

Remuneration Annual Report to the Corporation 1 August 2024 – 31 July 2025

Introduction

Senior Post Holders are appointed by and directly accountable to the Corporation. During 2024/25 the following posts have been designated as Senior Posts by the Corporation.

- Group CEO & Executive Principal (Departed on 31.03.2025)
- College Principal (Resigned and departed on 31.08.24)
- CEO and Principal (Joined 24.03.2025)
- Deputy CEO and Chief Financial Officer
- Deputy Principal, Curriculum & Quality
- Clerk to the Corporation

Following the sale of SGS College Commercial Services there was a restructure of the SGS Group. Following consultation, this led to the redundancy of the Group CEO & Executive Principal in accordance with statutory and contractual requirements; and a decision to not replace the College Principal after her departure in August 2024. A new (combined) CEO and Principal was appointed from 24 March 2025.

1. Terms of Reference

The Remuneration Committee operates in accordance with its Terms of Reference approved by the Corporation. The Remuneration Committee undertakes an annual self-assessment against its terms of reference and this provides assurance to the Corporation that the Committee has effectively discharged its responsibilities.

[Remuneration Committee Terms of Reference](#)

2. Remuneration Committee membership

Members of the Remuneration Committee are appointed directly by the Corporation. The following Corporation Members served on the Remuneration Committee during 2024/25:

Dave Merrett (Chair)	Attendance 3 out of 3 meetings 100%
Lynne Craig	Attendance 2 out of 3 meetings 67%
Matt Atkinson	Attendance 3 out of 3 meetings 100%
Phil Eames	Attendance 3 out of 3 meetings 100%
Mike Croker	Attendance 1 out of 1 meetings 100%
Irene Molodtsov	Attendance 1 out of 3 meetings 33%
Yusuf Ibrahim	Attendance 1 out of 2 meetings 50%

(Yusuf joined 1/3/25 and replaced Mike Croker)

3. Remuneration Committee meetings

The Remuneration Committee met on three occasions: 29 August 2024; 10 March 2025 and 19 June 2025.

Attendance at this meeting is confirmed in section 2.

4. College's key strategic objectives

1. **Our Students** - To be recognised as an outstanding College by enhancing the quality of the experience we provide for all learners.
2. **Our Staff** - To ensure we invest and develop our staff to support our plan.
3. **Our Stakeholders & Communities** - To be visionary and innovative in providing educational opportunities by anticipating and meeting demand through our responsive partnerships with stakeholders.
4. **Our Finance & Resources** - To provide a sustainable educational and training environment which is equipped for the delivery of high-quality learning.

Approach to Remuneration

5. Competitive Environment

The FE sector continues to find it increasingly competitive for staff at all levels from private industry and other educational providers. Recruitment pressures have continued to intensify with local employers offering elevated pay rates and attractive benefits packages. The continued impact of interest rates and the ongoing increases to the cost of living provides challenges for staff. In addition, the upward compression on College pay scales has continued due to national minimum and living wage increases.

In direct response to the pressures mentioned above, the Corporation approved the introduction of the Academic Pay Progression framework August 2022, and this has continued with August 2025 seeing its third year of increases for academic staff who successfully submitted a progression portfolio. This initiative continues to steadily increase the College's average teacher pay costs. This positive trend will help maintain the College's competitiveness, as the Corporation approved a HPS 9 in July 2025, allowing the College to offer one of the most competitive pay points for FE teaching staff in the South West.

Additionally, the Corporation approved a review of the corporate pay scales effective 1 August 2025, and to introduce a Corporate Pay Progression framework for all corporate staff to be accessed during 2025/2026 academic year.

6. Statement of Remuneration Principles

The College is very aware of the need to set staff pay levels that are proportionate, reflect the level of responsibility of the role, and enable the College to attract and retain staff of the highest calibre. The College is also conscious of the balance to be struck between recruiting, retaining and rewarding the best staff possible, in order to deliver the best outcomes for students, stakeholders, society and the economy, while demonstrating effective use of resources and value for money for students in the use of the College's overall resources.

Within these principles and consideration of the reclassification of FE Colleges by the Office for National Statistics, the Corporation has agreed a specific policy for Senior Post Holder remuneration.

7. Determination of Senior Post Holder Remuneration

On 29 November 2022, the Office for National Statistics "ONS" reclassified FE Corporations as public sector bodies, forming part of Central Government. Therefore, Colleges are now subject to senior pay controls as set out in the [HMT Guidance](#). Historically the Remuneration Committee has looked primarily to the annual AoC Senior Staff Survey to benchmark senior staff pay, although the retrospective nature of the data and increasingly the fluid nature of College structures and roles and responsibilities within them, make it difficult to ascertain true comparisons against other organisations from this data source.

Following the ONS reclassification, the following guidelines were also considered by the Remuneration Committee when determining Senior Post Holder remuneration:

- Market competitiveness;
- The maturity of the individuals within the roles;
- Value and contribution of individuals, beyond their personal objectives;
- Affordability and the level of pay increases in relation to those for the rest of the College.

Upon the recommendation of the Remuneration Committee, the Corporation resolved to approve a 2% consolidated pay award to all College staff, this was paid with effect from the 1 November 2024.

8. Factors in considering reward proposals for Senior Post Holders

There is a robust and consistent process for setting objectives and assessing each Senior Post Holder's contribution to the performance of the College and the achievement of its strategic objectives. This is based on an Annual Staff Review and Development process in which objectives for the previous year are reviewed and set for the following year.

The factors used in considering reward proposals for Senior Post Holders are clearly documented in the [Senior Post Holder Remuneration Policy](#).

9. Supporting Data for reward indicators

Supporting data is drawn from the AoC Senior Staff Survey, which provides the Remuneration Committee with benchmark data with comparator institutions, with the reservations noted at point 7.

10. Broader organisation Data

Following agreement of the annual budget, the Corporation determines the pay award and implementation timetable for all staff. Dependant on contracts, all staff are automatically enrolled into either the Teacher's Pension Scheme or the Local Government Pension Scheme.

11. Pay multiple of the Group CEO & Executive Principal earnings against the median of all staff

These figures are based on KH as the pay figures are reported on the 01.01.2025

Year	All Staff Pay Median*	Group CEO & Executive Principal Annual Pay*	Pay Multiple of Group CEO & Executive Principal*
2025	£31,317	£183,193	5.8496%
2024	£30,303	£179,598	5.9267%
2023	£28,020	£179,598	6.4096%
2022	£26,577	£176,076	6.6251%
2021	£26,313	£174,330	6.6252%
2020	£26,313	£174,330	6.6252%
2019	£26,052	£172,603	6.6253%
2018	£25,794	**£172,603	6.6916%
2017	£25,536	**£172,603	6.7592%

* excluding non- consolidated pay award

** including car allowance

12. In year changes to key factors

The College Group CEO and Executive Principal departed on 31 March 2025. The new CEO and Principal started on the 24 March 2025, as presented in the table below.

Emoluments of the Group CEO and Executive Principal	Salary	Car Allowance	Non-Consolidated Pay Award	Employers Pension Costs	Performance Related pay / benefits	Statutory & Contractual Redundancy/ PILON	Total for year
01/08/2023 to 31/07/2024 (Combined CEO remuneration less redundancy)	£182,402	£0	£0	£10,950	£0		£193,352
24/03/2025 to 31/07/2025 (New appointment)	£61,173	£0	£0	£10,950	£0		£72,122
01/08/2024 to 31/03/2025 (Position closed)	£121,229	£0	£0	£0	£0	£91,596	£212,825
01/08/2023 to 31/07/2024	£179,598	£0	£320	£0	£0		£179,918
01/08/2022 to 31/07/2023	£179,598	£0	£1,761	£0	£0		£181,359
01/08/2021 to 31/07/2022	£176,076	£0	£1,743	£0	£0		£177,819
01/08/2020 to 31/07/2021	£173,362	£0	£2,615	£10,321	£0		£186,298
01/08/2019 to 31/07/2020	£174,330	£0	£1,726	£36,376	£0		£212,432
01/08/2018 to 31/07/2019	£172,603	£0	£0	£27,083	£0		£199,686
01/08/2017 to 31/07/2018	£164,337	£8,266	£1,726	£27,367	£0		£201,696

13. Expenses Policy

Senior Post Holders' expenses incurred were paid as the terms of the College's single published scheme for the payment of expenses that applies to all staff. The Travel, Subsistence and Personal Expenses Policy can be viewed on the College intranet (SharePoint).

14. Confirmation of discharge of duties

The Remuneration Committee believes that it has effectively discharged its responsibilities in line with the Committee's Terms of Reference and requirements of this code and associated policies.

David Merrett
Chair of the Remuneration Committee
26 August 2025