



Remuneration and Nominations Committee of the Board of Governors of the Guildhall School of Music and Drama

Date: MONDAY, 2 NOVEMBER 2020
Time: 10.30 am
Venue: VIRTUAL MEETING STREAMED LIVE TO YOU TUBE

Members: Randall Anderson
John Chapman
Shreela Ghosh
Vivienne Littlechild
Graham Packham
Andy Taylor
Jeremy Mayhew
Deputy David Bradshaw

Enquiries: Julie Mayer
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Accessing the virtual public meeting

Members of the public can observe this virtual public meeting on You Tube - https://youtu.be/E_1u7-unxiE

This meeting will be a virtual meeting and therefore will not take place in a physical Location following regulations made under Section 78 of the Coronavirus Act 2020. A recording of the public meeting will be available via the above link following the end of the public meeting for up to one municipal year. Please note: Online meeting recordings do not constitute the formal minutes of the meeting; minutes are written and are available on the City of London Corporation's website. Recordings may be edited, at the discretion of the proper officer, to remove any inappropriate material.

John Barradell
Town Clerk

AGENDA

Part 1 - Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order 29.

For Decision
4. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order 30.

For Decision
5. **MINUTES**
To agree the public minutes and non-public summary of the meeting held on 2nd September 2020.

For Decision
(Pages 1 - 4)
6. **TERMS OF REFERENCE**
The Committee is asked to note its Terms of Reference.

For Information
(Pages 5 - 8)
7. **REMUNERATION ANNUAL REPORT**
Report of the Principal, Guildhall School of Music and Drama.
Governors are asked to recommend this report for approval by the Board on 23rd November 2020.

For Decision
(Pages 9 - 32)
8. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
9. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
10. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

Part 2 - Agenda

11. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE
WHILST THE PUBLIC ARE EXCLUDED**
12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT WHILST
THE PUBLIC ARE EXCLUDED**

Confidential Agenda

13. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meeting held on 2nd September 2020.

For Decision

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REMUNERATION AND NOMINATIONS COMMITTEE OF THE BOARD OF GOVERNORS OF THE GUILDHALL SCHOOL OF MUSIC AND DRAMA

Wednesday, 2 September 2020

Minutes of the meeting streamed live to You Tube at 11.00 am

Present

Members:

Shreela Ghosh (Chairman)
Graham Packham (Deputy Chairman)
Andy Taylor
Randall Anderson
John Chapman
Marianne Fredericks

Officers:

Lynne Williams	- Principal
Julie Mayer	- Town Clerks
Greg Moore	- Town Clerks
Polly Dunn	- Town Clerks

1. **APOLOGIES**

There were no apologies.

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

There were no declarations.

3. **MINUTES**

RESOLVED, that – the public minutes and non-public summary of the meeting held on 18th November 2019 be approved as a correct record.

Governors noted that the Deputy Chairman of the Board of Governors was on the recruitment panel for the new Co-optees, given his expertise in the area of audit and risk management.

4. **TERMS OF REFERENCE**

The Committee received the Committee's Terms of Reference, ahead of their formal approval at the Board of the Guildhall School of Music and Drama on 21 September 2020. Governors were reminded of the Board's decision last year to standardise the quorum of its sub committees at three.

5. **GOVERNOR/CO-OPTEE APPOINTMENTS AS AT JULY 2020**

The Committee received the latest update in respect of Governor/Co-optee appointments as of the Annual Meeting of the Court of Common Council in July 2020. The Principal would arrange to meet with new Member, Munsur Ali, before the Board meeting on 21st September.

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items.

7. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were no questions.

8. **EXCLUSION OF THE PUBLIC**

That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of Part I of Schedule 12A of the Local Government Act as follows:-

Item Paragraph

9,10 1&2

11,12 -

13,14 1,2 & 3

9. **NON-PUBLIC MINUTES**

RESOLVED, that – the non-public minutes of the meeting held on 18th November 2019 be approved as a correct record.

10. **RECOMMENDATION FOR FELLOWSHIPS AND HONORARY FELLOWSHIPS - 2020**

The Committee received and discussed a report of the Principal and noted that the report presented nominations only at this stage, which had been subject to due diligence. Governors were extremely pleased at the quality of the list of nominees and the opportunities presented to maintain their valuable relationships with the School.

RESOLVED, that – the report be noted and the list of recommendations for fellowships and honorary fellowships (for 2020) be recommended for approval by the Board of Governors of the Guildhall School of Music and Drama on 21st September 2021.

11. **ANY OTHER ITEMS OF NON-PUBLIC BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were no items.

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE WHILST THE PUBLIC ARE EXCLUDED**

There were no questions.

13. **CONFIDENTIAL MINUTES**

RESOLVED, that – the confidential minutes of the meeting held on 18th November 2019 be approved as a correct record.

14. **HR DASHBOARD**

Governors received and discussed a report of the Principal.

The meeting closed at 12 noon.

Chairman

Contact Officer: Julie Mayer
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Remuneration & Nominations Committee terms of reference

The Remuneration & Nominations Committee provides advice to the Board of Governors. The Committee combines two distinct roles for which there are separate expectations within the CUC HE Code of Governance. Therefore, wherever possible, the agenda will define the two distinct areas of business. It is recognised that all matters relating to the employment of staff fall within the purview of the City of London's Establishment Committee.

Constitution

Chair of the Committee: a senior co-opted governor who is not the Chair of the Board

(CUC HE Code of Governance refers)

Other members:

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama *(a requirement of the CUC HE Code)*
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least two non-Common Council Governors
- At least one other Common Council Governor
- An elected staff member of the Board
- One senior member of the Academic Staff (not a Vice-Principal)
- May include up to two other co-opted members (who are not necessarily members of the governing body)

[Note a Remuneration Committee should have a majority of independent members; in this instance this means independent of the School but not necessarily independent of the City of London.]

In attendance:

- The Principal of the Guildhall School of Music & Drama (except when the Committee discusses his or her remuneration)
- VP for Advancement (except when the Committee discusses his or her remuneration)
- Head of HR
- Secretary & Dean of Students

Quorum: of any three Committee Members.

All Members are entitled to vote.

Terms of reference

Nominations

- To keep and review a skills register for the Board of Governors and its subcommittees
- To reflect upon the composition of the Board and its subcommittees and take steps to ensure that the Board and its committees reflect societal norms and values (CUC Code refers)
- To seek out and recommend the appointment of new co-opted members to the Board of Governors and its subcommittees. The Committee will consider advertising vacancies in order to increase the pool of talent available. (*CUC Code and Instrument of Government refer*)
- Satisfy itself that plans are in place for an orderly succession of the Board's membership
- To consider and recommend any application(s) for nominations for Fellowships and/or Honorary Fellowships.

[Note: The issue of inclusion of members of the local community (the School's instrument of Government refers) is addressed via the elected Common Council members. I propose that this requirement is therefore removed from the Instrument at the next revision of the Instrument & Articles.]

Remuneration

- To take note of staff remuneration, the pay structure and benchmark the School against the rest of the higher education sector generally and the UK Conservatoire sector specifically
- To consider all characteristics protected under the Equality Act 2010 and to flag any significant discrepancies within the School's staffing composition
- To satisfy itself with the procedures in place at the School to allow staff to make representations about their pay
- To satisfy itself that any ad hoc or personalised payments, including severance payments, that might distort the basic remuneration structure are made according to transparent and justifiable rules
- To benchmark the salary of the Principal and Vice-Principals (the senior post holders) against a defined list of sector comparators and offer comment to the City of London on the outcome of the benchmarking
- To make recommendations to the Board of Governors and the Establishment Committee in respect of overall staffing pay structure, having regard to equal opportunities
- To produce an annual report to the Board of Governors that provides assurance that the committee has collectively discharged its responsibilities and produce a public annual statement (see note).

Note on annual report:

The report should cover senior staff remuneration (Principal and Vice-Principals) and include, amongst other things, the approach to remuneration and type of factors used in considering reward proposals such as performance against strategic

objectives, reference to job evaluation schemes etc, and the current value for the university of the pay multiple of the Principal's earning against the median of all staff and how this indicator has changed over an extended period of time (Remuneration Code and "Possible outline structure for a Remuneration Annual Report" refer).

It is recommended that the annual report and the annual statement are one and the same but modifications may be necessary to preserve commercial confidentiality (Remuneration Code refers). Whilst the full report to the Board may be private it should not be withheld from any member of the Board of Governors (CUC HE Code of Governance refers).

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Agenda Item 7

Committee(s): Remuneration & Nominations Committee of the Board of Governors of the Guildhall School of Music & Drama Board of Governors of the Guildhall School of Music and Drama	Date(s): 02/11/2020 23/11/2020
Subject: Remuneration Annual Report	Public
Report of: Principal, Guildhall School of Music & Drama	For Decision by the Board on 23rd November 2020
Report author: Head of HR, Barbican & Guildhall School of Music & Drama	

Summary

This paper sets out the Remuneration Annual Report for 2020 the Guildhall School as required by the Office for Students.

Recommendation(s)

Members are asked to:

Consider the Remuneration Annual Report, set out in Appendix 1 to the report, and recommend it for approval by the Board of Governors of the Guildhall School of Music and Drama on 23rd November 2020.

Main Report

Background

1. The Office for Students (OfS) does not have legal powers to regulate the pay of senior staff in the higher education sector directly. However, they have a duty to take into account the value for money higher education providers offer for the public money they receive.
2. The OfS set conditions for the public money which higher education providers receive. In the case of staff pay, providers must:
 - share specific information with the OfS
 - publish specific information in their audited financial statements
 - take into account the code for senior staff remuneration published by the Committee of University Chairs (CUC). This CUC code requires the production of a Remuneration Annual Report. The code sets out a

suggested format of the report and we have followed this in the production of the report for the Guildhall School in line with the report produced last year.

3. The Corporation already publishes a Pay Policy Statement (see Appendix 2) covering the remuneration of staff, including those at the Guildhall School, and the proposed Remuneration Annual Report will therefore refer to the overall Pay Policy Statement.

Appendices

- Appendix 1 – Remuneration Annual Report
- Appendix 2 – Corporation Pay Policy Statement
- Appendix 3 – HE Remuneration Code

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Appendix 1

Guildhall School of Music & Drama

Annual report on Senior Staff Remuneration for year ended 31/07/2020

1. Introduction

The Guildhall School of Music & Drama's Remuneration & Nominations Committee provides advice to the Board of Governors. It is recognised that all matters relating to the employment and remuneration of staff fall within the purview of the City of London's Establishment Committee – further details of this committee are available here <https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=253>.

Terms of reference for the Remuneration & Nominations Committee of the Guildhall School are available here

<https://democracy.cityoflondon.gov.uk/mgCommitteeDetails.aspx?ID=1273>

2. Remuneration & Nominations Committee Membership

Membership of the Committee is as follows:

- Chair of the Committee: a co-opted governor who is not the Chair of the Board

Other members:

- The Chairman of the Board of Governors of the Guildhall School of Music & Drama
- The Deputy Chairman of the Board of Governors of the Guildhall School of Music & Drama
- At least two non-Common Council Governors
- At least one other Common Council Governor
- An elected staff member of the Board
- May include up to two other co-opted members (who are not necessarily members of the governing body)

Members appointed at the Board Meeting on 21st September 2020:

Shreela Ghosh (current serving Chairman – election on 10th November 2020)

Graham Packham (current serving Deputy Chairman)

Randall Anderson

John Chapman

Jeremy Mayhew

Deputy David Bradshaw

Vivienne Littlechild

Andy Taylor

Members in the year 2019/20:

- Shreela Gosh (Chairman)
- Graham Packham (Deputy Chairman)
- Vivienne Littlechild
- Randall Anderson
- John Chapman
- Marianne Fredericks
- Andy Taylor

Members in the Year 2018/19

- Sir Andrew Burns (Chairman)
- Vivienne Littlechild (Deputy Chairman)
- Randall Anderson
- Deputy John Bennett
- John Chapman
- Professor Maria Delgado
- Alderman William Russell

3. Remuneration & Nominations Committee Meetings

The Committee met during the year on 31/10/218 and 29/04/2019. Details of the meetings are available here:

<http://democracy.cityoflondon.gov.uk/ieListMeetings.aspx?Committeeld=163>

4. Definition of senior post holders

The Guildhall School defines senior postholders as the following:

- Principal
- Vice Principal & Director of Music
- Vice Principal & Director of Drama
- Vice Principal & Director of Production Arts
- Vice principal & Director of Innovation & Engagement
- Vice Principal & Director of Advancement

5. Approach to remuneration for all staff

The Guildhall School is part of the City of London Corporation and the approach to remuneration of all staff is outlined in the Pay Policy Statement which is available

here <https://www.cityoflondon.gov.uk/assets/About-us/pay-policy-statement-2019-20.pdf>

6. Approach to remuneration for senior staff

The approach to senior staff remuneration at the Guildhall School follows the City of London Corporation's wide pay system as detailed in the Pay Policy Statement.

Being a small specialist institution and based in the City of London, there are some posts which are difficult to recruit. Accordingly, there is often the need to use market forces supplements to attract, recruit and retain highly sought after skills. Any request for a market supplement must be supported by independent market data and is considered by a panel of senior officers and the Establishment Committee of the City of London where appropriate. The Establishment Committee is responsible for personnel and establishment matters throughout the City of London, including negotiations with the recognised trade unions and is not within the Guildhall School's governance structure. The data that supports remuneration recommendations is drawn from:

- Higher Education Statistics Agency data
- Times Higher Education salary data
- Reports and reviews from external experts commissioned by Human Resources
- Internal analysis of salary distributions, performance and contribution to the strategy of the Guildhall School

7. Pay multiple of the Principal

The Principals basic salary is 7.02 times the median pay of staff (2018/19: 6.3 times), where the median pay is calculated on a full-time equivalent basis for the salaries paid to Guildhall School staff.

The Principals total remuneration is 6.34 times the median total remuneration of staff (2018/19: 5.3 times), where the median total remuneration is calculated on a full-time equivalent basis for the median total remuneration paid to Guildhall School staff.

8. Total Remuneration for the Principal

The total remuneration for the Principal, with year on year comparison is set out below.

Emoluments of the Principal	Year ended 31/07/2020	Year ended 31/07/2019
	£000	£000
Salaries	183	174
Employer's NI	24	23
Pension contributions	39	36
Total	246	233

9. External appointments and expenses

The policy on income from external appointments is set out in the City of London Corporation's Code of Conduct for employees. Any work undertaken on behalf of the Guildhall School or City Corporation or which contributes to the work of the Guildhall School or City Corporation or is requested/delivered on the basis of being an employee of the City Corporation and which attracts a fee/ is paid e.g. a presentation or lecture, will need approval by the Principal and the fees will need to be paid to the City Corporation. In the case of the Principal, approval from the City Corporation's Town Clerk is required.

All expenses are paid in accordance with the City of London Corporation's Expenses Policy

CITY OF LONDON CORPORATION

PAY POLICY STATEMENT 2019/20

Introduction

1. Section 38(i) of the Localism Act 2011 (the Act) has required local authorities since the financial year 2012/13 to produce a Pay Policy Statement for each financial year. The Act requires local authorities to set out in their Statements their policies on a range of issues, particularly those relating to remuneration for their most senior and lowest-paid staff. This must include significant information on pay and reward for Chief officers (as defined in the Local Government and Housing Act 1989). The Statement must be reviewed annually and agreed by “*a resolution of the authority*”, in the City of London Corporation’s case by the Court of Common Council. This document meets the requirements of the Act for the City of London Corporation for the financial year 2019/20.
2. The provisions of the Act require that authorities are more open about their local policies and how local decisions are made. The Code of Recommended Practice for Local Authorities on Data Transparency enshrines the principles of transparency and asks authorities to follow three principles when publishing data they hold: responding to public demand; releasing data in open formats available for re-use; and releasing data in a timely way. This includes data on senior salaries and the structure of the workforce.
3. The Act applies to the City of London Corporation only in its capacity as a local authority. It should be noted that not all of the pay and employment costs incurred by the City of London Corporation are carried out in this capacity, or even funded from public resources. As well as having statutory local authority functions, the Corporation undertakes other public functions, such as those of a police authority and of a port health authority. It also has private and charitable functions which receive funding through income from endowment and trust funds, and the pay and employment costs of these functions are met from these funds.
4. In general, and in keeping with the spirit of openness, this Statement does not try to distinguish between information which applies to the City Corporation as a local authority and that which applies to it in any of its other capacities. However, insofar as the Act specifically excludes police authorities from its remit, this Statement does not include information about Police Officers. Likewise, paragraph 7 of the Government Guidance for authorities on “*Openness and accountability in local pay*” (which has statutory effect under s40 of the Act for authorities in the preparation of their Pay Policy Statements) advises that “*The provisions in the Act do not apply to the staff of local authority schools and therefore teaching staff need not be brought within the scope of a pay policy statement*”. The City of London Corporation does not directly manage any local authority schools, but it does directly run three independent schools, and while some information about the remuneration of the teaching staff in these schools is provided in the Statement, in general the Statement follows the Government Guidance and leaves teaching staff outside of its scope.

5. The Act does not require authorities to publish specific numerical data on pay and reward in their pay policy document. However, information in this Statement should fit with any data on pay and reward which is published separately. The City Corporation operates consistent pay policies which are applied across all of our functions. Further details of the current Grade structures and associated pay scales can be seen below.

Salary Scales effective from 1 October 2018:

Grade	Min Salary (£)	Max Salary (£)	No. of employees
Grade A	£15,200	£16,150	184
Grade B	£17,090	£19,840	620
Grade C	£22,310	£25,890	832
Grade D	£28,140	£32,640	691
Grade E	£32,640	£37,810	546
Grade F	£41,320	£47,920	399
Grade G	£49,340	£57,240	177
Grade H	£57,240	£66,320	84
Grade I	£66,320	£76,870	25
Grade J	£79,190	£91,810	19
Senior Management Grade (SMG)	£80,770	£248,300	15
<p>The figures given are for Base pay only. Employee numbers are those at the time of the January 2019 pay roll. Any employee on Grades A-J who manages or supervises another employee on the same Grade has a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade. Any employee on Grades A-J who is in a residential post has a separate pay scale paying 12.5% less than the salary on the substantive Grade. The figures for employees in each Grade in the table above include those on the relevant supervisory and residential scales. All employees on Grades A-J and in the SMG also receive a London Weighting allowance. The allowance does not differ between Grades of staff.</p>			
Teacher Grades	£29,200	£59,650	
Senior Teacher Grades	£69,650	£146,030	
<p>Figures for Teacher Grades exclude any additional responsibility allowances payable. Figures for Senior Teacher Grades include all payments.</p>			

This information is reviewed, updated and published on a regular basis in accordance with the guidance on data transparency and by the Accounts and Audit (England) Regulations 2011. It should be noted that all Police Officer pay scales are

nationally determined and as such do not form part of the City Corporation's Pay Policy.

6. A two-year Pay Award covering 2018-20 for staff in Grades A-J and the SMG was negotiated with the recognised Trade Unions and staff representatives for these employees in 2018, and agreed by the Court of Common Council in July 2018. The Pay Award provided for a 2.45% increase on all salaries in Grades A-C and a 2% increase on all Graded salaries in Grades D and above, including the SMG, and a 5% increase on London Weighting allowance rates for all staff. These increases would be applied in each of the two years of the agreement, from 1 July 2018 in the first year and from 1 July 2019 in the second. The Pay Award also provided for restructures of Grade A (the City of London Corporation's lowest pay Grade) from 1 October in each of the years covered by the Award. The bottom point of the scale will be removed in each year and the top point of the scale will move up one point. The Base pay scales for employees in Grades A-J and the SMG that will apply from 1 July 2019 are as given below:

Grade	Min Salary (£)	Max Salary (£)
Grade A (from 1 July 2019)	£15,570	£16,550
Grade A (from 1 Oct 2019)	£16,040	£17,020
Grade B	£17,510	£20,330
Grade C	£22,860	£26,520
Grade D	£28,700	£33,290
Grade E	£33,290	£38,570
Grade F	£42,150	£48,880
Grade G	£50,330	£58,380
Grade H	£58,380	£67,650
Grade I	£67,650	£78,410
Grade J	£80,770	£93,650
Senior Management Grade (SMG)	£82,390	£253,270
The figures given are again for Base pay only. Employees on Grades A-J who manage or supervise another employee on the same Grade will continue to have a separate pay scale paying up to 6.1% greater than the salary on the substantive Grade, and employees on Grades A-J in residential posts will continue to have a separate pay scale paying 12.5% less than the salary on the substantive Grade. All employees in Grades A-J and in the SMG will continue to receive a separate London Weighting allowance, not differing between Grades of staff.		

The two-year Pay Award does not cover Teachers and their pay scales will be subject to the usual negotiations with their recognised Trade Union and staff representatives next year.

7. The Act's provisions do not supersede the City Corporation's autonomy to make decisions on pay which are appropriate to local circumstances and deliver value for money for local taxpayers. We seek to be a fair employer and an employer of choice - recognising and rewarding the contributions of staff in an appropriate way. We set

pay fairly within published scales and, in doing so, have regard to changing conditions in differing occupational and geographic labour markets.

Background

8. All pay and terms and conditions of service are locally negotiated with our recognised trade unions or staff representatives. In 2006/07 extensive work was undertaken on a review of our pay and grading structures. As a result, the principles set out in the guidance to the Act have already generally been addressed although the Act set out some additional requirements which are covered by this statement.
9. In 2007 we implemented a number of core principles, via collective agreement, to form the City Corporation's pay strategy. This moved the pay and reward strategy from one based entirely on time-served increments to one which focusses on a balance between incremental progression, individual performance and contribution to the success of the organisation. The Grades A-J and the Senior Management Grade retain incremental progression, but this is always determined by performance measured through appraisal over the year 1 April - 31 March the following year. The Grades D-J and the Senior Management Grade also have access to "Contribution Payments" for employees at the top of the Grades. Achievement of these is also determined by appraisal over the same time period. All increments and Contribution Payments earned by appraisal are implemented on 1 October following the ending of the appraisal year. A fundamental element of the strategy is that achievement of payments related to performance is more onerous and exacting the more senior the member of staff.
10. All non-teaching staff employed by the City Corporation below the Senior Management Grade are allocated to one of the 10 Grades (Grades A-J), other than in a very small number of exceptional cases, such as Apprentices. All such posts were reviewed under Job Evaluation, ranked in order and allocated to a Grade following the 2077 Review. The evaluation scheme was independently equalities-impact assessed to ensure that it was inherently fair and unbiased. New posts and any existing posts that change their levels of responsibility etc. continue to be evaluated and ranked under the scheme. The scheme, how it is applied, the scoring mechanism and how scores relate to Grades are published on our Intranet, so staff can be assured that the process is fair and transparent. In addition, there is an appeal mechanism agreed with the recognised trade unions and staff representatives.
11. In addition to basic salary, all Graded staff are paid a London Weighting allowance which varies depending on where they are based and whether they are supplied by the employer with residential accommodation. This is to assist staff with the higher cost of living and working in London. Current levels of London Weighting for non-residential staff are £6,090 for those based in inner London and £3,650 for those based in outer London.
12. As most of the work of the organisation is undertaken in the City of London, there are some types of posts which are difficult to recruit to (e.g. lawyers, IT staff etc.). Accordingly, there is often the need to use market supplements to attract, recruit and

retain highly sought-after skills. These, where used, can be applied to employees in Grades A-J. Any requests for a market supplement must be supported by independent market data and is considered by a panel of senior officers and, where appropriate depending on the amount proposed to be paid and the Grade of the post, by the Establishment Committee. All market supplement payments are kept under regular review, and regular reports on payments made are produced for the Establishment Committee.

13. The London Living Wage (LLW) is applied as a minimum rate for all directly employed staff, including Apprentices since April 2017. Casual staff and agency workers have also been paid the London Living Wage since 2014. Until 2018, LLW increases have been applied from 1 April each year in line with the most recently announced LLW increase. However, in October 2018, the City Corporation's Policy & Resources Committee agreed that LLW increases should be applied in this and future years to affected employees and other staff from the date of the increase's announcement, which in 2018 was on 5 November.
14. The Establishment Committee has specific authority to deal with or make recommendations to the Court of Common Council where appropriate on all matters relating to the employment of City of London Corporation employees where such matters are not specifically delegated to another Committee. These matters include the remuneration of senior officers. The Establishment Committee has delegated this to the Senior Remuneration Committee.

Employees below the Senior Management Grade

15. The lowest Graded employees are in Grade A as determined by the outcomes of the Job Evaluation process. In 2016, the bottom two incremental points of this Grade were removed and an additional point was added to the top of it, and the two-year Pay Award for 2018-20 further restructures Grade A to give it additional points at the top while removing points from the bottom. The current lowest point on Grade A is now £21,290, including a London Weighting allowance for working in Inner London. The current pay range for Grades A - J is £21,290 to £97,900 inclusive of Inner London Weighting of £6,090 for non-residential employees.
 - Grades A-C are the lowest Grades in the City of London Corporation. Grade A has 4 increments and Grades B and C have 6 increments, and progression through each Grade can be achieved by annual incremental progression subject to satisfactory performance. There is no Contribution Pay assessment. However, employees at the top of these Grades have the opportunity if they have undertaken exceptional work to be considered for a Recognition Award up to a maximum level set corporately each year (this has been £500 in each year since 2010).
 - Grades D-J have 4 'core' increments and 2 'contribution' increments. Progression through the 4 'core' increments is subject to satisfactory performance. Progression into and through the 2 'contribution' increments requires performance to be at a higher than satisfactory level. Once at the top of the scale, for those

who achieve the highest standards of performance and contribution, it is possible to earn a one-off non-consolidated Contribution Payment of up to 3% or 6% of basic pay depending on the assessed level of contribution over the previous year.

16. For the appraisal year ending March 2018 (i.e. for payments awarded on 1 October 2018), 62% of eligible employees were allowed to move into the two higher contribution increments and 62% of eligible staff received a one-off non-consolidated contribution payment.

Senior Management Grade

17. The Senior Management Grade comprises the most senior roles in the organisation, as determined by Job Evaluation. Posts on the Senior Management Grade (SMG) are those which are the professional lead for a significant area of City Corporation business, with the nature of the professional responsibility held being that the postholders are not only directing the function for which they are responsible towards meeting corporate strategic goals but are required to determine from their professional point of view how these corporate goals should be constructed. As the SMG posts are distinct roles, they are individually evaluated and assessed independently against the external market allowing each post to be allocated an individual salary range within the Grade, which incorporates market factors as well as corporate importance. Any increase in salary (whether through incremental progression or a cost-of-living award) is entirely dependent on each individual being subject to a rigorous process of assessment and evaluation, based on the contribution of the individual to the success of the organisation. SMG posts are not necessarily the best-paid in the organisation, as other posts in Grades I and J may be better paid than some SMG posts, depending on the separate market supplements applied to the Graded posts.

18. The Senior Management Grade incorporates the following posts:

- Town Clerk & Chief Executive
- Chamberlain
- Comptroller & City Solicitor
- Remembrancer
- City Surveyor
- Director of the Built Environment
- Managing Director of the Barbican Centre
- Principal of the Guildhall School of Music & Drama
- Director of Community & Children's Services
- Director of the Economic Development Office
- Executive Director of Mansion House and the Central Criminal Court
- Director of HR
- Director of Markets & Consumer Protection
- Director of Open Spaces
- Chief Grants Officer & Director of the City Bridge Trust

19. The Head Teachers of the City of London School, City of London School for

Girls and City of London Freeman’s School are not part of the Senior Management Grade for the purposes of pay (their pay is governed by a separate senior teaching pay scale, as outlined in paragraph 5). The pay of the post of Remembrancer is aligned to Senior Civil Service pay scales.

20. Following the principles outlined above, the pay ranges for the Senior Management Grade were set with reference to both job evaluation and an independent external market assessment. The principles of this were agreed by the Court of Common Council in 2007 and, subsequently, the specific unique range for each senior management post was agreed by the Establishment Committee in October 2007, subject to alteration thereafter when the duties or responsibilities of posts or other external factors relevant to their pay and reward change. Current Senior Management salary scales are from £80,770 to £248,300, excluding London Weighting.
21. Each Senior Management Grade post is allocated a range around a datum point. There is a maximum and minimum (datum plus 9% and datum minus 6% respectively) above and below which no individual salary can fall. Where a pay increase for a member of staff would take them above the maximum in a given year, the excess amount above the maximum may be paid as a non-consolidated payment in that year. This does not form part of basic salary for the following year and will, therefore, have to be earned again by superior performance for it to be paid.
22. Each year the datum point advances by a percentage equivalent to any ‘cost of living’ pay award. Individual salaries would move according to the table below:

Contribution Level	Salary Change
A Outstanding	Datum % change + up to 6%
B Very Good	Datum % change + up to 4%
C Good	Datum % change
D Improvement Required	0.0%

23. The average payment based on contribution alone has been 3.06% for the appraisal year ending in March 2018. The payments have been largely non-consolidated i.e. they have to be re-earned each year based on superior performance.
24. The Town Clerk & Chief Executive determines all salary matters for SMG posts (other than in relation to himself) within the existing individual Grades and reward policies, in consultation with elected members and the Senior Remuneration Committee. The Director of HR coordinates any such matters in relation to the Town Clerk & Chief Executive, in consultation with elected members and the Senior Remuneration Committee.

25. Set out below are the broad pay ranges for the Senior Management Grade, with the numbers in each band, excluding London Weighting. Each member of staff will have an individual salary scale within these broad ranges.

£80,770 - £115,130	(4)
£111,800 - £150,220	(6)
£154,710 - £195,000	(4)
£214,170 - £248,300	(1)

Chief Officers and Deputy Chief Officers

26. The Act specifies that information should be given in Pay Policy Statements about the determination of remuneration for Chief Officers and Deputy Chief Officers as defined under the Local Government & Housing Act 1989, including approaches to the award of other elements of remuneration including bonuses and performance-related pay as well as severance payments. This should include any policy to award additional fees paid to Chief Officers or Deputy Chief Officers for their local election duties. The 1989 Act applies to the City Corporation only in its capacities as a local authority, police authority and port health authority, but as with other parts of this Statement, details are given for all employees who would satisfy the basic definitions of Chief Officers and Deputy Chief Officers given in the 1989 Act, other than schoolteachers and those who work in general for the City Corporation in its capacity as a police authority.

27. According to the definitions given in the 1989 Act (but widened in their interpretation as described in the paragraph above), as of 25 February 2019, the City Corporation had 31 Chief Officer posts and 118 Deputy Chief Officer posts. The 31 Chief Officer posts comprised the 15 posts within the Senior Management Grade plus the following numbers of posts within the A-J Grades:

- Grade J 12
- Grade I 3
- Grade H 1.

The 118 Deputy Chief Officer posts were made up of posts at the following Grades:

- Grade J 8
- Grade I 20
- Grade H 54
- Grade G 18
- Grade F 15

plus three posts paid at spot salaries owing to the nature of their employment and/or funding.

28. The distinctions between SMG pay and payments made to employees on other Grades are outlined in the relevant sections of this Statement above. The most significant element of pay able to be received by employees in Grades A-J that is not

available to SMG posts is market supplements. 12 Chief Officers in Grades H-J receive these payments as do 40 Deputy Chief Officers in Grades G-J. 4 of the Deputy Chief Officers in Grade F receive additional payments for working contractual hours in addition to the standard 35 per week on most City Corporation contracts. One Grade G Deputy Chief Officer receives additional payments for taking part in a Standby rota to provide a 24-hour on-call service. One Deputy Chief Officer on Grade F receives occasional additional payments for participating in electoral activities.

29. In cash terms, the payments per annum made to Chief Officers (including those in the SMG) and Deputy Chief Officers fall into the following broad pay bands:

<u>£ per annum</u>	<u>Chief Officers</u>	<u>Deputy Chief Officers</u>
40,000 – 50,000	-	12
51,000 – 60,000	-	18
61,000 – 70,000	-	39
71,000 – 80,000	4	20
81,000 – 90,000	-	11
91,000 – 100,000	3	5
101,000 – 115,130	11	9
111,800 – 150,220	8	3
154,710 – 195,000	4	1
214,170 – 248,300	1	-
Total employees	31	118

All payments outlined in the table above exclude London Weighting payments.

30. The schemes for incremental pay increases and Contribution Payments for employees in Grades D-J and the Senior Management Grade are set out in the relevant sections of this Statement above. These apply to Chief Officers and Deputy Chief Officers, depending on whether they are in one of the D-J Grades or the SMG. No Chief Officer or Deputy Chief Officer has an element of their basic pay “at risk” to be earned back each year. Progression through Grades is, however, subject to successful performance assessed through the application of the performance-appraisal scheme. Contribution Payments for any Chief Officer or Deputy Chief Officer are only available to those at the top of their Grades. These must also be earned through performance appraisal, and all such payments are non-consolidated, meaning that any recurrence of the payment has again to be earned through performance in future years.

31. The Act requires authorities to set out their policies on remuneration for their highest-paid staff alongside their policies towards their lowest-paid staff, and to explain what they think the relationship should be between the remuneration of their highest-paid staff and other staff. The City Corporation's pay multiple - the ratio between the highest paid and lowest paid staff - is approximately 1:12. The ratio between the pay of the highest paid member of staff and the median earnings figure for all staff in the authority is 1:7.

Transparency

32. The Government guidance to the Act (which has statutory effect) requires the pay policy statement to make reference to policies in relation to staff leaving the authority, senior staff moving posts within the public sector, senior staff recruitment, and re-employment of senior postholders who have left the authority, particularly in relation to arrangements which might be made in such an event that would appear to have the intention of minimising tax payments made by the re-engaged former employee.

Recruitment

33. New staff, including those in the Senior Management Grade, are normally appointed to the bottom of the particular pay scale applicable for the post. If the existing salary falls within the pay scale for the post, the new employee is normally appointed to the lowest point on the scale which is higher than their existing salary provided this gives them a pay increase commensurate with the additional higher-level duties. In cases where the existing salary is higher than all points on the pay scale for the new role, the member of staff is normally appointed to the top of the pay scale for the role.

For posts where the salary is £100,000 or more, the following approvals will be required:

- (i) in respect of all new posts, the Court of Common Council;
- (ii) in respect of all existing posts, the establishment Committee.

Payments on Ceasing Office

34. Staff who leave the City Corporation, including the Town Clerk & Chief Executive and staff on the Senior Management Grade, are not entitled to receive any payments from the authority, except in the case of redundancy or retirement as indicated below.

Retirement

35. Staff who contribute to the Local Government Pension Scheme who retire from age 55 onwards may elect to receive immediate payment of their pension benefits on a reduced basis in accordance with the Scheme. Unreduced benefits are payable if retirement is from Normal Pension Age, with normal pension age linked to the State Pension Age from 1 April 2014, unless protections in the Pension Scheme allow for an earlier date. Early retirement, with immediate payment of pension benefits, is also possible under the Pension Scheme following redundancy or business efficiency grounds from age 55 onwards and on grounds of permanent ill-health at any age.

36. Whilst the Local Government Pension Scheme allows applications for flexible retirement from staff aged 55 or over, where staff reduce their hours or Grade, it is the City Corporation's policy to agree to these only where there are clear financial or operational advantages to the organisation. Benefits are payable in accordance with Regulation 27 of the Local Government Pension Scheme Regulations 2013. Unless there are exceptional circumstances, the City does not make use of the discretion allowed by the LGPS Regulations to waive any actuarial reduction in pensions awarded under the flexible-retirement provisions.

Redundancy

37. Staff who are made redundant are entitled to receive statutory redundancy pay as set out in legislation calculated on a week's pay (currently a maximum of £508 per week). The City Corporation currently bases the calculation on 1.5 x actual salary. This scheme may be amended from time to time subject to Member approval, and has most recently been so amended for staff made redundant on or after 25 October 2017. The authority's policy on discretionary compensation for relevant staff under the Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 is published on our website.

Settlement of potential claims

38. Where a member of staff leaves the City Corporation's service in circumstances which would, or would be likely to, give rise to an action seeking redress through the courts from the organisation about the nature of the member of staff's departure from our employment, such claims may be settled by way of a settlement agreement where it is in the City Corporation's interests to do so based on advice from the Comptroller & City Solicitor. The amount to be paid in any such instance may include an amount of compensation, which is appropriate in all the circumstances of the individual case. Should such a matter involve the departure of a member of staff in the Senior Management Grade or the Town Clerk & Chief Executive, any such compensation payment will only be made following consultation with the Chairmen of Policy & Resources and Establishment Committees and legal advice that it would be legal, proper and reasonable to pay it.

Payment in lieu of notice

39. In exceptional circumstances, where it suits service needs, payments in lieu of notice are made to staff on the termination of their contracts.

Re-employment

40. Applications for employment from staff who have retired or been made redundant from the City Corporation or another authority will be considered in accordance with our normal recruitment policy. The City Corporation does not engage former staff on contracts that enable tax payments to be minimised.

Publication of information relating to remuneration

41. The City Corporation will seek to publish details of positions with remuneration of £50,000 or above in accordance with the Accounts and Audit Regulations 2015 and the Local Government Transparency Code issued by the Secretary of State for Communities and Local Government.

42. This Pay Policy Statement will be published on our public website. It may be amended at any time during 2019/20 by resolution of the Court of Common Council. Any amendments will also be published on our public website.
43. This statement meets the requirements of the: Localism Act 2011; the Department for Communities and Local Government (DCLG) guidance on “Openness and accountability in local pay: Guidance under section 40 of the Localism Act” (including any supplementary Guidance issued); “The Local Government Transparency Code 2015”; and the Accounts and Audit Regulations 2015.
44. From 2018, the City of London Corporation is required under the Equality Act 2010 to publish information every year showing the pay gap between male and female employees. The organisation’s first such report was published in March 2018.

February 2019

The Higher Education Senior Staff Remuneration Code

June 2018

Introduction

1. Fair and appropriate remuneration is key to the success and development of the UK's HE sector, operating as it does in an intensively competitive global environment¹. To support members of governing bodies, this Higher Education Senior Staff Remuneration Code (the Remuneration Code) has been developed after wide consultation with CUC members and HE stakeholders. This Code will be reviewed every four years, in consultation with the sector.
2. The different regulatory frameworks of the HE sector within the UK mean that governing bodies will need to decide how best to use the Remuneration Code. Institutions are bound by the relevant accounts direction issued by their regulator. In addition, Welsh institutions have agreed to more extensive senior pay reporting and are working towards developing annual pay policy statements. In Scotland, institutions will use the Scottish Code of Good Higher Education Governance², which indicates how institutions should meet the key principles of good practice in remuneration. They may choose to use the Remuneration Code as an additional source of accepted good practice. In England, in assessing compliance with conditions of registration, the Office for Students (OfS) may consider the provider's information about the pay of senior staff within its audited financial statements and whether the governing body publishes its written commitment to comply with this Code.
3. By visibly adopting the Remuneration Code, governing bodies demonstrate leadership and stewardship in relation to remuneration within their institutions, and in doing so help to protect institutional reputation and provide greater assurances to key stakeholders and partners, including the student community and wider society.
4. The use of this Code is voluntary, and it can be used by all HE providers. Some elements may not be appropriate for all providers, for example, those with an owner-manager who may take a dividend from the business. The Remuneration Code is therefore to be used on an 'apply or explain' basis. This means that institutions should either publicly state that they have abided by the minimum requirements of this Code, or should provide meaningful explanations for non-compliance and how their alternative arrangements meet its principles.
5. Throughout this Code the word 'must' identifies the CUC's view of the minimum requirements for an institution wishing to comply with it. Governing bodies are free to meet 'must' statements by the means and mechanisms appropriate to their own context. The Remuneration Code is supported by a set of explanatory notes which are designed to assist governing bodies in developing their own responses. The use of the word 'should' identifies good practice which institutions are encouraged to adopt.
6. The principles outlined in this Code apply to all remuneration decisions affecting the emoluments of the Vice-Chancellor and other senior post holders as prescribed in constitutional documents or by the governing body as being within the remit of the Remuneration Committee. In England, they also apply to senior staff as defined in the OfS accounts direction.

¹ The context the sector operates within is explored in greater detail at www.universitychairs.ac.uk/wp-content/uploads/2018/06/HE-Remuneration-Code-Context.pdf.

² www.scottishuniversitygovernance.ac.uk

The Remuneration Code

Elements of fair and appropriate remuneration

Fair and appropriate remuneration³ requires three key elements – namely that there is:

- I. a fair, appropriate and justifiable level of remuneration;
- II. procedural fairness; and
- III. transparency and accountability.

Each of these elements are underpinned by several supporting principles.

Element I - A fair, appropriate and justifiable level of remuneration

Remuneration starts with a clear understanding of the responsibilities, context and expected contribution of a role and the attributes required to undertake that role effectively. Fair and appropriate remuneration then recognises an individual's contribution to their institution's success in that role, and is sufficient to recruit, retain and motivate staff of appropriate calibre in the context of the market for that role, balanced with the need to demonstrate the achievement of value for money in the use of resources.

Principles

- a) Remuneration should take account of the context in which the institution operates.
- b) Remuneration must be linked to the value, based on a number of components, delivered by an individual acting within a role.
- c) Remuneration must consider matters of equality, diversity and inclusion with a view to ensuring that there are no biases pertaining to gender or other protected characteristics within the pay structure.
- d) Institutions should be clear about what they expect from staff, i.e. what is 'normal' and what is 'exceptional'. There should be a robust and consistent process for setting objectives and assessing an individual's contribution.
- e) Remuneration can vary according to individual performance.⁴
- f) Awards made in respect of annual bonus arrangements linked to the achievement of specific annual objectives should not be consolidated.
- g) From time to time the value of a role may need to be reviewed in light of changing conditions, sustained performance, experience etc.
- h) Non-achievement of an individual's expected contribution should have consequences.
- i) Any severance payments must be reasonable and justifiable.
- j) There should be a clear and justifiable rationale for the retention of any income generated by an individual from external bodies in a personal capacity.

³ Remuneration includes not only basic salary but also bonuses, expenses and other allowances, and the monetary value of benefits in kind including housing and cars, etc.

⁴ The decision to apply performance-related pay is for individual HEIs to make. Nothing in this Code is intended to imply that performance-related pay is a requirement for fair and appropriate remuneration.

The Remuneration Code

Element II – Procedural fairness

Procedural fairness requires remuneration to be set through a process that is based on competent people applying a consistent framework with independent decision making using appropriate evidence and assessing the value of roles, the context and individuals' performance in them.

Principles

- a) Senior post holder remuneration should be determined in the context of each institution's approach to rewarding all of its staff, and in particular, consideration should be given annually to the rate of increase of the average remuneration of all other staff.
- b) No individual can be involved in deciding his or her own remuneration.
- c) Remuneration Committees must be independent and competent.
- d) The head of the institution (HoI) must not be a member of the Remuneration Committee.
- e) Remuneration Committees, when considering HoI remuneration, must be chaired by a lay governor who is not Chair of the governing body.

Element III - Transparency and accountability

The process for setting remuneration must be transparent. For senior post holders there must be an institutional-level justification for remuneration that relates to the competitive environment, the value of the roles and institutional performance. The remuneration of the HoI must be separately justified, published and related to the remuneration of all staff within the organisation.

Principles

Each institution must publish a readily accessible annual statement, based on an annual report to its governing body, containing:

- a) a list of post holders within the remit of Remuneration Committee;
- b) its policy on the remuneration for post holders within the remit of Remuneration Committee;
- c) its choice of comparator institutions/organisations;
- d) its policy on income derived from external activities;
- e) the pay multiple of the HoI and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above average, an explanation of why; and
- f) an explanation of any significant changes.

Explanatory notes

1. Institutions will be able to apply the above principles in a way that is appropriate to their circumstances. These notes do not expand the Remuneration Code, but are intended to assist institutions' discussions as to their use of it.
2. Remuneration must be linked to the value delivered by an individual acting within a role. The value of a role is based on a number of components and criteria for assessing the value of roles, which could include:
 - complexity (scale and range of decision making, collaboration and contact, time-critical activity);
 - impact (on students, research, finances and people, including employees, partners and citizens);
 - discretion (level of accountability, degree of autonomy and decision-making authority);
 - levels of experience;
 - knowledge and skills (including specialist skills) required;
 - reputation and academic/professional credibility needed for the role;
 - an ability to recruit and retain key staff; and
 - external comparisons.
3. To retain staff, Remuneration Committees need to consider market position – typically by looking at a set of comparator institutions/organisations. The choice of these comparators will usually be linked to institutional strategy. Comparator selection may depend on the type of post being filled – for example private and public sector comparisons are often used for professional services staff, whereas NHS and international HEI comparisons may be more appropriate for certain academic staff.
4. Institutions also need to reflect on what the consequences will be in instances where individuals do not deliver the expected contribution. Consequences for individuals will depend on the nature of the remuneration package offered, but might mean no uplift of basic pay, no participation in bonus payments⁵, or some form of performance management.
5. For institutions that use metric-driven performance assessments, a balance should be achieved between the achievement of institutions' long and short-term objectives and, for those that use them, the impact of team-based assessments.
6. In making severance payments, institutions must meet their contractual obligations and be able to explain the reasons for any payments made. HEIs will need to carefully consider any advice that is available from regulators, together with detailed CUC advice. Remuneration Committees have specific responsibilities in this area – in particular, ensuring that contracts agreed with senior post holders are fair, reasonable and justifiable and do not expose the institution to significant potential liabilities, for example by being able to explain notice periods of more than six months.
7. It is important for institutions that staff represent them on various bodies and boards and carry out academic and civic responsibilities at other organisations, e.g. non-executive director roles. There should be a clear and published policy on any such activity that generates additional income for the individual from the external body. Hols are generally unlikely to be able retain significant sums, but any income they do retain needs to be disclosed and explained.
8. The approach to expenses can be a sensitive topic, and generally institutions should identify normal business costs separately and adopt a single published scheme that applies to all staff. Remuneration Committees should receive assurance that the scheme is operating effectively.

⁵ If available

9. Remuneration Committees must be comprised of people who are independent of the institution's management – primarily lay members of the governing body⁶. Membership must include the institution's Chair, but not the HoI⁷. Remuneration Committees should be able to engage external independent expertise if required.
10. Institutions must publish the multiple of the remuneration of the HoI and the median earnings of the institution's whole workforce annually. This should be accompanied by sufficient explanation and context to enable useful comparison. They may also wish to publish other multiples, such as the ratio of HoI salary to:
 - a) the median academic salary;
 - b) the median professorial salary; and
 - c) the median professional staff salary.

To assist with consistency and comparison, the definition for the multiple should be based on the methodology used by UCEA which is available from its website. Institutions will adopt a range for their chosen pay multiples that they regard as acceptable. The diversity of the sector means these ranges will differ between institutions. Institutions that position themselves in the highest quintile will need to be prepared to provide additional explanations to stakeholders and their regulators as to why this is desirable.

11. Each year, Remuneration Committees must produce an annual remuneration report to the governing body. That report will need to provide sufficient assurance to the governing body that the Remuneration Committee has effectively discharged its responsibilities.
12. The institution must also publish a readily available remuneration annual statement. This may be within the annual report and accounts (as an Annex or separate section), or it may be published as a standalone document. Ideally, the published annual statement will be the same as the annual remuneration report to the governing body. However, modifications may be necessary to preserve commercial confidentiality.

⁶ They may choose to co-opt additional external members with particular expertise.

⁷ The HoI may be invited to attend meetings but must not be present for discussions affecting him or her. Where the Remuneration Committee is responsible for all senior staff pay, including professors, it is very important that the HoI is present at meetings to discuss these staff and ensure that the Committee's decisions are well informed.