



The North Kent College
College's Senior Post Holder Remuneration Code
Annual Statement to the Corporation Board for 2023/24

1. Background

The Instrument and Articles of Government of North Kent College FE Corporation defines a “senior post” as meaning the post of “*Chief Executive and such other senior posts as the Corporation may decide for the purposes of these Articles*”.

Article 3 (1) (f) states that the Corporation shall be responsible for

‘the appointment, grading, suspension, dismissal and determination of the pay and conditions of service of the holders of senior posts and the Clerk, including, where the Clerk is, or is to be appointed as, a member of staff, the Clerk’s appointment, grading, suspension, dismissal and determination of pay in the capacity of a member of staff’.

The Search, Governance & Remuneration Committee has responsibility to make recommendations to the Board on the remuneration and benefits of the Chief Executive/Executive Principal and other Senior Post Holders.

2. College’s Senior Post Holder Remuneration Code

North Kent College Corporation adopted The Colleges’ Senior Post Holder Remuneration Code at its meeting held on 5 December 2019. The Code was developed by the Association of Colleges Governors’ Council and was published in December 2018.

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

The Search Governance & Remuneration Committee amended its terms of reference at its meeting held on 14 November 2019, to comply in full, with the Colleges’ Senior Post Holder Remuneration Code. The Colleges’ Senior Post Holder Remuneration Code includes the requirement that the college must publish a readily accessible annual statement, based on an annual report to its governing body.

The purpose of this report is to meet that requirement. The Corporation has determined that the statement will be published on the College website for transparency and ease of access.

The membership of the Search Governance & Remuneration Committee comprises five governors. Consistent with the Senior Post Holder Remuneration Code, the Corporation has determined that:

- I. The Chair where of the Remuneration Committee shall not also be the Chair of the Corporation;
- II. The Chief Executive shall not be a member of the Remuneration Committee but may advise the Committee on matters other than his/her own remuneration. The Committee may invite other senior post holders to attend meetings necessary; and

- III. The Chief Executive shall withdraw when matters relating to the remuneration and performance of the Chief Executive are considered.
- IV. Other senior post holders shall withdraw when matters relating to their remuneration and performance are considered.
- V. The Clerk & Governance Advisor to the Corporation shall be the Clerk to the Committee unless otherwise agreed by the Committee.
- VI. The Clerk shall withdraw when matters relating to the remuneration and performance of the Clerk are considered.

3. Terms of Reference

The terms of reference of the Search, Governance & Remuneration Committee are included at Appendix 1.

The terms of reference of the Search, Governance & Remuneration Committee is reviewed on an annual basis and any proposed amendments are recommended to the Board for approval.

Last review November 2024.

4. Search, Governance & Remuneration Committee Membership and Meetings for 2022/23 period.

The following members served on the Search, Governance & Remuneration Committee during 2022/23:

Name	Eligible to attend	Actually attended	Notes
Ms Sarah Henwood - Chair	Yes	Yes	Joined 17.11.22
Mr David Martin	Yes	Yes	
Ms Jane Spurgin	Yes	Yes	Joined 25.1.2024
Mr David Gleed (CEO)	No	Yes	CEO is a member of the Search & Governance element but not for Remuneration but attends in his capacity as CEO and to report on members of the SPH line managed by himself.
<i>Mr Keith Norman</i>	Yes	Yes	<i>Retired May 2024</i>
<i>Mrs Karen O'Brien</i>	Yes		<i>Resigned Oct 2023</i>

The following meetings took place during 2023/24:

14th September 2023

16th November 2023

7th March 2024

5. Senior Post Holders

The roles designated as senior post holders (SPH) and therefore within the remit of the Remuneration Committee are:

- a. Chief Executive/Executive Principal
- b. Deputy Executive Principal – Teaching, Learning & Improvement
- c. Deputy Chief Executive
- d. Clerk & Governance Advisor to the Corporation

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

The College strategic improvement plan details key performance indicators for the year which the Board uses to measure performance and distance travelled towards strategic objectives.

The College Performance Management Policy sets out the framework under which performance reviews for all staff are carried out. In respect of Senior Post Holders, the performance objectives are agreed by the Search, Governance & Remuneration Committee with reports on annual reviews presented to the Committee to inform their decision making in respect of the consideration of remuneration.

7. SPH Remuneration Approach

The Search, Governance & Remuneration Committee is concerned with all aspects of the employment of Senior Post Holders, including recruitment, promotion, retention, setting and reviewing performance targets. The Search, Governance & Remuneration Committee is also responsible for reviewing and making decisions on the remuneration, terms and conditions of employment of Senior Post Holders, taking account of institutional and personal performance, affordability, comparative information on the remuneration, benefits and conditions of employment from within the further education sector and other organisations of a comparable size/turnover.

The Search, Governance & Remuneration Committee's aim is to pay a competitive salary but a significant part of this is dependent upon performance. The College pays a competitive salary based on the market median (informed by appropriate market intelligence, in particular reference to the AoC Senior Pay Survey which is produced annually).

The Chief Executive/Executive Principal reports to the Chair of the Board who undertakes an annual review of his performance against the College's overall objectives using both qualitative and quantitative measures of performance. The Remuneration Committee considers performance achievements of all Senior Post Holders, the demands of the role, benchmarking information against similar roles in other colleges, market rates in order to recruit, retain and reward such staff whilst seeking to achieve the most effective use of resources available.

8. Choice of comparator college(s)/organisation(s)

In determining the remuneration packages of each SPH role, the Committee would have regard to the latest benchmarking data, where available, for relevant roles published in the Association of College's Senior Pay Survey. The Committee would also consider salary data for colleges nationally and locally in the Southeast and Kent area of similar size.

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

The Corporation Board approved and implemented a 3% pay award in May 2023 and a further 5% in February 2023 backdated to 1 August 2024. The additional 5% was as a result of the additional DfE funding.

9. Explanation of any Significant Changes

There have been no significant changes in Senior Post Holder Remuneration Packages during the 2023/24 financial period other than those agreed by the Corporation Board which was applied to all eligible college staff.

10. External Work

The College includes an exclusivity of service clause in its SPH employment contract, which requires an SPH to obtain express permission for additional external work (whether or not it is remunerated) which is declared to the Search, Governance & Remuneration Committee.

Senior Post Holders, Governors and College Budget holder's are required to submit an annual Declaration of Interest form to the Clerk & Governance Advisor to the Board.

Chief Executive Officer/Executive Principal – Nil to declare

Deputy Chief Executive

Non-Executive Director Crescent Purchasing Ltd (06774578)

Non-Executive Director Tenet Procurement Services Ltd (10021398)

Non-Executive Director Tenet Education Services Ltd (03049474)

Non-Executive Director Hasilwood Management Services Ltd (09295343)

Non-Executive Director UM Association Ltd (02731799)

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

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
Total cost of SPH salaries (as reported in statutory accounts)	473,000	512,000	515,000	604,000	592,000	620,000
No of staff this represents	4	4	4	4	4	4
Total College Staff Cost (as reported in statutory accounts)	13,441,000	13,389,000	27,422,000	25,597,000	22,135,000	23,729,000
No of staff this represents	516	494	1,135	991	869	799
Ratio of SPH Staff to No of Staff	1:129	1:123.5	1:283.75	1:247.75	1:217.25	1:199.75

Total SPH salary cost	3.52%	3.82%	1.88%	2.36%	2.67%	2.61%
Total SPH salary cost - %	3.52	3.82	1.88	2.36	2.67	2.61
Remaining College Salary Cost - %	96.48	96.18	98.12	97.64	97.33	97.39
GCD (Greatest Common Divisor)	3	3	1	1	1	1
Ratio of SPH Cost :	1.17333333333333:32.16	1.27333333333333:32.06	1.88:98.12	2.36:97.64	2.67:97.33	2.61:97.39

Comparison of SPH Salaries / College Staff Costs



