



The North Kent College
College's Senior Post Holder Remuneration Code Annual
Statement to the Corporation Board for 2024/25

1. Background

The Instrument and Articles of Government of North Kent College define a “Senior Post” as the Chief Executive and any other posts determined by the Corporation for the purposes of these Articles. The Corporation is responsible for the appointment, grading, suspension, dismissal, and determination of the pay and conditions of service of Senior Post Holders and the Clerk.

This report fulfils the requirement under the AoC SPH Remuneration Code for colleges to produce a transparent, annually published statement detailing decisions on SPH pay, performance and benchmarking.

It also builds upon the Governance Assurance Report presented to the Corporation Board in July 2025 (Item 9e), which confirmed that North Kent College is fully compliant with the FE Commissioner’s expectations on senior pay transparency, Board oversight, and publication of remuneration information, following sector-wide lessons learned from the Weston College review.

2. College’s Senior Post Holder Remuneration Code

The Corporation formally adopted the AoC Senior Post Holder Remuneration Code at its meeting on 5 December 2019 and reaffirmed its compliance on 30 October 2025.

The Code is based on four key principles:

- Fair, appropriate and justifiable levels of remuneration;
- Procedural fairness and transparency;
- Independent decision-making; and
- Public accountability and reporting.

[..AOC The Colleges Senior Post Holder Remuneration Code .pdf](#)

3. Terms of Reference

The Committee operates under the updated SG&R Terms of Reference approved by the Corporation Board on 3 July 2025, which explicitly require:

- Full Board approval of all SPH remuneration packages;
- Oversight of annual SPH performance appraisals to ensure a demonstrable link between performance and reward;
- Transparent publication of remuneration decisions and ratios in accordance with the AoC Code and College Accounts Direction; and
- Periodic external benchmarking to ensure fairness, value for money, and alignment with sector norms.

4. Search, Governance & Remuneration Committee Membership and Meetings for 2024/25 period

Sarah Henwood (Chair)
David Martin
Jane Spurgin
Louis Jones
David Gleed (CEO) – Attends in advisory capacity only

Meetings held: 12 November 2024, 13 March 2025, 5 June 2025.

5. Senior Post Holders

The following roles are designated as Senior Post Holders:

- Chief Executive / Executive Principal
- Deputy Chief Executive
- Deputy Executive Principal – Teaching, Learning & Improvement
- Clerk & Governance Advisor to the Corporation Board

6. Colleges key strategic objectives, outcomes and main performance indicators

SPH objectives are set annually in alignment with the College's Strategic Improvement Plan and monitored by the Chair of Corporation. Performance outcomes are reviewed by the SG&R Committee to inform remuneration recommendations to the Corporation Board.

The Committee receives written confirmation from the Chair of Corporation that performance reviews have been completed for the CEO and Clerk, and that the CEO has conducted appraisals for the Deputy CEO and Deputy Executive Principal.

All objectives are SMART and aligned with institutional KPIs including quality of education, financial sustainability, staff development, and student outcomes.

7. SPH Remuneration Approach

The Committee determines SPH remuneration in accordance with the AoC Code, the FE Commissioner's expectations, and the College's financial strategy. Decisions are informed by:

- Individual and institutional performance;
- External benchmarking (AoC Senior Pay Survey, regional data, comparator colleges of similar turnover); and
- Value-for-money considerations.

All SPH remuneration is processed via the College payroll and subject to Board approval. No additional bonuses or ex-gratia payments were made during 2024/25.

8. Benchmarking and comparator college(s)/organisation(s)

The Committee benchmarks SPH remuneration against colleges of comparable size, complexity and regional context (Southeast and Kent). The Committee may commission independent benchmarking reviews at least every three years, as required by the ToR.

Senior Post Holders receive no additional bonus payments other than those which apply to all staff members and are considered and approved by the Corporation Board.

9. Explanation of any Significant Changes

There have been no significant changes in Senior Post Holder Remuneration Packages during the 2024/25 financial period other than those agreed by the Corporation Board which was applied to all eligible college staff.

10. External Work

All SPHs are required to seek permission for any external work and to submit annual declarations of interest. The SG&R Committee retains oversight of these disclosures to ensure no conflict of interest or reputational risk.

Chief Executive Officer/Executive Principal – Nil to declare

Deputy Chief Executive

Non-Executive Director Crescent Purchasing Ltd (06774578)

Deputy Executive Principal/Teaching Learning & Improvement – Nil to declare

Clerk & Governance Advisor to the Corporation Board – Nil to declare

11. Analysis of overall SPH Salaries for the 2023/24 period

2020/21: £515,000 (1.88% of total staff cost)

2021/22: £604,000 (2.36%)

2022/23: £592,000 (2.67%)

2023/24: £620,000 (2.61%)

2024/25: £671,000 (2.49%)

The ratio of the CEO's salary to the median staff pay remains within the expected sector range and is monitored annually.

12. Governance Assurance and Compliance

The SG&R Committee confirms that remuneration decisions for all SPHs during 2024/25 were:

- Consistent with the AoC SPH Remuneration Code (2023);
- Compliant with the FE Commissioner's Guidance (2025);
- Supported by independent benchmarking and transparent reporting;
- Informed by evidence-based performance reviews; and
- Approved by the Corporation Board with full disclosure in minutes and accounts.

This report will be published on the College website following Board approval and referenced in the 2024/25 Annual Report and Financial Statements.