

## **Annual Remuneration Report: 2024-25**

### **1. Introduction: Senior Staff Remuneration Code**

This report is prepared annually in accordance with the Colleges' Senior Post Holder Remuneration Code, originally issued by the Association of Colleges Governors' Council in December 2018 and subsequently updated to align with the AoC Code of Good Governance and sector best practice.

York College follows the principles set out in the Remuneration Code to promote transparency and openness. A Designated Senior Post Holder Pay Policy is in place, which outlines how decisions are made regarding the remuneration of Designated Senior Post Holders (DSPs). A DSP is a senior manager who is directly accountable to the Corporation Board. The Director of Governance is also designated as a Senior Post Holder.

The Remuneration Code sets out the following principles:

- (i) DSP remuneration should be fair, appropriate and justifiable
- (ii) There should be demonstration of procedural fairness
- (iii) There should be transparency and accountability

While DSPs hold key leadership roles and are directly accountable to the Corporation, they are not necessarily the highest paid staff at the College. Other members of the Strategic Leadership Team may receive higher remuneration depending on their role and responsibilities. By adopting the Code, York College seeks to demonstrate a high standard of stewardship in relation to DSP pay, ensuring that stakeholders can have confidence in the fairness, oversight, and appropriate use of public funds.

### **2. The Responsibilities of the Remuneration Committee**

The Corporation has delegated to the Remuneration Committee the determination of the remuneration and other terms and conditions of the Designated Senior Post-holders. The Terms of Reference for the Remuneration Committee, and hence its responsibilities, can be found at Appendix 1.

The Committee operates independently of the College's executive leadership to ensure impartiality in decisions relating to DSP remuneration.

### **3. Membership of the Remuneration Committee**

As of 31<sup>st</sup> July 2025, the membership of the Committee was:

Helen Crews (Chair of the Remuneration Committee; Vice Chair of the Governing

Body)

Ian Looker (Chair of the Governing Body)

Julia Histon (Chair of Audit Committee)

Ann Lees (Chair of Quality & Curriculum Committee)

Neil Ashton (Chair of Finance & General Purposes Committee)

Libby Bush (Chair of People & Governance Committee)

The Director of Governance acts as the Clerk of the Remuneration Committee.

Consistent with the Senior Post Holder Remuneration Code:

- The Chair of the Remuneration Committee is not the Chair of the Board
- The Principal/CEO is not a member of the Remuneration Committee

#### 4. Context

York College continues to perform strongly in many areas; however, this is within a challenging national landscape for Further Education. Government funding constraints, rising costs, and economic uncertainty require the College to maintain strict financial discipline and make careful decisions about resource allocation.

While the College remains financially stable and resilient, this position cannot be taken for granted. Sustaining quality and delivering an outstanding student experience remain the highest priorities, even as the College balances investment needs with financial pressures. The focus is therefore on ensuring that remuneration decisions are fair, transparent, and aligned with sector benchmarks, while supporting the College's ability to attract and retain high-calibre leadership to deliver its strategic objectives.

The college has an annual turnover of £36m, with staff costs of £25m. It employs 551 salaried staff, plus a further 162 staff who are part-time variable hours (PTVH) staff, paid via submission of monthly pay claims.

All staff are eligible to join one of two occupational pensions. Both are defined benefits schemes, and as such employer contribution rates are generally relatively high.

<b>Scheme</b>	<b>Eligible Staff</b>	<b>Employer contribution rate</b>
Local Government Pension Scheme	<ul style="list-style-type: none"><li>• Business Support Business Support Managers</li></ul>	13.70%
Teachers' Pension Scheme	<ul style="list-style-type: none"><li>• Academic Staff Curriculum Managers</li></ul>	28.68%

Unlike the Teachers' Pension Scheme, the Local Government Pension Scheme is a funded scheme with employer contribution levels reassessed every three years. The result of the latest Triennial Valuation is that the employer contribution for York College will reduce from the current 13.7% to 6.3% from April 2026.

DSPs are eligible for membership of either the Local Government Pension Scheme or the Teachers' Pension Scheme, depending on their role. No other schemes are provided.

It is policy not to pay bonuses, performance-related pay, private health cover (from 1<sup>st</sup> August 2020) or other benefits which are also not available to other staff.

At its meeting on 12 December 2024, the full Governing Body agreed to implement a 3.0% consolidated pay rise to staff from 1 January 2025. Staff at the lower end of the Professional Services Pay Scale received a slightly higher pay award of between 6.64% (for staff on the National Living Wage, paid 3 months early) and 3.5%. At that meeting approval was also given to pay a Wellbeing Payment of £220 to all staff regardless of whether they were full time or part time.

At its meeting on 12<sup>th</sup> July 2025 the Board agreed to make a non-consolidated payment of £500 (pro rated for part time staff with a minimum payment of £125), or, as an alternative to pay, the option of Corporate membership of Westfield Health for a period of 12 months.

### **Strategic Leadership Team**

Key management personnel are those people who have authority and responsibility for planning, directing and controlling the activities of the College and are represented by the Strategic Leadership Team. During the year 2024-25 this comprised:

Ken Merry Principal, Chief Executive and Accounting Officer  
Joy Kettle Deputy Principal and Chief Executive  
Don Everitt Interim Chief Finance Officer (to Jan 2025)  
Jason Pepper Chief Finance Officer (to June 2025)  
David Hawkins Interim Chief Finance Officer  
Katharine Dent-Jones Director of Curriculum  
Victoria Lindberg Director of Quality of Education  
Louise Jones Director of Data and Information Services  
Sarah Leatherbarrow Director of Strategic Partnerships and External Relations  
Jackson Armstrong Director of Curriculum Higher Technical and Professional Education  
Liam Garside Director of Student and Apprentice Services  
Chris Leng Director of Human Resources  
Cheryl Eade Director of Curriculum (to Dec 2024)  
Mark Hughes Interim Director of Student Experience (from Sep 2024 to Feb 2025)

## **5. Designated Senior Post-holders' Pay Increase: 2024-25**

During 2024-25, the DSPs were:

Ken Merry	Principal and Chief Executive
David Hawkins	Vice Principal for Finance and Professional Services
Jason Pepper	Chief Finance Officer

Don Everitt	Interim Chief Finance Officer
Joy Kettle	Deputy Principal and Chief Executive (Curriculum and Quality)
Carolyn Barker	Director of Governance

The remuneration of Designated Senior Postholders (DSPs) at York College is determined by the Remuneration Committee, following the principles of the Association of College's Remuneration Code. The process includes an annual review, considering factors such as student outcomes, benchmarking data, performance appraisals, and the financial health of the College. DSPs are not automatically entitled to annual salary increases, bonuses, or performance-related pay. Any changes to their remuneration are made in consultation with DSPs and must align with government policies and financial regulations. The Remuneration Committee ensures that pay awards are fair, equitable, and justifiable based on agreed performance outcomes and sector standards.

In respect of recruitment, the College aims to recruit senior post holders using remuneration packages that are market-competitive and consistent with the existing remuneration structure.

## 6. Remuneration of the Principal and Chief Executive

As per 4 above the 2025 consolidated staff pay award was 3.0% (higher for lower paid staff). It was effective from 1<sup>st</sup> January 2025 (since 2022-23, annual consolidated pay rises have been paid for the calendar year, effective from 1<sup>st</sup> January).

The table below sets out the remuneration of the Principal and Chief Executive for the past three financial years. The remuneration of the Principal and Chief Executive reflects the responsibilities of the role and is determined independently by the Remuneration Committee. No bonuses or additional benefits were awarded.

	2022-23	2023-24		2024-25
	LP	LP to 20-10-23	KM from 21-10-23	KM
Salary	£148,541	£33,079	£104,993	£155,677
Principal: % consolidated pay increase	2.5%	£Nil	6.5% (from 01/01/24 to 31/12/24)	3% (from 01/01/25)
Staff: % consolidated pay increase	2.5%	6.5% (from 01/10/23 to 31/12/24)		3% (from 01/01/25)
Principal: non-consolidated increase	£Nil	£Nil	£Nil	£220 (Dec 2024) £500 (Jul 2025)
Staff: non-consolidated increase	£Nil	£Nil	£Nil	£220 (Dec 2024) £500 (Jul 2025)

Performance Related Pay	£Nil	£Nil	£Nil	£Nil
Benefits	£Nil	£Nil	£Nil	£Nil
Sub Total	£148,541	£33,079	£104,993	£156,379
Pension Costs	£35,174	£7,833	£27,165	£44,648
<b>Total</b>	<b>£183,715</b>	<b>£40,912</b>	<b>£132,158</b>	<b>£201,027</b>

**7. Policy on income derived from external activities**

Designated Senior Post Holders may, in the course of their duties, incur travel and other expenses on behalf of the College. Claims for expenses incurred by senior post holders are approved by the Principal and Chief Executive. Expenses incurred by the Principal and Chief Executive are approved by the Chair of the Governing Body.

**8. Pay Multiple: Principal and Chief Executive to Median and Lowest Paid Employee**

The following table details the pay multiple of the Principal and Chief Executive when compared to the median pay of all employees, and the lowest paid employee.

	<b>2022-23</b>	<b>2023-24</b>	<b>2024-25</b>
Pay multiple of Principal and Chief Executive to median	5.24	4.61	4.80
Pay multiple of Principal and Chief Executive to lowest paid employee	8.25	6.92	6.61

Pay multiples are monitored annually to ensure proportionality and fairness in executive remuneration relative to the wider workforce.

In 2024-25 our lowest paid staff (excluding a small number of Apprentices) are our cleaners and catering staff, who were paid at the rate of the National Living Wage. Unlike other Colleges in the sector, York College does not contract out its Cleaning or Catering provision. The retention of directly employed cleaners and caterers should be borne in mind when considering the above pay multiple data.

(end)

## **REMUNERATION COMMITTEE**

### **TERMS OF REFERENCE**

#### **1. Purpose**

1.1 The Committee shall review and recommend to the Governing Body for approval the remuneration and other terms and conditions of designated senior post holders and the Clerk.

#### **2. Membership**

2.1 The membership of the Remuneration Committee will be five and normally comprise of the Chair of the Governing Body, the Vice Chair of the Governing Body and Committee Chairs. The Principal will not be a member but may attend except for when the business of the meeting pertains to their remuneration.

2.2 The membership of the Committee for each new College year will be determined by the People & Governance Committee and be confirmed by the Governing Body at the last meeting of the Governing Body in the preceding College year.

#### **3. Quorum**

3.1 The quorum for the meetings will be three members, one of whom must be the Chair or Vice-Chair of the Corporation.

#### **4. Frequency of meetings**

4.1 The Remuneration Committee will meet at least once a year.

#### **5. Responsibilities of the Committee**

##### ***Designated Senior Postholders***

5.1 To determine the remuneration and other terms and conditions of the designated senior postholders with adherence to the Designated Senior Postholders Pay Policy and the latest Senior Pay Controls set by HM Treasury and the Department for Education (DfE). This includes ensuring that any proposed total remuneration exceeding **£174,000**, bonuses over **£25,000**, or severance payments of **£50,000 or more** are subject to prior approval in accordance with current DfE guidance.

5.2 Review and determine the Board's policies on grading, suspension, dismissal, pay and conditions of designated senior post holders and Director of Governance.

5.3 Review and determine the grievance, suspension and disciplinary procedures for designated senior post holders.

5.4 To receive advice from the Chair on the annual performance objectives of the Principal and Chief Executive and Director of Governance as part of the objective-setting process outlined in the Designated Senior Postholders Pay Policy. The timeline for performance reviews is contained in the Designated Senior Postholders Pay Policy.

5.5 To receive advice from the Principal and Chief Executive on the annual performance outcomes of the designated senior post-holders, in accordance with the review timeline set out in the Designated Senior Postholders Pay Policy.

5.6 On behalf of the Governing Body determine the designation of senior post-holders.

5.7 To oversee any negotiations connected with the termination of the contract of employment of designated senior post-holders.

5.8 To ensure that all Remuneration Committee decisions are compliant with the College's obligations as an employer, align with the values of the organisation, and reflect public sector pay governance and transparency expectations. This includes ensuring decisions are fair, evidence-based, and capable of withstanding external scrutiny.

5.9 To provide a forum for the designated senior post-holders to discuss and review their performance and development during the year with members of the Governing Body.

### **Strategic Leadership Team**

5.10 The committee oversees strategic leadership team changes and performance, aligning with the college's goals. It focuses on strategic oversight, not compensation or evaluation processes. It also maintains oversight for transparency, fairness, and compliance regarding structural changes, to prevent operational risks.

5.11 To ensure all decisions made by the Committee are compliant with the DfE and HM Treasury senior pay controls and severance requirements as set out in the current copy of the DfE guidance.

5.12 The Remuneration Committee must consider matters of equality, diversity and inclusion (EDI) in all decisions, with a view to ensuring that there are no biases within the pay structure relating to gender, ethnicity, disability, age, sexual orientation, or other protected characteristics. The Committee should adopt an intersectional approach to EDI, recognising how overlapping identities may impact experiences of fairness and equity in remuneration.

5.13 The Committee will operate in accordance with the principles of the AoC Senior Post Holder Remuneration Code, ensuring that decisions are transparent, evidence-based, and aligned with the values and strategic priorities of the College.

5.14 The Committee will consider external benchmarking data when determining remuneration, including sector pay surveys, AoC data, and other relevant comparators, to ensure fairness, competitiveness, and value for money.

### **6. Election of Chair**

6.1 The Chair of the Remuneration Committee will be the Vice Chair of the Governing Body (ex officio) and this will be reviewed on an annual basis.

### **7. Clerking of the Committee**

7.1 The Director of Governance will act as Secretary to the Committee.

### **8. Reporting to the Governing Body**

8.1 A report (written or verbal) of the Remuneration Committee's meetings will be presented to the next meeting of the Governing Body by the Chair summarising remuneration decisions, benchmarking evidence and compliance with DfE senior pay controls, where relevant.

### **9. Review and Approval**

9.1 These Terms of Reference will be reviewed by the Committee at least once annually and recommended to the Governing Body for approval. Reviews should consider external regulatory changes and sector benchmarks.

9.2 These Terms of Reference were last reviewed and approved by the Governing Body on 4 December 2025.

9.3 In reviewing these Terms of Reference, the Committee will take account of updates to the AoC Remuneration Code and other relevant sector guidance to ensure continued alignment with best practice.