

I. Introduction

This report is produced in accordance with the Colleges' Senior Post Holder Remuneration Code developed by the Association of Colleges Governor's Council which Dudley College Corporation has adopted. The Code includes a requirement to produce a readily accessible annual statement, based on an annual report to the Governing Body.

The Corporation has designated the following posts as senior post holders:

- Chief Executive and Principal
- Chief Finance Officer
- Vice Principals (2 posts)
- Director of Corporate Governance

The Remuneration Committee has responsibility to make recommendations to the Corporation on the remuneration and benefits of all senior post holders.

2. Remuneration Committee

2.1 Terms of Reference

The terms of reference of the Remuneration Committee are included at appendix I.

2.2 Remuneration Committee membership

The following members served on the committee during 2024/25:

Name	Eligible to attend	Actual attendance
Valerie Little (Vice Chair)	1	1
Jason Parker (Chair)	3	2
Paul Noon	3	3
Wendy Davies	3	3
Sarah Wood	2	2

2.3 Remuneration Committee meetings

The following meetings took place during 2024/25:

- 16 October 2024
- 25 February 2025
- 8 May 2025

The meetings during the year took place via remote attendance for all meetings. The meetings of the committee continued to be effective, with full engagement from all members and attendees.

The Chief Executive and Principal is not a member of the Committee. No member of staff is present for the discussion of their own remuneration.

A brief summary of the matters considered by the Remuneration Committee during the year 2024/25 is as follows:

2.3.1 16 October 2024

- Annual Senior Remuneration Report and committee's annual report recommended to Corporation.
- Term 2 performance review of senior post holders.

2.3.2 25 February 2025

- End-of-year performance review 2024 for all senior postholders and proposed objectives for 2025 recommended to Corporation.
- Salary benchmarking review in respect of senior post holders recommended to Corporation.
- FE Commissioner Guidance on senior post holder and Chair appraisal considered.

2.3.3 8th May 2025

- Chair and Vice Chair of committee appointed for 2025/26.
- Committee terms of reference for 2025/26 recommended to Corporation.
- Committee business plan for 2025/26 approved.
- Progress on performance objectives for all senior postholders noted.
- Performance review of Chair of Corporation recommended to Corporation.

3. The Corporation's approach to performance management

The operational development plan details key performance indicators for the year which the Corporation uses to measure performance and distance travelled towards the strategic objectives. The College has a performance dashboard on its website called the Dudley Dashboard, which provides an overview of the College's performance in eleven strategic areas. The dashboard web address is <http://www.dudleycol.ac.uk/Dashboard.aspx>.

The performance of all staff of the College is reviewed in accordance with the performance management policy. The policy sets out the link between performance management and the College operational development plan and how this applies to all staff.

As at 31st July 2025, the College employed 823 staff across 969 positions, including 66 management positions, 342 teaching positions, 152 learning support positions and 263 professional services and facilities positions.

4. The Corporation's approach to remuneration

The remuneration committee is concerned with all aspects of the employment of senior post holders, including recruitment, promotion, retention, setting and reviewing performance targets. The committee is also responsible for reviewing and making decisions on the remuneration, terms and conditions of employment of senior post holders, taking account of 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 Corporation considers that it is compliant with the guidelines contained within the AoC's Colleges' Senior Post Holder Remuneration Code.

The College's Performance Management Policy sets out the framework under which performance reviews for all staff are carried out three times per year and explains the alignment of individual objectives with the College's strategic priorities and plans. In respect of senior post holders, the performance objectives are agreed by the remuneration committee prior to recommendation to the full Corporation for approval. Reports on the termly

reviews, including summative reviews, are provided to the committee to inform their decision making in respect of the consideration of salary progression and recommendations are made to the full Corporation for approval. The remuneration committee does not hold any delegated decision making power in respect of the remuneration of senior post holders, all decisions are made by the full Corporation.

The College's Pay Policy applies to all staff including senior post holders. In conjunction with the performance management policy, it is designed to motivate staff to achieve the College's strategic objectives. The Pay Policy is regularly reviewed and approved by the Corporation. The Senior Post Holder Remuneration Policy was revised to take account of the revised requirements of the College Financial Handbook with effect from 1st August 2025.

Decisions on the salaries of senior post holders are informed by market data including published information on other further education colleges of a comparable size, the AoC Senior Pay Survey, market intelligence obtained from wider comparable sectors, institutional and personal performance and affordability. The committee's aim is to pay a competitive salary but a significant part of this is dependent upon performance.

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. In doing so, the College seeks to attract talented individuals. Newly recruited senior post holders are subject to a probationary period and are eligible to receive the same remuneration elements as existing senior post holders, namely salary, set at an appropriate level taking into account the experience and quality of the candidate, and membership of the appropriate pension scheme.

The College does not expect to make special recruitment arrangements outside the standard policy but may do so in exceptional circumstances in order to secure the appointment of the right candidate.

4.1 Managing Public Money

The committee has taken account of the HM Treasury requirements in relation to controls on senior pay which are set out within Managing Public Money guidance and incorporated within the College Financial Handbook effective from 1st August 2024. For the year under review, these requirements applied to any new appointments at or above £150,000 or with performance related pay above £17,500. The requirements also applied to any contractual adjustments for existing post holders, to post holders moving to a new post, even if previously paid above the defined threshold, to any pay awards above 9% for those staff paid above the threshold, or where a pay award of over 9% would take their remuneration to or above the threshold.

During the year, the Corporation received notice of the current Chief Executive and Principal's intention to leave his position during the 2024/25 academic year, and submitted a request to the Department for Education to recruit to this position at a salary at or above the threshold of £150,000. This request was granted for the College to recruit to this vacancy and the recruitment of a new Chief Executive and Principal was subsequently undertaken with the new post holder taking up the role from 14th February 2025.

5. Institutional performance

The College's performance in 2024/25 is detailed in the Annual Report and can also be found on the College's website within the Dudley Dashboard.

6. Emoluments of the Chief Accounting Officer (Chief Executive and Principal)

6.1 Chief Accounting Officer – transitional arrangements during 2024/25

During the year, the Corporation approved transitional arrangements to facilitate the smooth handover between the outgoing and incoming Chief Accounting Officer. In accordance with the postholder's contractual entitlement, the Corporation approved payment for the full six-month notice period.

As the incoming postholder was able to take up the role earlier than anticipated, in November 2024 the Corporation approved arrangements for the outgoing postholder to receive payment for the remaining three months' notice period at the point of handover and to remain available in an advisory capacity to support the transition and to complete specific projects agreed by the Corporation.

On 14 February 2025, a lump sum payment representing salary to the end of the contractual notice period on 11 May 2025, together with accrued holiday pay was made to the outgoing postholder (see table and footnote below). The payment was made in accordance with the postholder's contract and the decision approved by the Corporation, and therefore did not constitute a severance or ex-gratia payment.

The Board was satisfied that the approach represented value for money and ensured continuity during a key leadership transition.

6.2 Statement of emoluments of Chief Accounting Officer

The role of Chief Accounting Officer during the year was held as follows:

Post Holder A – 01 August 2024 – 14 February 2025

Post Holder B – 15 February 2025 – 31 July 2025

Emoluments	2023/24	2024/25 Postholder A	2024/25 Postholder B
Salary	£179,093	*£146,978	£68,750
Performance related pay	£0	£0	£0
Benefits	£0	£0	£0
Subtotal	£179,093	£146,978	£68,750
Pension costs	£39,357	£21,909	£19,717
Total	£218,450	£168,887	£88,467

*Includes £3,872 accrued holiday pay and £43,671 relating to the final three months of the contractual notice period to 11 May 2025

6.3 Pay Ratio Disclosure Table

	Basic Salary	Median Staff Salary	Pay Ratio
Total Chief Accounting Officer pay for the year 2024/25	£168,185	£37,859	4.4:1

The pay ratio is calculated in accordance with the AoC Senior Post Holder Remuneration Code.

- **Basic salary** refers to gross pay excluding employer pension and national insurance contributions.
- The **median staff salary** is based on full-time equivalent gross pay and does not include employer pension or national insurance contributions.

These figures are consistent with sector norms, where pay multiples typically range from 2.5:1 to 5:1. The Corporation considers these ratios to be proportionate and reflective of the responsibilities and performance expectations of the role.

The Corporation continues to monitor pay multiples annually and ensures that remuneration decisions are made in line with the principles of fairness, transparency, and value for money.

7. Severance payments to Senior Post Holders

No severance payments were made to Senior Post Holders in 2024/25.

8. External appointments and expenses

All expenses paid to senior post holders are solely in reimbursement of expenses incurred in the furtherance of the business of the College and comply with the College's financial regulations and Gifts and Hospitality Policy.

Both post holders served on the following external bodies with the approval of the Corporation:

- Trustee of Dudley Academies Trust
- Director of Transformational Technologies Partnership Limited

In accordance with the College's overseas working policy, post holders are eligible to receive a £50 taxable overseas allowance for each night spent overseas on College business. During 2024/25 neither post holder received any overseas allowance payments.

The total amount of expenses reimbursed to the two post holders during 2024/25 was:

	Expenses reimbursed	Expenditure on College business credit card
Post Holder A	£0	£4,847*
Post Holder B	£193	£0

*All expenditure on the College business credit card related to purchases of goods and services on behalf of the College, in accordance with the College's Financial Regulations.

9. Governance Assurance

The Corporation is responsible for ensuring that senior post-holder remuneration is determined in a fair, proportionate and transparent manner, in accordance with the College's policies and the AoC Senior Staff Remuneration Code.

Having considered the work undertaken during the year, the Corporation confirms that:

- The procedures set out in the terms of reference for the Remuneration Committee have been followed.
- The College has operated in accordance with the requirements of the AoC Senior Staff Remuneration Code in determining senior post-holder pay during the period covered by this report.

This statement is approved and published on behalf of the Corporation.

Approved by the Corporation on 9th December 2025