

Remuneration Committee - Senior Staff Salary Reviews

1. The Remuneration Committee bases its work to determine Senior Staff pay¹ on the annual reviews of staff, together with comparative data. The Committee will also consider the following information:
 - x Details of expenses claimed by each member of Senior Staff during the previous financial year
 - x Pay Multiple information for Harper Adams University provided by UCEA ± including a report on all staff data and one of academic staff data (this information is to be provided to the Committee by the Head of HR)
 - x Staff are also required to provide a detailed self-assessment of their performance indicating progress made against agreed objectives.
2. The senior staff are the Vice-Chancellor and members of the Vice- & K D Q F H O O R U ¶ V W H D P 7 I Committee will continue to assess the performance of the Vice-Chancellor based on the annual review with the Governors. The Chair will submit a written report on the performance of the Vice-Chancellor to the Remuneration Committee and will hand over the Chair to the Vice Chair (Chair of Finance and general Purposes Committee) or his/her nominee for G L V F X V V L R Q R I W K H & K D L U ¶ V S D S H U - C H A I R F L M R U I P X D N H Q D W L Q R The University Secretary's performance assessment will be based on the annual review with the Vice-Chancellor and, in respect of her duties as Clerk to the Governors, the annual review with the Governors. The approach taken for the other members of the Vice- & K D Q F H O O R U ¶ V team is that Vice-Chancellor will remain responsible for their performance, based on the annual review with the Vice-Chancellor, and will relay his judgment on this issue to the Committee in the form of a written report. It should be noted that the Vice-Chancellor is not a member of the Remuneration Committee and is only invited to be in attendance to present his paper on the performance of Senior Staff. He/she is not present for discussion of any other agenda items. The Committee may seek advice from an external independent adviser with specialist knowledge of senior staff remuneration matters. The Secretary to the Committee shall be the Head of HR, and all Committee members shall be independent members of the Board (see terms of reference attached).
3. The approach agreed by the Committee is that (as noted above) the relevant staff should be asked to complete a statement on their performance in order to be considered for any of the possible discretionary performance payments set out in this document. The self-assessment will provide information to the Committee about the perceived contribution of the individual to the performance of the institution. It will be for the Committee to determine whether the case

¹ The Remuneration Committee may also consider pension and cash benefits as part of its role in advising on the Remuneration package that may be offered to newly appointed Senior Staff (see terms of reference). Should the Committee wish to propose such contractual arrangements during the employment of a

is justified, and, if a performance payment is to be made, the category that will apply. The statements should not, therefore, contain a request for a particular performance payment band.

4.

The usual approach of the Committee has been to take into account the known of likely national salary (cost of living) award and to then consider whether any discretionary increase

DERYH WKL V ILJXUH LV MXVWLILHG XVLQJ IHG EDFN IURP WKH 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 DQG HYLGHQFH RI WKH LQGLYL performance against agreed objectives, drawn from a written submission, the Vice- & KDQFH OORU ¶V UHSRUW DQG WKH LQGLYLGXDO DQQXDO LQWHU team with the Chair and Vice-Chair of the Board and the Vice-Chancellor. The Board is also invited each year to comment on its view of the effectiveness of the Remuneration

- ii) Contribution to external recognition of the University
- iii) Major management issues addressed in previous year
- iv) Major income generation/cost savings in previous year
- v) Progress towards established review targets

7. Submissions should be based on exceptional performance in the role, and should justify why these elements are exceptional, either in terms of their success or major increases in responsibilities during the previous year. Workload alone will not be a sufficient criterion for a performance payment. Each case will be based on the submitted paperwork and personal representations to the Committee will not be permitted.

8. The basic national salary award will be determined by the Committee. The Committee will, however, determine in the case of discretionary performance payments

considered at the outset of each meeting. The Chair may manage any conflict as he/she considers appropriate. If the Board considers it is not appropriate to follow a recommendation of the Remuneration Committee, it must ensure that it has:

- considered the report of the Remuneration Committee;
- provided an opportunity for the Chair of the Remuneration Committee (and where appropriate, the Vice-Chair of the Board) to explain the recommendations and the information relied upon by the Remuneration Committee in reaching its decision;
- considered any statement made by the Vice Chancellor, where the recommendations relate to members of the senior team;
- clearly set out the exceptional circumstances it relies upon in reaching a decision not to ratify a recommendation.

After all of the above steps have been taken the decision of the Board will be final and there will be no right of appeal.

12. The Vice-Chancellor will provide feedback to applicants on the outcome of their submission for a Performance Payment.
13. The Remuneration Committee will determine the timing and implementation date of salary reviews at its meeting and reserves the right, this year, to delay any award until the outcome of the national salary award is known.

Approved by the Board of Governors 26 November 2015

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