

# Annual Report of the Remuneration and Governance Committee for the Year 1 August 2024 to 31 July 2025

**For the attention of the Corporation Board of City College Norwich**

## 1. Introduction

City College Norwich has adopted and abided by the requirements of the Colleges' Senior Post Holder Remuneration Code (2021) ("The Code") and in accordance with the Code is required to publish an annual report on its work for the year. The report provides an overview of the work of the Remuneration and Governance Committee ("The Committee") and other matters of note.

Adopting the Code assists the Committee in rewarding and retaining a highly talented and effective Senior Post Holder ("SPH") in order for them to deliver the College's strategy and to achieve the best outcomes for students, key stakeholders and staff while ensuring effective use of resources. The SPH will receive an annual salary only and the College does not award performance-related pay. As part of its Terms of Reference, the Audit and Risk Committee does monitor the expense claims of the SPH and raise any concerns to the Corporation.

## Remuneration and Governance Committee Terms of Reference

Details of the Committee's Terms of Reference for 2024/25 can be found in Appendix 1.

## College Staffing Structure

Details of the College Organisation Chart for 2024/25 can be found in Appendix 2.

At present the Corporation only recognises one SPH position within City College Norwich. This is the position of Principal and CEO, who is also the College's Accounting Officer, as mentioned below.

## Committee Membership and Attendance 2024-25

During this period the membership of the Committee was as follows:

Mr Noel Bartram	Governor, Chair of Remuneration & Governance Committee Chair of Business Committee
Mr Andrew Barnes	Governor, Chair of the Corporation
Mr Marcus Bailey	Governor, Interim Chair of Curriculum & Quality Committee
Mr Philip Pearce	Governor, Chair of Audit & Risk Committee

Also, in attendance for some or all the meetings were:

Mr Jerry White	Principal and CEO
Ms Hilary Bright	Director of HR Services
Ms Jennifer Eves	Chief Operating Officer
Ms Jodie Mitchell	Director of Governance and Legal
Ms Claire Harber	Governance and Legal Officer

## Meeting Attendance 2024-25

Attendance by Remuneration and Governance Committee members at meetings during the year was as follows:

Governor	If joined or left the committee within the year	23.09.2024	14.01.2025	23.04.2025	03.06.2025	16.06.2025	26.06.2025	Attendance %
Mr Andrew Barnes		✓	✓	✓	✓	✓	✓	100%
Mr Noel Bartram (Chair)		✓	✓	✓	✓	✓	✓	100%
Mr Marcus Bailey		✓	✓	✓	✓	✓	✓	100%
Mr Philip Pearce		✓	✓	✓	✓	✓	✓	100%

The average attendance for the year was 100%.

Full details of the Governing Body can be found [here](#).

## Objectives, Outcome and Performance Indicators

The College Strategic Framework was reviewed and updated in 2023/24, with the publication of the College's new Strategic Plan for 2024–2028 in June 2024.

The Strategic Plan identifies a number of key challenges for the College and five Strategic Themes that will shape the College's response to those challenges. The five Strategic Themes are Learning, People, Sustainability, Partnerships and Systems. The College's Accountability Agreement for 2024/25 sets out Strategic Targets which are aligned to the Strategic Themes and can be found in Appendix 3.

These Strategic Targets are reviewed at Corporation Strategy Days and are monitored at Corporation and Committee meetings.

## 2. Approach to Remuneration

In respect of recruitment and remuneration, the College aims to recruit a SPH using remuneration packages, including membership to an appropriate pension scheme, that are market-competitive and consistent with the existing remuneration structure.

Decisions on the salary of the SPH are informed by sector benchmarks, including data on other further education colleges of a comparable size from the Association of College's Senior Pay Survey, institutional and personal performance, value for money and affordability. A newly recruited SPH is subject to a probationary period. Salary would be set at an appropriate level taking into account the experience and quality of the candidate.

The Committee's aim is to recommend to the Corporation Board a competitive salary. The Committee's discussions and decisions relating to performance are informed by the performance reviews of the SPH as undertaken by the Chair of the Corporation. Performance review discussions are informed by objectives reflecting the strategic and financial aims. Any recommendation in respect of SPH remuneration is made by the Remuneration and Governance Committee and is brought to the full Corporation Board of Governors for consideration and approval.

The approval of SPH remuneration is based on the whole proposed remuneration package, expressed in monetary figures and includes all bonuses and ancillary payments.

Following reclassification of FE Colleges to the central government sector in November 2022, the regularity framework for colleges expanded to take into account requirements of HMT Managing Public Money (MPM) and the HMT Senior Pay Controls Process now applies to FE colleges. The Committee is aware of the process for seeking the Chief Secretary to the Treasury's approval for pay and pay increases above thresholds set out within the guidelines.

### Emoluments of the Principal/CEO and Pay Multiples

The College's institutional performance for 2024/25 is set out in the Annual Report and Financial Statements for the year ended 31 July 2025 and can be accessed [here](#).

The Principal and CEO is the College's Accounting Officer and the highest paid member of staff. Details of remuneration in 2024-25 (and 2023/24 for comparison purposes) have been extracted from the annual accounts, as published, and are detailed below:

	Year ended 31 July 2025	Year ended 31 July 2024
	£000	£000
Basic Salary	168	163
Benefits in kind	-	-
<b>Sub-total</b>	<b>168</b>	<b>163</b>
Pension contributions	48	41
<b>Total</b>	<b>216</b>	<b>204</b>

The monitoring and review of the SPH's expense claims are part of the Audit and Risk Committee terms of reference, and any concerns are to be raised to the Corporation.

The Audit and Risk Committee has monitored expenses claimed by the SPH over the period August 2024-August 2025. These totalled £1859.78, £1,663.78 of which related to the 2024/25 academic year.

### Ratio to the Median Pay of Staff

#### Relationship of Accounting Officer's pay and remuneration expressed as a multiple

	Year ended 31 July 2025	Year ended 31 July 2024
Accounting Officer's basic salary as a multiple of the median of all staff (see 1 below)	5.6	5.8
Accounting Officer's total remuneration as a multiple of the median of all staff (see 2 below)	5.9	5.8

#### Notes

1. The median of the basic salary of establishment staff is calculated on a full-time equivalent basis.
2. The median of the remuneration of all staff is calculated by taking the median of the basic salary of all staff and combining this with the median of annual actual costs for all staff for (i) employer pension contributions (adjusted for full time basis), (ii) benefits-in-kind and (iii) overtime. No further amounts are remunerated to staff (i.e. no bonus/PRP is paid).

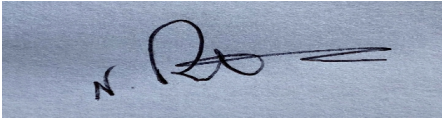
### External appointments and expenses

As part of the annual declaration the Principal/CEO has confirmed the following external appointments:

- Non-executive Director of RCU Limited
- Director of EOC Enterprises Ltd
- Director of EOC SPV Ltd

- Trustee for The Forum Trust (charity)
- Trustee of The Food and Farming Discovery Trust (charity)

The Principal/CEO receives additional remuneration/funds for one of these external appointments, which is reviewed and monitored annually by the Remuneration and Governance Committee and reported to Board.



**Noel Bartram**  
**Chair of Remuneration and Governance Committee**  
**9 December 2025**

## Appendix 1 – Terms of Reference

### REMUNERATION AND GOVERNANCE COMMITTEE: TERMS OF REFERENCE

**Purpose:** To oversee and advise the Corporation on all matters relating to remuneration for Senior Post Holders (SPH(s)) and all corporate governance matters where so required, including the appointment of Governors.

**Chair:** The Chair of the Committee will be appointed by the Corporation. **To ensure the Committee's independence the Chair of the Governing Body is not permitted to Chair the Remuneration and Governance Committee but may attend as a member.**

**Membership:** The Committee shall comprise of at least 4 members which will include:

- The Chair of the Corporation
- The Chair of the Curriculum and Standards Committee
- The Chair of the Business Committee
- The Chair of the Audit and Risk Committee

Should a member hold two of these roles another member from the Business Committee will also attend.

**The SPH(s), Staff and Student Governors are not eligible to be members. The SPH(s) may be invited to attend meetings at the request of the Committee but must withdraw from any part of the meeting where their remuneration is discussed.** The Committee may also invite other persons to attend meetings in order to provide specialist information and technical advice. Such persons shall not have a vote but shall be entitled to speak.

The quorum for meetings for the Committee shall be 3.

The Director of Governance and Legal or the Administrator or a College Employee agreed by the Committee shall act as Clerk to the Committee.

**Frequency of meetings:** The Committee will meet once at least once a term and any additional meetings may be convened by the Director of Governance and Legal as necessary.

#### **Terms of Reference:**

1. To review and ensure:
  - a. a fair, appropriate and justifiable level of remuneration for any designated Senior Post Holder
  - b. procedural fairness relating to determining remuneration
  - c. transparency and accountability concerning remuneration processes

- d. compliance with the AoC's Colleges Senior Post Holder Remuneration Code and HM Treasury's guidance on Managing Public Money as appropriate.
2. To ensure there is a robust and consistent process for setting objectives and assessing the extent to which the SPH(s) has met those objectives.
3. To determine objectives for the SPH(s) and to review any relevant data and performance evidence to ascertain an overall performance level.
4. To ensure that non-achievement of objectives or below expected performance is adequately addressed through performance management and to avoid rewarding poor performance.
5. To have delegated responsibility from the Corporation for determining the policy for the remuneration package of the SPH(s) and for proposing to the Corporation, for approval, the setting of the remuneration for the SPH(s), ensuring the SPH(s) is fairly and justifiably recognised for the contributions to the achievements of objectives and outcomes of the College.
6. To produce an annual report for the Corporation, which should include Committee membership and attendance, the approach to which remuneration is set and the influencing factors, whether performance-related pay is or is not adopted, information about median pay across the College with related pay multiple information for CEO/Principal and any other relevant information that is deemed prominent for the academic year. This is to be published as part of the annual accounts.
7. To consider and make necessary recommendations on all matters relating to the suspension or dismissal of the SPH(s), severance payments and to seeking legal advice where necessary.
8. To oversee the effectiveness of Corporate Governance, Governance Structures and Compliance and make recommendations to the Corporation Board, including but not limited to the review of Standing Orders and Instrument and Articles and Terms of Reference.
9. To ensure that an annual assessment of the effectiveness of the Corporation and its committee is conducted and that appropriate actions are undertaken, as required.
10. To advise the Corporation on Governor membership vacancies and any issues relating to membership of the Corporation, including overseeing the recruitment of members and the appointment/re-appointments of Governors, making recommendations to the Corporation for approval.
11. To review and make recommendations to the Corporation on Board Succession Planning.
12. To advise on, monitor and support Governor induction, development, training and engagement.

13. To consider and make recommendations to the Corporation on the Corporation's composition and balance and to ensure that a skills audit of Governors is conducted, as required.
14. To review and develop College Strategies and matters that relate to Governance issues.
15. To liaise with the Director of Governance and Legal regarding Governance matters as appropriate before reporting to the Corporation.
16. To monitor and review any strategic risks that have been allocated and relate to the responsibilities of the Committee. To identify strategic risks as and when they arise. To advise the Corporation and/or the Audit and Risk Committee accordingly.
17. To consider any other specific issues referred by the Corporation or the Principal to the Committee and report their findings and recommendations back to the Corporation.
18. To annually review the effectiveness of the Committee and the Terms of Reference for accuracy.

**Reporting to:** Corporation Board

Approved by the Board: 15 October 2019. 2 July 2024

Amended: November 2020, 29 March 2022, 13 June 2024





### Appendix 3 – Key Targets for the College in 2024/25

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
Learning	1	Increase the progression of young students to L4+ study	<ul style="list-style-type: none"> <li>Enhancing Norfolk's L4+ qualification levels</li> <li>Growth of HTQs and Higher / Degree Apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>Focus on Level 3 students to ensure every student is guided to consider HE / Apprenticeship progression</li> <li>Level 3 Course Leaders, PDCs aware of progression into Level 4+</li> <li>Further enhance progression support such as HE bursaries</li> <li>Consider piloting new approaches to support parent/carers considering Level 4+ progression</li> </ul>	<p>Increased progression to L4+ study from Level 3 FT programmes.</p> <p>In July 2024 we will have increased the number of students who have accepted an offer (conditional or unconditional) for level 4+ study from 544 (July 2023) to 582.</p> <p>Additional training provided to key CCN roles on L4+ progression</p> <p>Piloting of parental /carer engagement completed and impact reviewed</p>
Learning	2	Complete thorough mapping of Government Curriculum Reforms by curriculum area, identifying "gaps" in available provision in order to ensure every programme has clear and appropriate intent	<ul style="list-style-type: none"> <li>T Level implementation</li> <li>Consider implications in impact priority sectors such as Health and Social Care</li> </ul>	<ul style="list-style-type: none"> <li>Strong levels of engagement with national curriculum reform processes</li> <li>Structured programme of curriculum review built with course planning cycle for 2025/26</li> <li>Development of coherent "cross college" curriculum responses to "gaps" caused by curriculum reform, to ensure Norfolk continues to have the offer required</li> </ul>	<p>Applications for 16-19 programmes in May 2025 to be 102% of May 2024 figure.</p> <p>Strong knowledge of reforms allows College to respond positively to local provision opportunities that may occur</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
<b>People</b>	3	Develop a refreshed and coherent CCN Staff Development Programme based on Staff Skills Assessment (Training Needs Analysis)	CCN Strategic Plan (People Theme)	<ul style="list-style-type: none"> <li>Produce TNA template</li> <li>Implement at Departmental level</li> <li>Feed into the appraisal process</li> <li>Based on the outcomes from the TNA, produce a development programme of courses and sessions in development days</li> </ul>	<p>Launch of new Staff Development programme in 2025</p> <p>Training records will demonstrate growth in CPD uptake</p> <p>Staff turnover rate reduction from 18.6% to 15% (a 20% reduction)</p>
<b>People</b>	4	Develop and publish "People" Strategy with a key focus on staff engagement and satisfaction	CCN Strategic Plan (People Theme)	<ul style="list-style-type: none"> <li>Complete "Deep Dive" diagnostic work to identify key areas for development and strengths</li> <li>Working Group consisting of a cross section of staff from different areas and at different levels contribute to development of People strategy</li> </ul>	<p>Enhanced survey results (pulse and other)</p> <p>Responses to: "I see myself working at City College Norwich in 12 months' time" increases to 85% (from 81% in April 2024)</p>
<b>Sustainability</b>	5	To approve and publish the College Climate Action Plan	<ul style="list-style-type: none"> <li>UN Sustainability Development Goals 17.</li> <li>UK law – net zero by 2050</li> </ul>	<ul style="list-style-type: none"> <li>Agree the draft plan and outline targets with Governors ahead of publishing to staff</li> <li>Creation of staff resource to drive forward Environmental Sustainability</li> <li>Engagement of staff through sustainability "working group"</li> </ul>	<p>Climate Action Plan published on the College website by December 2024 and progress towards actions reported internally and to Governors.</p> <p>Clear baseline measures for key sustainability metrics established by December 2024 and monitoring tools confirmed.</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
<b>Sustainability</b>	6	To develop and deliver a training programme for staff and students on climate action and sustainability	<ul style="list-style-type: none"> <li>• UN Sustainability Development Goals 17</li> <li>• UK law – net zero by 2050</li> </ul>	<ul style="list-style-type: none"> <li>• Utilise training materials from the Carbon Literacy Trust (plus others) to develop CCN programme for students</li> <li>• Pilot programme with all provision types to consider adaptations required</li> <li>• Create staff training materials and roll out to create institution wide appreciation of Climate Action plan and collective responsibility</li> </ul>	Formally evaluate the impact of the student training programmes across provision types Target 95%+ staff completion of Climate Action training materials by end of July 2025
<b>Sustainability</b>	7	To aim to return to a financial health rating of 'Good' by end of 2024/25 academic year	Financial sustainability of the College	<ul style="list-style-type: none"> <li>• Develop enhanced training and communications to promote financial awareness.</li> <li>• Create a mechanism for the delegation of some initial budgets to College Management Team to decentralise control and enhance college wide work on financial control.</li> <li>• Continue to enhance the regular financial monitoring information provided to Governors and the Senior Management Team</li> </ul>	Internal budget management and reporting mechanisms track progress toward goal "in-year" effectively.  DfE confirmation of financial health grade received Spring 2026

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
<b>Systems</b>	8	Undertake complete review of student progression and progression tracking systems, leading to development of enhanced CCN approach which impacts positively on student outcomes	CCN Strategic Plan (Learning Theme)	<ul style="list-style-type: none"> <li>Review the current CCN approaches to progress and progression tracking and identify opportunities to build upon existing systems (likely E-ILP's) avoiding creating new systems/platforms.</li> <li>Roll out coherent and consistent approach to progress and progression tracking with associated training</li> </ul>	<p>Staff report that the progress and progression tracking system is well understood and being used consistently (positive survey score above 75%)</p> <p>Student survey indicate strong understanding of their progress on their course. (positive survey score above 85%)</p>
<b>Systems</b>	9	Create a clear and impactful internal communications plan to detail the key routes and mechanism for internal CCN communication	CCN Strategic Plan (Learning Theme)	<ul style="list-style-type: none"> <li>Standardising the ways in which communications go out to staff, and staff can communicate with one another.</li> <li>A part of this will see the roll out of Viva Engage.</li> </ul>	<p>Improved response rate from staff to surveys. (average pulse survey response rate in 2024/25 at 66%, up from 50% in 2023/24).</p> <p>Measurable increase in staff satisfaction with internal communications (response to survey question "Leaders at the college keep people informed about what is happening" + 5% from 2024 levels)</p>

Strategic Theme	Target Ref	Proposed Outcome Target	Links to national and/or local skills priorities	How we will do this	How we will know that it has been achieved
<b>Partnerships</b>	10	Actively engage with Norfolk (and where relevant Suffolk) County Councils on devolution to ensure skills and the College sector benefits from the opportunities devolution provides	<ul style="list-style-type: none"> <li>• Skills Bootcamps / Free courses for jobs</li> <li>• Adult skills activity in key national priority sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Actively contribute to the Adult Skills Budget devolution planning to ensure funding is maximised for learning activity</li> <li>• Proactively support the work of Norfolk County Council and District Council's in operationalising the Norfolk Economic Strategy and maximise investment in skills and lifelong learning</li> <li>• Champion the needs of vulnerable or marginalised groups with devolution opportunities to leverage additional support that impacts on the communities we serve</li> </ul>	CN secures Adult Skills budget post devolution for 2025/26 which is greater than £1.8m to enable us to support additional students. CCN seen as playing key role as an "anchor" institution by stakeholders in devolution, evidenced by strong levels of strategic engagement from Norfolk County Council.
<b>Partnerships</b>	11	Create structures that support employer engagement within our curriculum areas, to enhance the student experience and progression opportunities for our students and apprentices	<ul style="list-style-type: none"> <li>• T Levels</li> <li>• Apprenticeships</li> <li>• Skills Bootcamps</li> <li>• HTQs</li> <li>• Courses in key national priority sectors</li> <li>• Devolution</li> <li>• Local Skills Improvement Plans</li> </ul>	<p>Utilise new Head of Employer Relations role to pilot employer engagement boards (or similar structures) within three key sectors</p> <p>Initiate and embed new Employer Boards in the areas of:</p> <ul style="list-style-type: none"> <li>• Technical Construction</li> <li>• Agriculture/Food Production</li> <li>• Digital</li> </ul>	<p>Tangible examples of curriculum development as a result of employer structures evidenced within three SAR areas</p> <p>Boards established with clear agenda and strong attendance</p> <p>Students survey +5% in three key sectors for course provides work related skills</p>