

NORTHERN SCHOOL OF CONTEMPORARY DANCE
REMUNERATION COMMITTEE
11 November 2025

Document Title	Item 14. Remuneration And Staffing Annual Report to The Board of Governors and Accountable Officer 2024/25										
Author	Clerk to Governors										
Action Required by the Board/Committee	For consideration.										
Purpose	<p>In order to ensure that the committees of the Board of Governors meet their responsibilities the Board has set KPIs. Performance against these, and the duties as set out in the committee's terms of reference, is reviewed annually.</p> <p>Where performance does not meet the requirement actions to address this should be agreed.</p> <p>Remuneration and Staffing Committee Key Performance Indicators 2024-25</p> <table border="1"> <thead> <tr> <th>Indicator</th><th>Achievement</th></tr> </thead> <tbody> <tr> <td>100% of Remuneration and Staffing Committee meetings to be quorate.</td><td>✓</td></tr> <tr> <td>100% of Remuneration and Staffing Committee responsibilities (as outlined in the terms of reference) to be met.</td><td>✓</td></tr> <tr> <td>Individual members of the Remuneration and Staffing Committee to achieve a 66% attendance level.</td><td>X</td></tr> <tr> <td>Present to the board and accountable officer an Annual Remuneration and Staffing Committee Report.</td><td>✓</td></tr> </tbody> </table> <p>Attached at Appendix 1 is an assessment of performance against the duties as set out in the committee's terms of reference.</p>	Indicator	Achievement	100% of Remuneration and Staffing Committee meetings to be quorate.	✓	100% of Remuneration and Staffing Committee responsibilities (as outlined in the terms of reference) to be met.	✓	Individual members of the Remuneration and Staffing Committee to achieve a 66% attendance level.	X	Present to the board and accountable officer an Annual Remuneration and Staffing Committee Report.	✓
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Individual members of the Remuneration and Staffing Committee to achieve a 66% attendance level.	X										
Present to the board and accountable officer an Annual Remuneration and Staffing Committee Report.	✓										
Recommendations	That the performance of the committee in 2024-25 is noted and any actions agreed as required.										

Section A - Introduction

1. Introduction: Senior Staff Remuneration Code

Northern School of Contemporary Dance (NSCD) considers that it is important that there is transparency and openness in relation to Designated Senior Post-holder (DSP) pay. This document outlines the mechanism by which NSCD's DSP remuneration is determined. It follows the principles set out in The Higher Education Senior Staff Remuneration Code introduced by Committee of University Chairs. Although use of the Code is voluntary, NSCD has adopted it.

DSPs are the School's most senior and highest paid staff. By adopting the Code, the school seeks to demonstrate a high standard of stewardship of DSP pay. It hopes that stakeholders can have confidence that appropriate oversight of DSP pay takes place, and that public money is being used appropriately.

The Code sets out the following principles:

- 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 and this report is intended to address those, covering the following topics:

- The responsibilities of the Remuneration Committee.
- Its membership
- The context in which NSCD operates
- An outline of the Designated Senior Post-holders' pay award 2024-25 and the rationale underpinning that decision
- The remuneration of the Principal
- The relationship between the remuneration for highest and lowest paid employees

Section B - Summary of the Work of the Remuneration Committee in 2024.25

Terms of Reference

The Remuneration and Staffing Committee is the body that determines the level of Designated Senior Post-holders' pay. The Terms of Reference for the Remuneration and Staffing Committee detailing its responsibilities, can be found at Appendix 1.

Meetings and Membership

During 2024.25 the membership of the committee was as follows:

Name	Governing Body Membership Criteria	Attendance
Kate Buckham (Chair)	Independent	100%
Peter Moizer	Independent	67%
Catherine Thristan	Independent	100%
Jawad Ahmed	Independent	0%

As of 14 November 2024, the membership of the Committee was:

- Mrs Kate Buckham – Independent Governor and Chair of the Committee
- Professor Peter Moizer – Chair of Governors
- Mrs Catherine Thristan – Independent Governor (from July 2024)
- Dr Jawad Ahmed – Independent Governor (from October 2024)

The appointments of Catherine Thristan and Jawad Ahmed to the committee were confirmed by the Board meeting in October 2024.

All meetings were quorate. The Clerk to the Committee for the period was Siobhan Atkinson. Where the Clerk's remuneration package was considered, she was exempt from this agenda item.

Meetings of the Committee during 2024.25 were held as follows:

Meeting Date	Present	In Attendance	Apologies
8 November 2023	Kate Buckham (Chair), Peter Moizer Catherine Thristan	HR Manager CEO and Principal Clerk to the Governors COO and Director of Finance	Jawad Ahmed
14 May 2024	Kate Buckham (Chair), Peter Moizer, Catherine Thristan	HR Manager CEO and Principal Clerk to the Governors.	Jawad Ahmed
5 July 2024	Kate Buckham (Chair), Catherine Thristan	HR Manager CEO and Principal Clerk to the Governors	Jawad Ahmed Peter Moizer

Context

The School had a total income of just over £4,612M 2024-25, of that approximately £3.69M is generated from undergraduate and postgraduate courses, being mainly from regulated tuition fees and grants for our UK and EU students, and funding body grants, with the remainder from international students and independent fee payers. Since June 2022 the School has received its funding directly from OfS as a result of being an independent registered higher education institution. We also receive approximately £200K of funding from the Department of Education for our Centre for Advanced Training. In addition, the School received a core grant from the Arts Council England of around £153K per annum as a result of gaining National Portfolio Status until 2026. Finally, the School received around £292K from other commercial activities such as theatre box office, studio lettings, weekly classes and short courses. £166k has been generated during the year from investment income.

The School retains its key financial objectives around the overall level of tuition fee income, in expectation that key grant funding from the OfS may be removed or reduced in the near future. The School was successful in its application to have Full Degree Awarding Powers and these come into effect from August 2025. This allows the School to ensure its undergraduate and postgraduate offering remain industry relevant to ensure student applications both from the UK and internationally remain high. NSCD continues to maintain rigorous financial discipline whilst at the same time looking to continue to invest in students, staff and facilities.

NSCD's staff cost for 2024-25 was just over £2.977M employing during the year, 57 full and part time staff were employed equating to 52.57 FTE. Most of Learning and Participation and CAT teaching staff teaching weekend and evening classes, musician/accompanists and guest teaching staff on the undergraduate and postgraduate programmes submit time sheets for the hours worked with 19 staff on casual contracts. The breakdown of staff is summarised as 5% SPH, academic staff 24%, support staff 49% and casual staff 22%.

The School, is a Scheduled Body and as such is required to offer occupational pensions to its staff. Both are defined benefits scheme, and as such employer contribution rates and benefits are relatively high:

Scheme	Eligible Staff	Employer contribution rate
Local Government Pension Scheme	• Business Support	17% from April 2025
Teachers' Pension Scheme	• Teaching Staff	28.68% (as of 1 April 2025)

DSPs are members of one or other of the above schemes.

In 2024.25 all staff, apart from the Senior Management Team, received a consolidated pay increase of 2% effective from 1st December 2024. It is proposed that in 2025.26 all staff will receive a consolidated pay increase which will be determined at the November 2025 meeting with a decision to be taken on when the pay award will be effective from following meetings with the JNC.

Designated Senior Post-Holder's Pay Increase: 2024.25

The Remuneration Committee is responsible for advising and seeking the approval of the Governing Body on the remuneration of the Principal and Designated Senior Post-holders (DSPs). At 1 September 2024 the DSPs were:

Sharon Watson	Principal and CEO
Darren Carr	Vice-Principal and Director of Higher Education
Ruth Manning	COO and Director of Finance
Siobhan Atkinson*	Clerk to the Governors

In order to ensure that DSP salaries are benchmarked appropriately, the School participates in the Universities and Colleges Employers Association (UCEA) Senior Staff Remuneration Survey, which is widely used within the sector and provides comparative data for senior posts in a range of higher education institutions. The Committee considered the data from that survey, along with other relevant comparative data, including from the commercial sector and other similar providers, and former CDD schools, at its meeting in March 2024.

The Committee agreed that Guild HE institutions with income of up to £40M was an appropriate comparator group, and that in light of the School's turnover of c£5M, target salaries should be set at 80% of the lower quartile figure in that group. The Committee did, however, recognise that some DSP salaries were closer to the target salary than others and agreed to award increases that reflected that, with effect from 1 April 2024.

In reaching its decision, the Committee:

- ☐ Received advice from the Principal summarising the performance of the DSPs
- ☐ Agreed that there were no performance management issues which would potentially preclude any DSPs from receiving a pay award.
- ☐ Were cognisant of the salary increases made to staff.

On the recommendation of the Remuneration and Staffing Committee, in April 2024 the Board approved a Senior Staff Remuneration Policy which set out the School's approach to the remuneration of its senior postholders.

Copies of Head of Provider Pay for 2021.22 and 2022.23 are included as attachments to the report and the data serves as benchmarking information.

Remuneration of the CEO and Principal

The table below sets out the remuneration of the Principal for the past four years as also shown in the Annual Accounts.

	2021-22*	2022-23*	2023-24	2024-25
Salary	£79,751	£94,531	£101,241	£105,954
Performance Related Pay	£3,000	Nil	Nil	Nil
Benefits	Nil	Nil	Nil	Nil
Sub Total	82,751	94,531	101,241	105,954
Pension Costs	19,274	22,385	25,716	30,388
Total	£102,025	£116,916	£126,957	£136,342

Pay Multiple: Principal to Median and Lowest Paid Employee

The following table details the pay multiple of the Principal when compared to the median pay of all employees.

	2020-21*	2021-22*	2022-23*	2023-24	2024-25
School - Basic Pay of Principal to median Pay	2.25	2.55	2.72	2.93	2.74
School - Total Remuneration of Principal to median Remuneration	2.36	2.64	2.84	3.09	2.87
HE Sector - Basic Pay of Principal to median Pay (published by OfS)	5.68	5.60	5.59	Not published	Not published
HE Sector - Total Remuneration of Principal to median Remuneration (published by OfS)	6.11	6.21	6.14	Not published	Not published

Retention of Income from External Bodies

All DSP contracts contain an exclusivity of service clause, and the Remuneration and Staffing Committee is not aware of any instances of remunerated external work taking place. A policy on the retention of income from external bodies was first approved by the Remuneration and Staffing Committee in October 2021. This was reviewed and presented at the meeting held on 8 November 2024 and was approved.

Other Work Undertaken by the Committee

During the year the committee also considered and reviewed the following

- External Activities Income Policy
- Income from External Activities Record
- Disciplinary procedures for senior post holders
- Staff and Governors Interaction Plan
- COO job description and recruitment process
- Reviewed Annual HR and Staffing data

Review of the Performance of the Remuneration Committee

At its meeting in November 2024 the committee considered an assessment of its performance during 2024.25 against the duties as set out in its terms of reference and against the key performance indicators set for 2024/25.

It was noted that all aspects of the terms of reference and all the KPIs had been fully met.

Approval and Declaration

There are no significant changes to report.

This report will be considered by the Remuneration and Staffing Committee at its meeting on 11 November 2025.

Chair of the Remuneration and Staffing Committee	Catherine Thristan
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Date	11 November 2025
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Northern School of Contemporary Dance

Terms of Reference

REMUNERATION AND STAFFING COMMITTEE

6.	Duties	6.1	<p>Review and recommend to the Board policies on remuneration (including senior post-holders) so as to:</p> <ul style="list-style-type: none">• ensure that staff are fairly rewarded; and• give due regard to the interests of the public and of the financial health of the School.	Senior Post Holders Remuneration Policy approved at April 2024 committee meeting.
		6.2	Determine the specific remuneration packages of the Principal and other senior post-holders annually in line with the Senior Staff Remuneration Policy.	Remuneration discussed at April 2024 meeting.
		6.4	<p>Determine any compensation (including the augmentation of pension benefits) which may be payable in the event of the early termination of the employment of the Principal or any other senior post-holder with the broad aim of:</p> <ul style="list-style-type: none">• avoiding rewarding poor performance.• dealing fairly with cases where early termination is not due to poor performance.	
		6.6	<p>Review the Board's policies in relation to all aspects relating to the remuneration and employment of the Principal and other senior post-holders including</p> <ul style="list-style-type: none">• Senior staff remuneration policy (see also 6.1).• Policy on income derived from external activities• Grievance and Disciplinary policies for senior staff	<p>Senior Post Holders Remuneration Policy approved at April 2024 committee meeting.</p> <p>Disciplinary Process and Grievance Policy and Processes both for Senior Post holders were discussed at the June 2024 meeting.</p>

		6.7	Advise the Board regarding annual pay awards for all staff (other than Senior Post Holders).	Annual Pay Award for all staff was presented as part of the Annual Pay Review paper presented at the November 2024 meeting.
		6.8	Consider those risks allocated to the Committee for oversight.	√ Risk register at each meeting.
		6.10	To comply with the CUC HE Remuneration Code, produce and publish a readily accessible annual statement, based on an annual report.	Annual statement shared as part of the committee review in November 2024.
		6.11	Considering and recommending the School's HR Strategy to the Board.	HR Data report for 24.25 presented to the November 2025 meeting.
		6.12	Reviewing and monitoring key performance indicators in relation to the School's HR functions and staff development	HR Data report for 24.25 presented to the November 2025 meeting.
		6.13	Reviewing and monitoring significant changes to the School's employment policies and procedures and framework of pay and conditions for staff.	√ Policy review cycle and dates discussed and agreed by committee. Menopause Policy approved at November 2023 meeting
		6.14	Reviewing and monitoring the School's HR arrangements to ensure they conform with its policies on Equality and Diversity	Menopause Policy approved at November 2023 meeting.
		6.15	Reviewing and considering any proposed significant staffing changes, referring any proposals with substantial additional resource implications to the Finance and Resources Committee.	
		6.16	Reviewing and considering any proposals for restructuring within the organisation, in particular those where collective consultation is	No proposals for restructuring / redundancy were required during the year.

			required or where redundancies may be made.	
		6.17	Reviewing and monitoring the health and wellbeing of staff, including consideration of any reports on staff surveys.	Staff survey results reported to November 2024 meeting.
7.	Performance Monitoring	7.1	The Committee will consider its own performance against agreed performance indicators and report on this to the Board of Governors annually.	√ Annual review of effectiveness against KPIs and terms of reference considered by committee.
8.	Chair	8.1	The Chair of the Committee will be appointed by the Board of Governors but shall not be the Chair of the Board	√
9.	Committee Servicing	9.1	The Committee shall be serviced by the Clerk to the Governors, except where his/her remuneration package is being considered.	√
10.	Reporting Procedures	10.1	Approved minutes will be presented to the next available Board Meeting.	√
11.	Appointing Authority	11.1	Members shall be appointed by the Board of Governors.	√ Appointed by Board on recommendation of Nominations & Governance Committee
12.	Approval and Reviews	12.1	These Terms of Reference will be reviewed by the Board of Governors biennially. Date approved: November 2023 Review due: November 2025	√ Reviewed and approved by 2023 Reviewed and approved by 2025