Annual Remuneration Statement 2025-2026

East Kent Colleges Group

Introduction

EKC Group Board of Governors adopted the Association of College's Further Education Code of Good Governance and the associated The Colleges' Senior Post Holder Remuneration Code, in accordance with the code, publishes this annual statement on the remuneration of its senior post holders.

Senior post holders are appointed by the Board of Governors.

Between September 2025 and August 2026, the senior post holders within the remit of the Remuneration Committee were:

Lucy McLeod	Chief Executive Officer
Victoria Copp-Crawley	Deputy CEO
Paul Sayers	Assistant CEO Information and Strategy
Dan Shelley	Assistant CEO Infrastructure & Transformation
Nick Holbrook-Sutcliffe	Assistant CEO Education
Camilla Etheridge	Group Director of Governance
Jack Collison	Director of Corporate Services and Governance

The Board of Governors operated a Remuneration Committee during September 2025 – August 2026 consisting of the following independent governors:

- Miranda Chapman (Committee Chair)
- Charles Buchanan (Chair of Governors)
- Joanna Worby
- Peter Cheney
- Gail Clarke

The Group Chief Executive Officer acts as an Officer in Attendance for Remuneration matters other than their own.

The Committee's Terms of Reference are annexed to this statement.

Approach for Senior Post Holder remuneration

The Remuneration Committee aims to retain highly talented and effective senior post holders in order to deliver the Group's strategy and to achieve the best outcomes for students, communities and employers while ensuring effective use of resources.

The Committee reviews the performance of each senior post holder annually and has responsibility for making decisions on the remuneration and terms and conditions of employment of senior post holders.

To inform its decisions, the Committee takes account of affordability, comparative information on the remuneration benefits and conditions of employment from within the Further Education sector (using data from the most recent AOC Senior Pay Survey of colleges with a similar income level, location and scope of operations), and other organisations of a comparable size/ turnover.

Emoluments
Chief Executive Officer

The Chief Executive Officer is the Group Accounting Officer and the highest paid member of staff. The salary of the CEO at the end of the academic year is outlined below.

	2023-2024 £'000	2024-2025 £'000	2025-2026 £'000
Salary	204	200	200
Benefits in kind	1	1	1
Total	**205**	**201**	**201**
Pension Contribution	59	37	36

In accordance with the College's Senior Post Holder Remuneration Code, the Corporation is required to disclose the relationship between the CEO's emoluments and that of all other employees as a pay multiple, expressed as follows.

2023-2024 £'000	2024-2025 £'000	2025-2026 £'000
7.1 *CEO's basic salary as a multiple of the median of all staff*	**6.5** *CEO's basic salary as a multiple of the median of all staff*	**6.2** *CEO's basic salary as a multiple of the median of all staff*
7.7 *CEO's total remuneration as a multiple of the median of all staff*	**6.5** *CEO's total remuneration as a multiple of the median of all staff*	**6.2** *CEO's total remuneration as a multiple of the median of all staff*

External Appointments

The CEO serves as:

- An Ofsted Inspector; and receives remuneration for this external work.
- A Trustee for Craftworks College CIC; and is not remunerated for this external work.

The CEO holds directorship/membership of:

- EKC Schools Trust and Yarrow Hotel, a subsidiary company of the Group for which no additional remuneration is received.

Expenses

All expenses paid are solely in reimbursement of expenses incurred in the furtherance of the business of the Group and comply with the Group's Financial Regulations and Expenses Policy and Guidelines.

The total amount of expenses reimbursed during 2025-26 to the Chief Executive Officer was: £282.05.

Annex: Terms of Reference for the Remuneration Committee

1 Purpose

1.1
Remuneration Committee makes recommendation to the Governing Body on the remuneration and employment terms and conditions of senior post holders and, subject to charity commission mandate, the remuneration of the Chair of the Governing Body.

2 Membership

2.1
The membership of the Committee shall comprise of the Chairs of all EKC Group Committees plus the Chair of the Governing Body and any other independent member Search and Governance recommend. The Group Chief Executive Officer (CEO) acts as an Officer in Attendance for Remuneration matters other than their own. The Chair of the Governing Body is not involved with determining their own remuneration matters. Any individual attending the meeting will withdraw whilst their appointment, remuneration or conditions are discussed unless approved by the Committee to remain. The Chair of the Governing Body should not be the Chair of the Committee or deputise for the Chair in their absence.
2.2
Members shall be recommended by the Search and Governance Committee to the Full Governing Body.
2.3
Members shall be ordinarily appointed for a period of two academic years and shall be eligible for reappointment subject to an annual review from Search and Governance committee.
2.4
Members shall make the Chair aware of any conflicts of interest prior to each meeting.
The conflict will be declared under the standing item on the agenda and a decision taken by the Committee on whether the member needs to withdraw from the item.
2.5
A member will cease to be a member if they have been absent from 3 consecutive meetings without apologies having been received by the Clerk prior to the meetings. In this case, recommendation will made to the Search and Governance Committee for further consideration.

3 Quorum

3.1
The quorum for the meeting shall be 3. If in the course of the meeting the number of members ceases to constitute a quorum then the meeting will be terminated and matters carried over.

4 Frequency of Meetings

4.1
The Committee shall meet at least once per academic year and more meetings can be called as and when deemed relevant throughout the year. If there is insufficient business to be discussed, the Chair of the Committee along with the Group Director of Governance may make a decision to not hold a meeting.
4.2
All meetings of the Committee will be summoned by the Group Director of Governance who shall send written notice to the members of the meeting at least 5 working days in advance of the meeting.

5 Delegated responsibilities of the Remuneration Committee

5.1
Recommend to the Full Governing Body the annual pay award and remuneration package for Senior Post Holders.
5.2
Recommend to the Full Governing Body the remuneration and employment terms and conditions of the remunerated Chair.

6 Appointment of Chair of the Remuneration Committee

6.1
It is the responsibility of the Search and Governance Committee to recommend Committee Chair appointments to the Full Governing Body. In the absence of the Chair, the Committee will appoint from within its membership to act in the capacity of Chair for that meeting noting that the Chair of the Governing Body cannot act as Chair.

Annex: Terms of Reference for the Remuneration Committee

7 Clerking of the Committee

7.1
The Group Director of Governance shall act as Clerk to the Committee, however if the Group Director of Governance is not available the Committee can designate a person to act as Clerk for the meeting. The Chair may delegate the role to a member of the Committee if deemed appropriate for certain times.

8 Minutes of the Committee

8.1

Once approved by the Committee Chair, the minutes will be uploaded into the Governor area of the Group website. The Chair of the Committee will provide a precis at the next board meeting on the key points.

8.2

Papers and minutes for the Committee will be stored within Board Intelligence.