East Coast College's Senior Post Holder Remuneration Annual Report for the year ending 31 July 2025

1. Introduction

This report is prepared in accordance with the Colleges' Senior Post Holder Remuneration Code issued by the AoC Governors Council in December 2018 and covers the year ended 31 July 2025.

East Coast College, at its founding, adopted the Association of Colleges' Code of Good Governance. This was subsequently amended in December 2018 to reflect the requirement for colleges to adopt and have due regard to the Senior Post Holder Remuneration Code, issued by the AoC Governors' Council. In the 2023/24 academic year, the College adopted the revised AoC Code of Governance, which includes, as recommended practice, the continued adoption of the Senior Post Holder Remuneration Code.

The Corporation has a Senior Post Holder Remuneration and Appraisal Policy, and a revised version was adopted in December 2024. This aligns with the principles outlined in the Senior Post Holder Remuneration Code. The policy also considers the Senior Pay Controls for Colleges introduced after the sector's reclassification, as well as the obligations stemming from the College's status as a central government entity.

The Colleges' Senior Post Holder Remuneration Code states that:

> *Each college must publish a readily accessible annual statement, based on an annual report to its governing body.*
> *This report must contain:*
> *a) a list of Senior Post Holders within the remit of Remuneration Committee;*
> *b) its policy on the remuneration for post holders within the remit of Remuneration Committee;*
> *c) its policy on income derived from external activities;*
> *d) the pay multiple of the Chief Executive / Principal and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above any published average, an explanation of why.*
> *The report should also contain:*
> *e) its choice of comparator college(s)/organisation(s);*
> *f) an explanation of any significant changes.*

This report sets out to meet those requirements and to provide full transparency regarding the remuneration of Senior Post Holders.

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2. Membership and Terms of Reference

East Coast College's Remuneration Committee is part of the Governance Remuneration and Search Committee, which is made up of the Corporation Chair and Vice Chairs, and the Committee Chairs.

The following members served on the Governance, Remuneration and Search Committee during the 2024/25 academic year. Their attendance at the Committee's scheduled meetings is detailed below:

Table 1: Committee membership and attendance in 2024/25

Governor	Attendance
David Blake (Corporation Chair)	**2/4**
Tina Ellis (Vice Chair)	**4/4**
Kirk Lower (Vice Chair and Governance Remuneration & Search Chair	**4/4**
Ian Lomax (Finance & General Purposes Chair)	**4/4**
Peter Lavender (Quality & Curriculum Chair)	**4/4**
Jude Owens (People Chair until 31/12/24)	**2/2**
Rachael Botley (People Chair from 20/5/25)	**1/1**
Paul Padda (Principal and CEO)	**3/4**

The terms of reference, which are included in the standing orders, are available at Corporation and Governors - East Coast College

3. Senior Post Holders

Senior post holders are those senior members of staff appointed by, and directly accountable to, the Corporation.

Table 2: Posts Designated as Senior Post Holders in post 2024/25

Senior Post Holder Post	Post Holder 2024/25
Principal and Chief Executive	Paul Padda
Deputy Chief Executive	Urmila Rasan
Deputy Principals	Gary Jefferson
Director of Governance	Wendy Stanger

4. Remuneration

During the 2024/25 period, the Governance, Remuneration and Search Committee considered matters relating to Senior Post Holder remuneration at each of its meetings.

The Terms of Reference state that:

<u>Membership</u>
To comply with the Senior Post Holder Remuneration Code, the CEO/Principal will not be a member of the Committee for Remuneration items.
<u>Attendance of Meetings</u>
Any member of staff, including the CEO/Principal and Director of Governance, will withdraw from that part of the meeting where his or her

own package. remuneration, conditions of service, appointment or own package. remuneration, conditions of service, appointment, or promotion is being discussed.

Unless approved to remain by the Committee, any member of staff present at the meeting will withdraw when the remuneration, conditions of service, appointment or promotion of a more senior member of staff is being discussed. An explanation for any withdrawal at a meeting will be minuted.

In accordance with these Terms of Reference and good governance practice, when the remuneration of either the Principal and Chief Executive or the Director of Governance was discussed, the respective post-holder was not present or formally withdrew from that part of the meeting.

In determining remuneration for Senior Post Holders during the reporting period, the Corporation considered the AoC College Senior Pay Survey 2024 published in June 2025. The data in the AOC survey was collected with a salary census date of 1 September 2024 and a college income census date of the 2023-24 financial year.

The Corporation's Senior Post Holder Remuneration and Appraisal Policy, December 2024, was used to determine remuneration decisions. This states that:

Remuneration review recommendations will be based on the AOC's sector median for all colleges. Any proposal outside this median be it below or above or utilising any other benchmarking data to set remuneration will need to be justified in detail in the report for the Board to determine.

All remuneration decisions in 2024/25 were based on this median.

5. Policy on Income Derived from External Activities

The Senior Post Holder Code states that:

- *There should be a clear and justifiable rationale for the retention of any income generated by an individual from external bodies in a personal capacity, particularly in respect of full-time post holders.*

The Director of Governance position is part-time, and the current holder is authorised to undertake additional consulting work. This work is performed through her limited company on a contractual and invoiced basis. As a National Leader of Governance, she is directly employed by the Department for Education. All income from these external roles is retained by the post-holder.

These additional roles were approved on the basis that they would not interfere with the post-holder's substantive responsibilities at the College. Approval was also granted in recognition of the personal development opportunities and the benefits to both the College and the wider sector that would result from the post-holder's engagement in these external activities.

6. Expenses

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 College's Financial Regulations.

The Deputy Chief Executive's travel allowance, which was agreed at appointment, has been included, following audit advice, in the total remuneration figure since 2023/2024.

Table 3: Senior Post Holder Expenses

Senior Post Holder	2024/2025	2023/2024	2022/2023	2021/2022	2020/2021
Principal and CEO	£371	£1675			
Deputy Chief Executive	£751	£91	£18,186*	£18,621*	£3344*
Deputy Principal	£149				
Director of Governance	£907	£253	£367	£229	£0

*Expenses agreed as part of employment package - accounting changed after audit advice 2022.

7. Principal and Chief Executive Remuneration and the College's Median Earnings

Paul Padda was appointed on 17/4/2024 as Principal and Chief Executive, and therefore comparative figures have been included from that financial year only.

Following a remuneration review in 2024/25, an increase was approved by the Corporation. This was declined by the Principal and Chief Executive, and the College's cost of living award was accepted.

Table 4: Principal and Chief Executive Remuneration

Principal and Chief Executive	2024/2025 £000	2023/2024* £000
Salaries	132	145
Employers national insurance	18	21
Benefits in kind	0	0
Other Income (AOC)	0	0
Total	**149**	**166**
Bonus	N/A	N/A
Pension contributions	38	29

*The amounts paid in 2023/24 reflect the change in CEO and Principal and are an amalgamation of post-holders who held the role in the year.

Table 5: College's median pay

As at 31 July	2025	2024
college's median pay	£28k	£28k

Table 6: Principal's basic salary as a multiple of the median pay

As at 31 July	2025	2024
Principal's basic salary as a multiple of the median of all staff	4.7	5.3

8. Deputy Chief Executive

The Deputy Chief Executive was appointed in January 2019 on a remuneration and travel allowance above the benchmark. The Corporation agreed to this due to her experience and the confidence that the Corporation and external stakeholders had in her.

In 2023, remuneration was increased as the Corporation identified the postholder as a high flight risk. Given the strategic importance of her role and the potential disruption her departure could cause, particularly in light of current projects and her strong reputation with the College's funders, it was agreed that retaining her was essential. The Corporation recognised that recruiting a replacement of comparable calibre would likely require a significant salary investment, and any new appointee would need considerable time to acquire the necessary institutional knowledge and context.

Subsequent to 2023, the Deputy Chief Executive has received the College's cost of living awards, as it was agreed that, based on benchmark data, the remuneration was appropriate for the role.

Table 7: Deputy Chief Executive Remuneration

Deputy Chief Executive	2024/2025	2023/2024 £000	2022/2023 £000	2021/2022 £000	2020/2021 £000
Salaries	140	141*	113	102	100
Employers national insurance	19	18	17	16	13
Benefits in kind	0	0	0	0	0
Total	**159**	**159**	**130**	**118**	**113**
Pension contributions	26	25	26	25	25

*Expenses agreed as part of the employment package. Accounting for this changed following audit advice in 2022.

The Accounts Direction requires that Colleges declare the pay multiple of the Accounting Officer or that of the highest paid member of the key staff when this is not the Accounting Officer. (For the Deputy Chief Executive, this includes remuneration and the travel allowance as detailed in Table 7.)

Table 8: Deputy Chief Executive's basic salary as a multiple of the median pay

As at 31 July	2025
Basic salary as a multiple of the median of all staff	5

9. Deputy Principal

The Deputy Principal was appointed in August 2024, and therefore, comparative figures have been included from 2024/25 financial year only. Following a remuneration review in 2024/25, an increase to a full-time equivalent figure commensurate with the AOC Sector median for all colleges was approved. This increase is effective from 1/08/2025.

Table 9: Deputy Principal Remuneration

Deputy Principal	2024/2025
Salaries	86
Employers national insurance	10
Benefits in kind	0
Total	**96**
Pension contributions	22

10. Director of Governance

The Director of Governance role is a part-time one at 32 hours. Following a remuneration review in 2024/25, an increase to a full-time equivalent figure commensurate with the AOC Sector median for all colleges was approved. This increase is effective from 1/08/2025.

Table 10: Director of Governance Actual Remuneration

Director of Governance	2024/2025	2023/2024 £000	2022/2023 £000	2021/2022 £000	2020/2021 £000
Salaries	49	44	44	38*	30
Employers national insurance	6	5	5	4	3
Benefits in kind	0	0	0	0	0
Total	**55**	**49**	**49**	**42**	**33**
Pension contributions	11	9	9	8	7

*As of 1 March 2022, the Director of Governor's hours increased from 25 to 32 hours, which is reflected in the increased remuneration.