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|------------------|---------------------|
| Report to: | Corporation |
| Date of Meeting: | 11/12/2025 |
| Purpose: | For Decision |
| Executive Lead: | Governance Director |
| Status: | Non-confidential |

Title: Senior Post Holder Remuneration Annual Report 2024-25

1. Executive Summary

The Annual Report on Senior Post Holder remuneration is prepared in accordance with the AoC Code of Good Governance 2025 and the Senior Post Holder Remuneration Code for the twelve-month period to 31 July 2025.

2. Recommendations

Corporation are asked to approve the annual report for publication on the College website.

3. Impact on Student Experience

Weaknesses in the framework of governance, risk management and control such that it could become, inadequate and ineffective would have an adverse impact on the student experience.

4. Financial and Resource Implications

There are no direct financial or resource implications arising from this report.

5. Strategic Objectives

| | |
|---|-------------------------------------|
| SO1 - To Become a Truly Inclusive College | <input checked="" type="checkbox"/> |
| SO2 - To deliver a curriculum that meets the needs of students, employers and our community | <input checked="" type="checkbox"/> |
| SO3 - To deliver an outstanding student experience | <input checked="" type="checkbox"/> |
| SO4 - To be an employer of choice | <input checked="" type="checkbox"/> |
| SO5 - To maintain a sustainable college | <input checked="" type="checkbox"/> |
| SO6 - To grow the college's income through student recruitment | <input checked="" type="checkbox"/> |
| SO7- Empowering Education Through Digital Transformation | <input checked="" type="checkbox"/> |

6. Risks

| | | | | | |
|------------------------------|---|------------------------------|-------------------------------|-------------------------------|-------------------------------|
| SR1 <input type="checkbox"/> | SR2 <input checked="" type="checkbox"/> | SR3 <input type="checkbox"/> | SR4 <input type="checkbox"/> | SR5 <input type="checkbox"/> | SR6 <input type="checkbox"/> |
| SR7 <input type="checkbox"/> | SR8 <input type="checkbox"/> | SR9 <input type="checkbox"/> | SR10 <input type="checkbox"/> | SR11 <input type="checkbox"/> | SR12 <input type="checkbox"/> |

Introduction

1. The Committee's Terms of Reference can be found at Appendix 1.
2. The membership of the Remuneration Committee during the year to 31 July 2025 was as follows:

| Name | Category of Member |
|----------------------|----------------------|
| Paul Birtles (Chair) | Independent Governor |
| John Williams | Independent Governor |
| Billy Khokhar | Independent Governor |
| Lendy Ho | Independent Governor |

3. Meetings of the Remuneration Committee were held on:

21 November 2024

13 February 2025

1 May 2025

3 July 2025

4. Attendance at meetings during 2024-25 was as follows:

| Remuneration Committee | Possible attendances | Total attendances | Total absences | % attendance | 21.11.24 | 13.02.25 (Extra) | 01.05.25 | 03.07.25 (Extra) |
|-------------------------|----------------------|-------------------|----------------|--------------|----------|------------------|----------|------------------|
| Paul Birtles (Chair) | 3 | 3 | 0 | 100% | 1 | 1 | 1 | N/A |
| Lendy Ho (Vice Chair) | 4 | 4 | 0 | 100% | 1 | 1 | 1 | 1 |
| Billy Khokhar | 3 | 2 | 1 | 67% | 0 | 1 | 1 | N/A |
| John Williams | 4 | 3 | 1 | 75% | 1 | 0 | 1 | 1 |
| Total by meeting | 14 | 12 | 2 | 85% | 3 | 3 | 4 | 2 |

5. The College's vision, mission, values and strategic objectives that form the College's strategy for 2022 to 2026 were:

Vision

Creating a better future for all through education and training.

Mission

Working together to transform lives.

Our values

- Trustworthiness
- Inclusivity

- Excellence

Strategic Objectives

- To become a truly inclusive college
- To deliver a curriculum that meets the needs of students, employers and our community
- To deliver an outstanding student experience
- To be an employer of choice
- To maintain a sustainable college
- To grow the college's income through student recruitment
- Empowering education through digital transformation

Approach to Remuneration

6. In 2024-25, the following roles were designated as Senior Post Holders (SPH) and therefore fall within the remit of the Remuneration Committee:
 - Chief Executive Officer
 - ~~Director of People Services~~ (Withdrawn as a SPH role- 10 July '25)
 - Governance Director
 - ~~Vice Principal Finance & Corporate Services~~ (Amended role to incorporate the responsibilities of the DPS and post retitled to DCEO Finance & Corporate Services- 10 July '25)
 - Deputy CEO Quality & Curriculum (Appointment approved- 10 July '25)
7. The Corporation adopted the Association of College's Senior Post Holders Remuneration Code and is committed to the following principles in terms of its remuneration policy:
 - A fair and competitive salary offer to attract and retain high performing staff, taking account of the circumstances of the College and evidence about the ability to recruit;
 - A framework for Senior Post Holders remuneration which is fair and informed by information about the range of salaries and the median earnings of all staff and the College's ability to pay;
 - Decision-making processes for Senior Post Holders remuneration that are fair, transparent and accountable.
8. The Remuneration Committee has due regard to:
 - The use of public funds and the financial health of the College;
 - Performance and achievement evidenced through each individual's annual appraisal discussion;
 - Other relevant factors such as pension provision;
 - The overall performance of the College;
 - The College's position against national benchmarks;

- Salary levels within the sector;
- Inflation;
- Other environmental factors affecting the College;
- The Equality and Diversity Policy; and
- The College's Values and the Nolan principles.

in decisions related to remuneration.

9. In advising the Corporation the Committee will consider:

- appropriate remuneration, other terms and conditions for SPHs;
- the effectiveness of the SPH appraisal process and the extent to which performance targets are met;
- the adequacy of SPH job descriptions;
- any concerns in relation to capability or conduct; and
- SPHs' career ambitions and development plans;

10. The data that supports these indicators is drawn from the following sources:

- (a) College finance record data available from the DfE and AoC
- (b) AoC Senior Staff Pay Survey
- (c) College Internal Analysis and External Reports.

11. Senior Post Holders are appointed by the Corporation on a spot salary. The Corporation does not operate a system of performance related pay.

12. At its meeting on 13 February 2025, the Remuneration Committee sought to recommend to the Corporation that an already agreed pay rise of 2.5% for all staff be implemented for Senior Post Holders with effect from March 2025, and backdated to August 2024. This recommendation was approved by Corporation on 20 March 2025.

13. The Remuneration Committee sought to recommend to the Corporation that Senior Post Holders should receive the flat unconsolidated payment of £368, in line with that agreed for staff. This recommendation was approved by the Corporation on 10 July 2025.

14. The current value for the College of the pay multiple of Chief Executive Officer earnings against the median of all staff is 5.89:1.

| Year | Pay multiple of Chief Executive Officer earnings against the median of all staff |
|---------|--|
| 2024-25 | 5.89:1 |
| 2023-24 | 5.89:1 |
| 2022-23 | 4.86:1 |
| 2021-22 | 4.97:1 |
| 2020-21 | 4.90:1 |

Institutional performance

15. The College was inspected by Ofsted on 1-4 October 2024. Overall Effectiveness was 'Good' with Behaviour and Attitudes judged as 'Outstanding'.
16. In its letter of 28 April 2025, the Department for Education confirmed a financial health grading of 'Outstanding' for 2023-24.
17. As a result of being in receipt of restructuring facility funding, the College is subject to the subsequent bank covenants.

Remuneration Comparison

18. The table below outlines the total remuneration for the Chief Executive Officer, with year on- year comparator data, as follows:

| Emoluments of the Chief Executive Officer | 2024-25 | 2023-24 | 2022-23 | 2021-22 | 2020-21 | 2019-20 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|
| Salary | 187,212 | 182,786 | 171,160 | 165,000 | 165,000 | 165,000 |
| Performance related pay | N/A | N/A | N/A | N/A | N/A | N/A |
| Benefits | N/A | N/A | N/A | N/A | N/A | N/A |
| Sub-total | 187,212 | 182,786 | 171,160 | 165,000 | 165,000 | 165,000 |
| Pension costs | 53,692 | 46,322 | 40,531 | 39,072 | 39,000 | 38,000 |
| Total | 240,904 | 229,108 | 211,691 | 204,072 | 204,000 | 203,000 |

| Other Senior Post Holder's- Remuneration | |
|---|---------|
| Title | Salary |
| Deputy Chief Executive Officer Finance & Corporate Services | 125,000 |
| Deputy Chief Executive Officer Quality & Curriculum | 125,000 |
| Governance Director | 60,040 |

Bradford College

External appointments and expenses

19. The College includes an exclusivity of service clause in its SPH employment contract.
20. There were no instances of the Chief Executive retaining income generated from external bodies during the year. The DCEO F&CS retains an income generated from a Non- Executive Director role with the Bradford District Care Trust, approved by the Corporation in January 2023.

Severance Payments

21. There were no severance payments made to Senior Post Holders during the period 1 August 2024 to 31 July 2025.
22. The notice period for all Senior Post Holders is 6 months.

Expenses Policy

23. The College operates a single expenses policy. The expenses of the Chief Executive Officer and Governance Director are reviewed and approved by the Chair of the Corporation. The expenses of other Senior Post Holders are reviewed and approved by the Chief Executive Officer.

Remuneration Committee Terms of Reference

These Terms of Reference must be read in conjunction with the Instrument and Articles of Government, the Corporation's Standing Orders and the College's Financial Regulations from time to time. They may only be varied by the Corporation.

Membership and Operation

- 1.1 The membership of the Remuneration Committee ("the Committee") shall include the Chair of the Corporation and at least three other Independent Governors. It may also include up to two co-opted members who must be wholly independent of the College. Members of staff, members of the Audit Committee and students of the College are not eligible for membership of the Committee.
- 1.2 Collectively, members of the Committee shall have recent and relevant experience and expertise in strategic reward management.
- 1.3 Only members of the Committee and other Independent Governors have the right to attend Committee meetings. Other individuals, including external advisors may be invited by the Committee, or its Chair, to attend for all or part of any meeting as and when appropriate.
- 1.4 The Governance Director to the Corporation shall act as Governance Director to the Committee.
- 1.5 Any senior post holder present at a meeting of the Committee shall be required to withdraw from that part of the meeting where his/her remuneration is being considered. In the case of the Governance Director, the Deputy Governance Director or a Committee Member will record any decision.
- 1.6 The Committee shall further be entitled, whenever it is satisfied that it is appropriate to do so, to go into confidential session and (subject to the rules as to quoracy set out above) to exclude any, or all, participants and observers.
- 1.7 The Chair and Vice-Chair of the Committee will be selected by the Committee from among its members in accordance with the Corporation's Standing Orders. The Chair of the Corporation shall not be the Chair or Vice-Chair of the Committee.
- 1.8 The quorum for Committee meetings shall be at least 40% of the total membership entitled to attend and vote at meetings of the Committee or any two such members, whichever is the greater.
- 1.9 The Committee shall meet at least twice a year and otherwise as required.
- 1.10 The Committee shall be granted rights of access to obtain all the information and explanations it considers necessary, from whatever source at the College's expense, to fulfil its remit.

The Committee's remit

2.1 In all its decision-making, the Committee shall have due regard to:

- a) The use of public funds and the financial health of the College;
- b) Performance and achievement evidenced through each individual's annual appraisal discussion;
- c) Other relevant factors such as pension provision;
- d) The overall performance of the College;
- e) The College's position against national benchmarks;
- f) Salary levels within the sector;
- g) Inflation;
- h) Other environmental factors affecting the College;
- i) The Equality and Diversity Policy; and
- j) The College's Values and the Nolan principles.
- k) The compliance requirements set out in the new Financial Handbook as a condition of the College's accountability agreement.

2.2 The Committee shall advise the Corporation on:

- a) appropriate remuneration, other terms and conditions, and bonuses for senior post holders;
- b) the effectiveness of the senior post holder appraisal process and the extent to which performance targets are met;
- c) the adequacy of senior post holder job descriptions;
- d) any concerns in relation to capability or conduct;
- e) senior post holders' career ambitions and development plans;
- f) any compensation (including the augmentation of pension benefits) which may be payable in the event of the early termination of the employment of any senior post holder, with the aim of:
- g) avoiding rewarding poor performance;
- h) dealing fairly with cases where early termination is not due to poor performance;
- i) such other matters as the Corporation may reasonably request.

2.3 The Committee shall consider and approve the performance targets and appraisal objectives for senior post holders.

2.4 The Committee shall periodically review its own performance and, at least annually, review its constitution and terms of reference to ensure it is operating at maximum effectiveness, compliance with the Senior Post Holder Remuneration Code and recommend any changes it considers necessary to the Corporation for approval.

2.5 Notwithstanding the generality of above, where they relate to newly created senior posts or to new appointments, the Senior Post Holder Appointments Committee shall be authorised to make recommendations and decisions regarding remuneration, terms and conditions and job descriptions in place of the Remuneration Committee, as appropriate.

Reporting responsibilities

- 3.1 The Committee Chair shall report to the Corporation on the Committee's proceedings after each meeting on all matters within its remit.
- 3.2 The Committee shall make whatever recommendations to the Corporation it deems appropriate on any area within its remit where action is needed.
- 3.3 The Committee shall produce an annual report on Senior Post Holder remuneration which will be prepared in accordance with the AoC Code of Good Governance and the Senior Post Holder Remuneration Code for the twelve-month period.