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empower staff to operate at their highest levels and to achieve their full potential through development opportunities and PDR is a key way of achieving this. It also helps to inform reward decisions. Those individuals who are identified as having delivered excellent

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applied consistently and fairly to this group of staff. Remuneration Committee will also consider the following:

- The institution's performance against the University Strategy and its strategic ambitions
 - A distinctive international reputation for excellence
 - A life-shaping student experience
 - Outstanding partnerships to deliver social, economic and cultural prosperity
 - A culture of delivering excellence in all that we do
 - One outstanding university: two vibrant campuses
- The size and complexity of the organisation
- The external market and the University's performance against its competitors
- The University's success (or otherwise) in attracting and retaining the most talented people at the highest level
- The institution's equality and diversity aspirations, taking into consideration the University's published gender pay gap
- University and Colleges Employer Association's Senior Staff Remuneration Survey
- Committee of University Chairs' Vice-Chancellor Salary Survey

Institution Performance

The University has had another very successful year and is consolidating its position as a top 10 institution in the UK. Achievements include:

- 1st in the Student Experience Survey, Times Higher Education, 2018
- 4th in the Guardian league table, 2019
- 7th in the Times and Sunday Times league table, 2018
- 7th in the Complete University Guide 2018
- Britain's Top University for Quality of Student Life, Lloyds Bank Survey, 2018
- Best Sporting University in the World, Global Q Higher Education League, 2018
- 6th in the Table of Tables, Times Higher Education, 2018

The University also has a number of internal achievements which are worthy of noting:

- Hugely successful staff recruitment campaign aiming to recruit the highest quality staff, in line with University strategy, Excellence 100. A total of 49 appointments have been made so far.
- An accelerated growth of student numbers at the London campus, achieving almost full capacity ahead of the business plan
- Recruited to the undergraduate target (no growth was planned)

- The recently completed STEMLab building has won an RICS award for Innovation in Design
- Successful building and refurbishment projects budget with over £100m of projects current on site
- Maintained financial headroom for investment, to manage risk or seize new opportunities. During 2017/18 the University achieved or exceeded budgeted financial performance agreed by Council, maintained a fully funded capital programme and secured new loan finance to underpin its strategic ambitions.
- Effective management of a sustained period of industrial action by the Trade Unions.

This year has been challenging given the prospective introduction of the freezing of tuition fees following the announcement of the fee review during the year, which

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The Vice-Chancellor was therefore awarded a pay increase of 9%. Whilst it was noted that 9% was only awarded in exceptional circumstances, the Remuneration Committee felt that this was appropriate on this occasion.

	2017/18	2016/17	2015/16
Salary	268,618	240,000	220,667
Excellence reward	NIL	NIL	NIL
Benefits	NIL	NIL	

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