for all HEIs was 6.4.

Mary O'Shea

HR Director

December 2018

Appendix 1: Remuneration Committee Guide

Remuneration Committee Guide

The ICR's Remuneration Committee has been established in line with accepted principles of corporate governance to ensure that the remuneration of senior staff is determined with a degree of independence and in line with the aims and values of the organisation.

Its terms of reference are to determine on behalf of the Board of Trustees, all matters concerning the terms and conditions of remuneration packages, including pension benefits and severance payments (if any), of the Chief Executive, Heads of Division, Corporate Service Directors and those staff on salaries above the professorial minimum who are not otherwise on a standard pay scale.

Membership of the committee comprises the ICR's Chair, Deputy Chair and 2 other members of the Board. Following a review, the Committee is now chaired by a non-executive Trustee rather than the ICR's Chair. The current membership is:

Charles Geffen	Non-executive Trustee (Chair of Remuneration Committee)
Luke Johnson	ICR Chair
Brendan O'Neill	ICR Deputy Chair
Jane Hamilton	Non-executive Trustee
Attendees* Chief Executive (CEO) Chief Operating Officer (COO) Director of Human Resources	
*Attendees are not present in respect of discussions on their own remuneration.	
The Head of Corporate Governance is present to provide a secretariat function to the committee.	

Process

Line managers of staff that are under the purview of the Remuneration Committee will assess their performance based on the appraisal system. From this, the CEO (for scientific staff) and the COO (for corporate staff) will provide a recommendation to the Committee on whether or not there should be any salary adjustment and/or one off recognition payment (bonus).

Data

To inform the Committee's decision-making process, the HR Director provides the following reports:

1. Comparative Pay Data – this is drawn from a range of sources including: The University and College Employers Association Remuneration Pay Survey, Office of National Statistics, the Committee of University Chairs and Croners (the job evaluation scheme used for corporate staff).

2. An Analysis of payments authorised by the Committee over the last 5 years
3. A review of staff in receipt of Relocation/Accommodation Allowances
4. A review of minimum professorial pay drawn from pay surveys and specific comparator universities (Russell Group and specific science disciplines)
5. An analysis of total remuneration of all staff under the purview of the Committee
6. Internal relativities by individual post holder and gender.
7. Pension contributions made on behalf of the ICR for individuals.
8. Any such other reports requested by the Committee or Chief Executive

Once the Committee has made the decisions on individual pay and structural remuneration issues e.g. setting the professorial pay minimum, the CEO and COO writes to each individual for whom a recommendation was approved and provides a copy of the letter to the line manager. A letter will not be sent to staff for where no recommendation was made.

In addition to the review of senior staff packages, the Committee receives data and are advised of:

- Severance Payments made to staff (if any)
- Redundancy Payments
- Termination Payments (made at the end of work force agreement fixed term contracts)

This data covers a four-year period for comparison purposes.

Changes to Salary

The guidance to the Committee is that an increase in pay may be considered for a significant permanent change in circumstances or where market comparison supports this. For example, for scientific staff this may include the award of the title of Professor or external recognition such as attainment of Fellow of the Royal Society or a similar indicator of esteem. Responsibility allowances, permanent or temporary, may be approved for additional roles with substantial responsibility.

For Corporate Services directors an increase in salary may be considered if the size and responsibilities of the role have changed significantly. In such case any recommendation will be based on a job evaluation and provision of pay market rates by the specialist pay organisation Croners.

Salary progression for staff on clinical scales is set to mirror the NHS pay scales.

One-off Recognition Payments (Bonus)

In considering the awarding of a recognition payment the Committee will only consider this if the level of performance exceeds expectations. Substantial performance achievements will include site visit outcomes, major grant attainment, publications, performance against objectives and overall leadership and corporate contribution.

The minimum requirement is that all or the majority of objectives have been met and a significant number have been exceeded. The Committee will also be looking for evidence of significant wider contribution to the organisation. If evidence indicates that the above levels of contribution have been achieved the Committee will consider a recognition payment up to 5% of salary. In exceptional circumstances the Committee may consider a payment up to 10%.

Appeals

If the member of staff is not content with the outcome of the Committee's decision they will in the first instance raise their concerns with the HR Director.

Appendix 2

Post holders coming under Remuneration Committee as at July 2018

Post	Postholder
Professor Paul Workman	Chief Executive Officer
Dr Charmaine Griffiths	Chief Operating Officer
Professor Clare Isacke	Academic Dean and Team Leader Breast Cancer Research
Professor Rajesh Chopra	Head of Cancer Therapeutics
Professor Johann De Bono	Head of Clinical Studies
Professor Kevin Harrington	Joint Head of Radiotherapy and Imaging
Professor Laurence Pearl	Head of Structural Biology
Professor Jon Pines	Head of Cancer Biology
Professor Nazneen Rahman	Head of Genetics and Epidemiology
Professor Janet Shipley	Head of Molecular Pathology
Professor Andrew Tutt	Head of Breast Cancer Research
Dr Bissan Al-Lazikani	Head of Data Science Cancer Therapeutics
Professor Udai Banerji	NIHR Professor of Molecular Cancer Pharmacology Cancer Therapeutics
Professor Julian Blagg	Deputy Head of Division Cancer Therapeutics
Professor Judith Bliss	Deputy Head of Division Clinical Studies
Professor Robert Brown	Team Leader Molecular Pathology
Professor Louis Chesler	Clinical Consultant Team Leader in Clinical Studies
Professor Ian Collins	Team Leader Cancer Therapeutics
Professor David Dearnaley	Clinical Consultant Radiotherapy and Imaging
Professor Nandita Desouza	Clinical Consultant Radiotherapy and Imaging
Professor Jessica Downs	Team Leader Cancer Biology
Professor Ros Eeles	Clinical Consultant Genetics and Epidemiology
Professor Mel Greaves	Deputy Head of Division of Molecular Pathology

Professor Emma Hall	Deputy Director Clinical Trials and Statistics Unit
Professor Robert Huddart	Clinical Consultant Radiotherapy and Imaging
Professor Chris Jones	Team Leader Molecular Pathology
Professor Keith Jones	Team Leader Cancer Therapeutics
Professor Martin Leach	Joint Head of Unit Radiotherapy and Imaging
Professor Spiros Linardopoulos	Team Leader Cancer Therapeutics
Professor Chris Lord	Deputy Head of Division and Team Leader Breast Cancer Research
Professor Pascal Meier	Team Leader Breast Cancer Research
Professor Alan Melcher	Team Leader in Translational Immunotherapy Radiotherapy and Imaging
Professor Wojciech Niedzwiedz	Team Leader Cancer Biology
Dr Simeon Nill	Head of Translational Radiotherapy Physics
Professor Uwe Oelfke	Deputy Head of Division Radiotherapy and Imaging
Professor Wim Oyen	Professor of Nuclear Medicine and Molecular Imaging Radiotherapy and Imaging
Dr Olivia Rossanese	Head of Biology Cancer Therapeutics
Professor Anthony Swerdlow	Clinical Consultant Genetics and Epidemiology
Professor Gail Ter Haar	Team Leader Radiotherapy and Imaging
Dr Claire Turnbull	Senior Researcher Genetics and Epidemiology
Professor Nick Turner	Team Leader Breast Cancer Research
Professor Winette van der Graff	Clinical Academic Lead in Sarcoma Research Clinical Studies
Professor John Yarnold	Clinical Consultant Radiotherapy and Imaging
Jeremy Harrington	Director of IT
Dr Fiona Hemsley	Director of Research Operations
Richard Hoey	Director of Communications
Lara Jukes	Director of Development

Dr Angela Kukula	Director of Enterprise
Paul Norris	Director of Finance
Mary O'Shea	Director of HR
Dr Barbara Pittam	Registrar and Director of Academic Services
Steve SurrIDGE	Director of Operations