College of West Anglia

Annual Report

of the

Remuneration Committee

Academic Year 2024/2025

Remuneration Committee	8 October 2025
Corporation	15 October 2025

Introduction

The Annual Report of the Remuneration Committee for presentation to the Corporation is a requirement of the AoC's Senior Post Holder Remuneration Code and the Further Education Code of Good Governance.

As the college is classified in the public sector CWA is subject to central government senior pay controls and conventions set out under Managing Public Money. These requirements have been considered is all aspects of the committee's work.

The Remuneration Committee

The Remuneration Committee met twice during the 2024/25 academic year, meeting on 9 October 2024 and an extraordinary meeting was called and held on 7 February 2025.

For the 2025/26 academic year the membership of the committee will be:

Sally Mitton (Chair)
Gill Rejzl
Hein van den Wildenberg

The current terms of reference for the committee can be found at appendix 1.

Senior Post Holders

The following positions are board appointments and deemed to be Senior Post Holders for the purposes of this report:

- Principal/CEO
- Deputy CEO/Vice Principal Curriculum & Quality
- Vice Principal Corporate Services
- Head of Governance

Performance Review

Each post holder is subject to the college's annual appraisal process. During the summer of 2025 the following appraisals took place:

- Principal/CEO appraisal by a panel of governors comprising Gill Rejzl, Sally Mitton, and Dave Clark;
- Deputy CEO/Vice Principal Curriculum & Quality – appraisal by the Principal/CEO, with feedback from Gill Rejzl;
- Vice Principal Corporate Services – appraisal by the Principal/CEO with feedback from Hein van den Wildenberg, and Ray Harding;
- Head of Governance – appraisal by Gill Rejzl and the Principal/CEO.

Appraisal forms were made available to the Remuneration Committee to review.

Reward Proposal Considerations for Senior Post Holders

The following factors were used by the committee when considering reward proposals:

a) performance in support of the college's strategic objectives in areas such as:
   - teaching, learning and outcomes for students
   - management, financial performance and administration
   - leadership of staff
   - stakeholder, partner and employer satisfaction
   - external relations nationally and locally
   - major initiatives and projects;

b) the size and/or complexity of the college;

c) the nature of the post-16 markets and issues of recruitment and retention;

d) the college's objectives in relation to the diversity of the workforce;

e) recent pay awards to college staff;

f) the college's financial ability to offer an award.

Benchmarking Data

The college participates in the AoC Survey of Senior Post Holders. The Remuneration Committee reviewed benchmarked data from the survey. The categories of data for each postholder reviewed included:

- All college types (£30m-£40m) and (£40m-£50m)
- Geographical area (midlands) (£30m-£40m) and (£40m-£50m)
- General further education colleges (£30m-£40m) and (£40m-£50m)

Note: CWA income in 2024/25 is likely to be circa £38.5m; the budget for 25/26 is 40.2m

Expenses

Senior Post Holders are subject to the same policies and procedures as all college staff. Expenses claims of the Senior Post Holders are reviewed annually by the Audit and Risk Committee; the last review by the Audit and Risk Committee was at its meeting held on 26 February 2025.

Emoluments of the Chief Executive / Principal

It is a requirement of the AoC's Remuneration Code to report the emoluments of the Chief Executive / Principal. This information is detailed in the table below.

	***2024/25**	***2023/24**
Basic Salary	**£99,231**	**£102,010**
Performance Related Pay & Bonus		
Retention Incentive	**£18,447**	**£19,438**
Other Benefits in Kind		
Pension Contributions **	**£0**	**£0**
Total	**£117,677**	**£121,448**

The information above, along with details of the pay multiple of the Principal/CEO and the median earnings of the institution's whole workforce are published in the college's statutory accounts. Academic year is 1 August to 31 July.

* Academic year is 1 August to 31 July

**With effect from 1 September 2023 the Principal/CEO reduced his working pattern to part-time, 3 days a week from a full-time position in 2022/23.

* *

APPENDIX 1

REMUNERATION COMMITTEE: TERMS OF REFERENCE

1 Purpose and responsibilities:

(a) To determine and approve the remuneration and terms/conditions of the Principal/CEO, designated Senior Post Holders and the Head of Governance, having due regard to the AoC's Senior Post Holder Remuneration Code and the requirements under Managing Public Money

2 Powers:

(a) Reporting to the Corporation
(b) To advise the Corporation on the remuneration, grade and contracts of employment of senior post holders including the Head of Governance as and when required
(c) To advise the Corporation on the setting of annual targets and objectives for senior post holders and the Head of Governance.

3 Membership:

(a) Four members, including:
- The Chair of the Corporation
- Three other members

4 Meetings:

(a) Quorum:

- 3 members

(b) Chair:

- A member elected annually by the Corporation

(c) In attendance:

- The Principal/CEO (as required, and except during discussions relating to the Principal/CEO's remuneration)
- The Head of Governance (except during discussions relating to the Head of Governance's Remuneration)

(d) Frequency:
- As and when required to fit in with the College's reporting and planning cycle
-

(d) Standing agenda items:

- The Head of Governance shall maintain a list of standing agenda items for each meeting, which shall be reviewed annually by the Corporation

(f) Agenda and papers distribution:
- At least seven clear days in advance of the meeting

* *