



ANNUAL REMUNERATION REPORT TO THE BOARD OF GOVERNORS FOR THE FINANCIAL YEAR TO 31 JULY 2022

1. Introduction

- 1.1 The Remuneration Committee provides an annual remuneration report to the Board of Governors as part of its remit to provide assurance to the Board on the conditions of service and remuneration of the University's Senior Postholders and to comply with 'The Higher Education Senior Staff Remuneration Code 2021' published by the Committee of University Chairs (CUC).
- 1.2 Senior Postholders are defined as those staff who are remunerated outside of the national Framework Agreement and JNCES process and who have been designated as Senior Postholders by the Board of Governors. In 2021-22, the Vice-Chancellor, the Pro-Vice-Chancellor Assurance and Director of Finance, the Pro-Vice-Chancellor Student Experience and Resources, the Pro-Vice-Chancellor Academic, and the Clerk to the Board of Governors were designated Senior Postholders.

2. Remuneration Committee Terms of Reference and Membership

The Terms of Reference and the membership for the Remuneration Committee can be found on the University's website. The Chair of the Committee until 16th September 2022 was Dr David Reid, who was an Independent Governor. Professor Patsy Cullen (an independent governor) was appointed Chair of the Committee on 12th October 2022.

3. Meetings

- 3.1 The Remuneration Committee met on 10th November 2021, and 29th June 2022. The annual remuneration report and Senior Postholders' salaries were considered at the November meeting and timings of committee meetings and policies and procedures were considered at the July meeting.
- 3.2 The Committee reviews the following Senior Postholder procedures: Remuneration; Absence Management; Absence Notification; Disciplinary; Grievance; Performance Capability; and Recruitment and Selection. The Committee also reviews the following policies: the University's Policy on Income Derived from External Sources, as it applies to Senior Postholders; and the Discretionary Policy on Salary Supplements in Lieu of Pension Contributions for Senior Postholders. These reviews are on a 3-year cycle. Senior Postholder policies are based, as appropriate, on those applicable to other staff.
- 3.3 The Committee reviews the Board of Governors' compliance with 'The Higher Education Senior Staff Remuneration Code 2021' published by the Committee of University Chairs (CUC) and the Committee's performance against the relevant sections of the CUC *Higher Education Code of Governance* annually, noting at its November 2021 meeting that the Codes had been

complied with. In November 2021 an updated Remuneration code was published and this revised Code was considered at the June 2022 meeting, and the Committee noted that the University procedures complied with the code.

3.4 The Board of Governors receives minutes from the Remuneration Committee, including attendance details.

3.5 Any conflicts of interest are noted at meetings, and executive members are not present when their own remuneration or that of any related party individually are considered.

4. Approach to Remuneration

4.1 Leeds Arts University is based in a vibrant, modern and fast-growing city with a number of higher education institutions nearby. This environment is competitive for employment and many of the University's employees are academics as well as practicing professionals who work in the creative industries which contributes significantly to the local and national economy.

4.2 The approach to remuneration is that employees' contributions are recognised, valued and fairly rewarded. The University is committed to equal pay, as well as to the equitable and fair treatment of all of our employees, based on job size, contribution, capability and merit. For staff on the New JNCHES pay spine this is underpinned by the HERA job evaluation scheme.

5. Factors Considered for the Senior Postholders

5.1 The University recognises the need for highly talented, competent, committed and motivated employees, to lead and deliver its strategic plan; and that employees must be rewarded and recognised competitively, appropriately and fairly.

5.2 The Remuneration Framework is determined by the terms of reference of the Remuneration Committee and the Senior Post Holder Remuneration Procedure, which is approved by the Board of Governors.

5.3 The factors considered in the Remuneration Procedure include: the performance of the University; the context in which the University is operating; the performance of individual Senior Postholders including any changes in responsibilities; internal pay movement of University employees and external benchmarking of compensation.

6. Information used in determining Remuneration for 2021/22

6.1 The Head of Human Resources presented information on performance and context to the Committee which they considered and debated. This included:

- The wider economic context, which over the past year had been dominated by the Coronavirus pandemic which had disrupted the economy and the labour market;
- That whilst backward-looking measures of inflation had remained restrained, though rising, there were strong market pressures indicating that going forward inflation was likely to rise significantly with a resulting expected squeeze on real earnings;
- The Committee noted that the freeze on public sector pay had been lifted but

remained mindful of continuing public scrutiny of salaries at the most senior levels, including of staff in universities;

- The main uncertainties affecting the HE sector remained in relation to future government funding policy and the continuing impact of the pandemic on future student numbers from home and overseas;
- That the University had made no across-the-board increase in salaries for the 2020/21 academic year and no progression increments on salary scales; Senior Post-holders voluntarily opted to forgo any increase and their basic remuneration remained unchanged;
- The Committee noted that the latest XpertHR/Universities and Colleges Employers' Association (UCEA) salary survey sought to measure salary changes for the sector on a like-for-like basis, but excluded senior staff;
- That with effect from 1 August 2021, salary progression increments had been given for the University staff, where applicable, and the UCEA recommended 1.5% uplift from the Joint Negotiating Committee for Higher Education Staff (JNCHES) spine points above point 22 had been implemented, with higher increases for below point 22. 64.4% of staff had benefitted from an additional increase averaging 2.5% through eligibility for progression increases or regrading;
- Progress against the key performance indicators (KPIs) had continued to be made, notwithstanding the exceptional challenges brought about by the pandemic. The good academic reputation had been maintained with student numbers and retention rates generally holding up in a very challenging environment. There was expansion of postgraduate provision;
- Although overall undergraduate student satisfaction as measured by the National Student Survey (NSS) had been disappointing compared to previous years, the fall in satisfaction was variable across courses and aspects of student experience and particular reasons for this had been identified and addressed;
- The Committee was also mindful of externally scrutinised metrics such as the ratio of Vice Chancellor's pay to the median for all staff at the institution, where the University was situated near the centre of the distribution;
- In considering appropriate comparanda for Senior Post-holder remuneration, the Committee saw no reason to depart from the approach it took in 2020 on the basis of advice from an independent external pay consultant;
- In reaching specific remuneration proposals, the Committee noted that to the extent that UCEA sector statistics as sources of comparison related to the period to November 2020 and that they needed to be updated to take account of increases since then, in particular the across-the-board pay increase which for other staff had been implemented from 1 August 2021.

- 6.2 The Committee's terms of reference as approved by the Board of Governors, stated that the Committee's responsibilities included the determination and review of senior postholder salaries on behalf of the Board of Governors and that the Senior Postholder Remuneration Procedure approved by the Board of Governors stated that the Remuneration Committee would meet at least annually to review and to consider for approval any increases in senior postholder salaries. As such this decision was reported to the Board of Governors by the Committee.

7. Performance and Remuneration of the Vice-Chancellor

- 7.1 In assessing the Vice-Chancellor's performance, the Committee noted the institutional performance, the competitive environment which the University was operating in, the Vice Chancellor's objectives related to the achievement of the University's Strategic Objectives and KPIs and the remuneration and pay movement of all employees within the University.

The Chair of the Board confirmed that there were no issues arising from the Vice Chancellor's Annual Progress Review that needed to be taken into consideration.

- 7.2 Taking all factors into account, the Remuneration Committee's decisions for the Vice-Chancellor's remuneration, along with comparisons against the previous year, are shown in the table below.

Emoluments of the Vice-Chancellor	2020-21	2021-22
Salary	£186,384	£189,180
Non-pensionable bonus	N/A	£1,000
Performance related pay	N/A	N/A
Benefits	N/A	N/A
Subtotal	£186,384	£190,180
Employers Pension contributions	£29,821	£31,404
Total	£216,205	£221,584

8. Pay Multiples

- 8.1 The table at 8.4 sets out the pay multiples of the Vice-Chancellor's salary against the median salary of staff for 2021/22 and the previous year.
- 8.2 The first calculation in the table is that defined by the CUC Remuneration Code, which is the University and College Employers Association methodology and this differs from the Office for Students (OfS) Accounts Direction. The CUC Remuneration Code adopted methodology is based on Higher Education Statistics Agency data for non-atypical employees (i.e. those on permanent or long-term fixed term contracts and excludes atypical staff which in the case of the University includes a substantial number of student ambassador roles and other staff who are not in regular ongoing employment with the University such as Visiting Lecturers and models).
- 8.3 The OfS Accounts Direction calculation differs as it requires the inclusion of all atypical and casual staff, which at Leeds Arts University includes the student ambassador roles, models and visiting lecturers excluded from the CUC calculation. The mid-point of the salary ranges is significantly affected by the University employing student ambassadors to assist with activities such as open days, UCAS fairs, progression and other events where it is important that participants are able to hear about experiences direct from existing students. They help provide contextual information, advice and guidance from the perspective of a current student. Student ambassadors are an important part of the University's work in outreach, recruitment and internationalisation. During the year 664 staff were employed by the University on permanent, casual and atypical contracts, of which 200 were student ambassadors employed on an hourly basis working across various departments on a range of assignments. Student ambassadors represented 30.1% of the total number of staff employed.
- 8.4 *Table of pay multiples based on the CUC Remuneration Code methodology and the OfS methodology for Total Pay (including pension contributions).*

	2020-21	2021-22
Pay multiple of V-C pay to median salary based on the CUC Remuneration Code methodology.	5.49	5.6
Pay multiple of V-C pay to median salary based on the OfS methodology including student	6.39	7.39

ambassadors as per the Financial Statements.		
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- 8.5 The CUC noted in developing their code that the typical range of pay multiples for Vice-Chancellors to the median of employees using their methodology ranged between 4.5 and 8.9.
- 8.6 The OfS senior staff remuneration analysis of the 2019-20 disclosures noted that the range of pay ratios for Vice-Chancellors salary using their methodology was from 1.0 to 17. This compares to the previous range published in 2017-18 which was 3.0 to 13.4.
- 8.7 A link to the University's Financial Statements, which show the OfS multiple is here: <https://www.leeds-art.ac.uk/about-us/governance/charitable-status/>

9. External Appointments and Expenses

- 9.1 The University considers it important that employees are represented on various bodies and boards and undertake academic and civic responsibilities.
- 9.2 Any additional income that could be generated for the individual derived from such positions is expected to be declared and agreed in line with the policy on external income which can be found here <https://www.leeds-art.ac.uk/about-us/governance/charitable-status/>. The Vice-Chancellor received no additional income from any external appointments.
- 9.3 The University has a single scheme for payment of expenses for all employees, including Senior Postholders. The policy and procedures for claiming expenses incurred in the course of University business can be found in the University's Financial Regulations and Financial Procedures.