

Annual Report of the Remuneration and Governance Committee for the Year 1 August 2022 to 31 July 2023

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 (2018) ("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 Performance-Related Pay in City College Norwich ceased from the academic year 2018/19 following approval of the Board. As part of its Terms of Reference, the Audit and Risk Committee will monitor the expense claims of the SPH (Policy FN03) and raise any concerns to the Corporation.

Remuneration and Governance Committee Terms of Reference

Details of the Committee's Terms of Reference for 2022/23 can be found in [Appendix 1](#).

College Staffing Structure

Details of the College Organisation Chart for 2022/23 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 2022-23

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

Ms Bree Sherwood	Governor, Chair of Remuneration & Governance and Audit & Risk Resigned 7 March 2023
Mr Andrew Barnes	Governor, Chair of Corporation
Ms Jill Lanning	Governor, Chair of Curriculum & Standards Interim Chair of Audit & Risk as of 28 March 2023
Mr Noel Bartram	Governor, Chair of Business Interim Chair of Remuneration & Governance as of 28 March 2023 / Appointed as Chair of Remuneration & Governance 17 October 2023

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

Mrs Nikki Gray	Governor
Mrs Andrea Blanchflower	Governor
Mr Philip Pearce	Governor
Mr Jerry White	Principal and CEO
Ms Hilary Bright	Director of HR Services
Ms Jodie Mitchell	Director of Governance and Legal
Miss Clare Johnson	Governance and Legal Assistant
Ms Barbara Ashby	Governance and Legal Administrator

Meeting Attendance 2021-22

Attendance by Remuneration and Governance Committee members at meetings during the year 2020-21 was as follows:

Governor	If joined or left the committee within the year	28.09.2022	31.10.2022	14.11.2022	01.03.2023	03.05.2023	07.06.2023	27.06.2023	Attendance %
Mr Andrew Barnes		✓	✓	✓	✓	✓	✓	✓	100%
Ms Bree Sherwood (RemGov Chair)	07/03/2023	✓	✓	✓	✓	☒	☒	☒	100%
Ms Jill Lanning		✓	✓	✓	✓	✓	✓	✓	100%
Mr Noel Bartram (Interim RemGov Chair)		✓	✓	✓	✓	✓	✓	✓	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 Strategic Framework is accompanied by 5 Strategic Aims and Success Indicators which can be found in [Appendix 3](#).

Further to the conclusion of the structural changes that resulted from the merger with Easton College, the Governors have now updated the College Strategy which informed the Strategic Aims and Success Indicators for September 2021 – July 2026. The Strategic aims will be reviewed regularly at Corporation Strategy Days and Corporation and Committee meetings.

Strategic Delivery Priorities 2022/23

Strategic Aim 1: To achieve outstanding outcomes for our students and apprentices that add value and enable personal and professional progression

1. Ensure programmes for students and apprentices are well planned in order to enable them to achieve and FLOURISH (**F**amily and friends, **A**ccess to **l**earning, **T**he **o**ppportunity to lead a good life, **B**eing **u**nderstood, **B**uilding **r**esilience, **R**espect for their **i**ndividuality, **F**eeling **s**afe, **B**eing **h**ealthy) [Flourishing in Norfolk Strategy](#)
2. Investigate with students the key drivers of HE student satisfaction with their learning experience, and instigate measures to improve

Strategic Aim 2: To make a significant and exemplary contribution to education and training at all levels to respond to changing economic development needs

3. Proactively engage with key partners such as the Chamber of Commerce, Local Authorities and the Local Enterprise Partnership to position the College well to respond to emerging priorities
4. Undertake the “Duty to Review” process alongside our NACG colleagues
5. Undertake a strategic review of our Level 4+ curriculum offer to ensure we continue to play the role the county and region needs us to

Strategic Aim 3: To have a culture where we strive to continuously improve through innovation and aspiring to excellence

6. Enhance the effectiveness of Governance through evolving the schedule of business, evidencing appropriate external assurance sources and reviewing Board self-assessment
7. Create and deliver an Investors in Diversity action plan that builds upon staff survey feedback, the Investors in Diversity review and relevant Creative Excellence projects
8. Seek opportunities to recreate (post-pandemic) and further enhance the sense of belonging and a vibrant college community for staff, through implementation of relevant Creative Excellence projects and other targeted actions

Strategic Aim 4: To deliver a professional and inspiring college environment in a sustainable way

9. To reduce our reliance on public funding through an expansion of profit-making commercial activity
10. Deliver the Easton campus grain store project
11. Operationalise the new cybersecurity measures and train staff (as per audit requirement)
12. Create further developed proposals for up to 3 of the highest priority estate strategy developments so that we are more able to respond swiftly to any emerging opportunity
13. Further develop our approach to Net Zero, with a particular focus on the green travel plan and curriculum developments

Strategic Aim 5: To engage at local, regional, and national levels to build purposeful partnerships which benefit our communities

14. Enhance the stakeholder matrix to include the focus of engagement with each stakeholder, to enable more impactful and targeted engagement that benefits the College
15. Actively use the College's influence and partnerships to lobby for enhanced revenue and capital funding that is recurrent, equitable with other educational sectors and allows for long term financial sustainability.

2. Approach to Remuneration

In respect of recruitment and remuneration (Policy HR18), 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 market data including data on other further education colleges of a comparable size, including the Association of College's Senior Pay Survey, institutional and personal performance and affordability. A newly recruited SPH is subject to a probationary period (Policy HR16). Salary would be set at an appropriate level, taking into account the experience and quality of the candidate.

The Committee's aim is to pay a competitive salary, with a significant focus on performance. The Committee's discussions and decisions relating to performance are informed by the performance reviews of the SPH, which are undertaken by the Chair of the Corporation. Performance review discussions are informed by the strategic aims.

3. Emoluments of the Principal/CEO and Pay Multiples

The College's institutional performance for 2022/23 is set out in the Annual Report and Financial Statements for the year ended 31 July 2023 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 2022-23 have been extracted from the annual accounts, as published, and are detailed below:

	Year ended 31 July 2023 £000	Year ended 31 July 2022 £000
Basic Salary	149	158
Benefits in kind	-	-
Sub-total	149	158
Pension contributions	35	37
Total	184	195

The monitoring and review of the SPH's expenses claims are part of the Audit and Risk committee terms of reference and any concerns are to be raised to the Corporation. No expenses were claimed by the SPH during the academic year of 2022/23.

Ratio to the Median Pay of Staff and Lowest FTE Salary. Relationship of Accounting Officer's pay and remuneration expressed as a multiple

	Year ended 31 July 2023	Year ended 31 July 2022
Accounting Officer's basic salary as a multiple of the median of all staff (see 1 below)	5.7	6.1
Accounting Officer's total remuneration as a multiple of the median of all staff (see 2 below)	5.7	6.2

Notes

1. The median of the basic salary of establishment staff is calculated on an FTE 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
- Trustee for the Forum Trust (October 2022)
- Director of Food and Farming Discovery Trust (October 2022)

The Principal/CEO or the College does not receive any additional remuneration/funds for these external appointments.



Noel Bartram
Chair of Remuneration and Governance Committee
12 December 2023

Appendix 1 – Terms of Reference

CITY COLLEGE NORWICH

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)), the development of College Strategy 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 Chair as necessary.

Terms of Reference:

1. To review and ensure:
 - a. a fair, appropriate and justifiable level of remuneration
 - b. procedural fairness relating to remuneration
 - c. transparency and accountability concerning remuneration processes
 - d. compliance with the AoC's Colleges Senior Post Holder Remuneration Code
2. To ensure there is a robust and consistent process for setting objectives and assessing the SPH(s) contribution.
3. To review and oversee all performance evidence and objectives relating to the SPH(s) and to review any relevant data 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

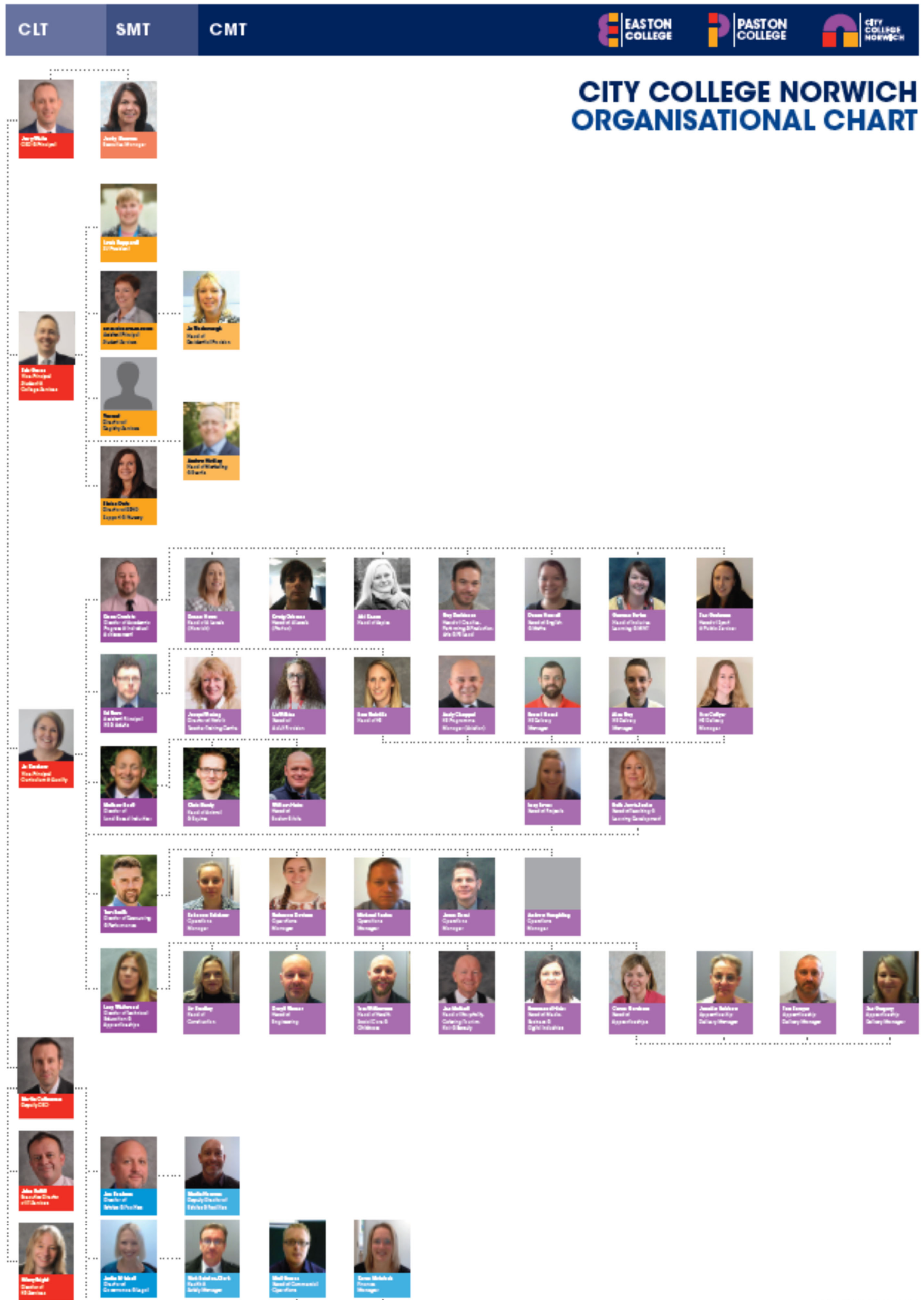
5. To have delegated responsibility for determining the policy for the remuneration package of the SPH(s) and for setting the remuneration for the SPH(s), ensuring the SPH(s) is fairly and justifiably recognised for the contributions to the achievements of objectives and outcomes of the College.
6. To 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.
9. 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.
10. To review and make recommendations to the Corporation on Board Succession Planning.
11. To review and develop Governor induction, development and training.
12. To consider and make recommendations to the Corporation on the Corporation's composition and balance and to ensure a self-assessment by the Corporation on its skills, as required.
13. To review and develop College Strategies and matters that relate to Governance issues.
14. To liaise with the Director of Governance and Legal regarding Governance matters as appropriate before reporting to the Corporation.
15. To monitor and review risk management for those areas that are the responsibility of the Committee.
16. 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.
17. To annually review the effectiveness of the Committee and the Terms of Reference for accuracy.

Reporting to: Corporation Board

Approved by the Board: 15/10/2019

Amended: November 2020, 29 March 2022

Appendix 2 – College Structure Chart



Appendix 3 – Objectives, Outcome and Performance Indicators

Strategic Aims and Success Indicators September 2021 – July 2026

- 1. To achieve outstanding outcomes for our students and apprentices* that add value and enable personal and professional progression**
 - a) Student's development goes beyond their qualifications
 - b) Measures of student progression are outstanding
 - c) Student's experience results in very high satisfaction
 - d) Programmes support students to 'Flourish' (**F**amily and friends, Access to **l**earning, The **o**pportunity to lead a good life, Being **u**nderstood, Building **r**esilience, Respect for their **i**ndividuality, Feeling **s**afe, Being **h**ealthy) [Flourishing in Norfolk Strategy](#)
 - e) Internal and external quality assurance assessments are of the highest grades
- 2. To make a significant and exemplary contribution to education and training at all levels to respond to changing economic development needs**
 - a) Curriculum offer is inclusive and meets the needs of under-represented groups and those who are disadvantaged
 - b) Highly beneficial retraining and upskilling provision for adults in key sectors for the region
 - c) Expanded Higher Technical Education offer in priority areas, as informed by labour market information
 - d) Employers experience high levels of satisfaction through influencing and contributing to curriculum development, design, and delivery
 - e) Students are equipped with the skills to work regionally, nationally, and globally
- 3. To have a culture where we strive to continuously improve through innovation and aspiring to excellence**
 - a) Students and staff exemplify Ways of Working whilst learning and working together
 - b) We have very high expectations of ourselves, each other and students and complacency is always challenged
 - c) Staff supported to gain and retain dual professionalism and/or specialisms
 - d) A college with Diversity, Equity and Inclusion (DEI) at its heart, where staff and students feel that they belong
 - e) A workplace culture and environment that makes the college an Employer of Choice
- 4. To deliver a professional and inspiring college environment in a sustainable way**
 - a) Excellent industry standard facilities are available in all curriculum areas
 - b) Financial health as assessed by the Funding Agency to be a 'strong' good
 - c) Secure and robust infrastructure that enables students and staff to learn and work anywhere
 - d) Plan to reach net zero carbon emissions by 2030
 - e) Investment decisions made using environmental, social, and governance (ESG) criteria
- 5. To engage at local, regional, and national levels to build purposeful partnerships which benefit our communities**
 - a) Highly effective strategic stakeholder engagement and management systems in place
 - b) Preferred partner for key stakeholders in strategic developments
 - c) Collaboration with other colleges brings benefits to our students which we could not achieve on our own
 - d) Recognised as an anchor institution for our community
 - e) Reputation for thought leadership in Education and Skills