

Annual Report of the Remuneration Committee for the Year 1 August 2019 to 31 July 2020

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 Committee and other matters of note.

Adopting the Code assists the Remuneration 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 Committee Terms of Reference

Details of the Committee’s Terms of Reference can be found in [Appendix 1](#).

College Staffing Structure

Details of the College Executive Team for 2019/20 can be found in [Appendix 2](#).

Committee Membership and Attendance 2019-20

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

Ms Bree Sherwood	Governor (Chair of Remuneration and Audit & Risk)
Mr Andrew Barnes	Governor (Chair of Corporation, Chair of Business)
Ms Jill Lanning	Governor (Chair of Curriculum and Standards)
Mr Noel Bartram	Governor (Representative of Business Committee)

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

Ms Hilary Bright	Director of HR Services, NES
Miss Clare Johnson	Clerk to the Corporation

Meeting Attendance 2019-20

Attendance by Remuneration Committee members at meetings during the year 2019-20 was as follows:

Governor	If joined or left the committee within the year	26 Nov 2019	11 Feb 2020	15 Jul 2020	Attendance %
Mr Andrew Barnes		✓	✓	✓	100%
Ms Bree Sherwood (Remuneration Chair)		✓	✓	✓	100%
Ms Jill Lanning		✓	✓	✓	100%
Mr Noel Bartram		✓	✓	✓	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](#).

During the 2018/19 academic year, the Governing Body made a decision to postpone the creation of a new Strategy until after the conclusion of structural changes that would be a result of the merger with Easton College. In July 2019, Governors highlighted five specific Success Indicators (extracted below) that would be a key focus for 2019/20 for the newly formed College and these five targets have been reviewed regularly at Corporation Strategy Days (January 2020) and Corporation and Committee meetings.

Aim One

To achieve outstanding outcomes for our students, employers and other clients with a welcoming and engaging environment that is respectful, inclusive and fosters success

Success Indicators

- Measures of student achievement and progression are outstanding

Aim Two

To be recognised as a driving force in skills training for regional economic development

Success Indicators

- None highlighted from this Aim.

Aim Three

To achieve excellence through our ability to challenge each other, and our processes, as we learn, teach and work together

Success Indicators

- Ways of Working embedded in staff and student life at our college

Aim Four

To achieve financial sustainability through efficient and effective use of our human and physical assets whilst confidently taking intelligent risks aligned to our strategic framework

Success Indicators

- Financial resources enable us to meet our strategic aims
- Qualified and experienced workforce, excellent in their field

Aim Five

To work with our students, community, employers and stakeholders in order to grow our college and increase our influence

Success Indicators

- Clearly defined set of activities to strengthen our relationships in the wider community to drive growth

2. Approach to Remuneration

Decisions on the salary of the SPH are informed by market data including data on other further education colleges of a comparable size, 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. The Committee's discussions and decisions relating to performance are informed by performance reviews of the SPH, which is undertaken by the Chair of the Corporation. The performance review discussions will be informed by the five specific success indicators as noted above.

In respect of recruitment (Policy HR18), the College aims to recruit a SPH using remuneration packages that are market-competitive and consistent with the existing remuneration structure. In doing so, the College seeks to pay no more than necessary to attract talented individuals. A newly recruited SPH is subject to a probationary period (Policy HR16) and is eligible to receive the same remuneration elements as any existing/previous SPH, namely salary, set at an appropriate level taking into account the experience and quality of the candidate, and membership of the appropriate pension scheme.

3. Emoluments of the Principal/CEO and Pay Multiples

The College's institutional performance for 2019/20 is set out in the Annual Report and Financial Statements for the year ended 31 July 2020 and can be access [here](#).

The Principal and CEO is the College's accounting officer and the highest paid member of staff. Details of remuneration in 2019-20 have been extracted from the annual accounts, as published, and are detailed below:

	Year ended	Year ended
	31 July 2020	31 July 2019
	£000	£000
Basic Salary	151	144
Performance related pay and bonus *	-	7
Benefits in kind	-	-
	<hr/>	<hr/>
	151	151
	<hr/>	<hr/>
Pension contributions	35	25
	<hr/>	<hr/>

* Amounts payable for performance related pay and bonus were awarded based on prior year basic salary.

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 2019/20.

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 2020	Year ended 31 July 2019
Accounting Officer's basic salary as a multiple of the median of all staff (see 1 below)	6	5.8
Accounting Officer's total remuneration as a multiple of the median of all staff (see 2 below)	6.1	5.9

Notes

- 1 The median of the basic salary of all 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 (full time equivalent basis) 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:

- Director of Association of Colleges
- Director of Association of Colleges in the Eastern Region
- Member of the Partnership Board of Norwich Opportunity Area
- Board Member of New Anglia Local Enterprise Partnership for Norfolk and Suffolk
- Trustee of the Forum Trust
- Trustee of Norfolk and Norwich Festival Trust

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

**Bree Sherwood
Chair of Remuneration Committee
March 2021**

Appendix 1 – Terms of Reference

CITY COLLEGE NORWICH

REMUNERATION COMMITTEE: TERMS OF REFERENCE

- Purpose:** To oversee all matters relating to remuneration for Senior Post Holders (SPH).
- 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 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.

Any SPH's, Staff and Student Governors are not eligible to be members. SPH's may be invited to attend meetings at the request of the committee but must withdraw from any part of the meeting where his/her 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 Clerk of the Corporation or the Administrator or any person agreed by the Committee shall act as Clerk to the Committee.

Frequency of meetings: The Committee will meet once a year 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 consider matters of equality, diversity and inclusion and ensuring there are not biases relating to gender or other protected characteristics.

3. To ensure there is a robust and consistent process for setting objectives and assessing an individual's contribution.
4. To review all performance evidence and objectives relating to the SPH and to review data relating to comparator organisations to ascertain an overall performance level.
5. To ensure that non-achievement of objectives or below expected performance is adequately addressed through performance management and to avoid rewarding poor performance
6. To make recommendations on the remuneration package of all SPHs to the Board for approval, ensuring the SPHs are fairly and justifiably recognised for the contributions to the achievements of objectives and outcomes of the College.
7. 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.
8. To consider all matters relating to the suspension or dismissal of SPH's, severance payments and to seeking legal advice where necessary.
9. To annually review the effectiveness of the Committee and the Terms of Reference for accuracy

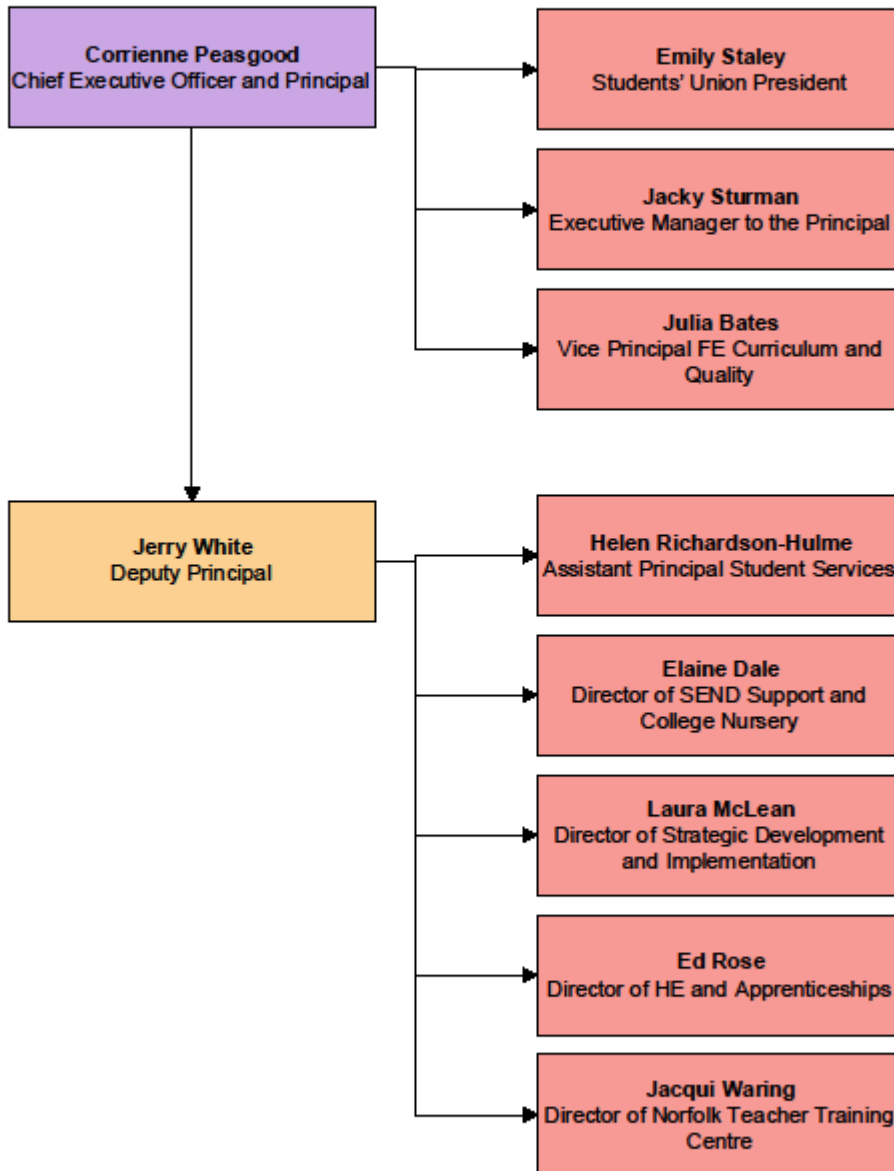
Reporting to: Corporation Board

Approved by the Board: 15/10/2019
Amended: November 2020

Appendix 2 – College Structure Chart



Executive Team



NB: Jacky Sturman and Jacqui Waring are first / second line reports to the Principal and not members of the Exec but are included in this chart for information.

Appendix 3 – Objectives, Outcome and Performance Indicators

Aim One

To achieve outstanding outcomes for our students, employers and other clients with a welcoming and engaging environment that is respectful, inclusive and fosters success

Success Indicators

- Measures of student achievement and progression are outstanding
- Provision judged by external bodies to be of the highest possible grade
- Very high student, staff, employer satisfaction ratings
- Students are actively engaged in their learning taking ownership of their progression and professional outcomes

Aim Two

To be recognised as a driving force in skills training for regional economic development

Success Indicators

- Excellent, industry standard facilities available for delivery
- Curriculum constantly reviewed and, where possible, aligned to regional priorities
- Learning models and infrastructure developed to enable students to learn anywhere
- Employer feedback is used to demonstrate we are a regional leader in skills training

Aim Three

To achieve excellence through our ability to challenge each other, and our processes, as we learn, teach and work together

Success Indicators

- Ways of Working embedded in staff and student life at our college
- Highly effective processes and procedures which limit our impact on the environment
- Staff journey focussed on maximising individual potential and well-being
- Strong student participation in our evaluation and review processes

Aim Four

To achieve financial sustainability through efficient and effective use of our human and physical assets whilst confidently taking intelligent risks aligned to our strategic framework

Success Indicators

- Financial resources enable us to meet our strategic aims
- All staff confident in practising entrepreneurial thought and action
- Targeted curriculum areas have a profitable commercial income stream
- Qualified and experienced workforce, excellent in their field

Aim Five

To work with our students, community, employers and stakeholders in order to grow our college and increase our influence

Success Indicators

- Partnerships with other colleges and providers give us more influence than we would have on our own
- High profile, well recognised celebrations of success
- Staff, students and alumni confidently promoting our college
- Strong and productive partnerships with a broad range of employers, schools and other stakeholders
- Clearly defined set of activities to strengthen our relationships in the wider community to drive growth