



Hopwood Hall College – Appraisal & Remuneration Committee

2021/22 Annual Report to the Governing Body

Background

Hopwood Hall College's Instrument and Articles of Government define senior posts as 'the Principal and such other senior posts as the Corporation may decide'. The Corporation has agreed to adopt the AOC Governor's Council's Colleges' Senior Post Holder Remuneration Code and this Code includes a requirement that the College publish a readily accessible annual statement, based on an annual report to its governing body. This report is designed to address that requirement.

This report covers the 2021/22 academic year: 1 August 2021 to 31 July 2022.

Terms of Reference

The Terms of Reference which are reviewed annually by the Committee are attached to this report.

Remuneration Committee Meetings

The Remuneration Committee met on the following dates during 2021/22:

- 22nd September 2021
- 5th April 2022
- 15th June 2022

Senior Post Holders

The Senior Post Holders within the remit of Remuneration Committee for the year ended 31 July 2022 were:

Julia Heap	Principal and Chief Executive officer
Andrea Murphy	Deputy Principal
Joanne Bentley	Executive Director Finance & Estates & Risk Management

Membership

Membership of the Remuneration Committee for the year ended 31 July 2022 was:

Nazir Afzal
Clive Reid
Jennifer Worsdale
Greg Walsh

Clerk to the Remuneration Committee

Fatema Hussein, Clerk to the Corporation, served as Clerk to the Committee for the year

Approach to Remuneration

Colleges operate in an extremely competitive environment. The Corporation wishes to attract and retain the best possible Senior Post Holders to deliver the best possible outcomes for students, society and the economy whilst demonstrating effective use of resources in a challenging environment. When considering the remuneration of Senior Post Holders, the following factors may be considered:

- Pay awards granted to all staff in the College
- Performance against agreed objectives
- Performance in support of the college's strategic objectives
- Major initiatives and projects.
- The size and complexity of the College
- The nature of the post-16 markets and issues of recruitment and retention
- The College's objectives in relation to the diversity of the workforce

Remuneration 2021/22

Annual pay awards for Senior Post Holders will normally be offered at the same rate as that agreed for staff as part of the annual budgeting process.

The Corporation agreed a 4% consolidated pay award for staff in 2021/22 and this also applied to Senior Post Holders. A non-consolidated pay award of £750 for Business Support Staff and £500 for Management staff was also awarded to all staff in recognition of the cost-of-living crisis. However, this was not applied to Senior Post Holders or to the Senior Leadership Team. The salary of the Principal and Chief Executive was reviewed by the Committee in September 2021 as the Principal had been appointed at the lower quartile of the salary scale. Based on sustained good performance and to ensure that the salary was competitive and in line with similar Greater Manchester Colleges, an additional increment was awarded by the Board.

Pay Multiples

Principal/Chief Executive Pay

	2022	2021
Salaries (£)	150,000	138,395
Benefits in Kind	222.00	222.00
Total	150,222	138,617
Pension Contributions	31,000	29,289.96

Median Pay & Pay Multiples	2022	2021
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Pay Median (Full time equivalent median earnings of all staff)	£32,759	£27,741.30
Principal basic salary as a multiple of the median of all staff	4.6	4.7
Principal total remuneration as a multiple of the median of all staff	4.7	4.7

Comparator Colleges

In setting the pay range for each Senior Post Holder role, the Committee has regard to the latest benchmark data for relevant roles published in the AoC's Senior Pay Survey. The relevant comparator Colleges are those with a turnover of £20-25m as the College falls between these ranges. The salary ranges are guides for the Committee to determine an appropriate spot point, having regard to the context of the College as well as the performance of the individual role holder. The Committee is entitled to seek independent professional and legal advice.

Income Derived from External Activities


The College includes an exclusivity of service clause in its Senior Postholder employment contracts, which requires a Senior Postholder to obtain permission for additional external work. Should permission be granted by the Corporation for external work to be undertaken, the Corporation will determine how much, if any, of the additional remuneration the Senior Postholder would be permitted to retain and on what basis this determination is made. No senior post holders have derived any income from external activities in the reporting period.

Explanation of any Significant Changes

There were no significant changes to Senior Post Holders terms and conditions in 2021/22.

The Remuneration Committee's Opinion to the Corporation

Based on the evidence from papers and minutes of meetings, the Appraisal & Remuneration Committee considers that its and the Corporation's responsibilities with regard to the Senior Post Holder Remuneration Code have been satisfactorily discharged.

Signed: 

Chair of the Remuneration Committee

Date: 8th December 2022



HOPWOOD HALL COLLEGE FURTHER EDUCATION CORPORATION

APPRAISAL & REMUNERATION COMMITTEE TERMS OF REFERENCE

1. Constitution

The Hopwood Hall College Corporation hereby resolves to adopt the following terms of reference for the Appraisal & Remuneration Committee.

2. Objective

2.1 The Appraisal & Remuneration Committee shall, as far as is reasonably practical, operate in accordance with the Association of Colleges (AoC) "Colleges' Senior Postholder Remuneration Code". The Committee shall review and recommend to the Corporation Board the policy on executive remuneration together with recommendations on the specific remuneration packages of the Principal & Chief Executive, the Deputy Principal, the Executive Director Finance, Estates & Risk Management and any other positions designated by the Corporation Board as Senior Posts so as to:

- ensure that the Principal & Chief Executive and the Designated Senior Postholders are fairly rewarded for their individual contributions to the College's overall performance; and,
- demonstrate to the public that the pay of the Principal & Chief Executive and Designated Senior Postholders is reviewed by a Committee which has no personal interest in the outcome of its decisions, and which gives due regard to the interests of the public and of the financial health of the College.

3. Membership

3.1 The Committee shall be appointed by the Corporation and shall consist of:

- Up to five members, (or such other numbers as the Corporation may from time to time determine);
- Members of the Committee, who are members of the Corporation, shall, at the Corporation's discretion, serve for the same term of office as their appointment as member of the Corporation.
- Co-opted members of the Committee will be appointed by the Corporation and will serve for a period of up to four years (the first 12 months of which will be a probationary period), after which time their membership will be reviewed
- The Chair of the Committee shall be appointed by the Corporation.
- The Principal will not be a member of the Committee but will attend in an advisory capacity where appropriate
- The Chair of the Corporation will be a member of the Committee but will not chair the Committee

- 3.2 A quorum shall be three Members of the Remuneration Committee.
- 3.3 Members retiring at the end of their term of office shall be eligible for re-appointment by the Corporation.
- 3.4 The Clerk to the Corporation shall be responsible for overseeing the clerking arrangements for meetings of the Appraisal & Remuneration Committee.

4. Frequency of Meetings

- 4.1 The Appraisal & Remuneration Committee shall normally meet at least once in each academic year (i.e., 1 September to 31 August).
- 4.2 In accordance with provisions in the Instrument & Articles of Government of the College, "meeting" includes a virtual meeting at which the members attending are present in more than one room, provided that by use of video or telephone conferencing facilities and/or electronic communication, it is possible for every person present at the meeting to communicate with each other.

5. Authority

- 5.1 The Committee is authorised by the Corporation Board to investigate any activity within its terms of reference.
- 5.2 It is authorised to seek any information it requires from any employees of the College and all employees of the College are directed to co-operate with any request made by the Committee.
- 5.3 The Committee is authorised by the Corporation Board to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary provided that the Committee shall not incur direct expenditure in this respect in excess of £10,000 in any College financial year without the prior approval of the Corporation Board.
- 5.4 The Committee may also require experts to be present and to advise when drafting disclosures to be made in the Corporation's report and accounts.

6. Duties

- 6.1 The Committee shall advise the Corporation Board on specific remuneration packages of the Principal & Chief Executive, the Deputy Principal, the Executive Director Finance, Estates & Risk Management and any other posts designated by the Corporation Board as Senior Posts and in doing so shall consider the following components:
- basic salary;
 - benefits in kind;
 - annual bonus/performance related elements;
 - pension provisions;
 - the main terms and conditions in the service agreement for each designated Senior Postholder, with particular reference to the notice provisions.

- 6.2 The Committee shall evaluate annually the specific remuneration packages of the Principal & Chief Executive and Designated Senior Postholders against:
- pre-established performance goals and objectives;
 - the context in which the College operates;
 - the AoC's annual survey on the remuneration of Senior Postholders;
 - market rates
 - an appropriate peer group

For that purpose, the Committee will review and assess performance targets and objectives established before the commencement of the relevant period and determine whether such targets and objectives have been achieved at the end of the relevant period.

- 6.3 The Committee shall advise the Corporation Board on any compensation (including the augmentation of pension benefits) which may be payable in the event of an early termination of the employment of the Principal & Chief Executive or other Designated Senior Postholder with the broad aim of:
- avoiding rewarding poor performance; and
 - dealing fairly with cases where early termination is not due to poor performance

- 6.4 The Committee shall review on a continuing basis the Corporation's policy in relation to:
- all aspects relating to the remuneration of the Principal & Chief Executive and the Designated Senior Postholders including levels, comparator groups of colleges, component elements, performance criteria and compensation commitments on early termination;
 - main component elements in the specific remuneration packages of each designated Senior Postholder, such as salary, benefits in kind, individual bonuses and pension entitlements;
 - any service agreements which provide for, or imply, notice periods of more than one year (or any provisions for pre-determined compensation on terms which exceed one year's salary and benefits) together with an explanation of the reasons for any longer notice period

- 6.5 The Committee shall consider and advise the Corporation Board on the Continuing Professional Development (CPD) needs of the Principal & Chief Executive and the Designated Senior Postholders in the context of the overall College objectives and Strategic Plan.

7. Reporting Procedures

- 7.1 The Committee shall produce a Remuneration Annual Report to the Corporation Board in accordance with Section 3 of the Appendix to the AoC's Colleges' Senior Postholder Remuneration Code.

- 7.2 Unless specified otherwise by the Appraisal & Remuneration Committee, the Minutes of Committee Meetings shall be presented to the Corporation Board as a confidential agenda item.