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Pay and Appointment of Senior Postholders Procedure	GOVPRO022	1.0

DEPARTMENT	Governance		
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PAY AND APPOINTMENT OF SENIOR POST HOLDERS PROCEDURE

Procedure Statement

Activate Learning recognises the importance of ensuring that senior staff are appointed by way of a robust, considered and transparent process, and that these staff receive a fair remuneration package that facilitates the recruitment, retention and reward of high quality individuals. This Procedure outlines the procedure, as agreed by the Remuneration Committee, for appointing and determining the remuneration of senior staff within Activate Learning.

Scope

This Procedure applies to Senior Post Holders and those members of the Group Executive Team that are employed by Activate Learning. Senior Post Holders are members of staff who are appointed directly by the Activate Learning Corporation, currently the Group CEO and the Clerk.

Recruitment and Appointment

Succession Planning

Activate Learning Corporation are committed to providing opportunities for staff development and internal progression, as well as safeguarding continuity in key leadership positions. The Corporation achieves this through succession planning activity designed to increase the 'bench-strength' of the senior leadership of the Activate Learning Group.

Appointment Process

Below is outlined the process for appointed a Senior Post Holder; this process may be adjusted, usually to suit exceptional circumstances, at the discretion of the Remuneration Committee or Chair of the Corporation.

1. Appointment of an appropriate external advisor. The Chair of the Corporation will normally appoint an appropriate external advisor to support him/her in the conduct of the appointment process
2. Senior Post Holder vacancies are advertised internally and nationally, and potential applicants are given the opportunity to discuss the role with other senior post holders within the Group.
3. Following the deadline for applications, a long list is drawn up by the external advisor. If appropriate a series of initial assessments including an interview will be undertaken by the external advisor.
4. A further shortlisting exercise will then be undertaken. Shortlisted candidates are required to complete a personality assessment and further group and individual exercises as appropriate to the position. They will also meet a cross section of staff and students whose feedback will be included in the selection process.
5. The final stage includes a face to face interview which may involve the candidate giving a timed presentation. The panel is comprised of Corporation members who will be appointed by the Chair.
6. The panel recommend the successful candidate for appointment by the Corporation.

Pay and Conditions

Group CEO and Group Executive Team

The remuneration packages of the Group CEO and Group Executive Team include a fixed salary element, which is subject to a cost of living increase, and a pay award made through an annual Recognition Scheme.

The fixed salary component is benchmarked against the AoC annual pay survey for the sector and data from comparable organisations, and is reviewed every two to three years.

The Recognition Scheme is administered by the Remuneration Committee, which agrees the corporate performance targets against which it judges the Group CEO and Group Executive Team's performance and, consequently, the individuals' annual pay award. Seven corporate performance targets are set each for year (January – December), around three key themes: sustainable growth; quality; and culture. These targets are discussed by the Chairman and the CEO, and recommended to the Remuneration Committee at the December meeting. At the July meeting of the Committee, the corporate performance targets are reassessed to ascertain whether the objectives should be changed or amended to ensure they remain feasible.

In addition to seven corporate performance targets, the Group CEO and each member of the Group Executive Team are set three individual behaviour targets in December each year. The Chairman of the Corporation sets and assesses individual targets for the Group CEO and the Group CEO sets and assesses individual targets for the other members of the Group Executive Team.

Together, these two sets of targets comprise the total targets against which the Remuneration Committee assess performance under the Recognition Scheme. The maximum annual performance award is 10% of the annual salary of the individual at the point of assessment. The allocation of this 10% is agreed as part of the target setting process at the December meeting of the Remuneration Committee. At this meeting, the Remuneration Committee receive:

- An assessment by the CEO of performance against the corporate targets;
- A recommendation for the individual element of the performance award for the CEO, from the Chairman; and
- A summary of the individual elements of the performance award for members of the Group Executive Team, as decided by the CEO.

Clerk

The remuneration for the Clerk is a fixed salary, benchmarked and annually reviewed against the annual AoC survey to ensure the salary remains competitive.

Each year, the Clerk's performance is assessed annually by the Chairman and CEO against annual objectives linked directly to the Clerk's job description. This is then reported to Remuneration Committee at the December meeting, at which the Committee agrees whether the individual should receive a salary increase.

References

This Procedure should be read in conjunction with the following Activate Learning Guidance:

- [Corporate Ethics Policy](#)