



**Lincoln Bishop
University**

Annual Report of the Remuneration Committee

October 2025

Lincoln Bishop [University](http://www.lincolnbishop.ac.uk)

Longdales Road

Lincoln

LN1 3DY

T +44 (0)1522 527347

E council@bishopg.ac.uk

W www.lincolnbishop.ac.uk

Contents

Overview.....	3
Structure and Membership of the Remuneration Committee.....	3
Dates of Meetings and Attendance	5
Servicing of the Committee	5
Approach to Remuneration.....	5
Setting the Initial Salaries of Senior Staff.....	5
Reviewing the Salaries of Senior Staff	6
Non-consolidated payments.....	6
Probationary Periods	6
Pay Relativities within the institution	6
Application of this Framework.....	7
Institutional Performance	7
Assessment of Senior Postholders’ Performance	7
External Appointments and Expenses	7
Assessment of the Vice-Chancellor’s Performance.....	8
Assessment of Value and Performance	8
Contextual Information.....	8
Judgement of Performance.....	8
Other Benefits.....	8
Health Insurance	8
Pension Allowance	8
Accommodation	8
External Appointments and Expenses.....	8
Summary of Vice-Chancellor’s Emoluments.....	9
Appendix 1.....	10
Remuneration Committee Terms of Reference 2024-2025.....	10

1. Overview

This report covers the reporting period September 2024 to November 2025. It provides an over-arching summary of the committee's deliberations over the year and will be reported to the University Council on 26 November 2025.

During the reporting period—from the departure of the Interim Vice-Chancellor on 31 August 2024 to the commencement of the new, permanent Vice-Chancellor & Chief Executive Officer on 22 April 2025 - the Deputy Vice-Chancellor (Operations) & University Secretary and the Executive Dean of Faculty jointly managed the day-to-day operations of the University. In recognition of their additional responsibilities during this interim period, both were remunerated with an Honorarium Payment. Additionally, the Deputy Vice-Chancellor (Operations) & University Secretary assumed the role of Accountable Officer throughout this time.

Performance objectives for the Deputy Vice-Chancellor (Operations) and the Executive Dean of Faculty were initially set by the Interim Vice-Chancellor before their departure and were formally approved by the Committee in November 2024.

The new, permanent Vice-Chancellor & Chief Executive Officer, commenced in role on 22 April 2025.

The University Council receives a report after each meeting of the Remuneration Committee.

2. Structure and Membership of the Remuneration Committee

During 2024/2025, the University Remuneration Committee considered the remuneration of senior postholders, specifically:

- (a) The **Deputy Vice-Chancellor (Operations) and University Secretary**
- (b) The **Executive Dean of Faculty**
- (c) The new, permanent **Vice-Chancellor and Chief Executive Officer**

In October 2024, the Remuneration Committee recognised the additional responsibilities undertaken by both the Deputy Vice-Chancellor (Operations) & University Secretary and the Executive Dean of Faculty in managing day-to-day operations since the departure of the Interim Vice-Chancellor. It was recommended that, as compensation, they should each receive an honorarium, backdated to 1 September 2024 until the new Vice-Chancellor commenced in role.

In October 2024, the Remuneration Committee recommended to University Council for approval the salary for the new, permanent Vice-Chancellor and Chief Executive Officer.

The remuneration of all other staff is being considered by the University Council's Finance, Employment and General Purposes Committee.

The membership of the Remuneration Committee during the period of this report was as follows:

From September 2024:

- Kate Truscott, Member of University Council (Chair)
- Professor Marianne Howarth, Member of University Council and Chair of the Academic Assurance Committee
- Dr Stephen Critchley, Member of University Council and Chair of Audit Committee
- Anne Frost, Chair of University Council

It was agreed at the Remuneration Committee in October 2024, that the Terms of Reference would be amended to state that the Chair of the Finance, Employment, and General Purposes Committee and the Bishop of Lincoln would attend the committee by invitation.

The membership and attendance for the period covered by the report is outlined in section 2.1 below.

Members of the Remuneration Committee are appointed by the University Council based upon advice and guidance provided by the Governance & Nominations Committee of the University.

The Terms of Reference for the Remuneration Committee for 2024/2025 are found in Appendix 1. Minutes of the Remuneration Committee are confidential and held with the Council Office (council@bishop.ac.uk).

2.1 Dates of Meetings and Attendance

The Committee normally meets three times per year, once every full term – usually in October, February, and June. For the period covered by this report (2024/2025), the meeting dates and attendance are noted in the following table:

Member	Date of Meeting			
	10 October 2024	12 November 2024	26 June 2025	6 October 2025
Kate Truscott	Apologies	Apologies	Yes	Yes
Dr Stephen Critchley	Yes (Deputy Chair)	Yes (Deputy Chair)	Yes	Apologies
Prof. Marianne Howarth	Yes	Yes	Yes	Yes
Anne Frost	Yes	Yes	Yes	Yes

2.2 Servicing of the Committee

During 2024/2025, the Head of Human Resources, clerked meetings of the Remuneration Committee, in accordance with the Committee's Terms of Reference.

The Director of Corporate Services attended all meetings by invitation of the Remuneration Committee to provide specialist knowledge and support, up until his departure from the University on 31 July 2025.

The Committee met on 26 June 2025 to discuss the departure of the Deputy Vice-Chancellor (Operations) & University Secretary. The Vice-Chancellor & Chief Executive attended the meeting and recommended that the University accept the Deputy Vice-Chancellor's decision to leave the institution. The departure was subsequently formalised, with a severance arrangement agreed in line with University policy.

Interim arrangements for the role of University Secretary were to be explored and implemented as outlined. Additionally, the Interim Chief Finance Officer role was advertised and sourced appropriately.

3. Approach to Remuneration

The University has established a framework that outlines several clear principles that will be followed to ensure that decisions on the levels of remuneration for senior postholders are evidence-based and are transparent, fair, and equitable. The framework is set out below. In addition, the University is committed to following guidance and advice provided by the Committee of University Chairs (CUC) for the approach on setting senior staff remuneration.

3.1 Setting the Initial Salaries of Staff under the remit of the Remuneration Committee

When setting the initial salaries of senior staff, the University takes account of several factors:

- (i) benchmarking data gathered via the annual independent Universities and Colleges Employers Association (UCEA) survey of senior staff remuneration within the higher education sector, with a particular focus upon:
 - Post-92 by income up to 40 million.
 - Institutions within the membership of the Cathedrals Group of Universities.
 - Rest of England Income up to 40 million;
- (ii) the relative performance of the University in comparison with other institutions and the salaries offered for comparable posts at similarly performing institutions, especially within the Cathedrals Group and/or Guild HE mission group;
- (iii) benchmarking data, where this is available, for comparable senior posts in other sectors;
- (iv) comparison with the salaries of other senior postholders within the University, taking into consideration the relative responsibilities and accountabilities of each senior post;
- (v) the need to apply an inflationary adjustment to take account of time lags in the publication of benchmarking data; and
- (vi) the need to offer a competitive reward package to attract and secure candidates with the necessary experience, taking account of the relevant market intelligence.

3.2 Reviewing the Salaries of Senior Staff

When reviewing the salaries of senior staff, the University takes account of:

- (i) their sustained performance and contribution during the preceding year(s);
- (ii) the percentage increase in salary awarded to staff on national pay scales because of national negotiations;
- (iii) the average percentage increase in salary received by staff on national pay scales to reflect incremental pay progression;
- (iv) maintaining the relative value of salaries when compared with benchmarking data in the annual UCEA survey of senior staff remuneration within the higher education sector, with a particular focus upon:
 - Institutions with a turnover of up to £40m
 - Institutions within the membership of the Cathedrals Group of Universities and/or Guild HE mission group;
- (v) the overall affordability of any proposed increases to senior salaries, taking account both University's financial performance and the need to offer salaries that compare favorably with competitor institutions; and
- (vi) any material changes in roles and responsibilities since the previous review period.

3.3 Non-consolidated payments

One-off, non-consolidated payments may also be made to acknowledge exceptional individual contribution and to ensure the delivery of strategic imperatives.

3.4 Probationary periods

Staff receive no increase in salary until the successful completion of their probationary period.

3.5 Pay Relativities within the institution

The University ensures that its highest paid staff member will not earn more than 20 times the full-time equivalent salary of its lowest paid staff member. This is consistent with a proposal considered by the Hutton Review of Fair Pay in the Public Sector dated March 2011.

The Vice Chancellor & Chief Executive Officer's total remuneration in 2024/2025 was 6.8 times (2023/2024: 7) the median total remuneration of staff, where the median total remuneration is calculated on a full-time equivalent basis for the total remuneration by the provider of its staff.

3.6 Application of this Framework

This framework applies to all staff designated as senior postholders by University Council. The Remuneration Committee takes account of its principles when setting the remuneration of all senior staff.

4. Institutional Performance

The Remuneration Committee receives the following information to support their decision-making:

- (i) copies of the performance feedback forms/tables received by senior postholders following their annual Performance Reviews; and
- (ii) a comprehensive report on the University's overall performance in relation to:
 - performance in key league table(s): these draw primarily upon the University's position in the domestic league tables including the Complete University Guide;
 - student satisfaction: National Student Survey (NSS) outcomes;
 - student employability: Longitudinal Education Outcomes (LEO)/Graduate Outcomes Survey results;
 - teaching excellence: performance in the Teaching Excellence Framework (TEF) and results derived from TEF-related activity;
 - research and Innovation performance: performance in the Research Excellence Framework and income from research and innovation activities;
 - financial performance: the total income of the University and surplus generation for future investment.

These measures are used because they reflect fundamental measures of strategic success and also represent higher-level output measures for which reliable benchmarking data is available.

Lincoln Bishop University continues to seek improvements in league table position and student satisfaction. These aspects will build upon successful Graduate Outcomes, Teaching Excellence Framework and Research Excellence Framework outcomes given the context of the University's position and its commitment to widening participation through the Access and Participation Plan.

5. Assessment of Senior Postholders' Performance (excluding the Vice-Chancellor)

Having discussed and taken account of all relevant factors and especially the requirements of the Framework for Setting the Pay of Senior Postholders, the Remuneration Committee agreed the remuneration of senior postholders for the academic year 2024/2025.

The Remuneration Committee took care to ensure that their decisions achieved a balance between achieving valid pay relativities for levels of relative seniority, rewarding performance, and ensuring compatibility with the salaries paid for comparable roles in comparable universities.

5.1 External Appointments and Expenses

Senior postholders may only accept remunerated roles with other bodies with the explicit permission of the Vice-Chancellor. None of the University's senior postholders receive any remuneration from other bodies.

6. Assessment of the Vice-Chancellor's Performance

6.1 Assessment of Value and Performance

6.1.1 Contextual Information

To enable the Remuneration Committee to assess the value and performance of the Vice-Chancellor the following information is provided to the Committee:

- a summary of discussions at the Vice-Chancellor's personal development review (PDR) meeting with the Chair and Deputy Chair of the University Council;
- an assessment of achievement against the Vice-Chancellor's personal objectives for the year;
- a summary of the salary and benefits received by the Vice-Chancellor;
- details of the remuneration received by the Vice-Chancellor in previous years;
- guidance and advice provided by the Committee of University Chairs on the setting of senior staff remuneration;
- benchmarking data gathered by the Universities and Colleges Employers Association with a particular focus on, post-92 by income up to £40 million, institutions within the membership of the Cathedrals Group of Universities and Rest of England income; and
- lowest paid staff members pay ratio and median pay rate ratio data for the University.

6.1.2 Judgement of Performance

The Interim Vice-Chancellor stepped down at the end of the 2023/2024 academic year, so no formal performance evaluation was conducted. A new Vice-Chancellor was appointed and commenced on 22 April 2025, and will commence a probationary period.

6.2 Other Benefits

6.2.1 Health Insurance

The Vice-Chancellor & Chief Executive Officer receives Private Medical Insurance cover under a policy provided by PHC. For the 2024/2025 financial year, the charge to the University for this benefit was £501.04, based on a pro-rated premium covering the period from 22 April 2025 to 1 January 2026. The full annual single rate for the policy is £720.

6.2.2 Pension Allowance

The University provides pension arrangements for academic related roles through the Teachers' Pension Scheme and through the Local Government Pension Scheme for professional support staff. The exception to this is where existing members of the Universities Superannuation Scheme (USS) are employed by the University and are able to continue their membership of this scheme.

The new Vice-Chancellor's pension arrangements are with the Teachers' Pension Scheme. The current employer contribution rate for TPS is 28.68%.

6.2.3 Accommodation

During the period when the new Vice Chancellor was relocating to the area, they were provided with accommodation in the Student Village for a period of 49 nights. This was at a rate of £40 per night, resulting in a total cost of £1,960.

6.2.4 External Appointments and Expenses

The Vice-Chancellor may only accept remunerated roles with other bodies with the explicit permission of the Chair of University Council.

The new Vice-Chancellor receives external remuneration solely for their role as a Non-Executive Member of Point Blank Music, for which they are paid £6,000 per annum.

6.3 Summary of Vice-Chancellor's Emoluments

Emoluments of the new Vice-Chancellor can be found below (from 22 April 2025, when commenced role):

Emoluments of the Interim Vice-Chancellor	2024/2025 Actual
Salary	£44,307.68
Bonus	£0
Benefits	£2,542.64
Subtotal	£46,849.64
Pension costs	£12,707.45
Taxable pension allowance (contribution in lieu of pension)	£0
TOTAL	£59,557.09

APPENDIX 1

REMUNERATION COMMITTEE TERMS OF REFERENCE 2024-2025

Constitution

1. The University Council has established a Committee of the University Council known as the Remuneration Committee.

Membership

2. The Committee shall be appointed by the University Council from among its own Members. The Committee shall comprise at least four members, as follows:
 - (i) the Chair of the University Council and
 - (ii) at least three other Lay/independent members (not necessarily members of the University Council) subject to the approval of the University Council.
Lay/independent members shall be full members of the Committee.
3. The Chair of the Finance, Employment & General Purposes Committee and the Bishop of Lincoln to be invited by invitation.
4. The Vice-Chancellor shall not be a member but may attend sections of the meeting where their remuneration is not being discussed.
5. Council members elected to represent the staff and students may not be members of the Committee.

Quorum

6. A quorum shall be at least three members, including the Chair.
7. The Chair of the Committee shall be appointed from full members of the Committee by the University Council.
8. The Committee will appoint a Deputy Chair for twelve months at the start of each academic year
9. Where the Chair or Deputy Chair of the Committee is absent the members shall choose one of their number to act as chair for that meeting.
10. The Chair of the Committee should not be the Chair of Council.

Attendance at meetings

11. A representative from HR will normally be in attendance.
12. No other persons, with the exception of the minuting officer and clerk, may attend meetings unless invited to do so by the Committee.

Voting

13. All members of the Committee shall be entitled to vote.

14. In the event of an equal vote on any matter, the Chair of Remuneration Committee shall have a second and casting vote.

Term of Office

15. The term of office of members shall be reviewed annually by the University Council subject to any membership requirements in the Articles of Association of the Company incorporating the Instrument and Articles of Government of University.

Frequency of meetings

16. Meetings shall normally be held three times each financial year.
17. Additional meetings will be called by the Chair of the Remuneration Committee as and when required.

Authority

18. The Committee is authorised to review the salaries, terms and conditions (and where appropriate, severance payments) of the head of the institution and such other members of staff as the University Council deems appropriate, advising University Council accordingly (specifically the Vice-Chancellor, the Deputy Vice-Chancellor and University Secretary).
19. The Committee will consider, amend, and recommend to University Council as appropriate the University's annual Remuneration Report and Statement and recommend to Council as appropriate.
20. If considering severance arrangements for senior staff, the Committee must represent the public interest and avoid inappropriate use of public funds. The Committee should be careful not to agree to a severance package which staff, students and the public might deem excessive. Contracts of employment for senior staff should specify periods of notice of not more than 12 months and should not provide for pension enhancements.
21. In the case of senior staff earning *at or above the level of disclosure of higher paid staff as required by the Office for Students*, the institutional policy on Severance Payments to Senior Staff shall apply.
22. The Committee is authorised to make recommendations on any other relevant matter referred to the Committee by the University Council.
23. The Committee is not authorised to make decisions on any matters which are specified in the Articles of Association of the Company incorporating the Instrument and Articles of Government of University as being the prerogative of the whole University Council or other committees or authorities.
24. The Committee is authorised to carry out any other duties delegated to it by the University Council.

Duties

25. The duties of the Committee shall be:
 - a. to seek comparative information on salaries and other benefits and conditions of service in the higher education sector;
 - b. to advise the University Council that the remuneration of senior staff, including the Vice-Chancellor, has been determined following due process - normally this will include salaries elsewhere, performance related and nationally agreed cost of living increases;

- c. to recommend to the University Council any proposal for significant change to terms and conditions of employment of senior staff, including the Vice-Chancellor;
- d. to carry out any other duties delegated to it by the University Council; and
- e. to have regard for the Committee of University Chairs (CUC) Remuneration Code.

Reporting procedures

- 26. The Committee's report to the University Council should provide sufficient detail of the broad criteria and policies against which decisions have been made.

Clerking arrangements

- 27. The Director of Corporate Services will act as Officer to the Committee. A minuting secretary from the Human Resources area may also attend the Committee's meetings.