

HARPER ADAMS UNIVERSITY
Remuneration Committee

Remuneration Annual Report to the Governing Body

Introduction

The Board of Governors has established a Remuneration Committee which acts on behalf of the Board to review the remuneration of senior staff on an annual basis. The senior post holders at Harper Adams University are the Vice-Chancellor, the Deputy Vice-Chancellor, the Director of Finance, the Director of Learning and Teaching, the University Secretary, the Academic Registrar and Director of Student Services, and the Director of Marketing and Communications. The Committee's terms of reference also include recommending alterations to terms and conditions of service for senior staff and advising on remuneration packages for all new members of senior staff.

The Committee also has a role to consider any severance payments for senior staff and shall advise any Special Committee set up for this purpose by the Board. The Committee has mapped its procedures against the CUC Illustrative Practice Note for Remuneration Committees and the CUC HE Remuneration Code to ensure that its work meets best practice guidance. Further details about the work of the Committee can be found in the terms of reference which are published at <https://www.harper-adams.ac.uk/general/governance/publication-scheme.cfm>.

The Board of Governors is responsible for determining the membership of the Committee. The members of the Committee are all independent members of the Board as follows: The Chair of the Board of Governors (who acts as Chair unless the Committee is considering the Vice-Chancellor's

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- ii) Whether a performance payment should be made as a one-off performance award in which case payment can be made as a lump-sum if requested by the applicant. Such circumstances might include, for example, temporary responsibilities that have been undertaken at an exceptional level of performance but are not expected to be part of the longer-term responsibilities of the post
- iii) Whether a performance payment paid in the previous year should be consolidated in the applicant's salary for the current application period (Consolidated performance award)

The usual approach of the Committee has been to take into account the known or likely national salary (cost of living) award and to then consider whether any discretionary increase above this figure is justified, using feedback from the annual Governors's Senior Staff Review, feedback/comments made by independent members as a reserved business item normally considered annually at the Spring meeting of the Board; comparative data as well as all the other sources of information listed in paragraph 1 above; and evidence of the individual's

also provides information on the University's Staff Bonus Scheme for all staff (except senior postholders); and the approach used by the Committee in benchmarking positions offered within comparator institutions.

In accordance with the CUC HE Senior Staff Remuneration Code, the University has utilised pay multiple data provided by UCEA as set out below. (NB the pay multiple values published in the Annual Report and Financial Statements are calculated in accordance with the OfS requirements for pay multiples as set out in the OfS Accounts Direction each year).

The data provided by the Universities and Colleges Employers Association (UCEA) confirms that the pay multiple value of the Vice-Chancellor's remuneration, compared to the median of all staff is 5.33 for 2016/17. This compares to 5.63 for 2015/16. The data for up to five years will be published as it becomes available.

The Board has also agreed that the median of the value of the Vice-Chancellor's remuneration compared to the median of all academic staff should be considered. These pay multiples (based on UCEA data) are 3.1 for 2016/17 and 3.1 for 2015/16. This compares to the sector pay multiple for academic staff of 5.7 in 2016/17 and 5.6 in 2015/16.

Institutional Performance

The Remuneration Policy Statement includes details of the University's Bonus Scheme for all staff other than staff designated as senior staff roles.

The University does not have a staff bonus scheme that measures individual performance. The KPIs for the Staff Bonus Scheme are set out in the Staff Handbooks, available on the University's web site.

The Board considers whether or not the Staff Bonus criteria have been met on an annual basis.

The Board approves and the University publishes an Institutional Monitoring Statement setting out a summary of progress made against key objectives. The IMS is available at:
<https://www.harper->

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Senior Staff are subject to a service agreement with the University which stipulates that they may not undertake any other paid work without the approval of the Vice-Chancellor and/or the Board in the case of the Vice-Chancellor/University Secretary as Clerk to the Board. In the limited occasions where Senior Staff undertake paid work for other organisations, this is reported (including the amount received) to the Remuneration Committee together with confirmation of whether the payment has been made directly to the individual or to the University as part of a secondment agreement or similar. Such work is only authorised if it is of benefit to the University e.g. acting as Editor of a learned journal. In practice, such external work is usually undertaken outside the normal working day and the normal duties of the member of senior staff have to be fully completed in addition to the external work.

The Vice-Chancellor has not undertaken any other paid work for external bodies in the last year.

The Remuneration Policy Statement contains further information on arrangements for senior staff to retain income from external bodies. The University's expenses policy applies equally to all and is published in the Financial Regulations at <https://www.harper-adams.ac.uk/general/governance/publication-scheme.cfm>

The Finance Department provides details to the Remuneration Committee of the expenses claimed by each member of senior staff.

The Vice-Chancellor's expenses are published annually in the University's publication scheme at <https://www.harper-adams.ac.uk/general/governance/publication-scheme.cfm>.

The total expenses claimed by all senior staff in 2016/17 (the last complete financial year for which data is available) was £10,951.36.

Effectiveness of Remuneration Committee:

The Board is invited each year to comment on its view of the effectiveness of the Remuneration Committee.

Miss D Crowther
Head of Human Resources
June 2018