



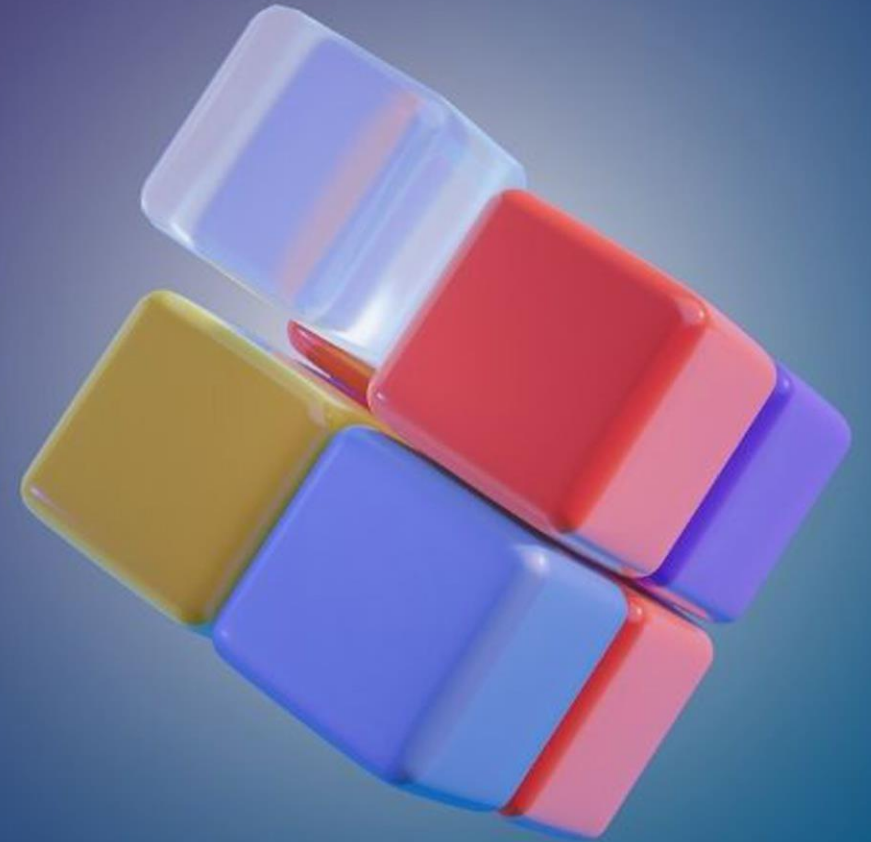
UHR Conference 2025

Online 13 - 15 May

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Educational Competencies
Consortium Limited.

Being an employer of choice through modernising pay frameworks

Who we are



OF EXCELLENCE
FOR OUR MEMBERS

Not-for-profit
Membership
Education sector based
HERA

Pay Structure Issues

- Minimum wage and National Living wage increases
- Cost of living pressures
- Affordability
- Competitiveness
- Out of date





University of Leeds

Christopher Mooney

Head of Reward



Case Study

Project Principles

- We remain supportive of effective collective bargaining
- We will simplify our pay framework and associated processes – making them transparent, accessible and wherever possible harmonised
- We will design and implement a pay framework that is sustainable financially, agile, flexible and resilient to a range of factors (e.g. future changes to the RLW, changes to the national pay arrangements). Our approach will be evidence based
- We will seek to enhance our reputation as an ‘employer of choice’ and competitive across a range of markets (local, regional, national and international) by increasing awareness and visibility of the total reward package and continuously working towards improving our offer.
- We will engage with a range of stakeholders (including our TUs) to ensure that our proposals for change are well informed and are well understood by all in our community
- The value of fairness will be at the heart of all our work

Understanding the Market

This was the most important and time consuming part of our project.

3 Approaches to Benchmarking were taken;

Local Benchmarking. Focusing on lower graded, more generic roles. Created a catalogue of advertised roles in the Leeds/West Yorkshire area to understand what local competitors were paying for similar roles.

Academic Roles. Collected every available University pay structure in UK and mapped this to the UoL structure using similar roles. A model Russell Group Academic Structure was produced for Research, Teaching and Academic roles.

Professional Roles. This benchmarking was a mixture of similar type job searches and creating a link between our HERA scores and general market data.

Trade Union Negotiations

- Leading up to this exercise the relationship between the University and our campus Trades Unions was challenging due to national action.
- Early negotiations we agreed to focus purely on pay for our grades 2 to 9.
- Regular and meaningful engagement was absolutely key to the success of the project.
- Remaining within our agreed principles and being evidence based was key to successful negotiations.
- Our Initial approved model was presented and a number of times unions asked for the University to make improvements to the offer. These were agreed at executive level and University Council.
- Overall negotiations were collaborative and productive.



What have we implemented and how did we do it?

Spine Point	Salary from August 2023 (£)	Ud. Spine August 23	Phase 1 - February 2024	Phase 2 - August 2024	Phase 3 - August 2025	
61	92,478					
60	89,784					
59	87,173					
58	84,638					
57	82,179					
56	79,791					
55	77,474					
54	75,225					
53	73,038					
52	70,917					
51	68,857					
50	66,857					
49	64,914					
48	63,029					
47	61,198					
46	59,421					
45	57,694					
44	56,021					
43	54,395					
42	52,815					
41	51,283					
40	49,794					
39	48,350					
38	46,974					
37	45,585					
36	44,263					
35	42,978					
34	41,732					
33	40,521					
32	39,347					
31	38,205					
30	37,095					
29	36,024					
28	34,980					
27	33,966					
26	32,982					
25	32,032					
24	31,116					
23	30,237					
22	29,395					
21	28,579					
20	27,795					
19	27,041					
18	26,414					
17	25,712					
16	25,138					
15	24,533					
14	24,248					
13	23,700					
12	23,144					
11	22,681					
10	22,214					
9	21,828					
8	21,543					
7	21,254					
6	20,948					
5	20,880					

- Phase 1 implemented in February 2024
- Phase 2 Implemented in August 2024
- Phase 3 to be implemented in August 2025
- All service increment dates aligned to August each year.
- Grade minima increases by between 2 and 7 increments.
- Grades maxima increases by between 1 and 5 increments
- The number of service and discretionary points has changed in some grades.

Overall Impact

	Phase 1 - Feb-24		Phase 2 - Aug-24		Phase 3 – August-25			Total	
	Min	Max	Min	Max	Min	Max		Min	Max
Grade 9	0	0	+1	+1	+1	+2		+2	+3
Grade 8	0	0	+1	+1	+2	+1		+3	+2
Grade 7	0	0	+1	+1	+1	+1		+2	+2
Grade 6	0	0	+1	+1	+1	+1		+2	+2
Grade 5	0	0	+1	+1	+2	+1		+3	+2
Grade 4	+2	0	+1	+1	+2	+2		+5	+3
Grade 3	+4	+2	+1	+1	+2	+2		+7	+5
Grade 2	+4	+4	+1	+1	0	+1		+5	+6

Communications and collaboration

- How the changes were communicated was vital to the successful delivery of the project.
- Following agreement, a joint statement was issued by the University and our 3 campus trades unions.
- An in depth Frequently Asked Questions website was published, this was updated based on questions asked.
- 3 in person drop in sessions were held, allowing for employees to find out more and ask generic questions.
- 3 similar online sessions were held.
- 1-2-1 sessions were offered for those with personal questions.
- The reward team presented the changes to a number of team and leadership meetings.
- A calculator was produced, allowing people to see on an individual basis the impact of the different phases of change.

- How the changes were communicated was vital to the successful delivery of the project.
- The Interim Vice Chancellor and President and the Chief Operating Officer were project sponsors.
- The Director of People & Culture, Director of People Services, Head of Employee Relations and the Reward Team were essential in ensuring;
 - continued support from University Executive Group and Council.
 - we were supported by our colleagues in Finance.
 - UCEA remained informed throughout the process.
 - Trades Unions were actively involved in the decision making process.
 - Internal Communications were able to develop and deliver a plan in a variety of formats that was understood by all of our people

Communications and collaboration

Current Grade and Point

Grade 4

Current Spine Point on Structure

Spinal Point 18

Grade and Position

Grade 4 Spinal Point 18

Date of Increment

01-August-2024

Current Arrangements			New Arrangements	
31 July 2024	Grade 4 Spinal Point 18		31 July 2024	Grade 4 Spinal Point 18
			01 August 2024	Grade 4 Spinal Point 19
01 August 2024	Grade 4 Spinal Point 18			
01 August 2025	Grade 4 Spinal Point 18		01 August 2025	Grade 4 Spinal Point 20
01 August 2026	Grade 4 Spinal Point 18		01 August 2026	Grade 4 Spinal Point 20
01 August 2027	Grade 4 Spinal Point 18		01 August 2027	Grade 4 Spinal Point 20
01 August 2028	Grade 4 Spinal Point 18		01 August 2028	Grade 4 Spinal Point 20
01 August 2029	Grade 4 Spinal Point 18		01 August 2029	Grade 4 Spinal Point 20
01 August 2030	Grade 4 Spinal Point 18		01 August 2030	Grade 4 Spinal Point 20
01 August 2031	Grade 4 Spinal Point 18		01 August 2031	Grade 4 Spinal Point 20

Any Questions



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