

- e) the pay multiple of the HOI (Head of Institution) and the median earnings of the whole
- d) significantly above average, an explanation of why
an explanation of any significant changes

The Remuneration Policy Statement published at <https://www.harper-adams.ac.uk/general/governance/publication-scheme.cfm> includes further information on the background information referred to above.

Where OfS, as stated in the Annual Accounts Direction, require further information to be included in addition to the above elements, this information will also be included in the Annual Statement.

In making decisions about the remuneration of senior staff on appointment and during their employment at the University, the Board has taken into account the need to recruit, retain and reward the best possible staff to deliver the strategic objectives of the University. Any decision to review remuneration above the national pay award is subject to evidence of exceptional performance as set out below:

The approach taken by the Committee is that the relevant staff are asked to complete a statement on their performance in order to be considered for any of the possible discretionary performance payments set out below. The self-assessment provides information to the Committee about the perceived contribution of the individual to the performance of the institution. It is for the Committee to determine whether the case is justified, and, if a performance payment is to be made, the category that will apply. The statements do not, therefore, contain a request for a particular performance payment band. Submissions are 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 is not be a sufficient criterion for a performance payment. Each case is based on the submitted paperwork, and personal representations to the Committee are not be permitted. of the wholeIP 1[6]TJ

Four performance payment bands have been set and agreed by the Board of Governors, from A (highest) to D (lowest). Each band represents an amount to be awarded under the performance banding system in addition to the national salary award, but based on the salary level before the application of the national award. It should be noted that in exceptional circumstances, the Remuneration Committee may, at its discretion, determine that an award other than the indicated percentage bands should be recommended to the Board. In cases which fall outside a payment under bands A-D, independent members of the Board shall be asked to consider the recommendation. The four categories are as follows:

- A Discretionary performance payment of 3% of salary (equivalent to an increment or discretionary point on the national salary scale)
- B Discretionary performance payment of 2% of salary
- C Discretionary performance payment of 1% of salary
- D No discretionary payment (national salary award only)

A submission under category D (a single sentence indicating this and a signature) will be required if applicants do A submission under category A applicants04B866003JT0044

- 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
(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

Vice-Chancellor's Remuneration

Emoluments of the VC	2018-19	2017-18	2016-17
Salary	192,000	£188,000	£180,000
Performance Related pay	n/a	3% (increased from 2% in 2016-17)	

Effectiveness of Remuneration Committee:

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