**Craven College Remuneration Committee**

**Annual Report to the Governing Board 2025-26**

## 1. Background

The Instrument and Articles of Government of Craven College define a "senior post" as the post of Principal and such other senior posts as the Board (Corporation) may decide. Senior postholders are staff appointed by and accountable to the Corporation.

Article 3 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'.

This report is prepared in accordance with the AoC Senior Post Holder Remuneration Code, the FE Code of Good Governance and the College Financial Handbook.

## 2. Remuneration of Senior Post Holders Policy

- At its meeting on 2 July 2026 the Board approved the Remuneration Policy for Senior Postholders. The Policy is designed to ensure that remuneration decisions are fair, proportionate, evidence-based, affordable and sufficient to recruit and retain high-quality senior leadership.
- Craven College Corporation adopted the 2021 Association of Colleges' Senior Post Holder Remuneration Code. The Association of Colleges' (AoC) Code of Good Governance was adopted by the Board in 2023.
- In July 2025, the Board agreed to defer adoption of the new AoC SPH Code until 2027.
- To support transparency and accountability, the Code includes the requirement that the College must publish an annual statement to its Board of Governors. The purpose of this report is to meet that requirement.

## 3. Senior Post Holders

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

- Principal and CEO
- Deputy Principal and CEO
- Director of Governance

## 4. Committee membership, terms of reference and meetings

The College's Remuneration Committee is responsible for setting and reviewing the remuneration of senior post holders. The membership of the Remuneration Committee in 2025-26 comprised two Governors and one co-opted member. The terms of reference are reviewed annually.
Consistent with the Senior Post Holder Remuneration Code:

- The Chair of the Remuneration Committee was not the Chair of the Board
- Whilst the Principal is a member of the People, Search and Governance Committee, they are not a member of Remuneration Committee. The Principal leaves the meeting for the Remuneration section when there is a conflict of interest.
- The Director of Governance clerked all meetings of the Committee but left meetings during discussions concerning their own remuneration and terms and conditions.

The Committee met four times in 2025-26. Attendance was as follows:

| | 06/10/25 | 26/01/26 | 16/03/26 | 21/05/26 |
|---|---|---|---|---|
| Sue Laycock | ✓ | ✓ | x | ✓ |
| Dean Langton | ✓ | ✓ | ✓ | x |
| Alison Birkinshaw | ✓ | ✓ | ✓ | ✓ |

## 5. Approach to Remuneration

The Board of Governors aims to ensure that the College can recruit, retain and reward talented senior staff, capable of delivering the Board's strategic goals and sustaining high performance against national

benchmarks and ensuring an effective and efficient use of resources. When determining the remuneration of Senior Post Holders, the Committee considers:

- Evaluations of performance over the previous year.
- The nature of each role and the level of skill and experience required.
- The need for retention and succession planning where required.
- The Association of Colleges Senior Pay Survey Senior Post Holder remuneration comparable with colleges with a similar turnover.
- That decisions reflect value for money and the College's financial position.

The Remuneration Committee and Board will ensure that all decisions are evidence-based, proportionate, and capable of withstanding public and regulatory scrutiny, reflecting the public interest in the use of College funds.

**6. Remuneration Process**

The Remuneration Committee received and considered reports on the performance of each Senior Post Holder against agreed objectives and considers their annual targets for the coming year. The Remuneration Committee also considers and recommends any changes to Senior Post Holder pay and conditions. The Committee was satisfied that performance during the year supported delivery of the College's strategic priorities and informed its remuneration decisions.

- The Chair of the Board undertakes the annual and mid-year performance reviews of the Principal and Director of Governance.
- The Principal undertakes the annual and mid-year performance review of the Deputy Principal.

All discussions about Senior Post Holders are undertaken in a restricted part of the meeting that the Principal does not attend. The Director of Governance withdraws from the meeting when their remuneration and performance is discussed.

**Equality considerations**

The Committee is satisfied that there were no gender-related differences in remuneration between senior post holder roles and that equality considerations were taken into account in remuneration decisions.
The Gender Pay Gap report was considered by the Board in December 2025.
As at 31 July 2026:

| **Senior Post Holder** | **Gender** |
|---|---|
| Principal/CEO | Female |
| Deputy Principal/CEO | Male |
| Director of Governance | Female |

**7. Benchmarking**

Relevant benchmarking data from the Association of Colleges and other available sources, including monitoring of other comparable posts in the market, is used for external comparisons. As a general principle, the Committee has used the median point for relevant roles in similar size General FE Colleges in the North of England, as published in the Association of College's Senior Pay Survey, as a comparator.

**8. Policy on retention of income from external bodies**

The Remuneration Committee received no reports of remunerated external activity requiring approval under the Policy on External Activities.

The Principal holds several other positions either by virtue of holding the post of Principal of the College, or as part of their engagement with relevant local bodies but receives no remuneration for those.

**9. Expenses** The College expenses policy applies to all staff, including Senior Post Holders.
All expenses paid to Senior Post Holders are solely in reimbursement of expenses incurred in furtherance of the business of the College and comply with the Colleges Financial Regulations. No Senior Post Holder received benefits or payments outside the College's approved remuneration and expenses policies. Travel expenses claimed during 2025/26 were: Anita Lall, £0; Gareth Dixon, £1,345.03; Susan Francis, £0.

**Pay multiple of the Principal and the median earnings of the institution's whole workforce**

| Year | Pay Multiple of the Principal | Median earning of institution's whole workforce |
|---|---|---|
| **2020/21** | 4.2 | £26,886.79 |
| **2021/22** | 4.2 | £26,878.00 |
| **2022/23** | 4.1 | £27,684.34 |
| **2023/2024** | 4.0 | £28,753.20 |
| **2024/25** | 3.7 | £31,602.19 |
| **2025/26** | 3.6 | £32,897.88 |

The median pay reported in the gender pay gap is calculated by taking all employees hourly rate of pay then dividing by the number of employees.

**Comparative pay multiples for 2025/26**

| College | Total income | Pay Multiple of the Principal |
|---|---|---|
| A | £11M | 4 |
| B | £12.7M | 4 |
| C | £13.6M | 3 |
| D | £16.5M | 6 |
| Craven College | £15.9M | 4 |

**Total emoluments multiple of the Principal and the median of the institution's whole workforce.**

| Year | Total emoluments Multiple of the Principal | Median emoluments of institution's whole workforce |
|---|---|---|
| **2021/22** | 4.3 | £32,764 |
| **2022/23** | 4.2 | £33,470 |
| **2023/24** | 4.1 | £35,050 |
| **2024/25** | 4.0 | £37,575 |
| **2025/26** | 4.0 | £38,651 |

**10.** Having considered performance, sector benchmarking, affordability, equality considerations and the College's financial position, the Corporation is satisfied that senior post holder remuneration remains fair, appropriate, justifiable and consistent with the principles of the AoC Senior Post Holder Remuneration Code.
The Remuneration Committee continues to keep pay policy and practice under review.



Dean Langton
**Chair of the Remuneration Committee**