



**THE CORNWALL COLLEGE GROUP
REMUNERATION COMMITTEE ANNUAL REPORT
FOR THE YEAR ENDED
31 JULY 2024**

THE CORNWALL COLLEGE GROUP (TCCG) REMUNERATION COMMITTEE ANNUAL REPORT 2023/24

1. REMUNERATION COMMITTEE TERMS OF REFERENCE

- 1.1 The Remuneration Committee terms of reference were reviewed and approved by the Board on 10 October 2024. These are attached as Annex A.
- 1.2 The purpose of the Committee is to consider all matters relating to the remuneration of the senior management of the Corporation and the Clerk to Governors so as to:
- ensure that senior postholders are fairly rewarded for their individual contributions to the Group's overall performance and
 - demonstrate to the public that the pay of senior postholders is set by a Committee which has no personal interest in the outcome of its decision and which gives due regard to the interests of the public and of the financial health of the Group.
- 1.3 In discharging its responsibilities, the Committee will operate within the Association of Colleges' Senior Staff Remuneration Code; the framework of the (ESFA) College Financial Handbook and the Corporation's financial regulations, policies and procedures.

2. COMMITTEE MEMBERSHIP

2.1 Committee constitution and membership

2.1.1 The constitution of the Committee is:

- The Chair of the Board
- The Vice Chair of the Board
- The Chair of the Audit and Risk Committee
- The Chair of the Curriculum and Quality Committee
- The Chair of the Finance and Resources Committee
- The Chair of the HE Committee

The Committee has the power to co-opt an additional member with relevant experience who is not a Board member.

2.1.2 Membership of the Remuneration Committee during the year ended 31 July 2024 was as follows:

- Dr Patrick Newberry
- Mrs Pat Wilde
- Mr Jonathan Mashen
- Dr Wilf Hudson
- Mr Geoff Warring

2.1.3 The Committee Chair was, and continues to be, Mrs Pat Wilde.

2.1.4 All of the above were Governors and Committee Chairs.

2.1.5 The attendance of members at the Committee meetings was as follows; all five members attended the first meeting of the Committee and three members attended the second meeting with two members giving apologies.

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- 2.1.6 The Secretary to the Committee was fulfilled by Miss Wendy Randle, Director of Governance until 12 November 2023 and by Miss Tian Bersey, Clerk to Governors from 20 November 2023.
- 2.1.7 The Principal and Chief Executive is usually invited to attend meetings to present information and advice but is not a member of the Committee.
- 2.1.8 Dr Wilf Hudson's second term as a Governor ended on 18 October 2024 and he was replaced as Chair of the Curriculum and Quality Committee and on the Remuneration Committee by Mrs Josephine John.

2.2 Meeting dates

- 2.2.1 The Committee met on the following dates in the year ended 31 July 2024: -
7 September 2023
2 October 2023
- 2.2.2 The Committee also met on the following dates relevant to the year 2023/24 -
2 October 2024

3. APPROACH TO REMUNERATION

3.1 Context

- 3.1.1 The Cornwall College Group is a very large general further education college with eight campuses in Cornwall and two in Devon. It also provides education and training in outreach centres and with many local employers and partners. The college offers courses in seventeen subject areas, including an extensive land-based curriculum, reflecting the rural economy it serves. It is one of the largest education and training providers in the south west region.
- 3.1.2 The Group's Annual Report and Financial Statements for the year ended July 2024 provides detailed information about the Group including its mission, strategy, markets, governance arrangements and financial position.
- 3.1.3 A new Group Deputy Principal Group Curriculum and Quality took up the role on 28 August 2023.
- 3.1.4 The Director of Governance resigned from their role in July 2023 and left the Group on 12 November 2023. The board appointed a new Clerk to the Corporation on 25 September 2023 who took up the role on 20 November 2023.
- 3.1.5 A resignation was received from the Principal and Chief Executive in January 2024 and they left the Group on July 12. The board appointed a new Principal on 20 March 2024 who started at the College on 1 July 2024.
- 3.1.6 On 31 January 2024 the board reappointed the Chair of the Board and the Vice Chair of the Board for a second term of two years.
- 3.1.7 The Corporation has adopted the Association of Colleges' Senior Staff Remuneration Code. The current version of the Code is dated September 2021.

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3.2 Approach to setting remuneration

- 3.2.1 The Corporation has decided that the senior postholders, who are the senior staff accountable to the Corporation, should be fairly rewarded for their individual contributions to the Group's overall performance and their remuneration be set by a Committee which has no personal interest in the outcome of its decision and gives due regard to the interests of the public and of the financial health of the Group.
- 3.2.2 The Corporation has identified the roles of Principal and Chief Executive, Group Deputy Principal Group Operations and the Group Deputy Principal Curriculum and Quality as the Group's senior postholders. These roles are complex, relate to key business activities and require high level decision making.
- 3.2.3 The Clerk to Governors is directly accountable to the Corporation and is also therefore within the remit of the Remuneration Committee.
- 3.2.4 The senior postholders and Clerk to Governors' remuneration is reviewed annually by the Committee following a review of their performance against targets for the year agreed with the Committee.
- 3.2.5 The Remuneration Committee benchmarks senior postholders' remuneration against the Association of Colleges' Senior Staff Survey but also takes into consideration other factors such as market forces, the college environment and complexity, ease of recruitment, risk and retention as well as value for money and staff pay levels.

3.3 Principal and Chief Executive's Earnings

- 3.3.1 The Principal and Chief Executive is the highest paid senior postholder in the Group. The pay multiplier, comparing the basic salary of the outgoing Principal and Chief Executive to that of the median salary for all other staff was 7.4 (7.7 2022/2023, 8.0 2021/22, 7.8 2020/21). The median hourly pay for 2023/24 for staff is £13.95 per hour (£13.12 2022/2023, £12.55 2021/22, £13.02 2020/21) and the hourly pay for the Principal was £103 per hour (£101.35 2022/2023, £101.35 2021/2022, 101.35 per hour 2020/21).
- 3.3.2 The Department for Education and HM Treasury approved the remuneration for the new Principal and CEO appointed in March 2024. The pay multiplier, comparing the basic salary of the new Principal and Chief Executive to that of the median salary for all other staff is 6.7 and hourly pay is £93.56.
- 3.3.2 Details of the Principal's, and other senior postholders' remuneration during the year is detailed in the notes to the Financial Statements for the year ended 31 July 2024.

3.4 College Policy on Paid External Appointments

- 3.4.1 Whilst the College recognises the value of staff, including senior postholders, undertaking external appointments, income from external activities, if those activities occur during normal working hours, should be paid to the College or the staff member should take annual or unpaid leave. External appointments and activities include work as an external examiner or Ofsted Inspector.

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4. CONCLUSION

- 4.1 In April 2019 the Corporation adopted the Association of Colleges' Remuneration Code which states that fair and appropriate remuneration requires three key elements:
- a fair, appropriate and justifiable level of remuneration;
 - procedural fairness;
 - transparency and accountability.
- 4.2 The Remuneration Committee is committed to ensuring that senior postholders' and the Clerk to Governors' remuneration is fair and appropriate.

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APPENDIX A

**THE CORNWALL COLLEGE GROUP
REMUNERATION COMMITTEE TERMS OF REFERENCE**

Purpose: the purpose of the committee is to consider all matters relating to the remuneration of the senior management of the Corporation and the Clerk to Governors so as to:

- ensure that senior postholders are fairly rewarded for their individual contributions to the Group's overall performance and
- demonstrate to the public that the pay of senior postholders is set by a committee which has no personal interest in the outcome of its decision and which gives due regard to the interests of the public and of the financial health of the Group.

In discharging its responsibilities, the Committee will operate within the Association of Colleges' Senior Staff Remuneration Code; the framework of the (ESFA) College Financial Handbook and the Corporation's financial regulations, policies and procedures.

1. Constitution

- 1.1 The Chair of the Board
- 1.2 The Vice Chair of the Board
- 1.3 The Chair of the Audit and Risk Committee
- 1.4 The Chair of the Curriculum and Quality Committee
- 1.5 The Chair of the Finance and Resources Committee
- 1.6 The Chair of the HE Committee

2. Co-option

The committee will have the power to co-opt an additional member with relevant experience who is not a board member.

3. Chair

The Vice Chair of the Board will be the Chair of this committee.

4. Secretary

The secretary to the committee will be the Clerk to Governors. The Clerk to Governors will be required to withdraw from the meeting when any matter personal to the Clerk to Governors is to be considered and a member of the committee will take minutes of that discussion.

5. Quorum

The quorum will be three members of whom two must be governors.

6. In Attendance

- 6.1 The Principal and Chief Executive will attend meetings for the purpose of providing advice and information and will be required to withdraw when any matter personal to the Principal and Chief Executive is to be considered.
- 6.2 Any person or persons may be invited to attend by the committee for the purpose of giving specialist advice.

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6.3 Any Board member (subject to the limitations relating to staff and students included in Instrument 13) may attend any meeting of the committee having given prior notice to the Chair.

7. Remit

7.1 To decide and report confidentially to the Board on:

- The remuneration of the Principal and Chief Executive, senior postholders (SPHs) and the Clerk to Governors.
- Monitoring the performance management process for the Principal and Chief Executive, SPHs and the Clerk to Governors.
- Any compensation payable in the event of early termination of employment of the Principal and Chief Executive or of the SPHs.
- Agreement for SPHs to undertake major additional duties including secondment outside the Group (whether or not they are related directly to TCCG activity) when such duties involve absence from Group during working time or when they could conflict with TCCG's interests.
- Managing personal familial relationships relating to SPHs and the Principal and Chief Executive as prescribed in the Managing Personal Familial Relationships policy.

7.2 Other authority

- The committee is authorised by the Corporation to investigate any activity within its terms of reference. It is authorised to seek any information it requires from any employee of the Group and all employees are required to co-operate with any request made by the committee.
- The committee is authorised by the Corporation to obtain outside legal or other independent professional advice and to secure the attendance of external advisers with the relevant experience and expertise if it considers this necessary. The committee is authorised to establish task and finish groups, including governors, staff and others as required.

8. Meetings

The committee will meet at least once per year and at other times as determined by the Chair of the committee or as requested by the Board.

9. Reporting

- 9.1 In view of the sensitive nature of the committee's business, confidentiality must be preserved at all times when personal matters are considered and papers relating to such matters kept to a minimum.
- 9.2 Agreed minutes of the committee meetings, will be kept by the Clerk to Governors and may be read by any Board member on request to the Clerk to Governors.
- 9.3 The Chair will use discretion in making reports and recommendations to the Board balancing the needs for confidentiality and public accountability (openness).

10. Amendments

The terms of reference of the committee may be amended only by decision of the Board.

Approved by the Corporation Board 10 October 2024.
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