



## **SALARY REVIEW AND REMUNERATION POLICY**

**Reviewed by Trustees: 16/07/2020**

### **Policy**

It is the policy of the charity to offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

In determining fair pay, trustees consider our charitable objectives, and how best to further them with the resources available. This involves benchmarking salaries against similar roles in similar organisations in the Charity sector, considering affordability for the charity and the need to demonstrate to all our stakeholders that our policies result in remuneration that is necessary and reasonable.

We will also consider the charity's values, we are: Inclusive, Informed and Influential, and our work is: Positive, Practical and Professional. We have professional staff and treat them professionally.

No trustees are paid, only reasonable out of pocket expenses are reimbursed as incurred.

### **Policy Details**

#### **Recruitment and Retention**

To meet the charity's objectives it needs to recruit and retain capable staff. To ensure remuneration is competitive without being excessive, as part of reviewing remuneration, trustees will benchmark salaries against similar roles in similar organisations, taking into account the location and cost of living in Cambridge or similar areas.

In the case of Camcycle, the most suitable benchmarking organisations will likely be small, charitable organisations in the local area.

Salaries will be benchmarked for the skills and capabilities of the role, rather than for those of the staff member.

Other factors relevant to recruitment and retention shall be considered, including previous history of salary changes, and the need to compensate for inflation.

If a benchmarking exercise suggests a significant increase, trustees will consider the broader impact of such a rise on perceptions of the charity, and its ability to meet its charitable objectives before agreeing such a rise.

#### **Performance**

Within the bands identified in benchmarking for a particular role, salaries should recognise and reward performance and achievement where appropriate. Although annual reviews should be taken into account when assessing performance for the purposes of salary review, other short and long term indicators of performance, positive or negative should also be taken into account.

## **Affordability**

Any changes to remuneration must be affordable for the organisation and support long term sustainability.

Proposed changes must be budgeted as part of the annual budget planning cycle before being approved.

## **Fairness**

The charity will pay all staff at least the Living Wage. The principles in this policy shall apply equally to all staff.

## **Transparency**

We will continue to follow the Charity Commission rules when reporting salaries and benefits. We report the salary of our highest paid staff member to the Charity Commission through our annual return process. We do not currently meet any threshold that would require making this information publicly available.

It is the responsibility of trustees to respond to queries about salaries and to make any decisions regarding reporting and transparency.

## **Process**

Trustees are responsible for setting the salary of the Executive Director, and given the small size of the charity, will also review all other staff salaries in conjunction with the Executive Director.

Salaries will be reviewed at least annually, with any agreed annual salary changes to take effect from 1st October.

To undertake salary reviews, trustees will appoint a subset of trustees to form an adhoc remuneration committee that will carry out benchmarking reviews and otherwise consider salary changes in line with this policy, before recommending changes to a full committee of trustees for decision.

## **References**

[http://www.ncvo.org.uk/images/documents/practical\\_support/governance/NCVO\\_guide\\_on\\_setting\\_and\\_communicating\\_remuneration\\_policies\\_for\\_charities.pdf](http://www.ncvo.org.uk/images/documents/practical_support/governance/NCVO_guide_on_setting_and_communicating_remuneration_policies_for_charities.pdf)

<https://www.acevo.org.uk/wp-content/uploads/2019/07/The-Good-Pay-Guide.pdf>