



Contemporary Music for All Remuneration Policy

Version 3.0

Owner: Colin Johnson

Approved by Board of Contemporary Music for All: 01/07/2026

This policy applies to both Contemporary Music for All (company no. 03429608) and its wholly owned subsidiary CoMA Concert Productions Limited (company no. 15464259). In this document "The Company" and "CoMA" refers to both companies. Where any part of the document only applies to one of the companies this will be explicitly stated.

1. Introduction

Contemporary Music for All is a registered charity and aims to offer fair pay to attract and keep appropriately qualified staff to lead, manage, support and deliver the charity's aims.

2. Setting salaries

All roles are recruited within an annual salary range which is agreed by Trustees. This range is set through consideration of the following factors:

- Comparison with similar roles in the cultural and charity sectors, and other sectors if relevant to filling the role with appropriate qualified staff;
- The requirements of Contemporary Music for All's business needs and implementation of a business plan.
- Contemporary Music for All's ability to pay, including:
 - The value created by these roles, both financial through raising funds or securing earned income; and against agreed organisational goals
 - The cost to Contemporary Music for All
 - of increasing remuneration levels
 - The organisation's performance against income generation targets annually
 - All members of staff are encouraged to undertake a personal and professional development plan annually, with investment from Contemporary Music for All, agreed on a case-by-case basis for suitable training courses.

All permanent members of staff will receive at least the London Living Wage as set by the Living Wage Foundation.

3. Salary bands

Salary bands are reviewed by the Trustees annually, who may carry out research and/or use publicly available information on competitor salaries across the cultural and charitable sectors to inform their decision on setting an appropriate range. Where an inflationary salary increase is agreed (see section 5 below), Trustees will typically increase salary bands and their associated hourly rate by a similar percentage to mitigate against wage stagnation while ensuring existing

staff progress through their band. For example, if salaries increase by 3% then salary bands and the hourly rate may increase by 2%.

Job role	Contemporary Music for All 26-27 salary band (FTE)	Hourly rate
Artistic Director	£40,840 - £48,266	£22.44 - £26.52
Chief Executive Director	£40,840 - £48,266	£22.44 - £26.52
Manager / Head of Dept	£30,600 - £37,128	£16.81 - £20.40
Co-ordinator	£28,560 - £29,733	£15.69 - £16.32
Intern / Assistant	£27,008 - £28,300	£14.80 - £15.54

Rates for freelance and contractual staff should be negotiated with the individual hired and should wherever possible meet the recommended level of pay from the appropriate union (e.g. Musicians' Union for musicians) on appropriate remuneration for the work they are contracted to do. Where no such comparison can be made, Contemporary Music for All may use the salary bands above to inform the offer they make using the relevant job role band and adding an appropriate percentage to the hourly rate.

4. Recruitment

All permanent posts are advertised through open recruitment on Contemporary Music for All's website, Arts Jobs and other appropriate job sites. The salary range is included in the application information. Salary ranges are consistent across the same job roles held by different members of staff (e.g. Workshop Leaders).

Level of pay should meet the minimum within the range offered for the role, and is determined by factors which include:

- level and relevance of past experience;
- assessment of competencies and training needs.

If an individual is recruited who has the potential but not yet the experience or skill to fill the requirements of the post, then a lower salary than the advertised range may be offered with a package of training and professional development agreed with the candidate and organised by Contemporary Music for All, together with a salary review point no later than 6 months after passing probation.

5. Salary Review

Salaries are reviewed annually in line with budget setting and signed off as part of the budget approval process by Trustees in the Q1 April board meeting. Annual pay increases and backdated increases are not guaranteed and at the discretion of the Trustees.

Pay increases outside this cycle are not offered unless the Trustees deem exceptional circumstances necessitate an increase be considered mid-year. Pay increases are awarded against the factors and salary bands outlined in Section (2) above, together with consideration of the following measures of inflation:

Commented [1]: When salaries increase each year, we should consider raising the top and bottom of each salary band by a similar amount. e.g. if we opt for a 3% pay rise, we then shift the salary bands up by 2% - enables progression through each band for existing staff so they're not always at the bottom of the band, while also ensuring new staff come in at a competitive level that doesn't stagnate due to inflation. This will happen naturally to the bottom band anyway with the increase in Living Wage each year.

Commented [2R1]: have been increased by 2%

Commented [3]: When salaries increase each year, we should consider raising the top and bottom of each salary band by a similar amount. e.g. if we opt for a 3% pay rise, we then shift the salary bands up by 2% - enables progression through each band for existing staff so they're not always at the bottom of the band, while also ensuring new staff come in at a competitive level that doesn't stagnate due to inflation. This will happen naturally to the bottom band anyway with the increase in Living Wage each year.

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Commented [5]: When salaries increase each year, we should consider raising the top and bottom of each salary band by a similar amount. e.g. if we opt for a 3% pay rise, we then shift the salary bands up by 2% - enables progression through each band for existing staff so they're not always at the bottom of the band, while also ensuring new staff come in at a competitive level that doesn't stagnate due to inflation. This will happen naturally to the bottom band anyway with the increase in Living Wage each year.

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Commented [7]: When salaries increase each year, we should consider raising the top and bottom of each salary band by a similar amount. e.g. if we opt for a 3% pay rise, we then shift the salary bands up by 2% - enables progression through each band for existing staff so they're not always at the bottom of the band, while also ensuring new staff come in at a competitive level that doesn't stagnate due to inflation. This will happen naturally to the bottom band anyway with the increase in Living Wage each year.

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- Consumer Price Index H (the CPIH index, which takes into account housing costs and is reported by the Office of National Statistics) and other factors related to the cost of living.

Contemporary Music for All takes a depersonalised ‘whole organisation’ approach to salary reviews rather than basing it on assessment of individual performance. All staff members are expected to deliver their roles to the best of their abilities, and the organisation will support them to do so through performance management as well as their professional development plans. Trustees do not consider salary reviews on the basis of individual performance alone.

Pay increases will typically be a percentage increase on all staff member’s current salary levels. Trustees may also consider different percentage level increases for different levels of seniority and/or salary within the organisation.

6. Internships

Internships will be paid, unless undertaken as part of a higher education course as a placement, or through an approved international external placement company. Funding or co-funding will be sought where possible. Where Contemporary Music for All is supporting internships through its own resources, interns will be offered at least the UK Living alongside a package of development activity.

7. Leave Entitlement

Salaried staff are entitled to an annual leave allowance. The annual holiday entitlement is 20 days in the complete holiday year, plus bank holidays. The holiday year commences annually in conjunction with the calendar year. Staff are entitled to carry over the equivalent of 1 week of annual leave days into the new calendar year, however these must be used before 31st March of the new calendar year. It is the responsibility of the staff member to claim their annual leave days before expiry.

8. Toil

Toil is available as an alternative to paid overtime to those employees that have been granted permission to work overtime. Toil is granted at the discretion of the employee’s line manager. Overtime hours must be discussed with the manager in advance and cannot be claimed retrospectively without prior agreement. The manager will discuss whether toil or paid overtime is more appropriate for the extra hours worked.

9. Pension

Employer pension contributions are available to all salaried employees, who meet the following criteria:

- those aged between 22 and [State Pension age](#)
- those who earn at least £10,000 per year
- those who usually (‘ordinarily’) work in the UK

CoMA will enrol eligible staff within the organisation's affiliated pension service - Nest Pension. At commencement of employment, CoMA will provide the employee with a letter explaining how the enrolment works, and providing the employee with options if they would like to opt out of the scheme.

Employees who opt to remain within the pension scheme will receive a 3% additional contribution from the employer each pay cycle, directly into their pension fund. The employee will also contribute 5% of their pay each pay cycle into their pension fund.

10. Responsibility

Trustees are ultimately responsible for setting remuneration levels for Contemporary Music for All's staff, following advice and input from the Chief Executive where necessary.

11. Policy Review and communication

The Remuneration Policy is reviewed annually by the Trustees and made available to all staff as part of their induction pack.