

## SENIOR POST HOLDER REMUNERATION POLICY

### 1. Policy Statement

- 1.1 The purpose of this policy is to establish clear guidance regarding Senior Post Holder Remuneration and to establish key principles, structures, and monitoring arrangements for the College.
- 1.2 Senior Post Holders are senior members of staff appointed by, and directly accountable to, the Board. Decisions made in relation to Senior Post Holder remuneration should ensure a balance between recruiting and retaining the best staff, delivering the best outcomes for students, and ensuring that College resources are used effectively and efficiently.
- 1.3 This Policy pays due regard to the [Association of Colleges' Senior Post Holder Remuneration Code](#). It provides a set of principles for setting Senior Post Holder pay and conditions and a procedure for making such decisions.

### 2. Scope

- 2.1 In adopting the AoC Remuneration Code the Board accepted that its approach would be governed by the following key elements:
  - A fair and appropriate and justifiable level of remuneration
  - Procedural fairness; and
  - Transparency and accountability.

### 3. Remit

- 3.1 This policy applies to all College Senior Post Holders.

### 4. Linked Policies and Procedures

Policies and Procedures linked to this include:

- The Instruments and Articles of Government
- Standing Orders
- Scheme of Delegation
- [AoC Code of Good Governance for English Colleges](#)
- [AoC Senior Post Holder Remuneration Code](#)

### 5. Key Guiding Principles

- 5.1 This policy will be implemented in a manner that embraces our [vision, mission and values](#).

## **6. Principles for Deciding Senior Post Holders' Pay**

The Board is responsible for ensuring that Senior Post Holders receive fair, appropriate and justifiable levels of remuneration that recognise individuals' contributions to the College's success and the need to recruit, retain and motivate staff of the appropriate calibre while also ensuring that the College delivers value for money. In considering Senior Post Holder remuneration, therefore, governors should consider the following:

### **6.1 The value of the role**

The value of different Senior Posts may vary in a number of ways including the complexity of the role, the degree of discretion in relation to decision making and accountability and the impact that the role has on students, employees and other stakeholders and on the financial sustainability of the College. Consideration may also need to be given to the knowledge, specialist skills and professional credibility that are required.

### **6.2 Performance in support of strategic objectives**

An assessment of performance in relation to Senior Post Holders' objectives should be considered, with reference to the College's strategic objectives and key performance indicators. There must be a robust and consistent process for setting objectives and assessing progress, with post holders clear as to what is expected including what will be considered 'normal' and 'exceptional' performance.

### **6.3 Market Context**

In considering the value of each role, due account needs to be taken of market rates for comparable roles within the sector, bearing in mind the location, size and complexity of the College. It is important that salaries remain competitive with similar roles within the sector if the College is to recruit and retain the highest quality College leaders.

### **6.4 Affordability**

Any changes in remuneration for staff in any category will need to take into account the College's overall financial position.

### **6.5 Public Context**

As an institution that is publicly accountable, the Board should ensure transparency in relation to the setting of Senior Post Holder remuneration and needs to be mindful of the wider public consciousness when doing so. This includes considering the College's approach to rewarding all its staff, how Senior Post Holder remuneration and any proposed increases compare with those for staff at large (including how Senior Post Holder salaries compare with median average earnings at the College) and the impact of any proposed changes.

### **6.6 Parity and fairness**

Governors must consider matters of equality and diversity to ensure that there are no biases pertaining to gender or protected characteristics in the setting of pay.

## **7. People, Culture & Governance Committee (Remuneration Committee)**

- 7.1 The People, Culture & Governance Committee is responsible for reviewing the remuneration and other terms and conditions of all Senior Post Holders in post and making recommendations for approval to the Board. It does not advise on the pay and conditions of new appointments.
- 7.2 The Remuneration section of the Committee will be chaired by a governor who is not the Chair of the Board.
- 7.3 The Remuneration Committee must be independent. No individual can be involved in deciding their own remuneration.
- 7.4 The CEO will not normally attend the Remuneration element of the committee but may advise the Committee in relation to the performance of other Senior Post Holders, particularly those who are directly accountable to the CEO/Principal. The Chair of the Board will advise in relation to the CEO/Principal's and Director of Governance performance, which is kept under review by the Chair of the Board.
- 7.5 There is the option prior to each Remuneration Committee meeting at which changes to Senior Post Holder pay are to be considered, for the Chair of the Committee, the Chair of the Board and the CEO and Principal to meet to take into account the following information in relation to each Senior Post:
- Complexity of the role (scale and range of decision making, collaboration and contact, time-critical activity)
  - Impact of the role (on students, research, finance and people including employees, partners and the community)
  - Level of discretion involved in the role (level of accountability, degree of autonomy and decision-making authority)
  - Level of knowledge and skills (including specialist skills) required; and
  - Reputation and academic / professional credibility needed for the role.
- 7.6 Relevant benchmark data from the Association of Colleges and other relevant sources will also be used to allow for external comparisons.
- 7.7 At the start of every academic year, the CEO and Principal will agree objectives with the Senior Post Holders with reference where appropriate to specific Key Performance Indicators (KPIs). Objectives will reference what is expected and what will be considered exceptional performance. The CEO and Principal and Director of Governance's objectives will be set by the Chair of the Board in the same way.
- 7.8 The Remuneration Committee will receive a report on the relative value of roles, market rates, the overall financial position of the College and the median rate of pay for staff. It will also receive a report from the Chief Executive on the performance of the SPH. A report will be received from the Chair of the Board on the performance of the Chief Executive and Director of Governance.

- 7.9 The Remuneration Committee will decide on the appropriate remuneration for each Senior Post based on the value of and market rate for the role, with due regard to the overall financial position of the College and any overall staff pay award. This will be reflected in the consolidated salary for the role.
- 7.10 Information about the remuneration of Senior Post Holders will be published in accordance with the Association of Colleges' Senior Post Holder Remuneration Code.

## **8. Severance Payments**

- 8.1 Any payment made by the College to a Senior Post Holder must be in accordance with [Managing Public Money](#) guidance.

## **9. External Earnings**

- 9.1 The Board recognises that it is important that staff represent the College on various bodies and boards and carry out academic and civic responsibilities at other organisations.
- 9.2 In line with Senior Post Holder contracts which contain an exclusivity clause:
- Senior Post Holders are expected to declare any external income from employment or engagement.
  - The expectation is that external income will not be retained but on occasion permission to retain income may be given by the Board in regard to the CEO and Principal's activities, and the CEO in regard to all other SPHs activities.
  - Where staff are appointed on a fractional basis it may be that external activity can be accommodated outside of contract, but it should still be declared to avoid conflict

## **10. Monitoring, Review and Responsibility**

- 10.1 This policy will be reviewed by the Board every three years.
- 10.2 The internal monitoring of the implementation of this policy will be the responsibility of the Director of Governance.
- 10.3 The responsibility for ensuring that this policy, and its associated procedures and processes, remain appropriate and comply with changes in legislation will be both the Executive Director People & Culture and the Director of Governance.

## Approval

Author:	Carol Tague, Director of Governance
Owner:	Carol Tague, Director of Governance
Reviewer(s):	Executive Director of People & Governance People, Culture & Governance Committee
Review period:	Every 3 years
Authorised by:	Corporation

## Amendment History

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