

Governance Remuneration and Search Committee Annual Report 2023/24

Introduction

This report covers the academic year 2023/24 of the East Coast College's Governance Remuneration and Search Committee.

The previous AOC Code of Good Governance stated that:

The Search committee should produce an annual report, which describes the work of the committee, including the Board's recruitment policy and practices, a description of its policy on equality and diversity and any measurable objectives that it has set together with progress in their implementation. If there is not a separate report then the college's annual report should cover these areas.

The Corporation agreed annual reports should be produced for all Committees which should for transparency be published alongside the Committee's minutes <https://www.eastcoast.ac.uk/corporation-governors/minutes/>

The Board at its meeting of 31 October 2024 adopted the New AOC Code of Governance and this sees Annual Reports as recommended practise and a source of assurance.

The Governance Remuneration and Search Committee's objective is as set out in its terms of reference:

To help ensure Good Governance.

Membership

For 2023/24 the membership of the Committee was revised and is now made up of the Corporation Chair and Vice Chairs, and the Committee Chairs.

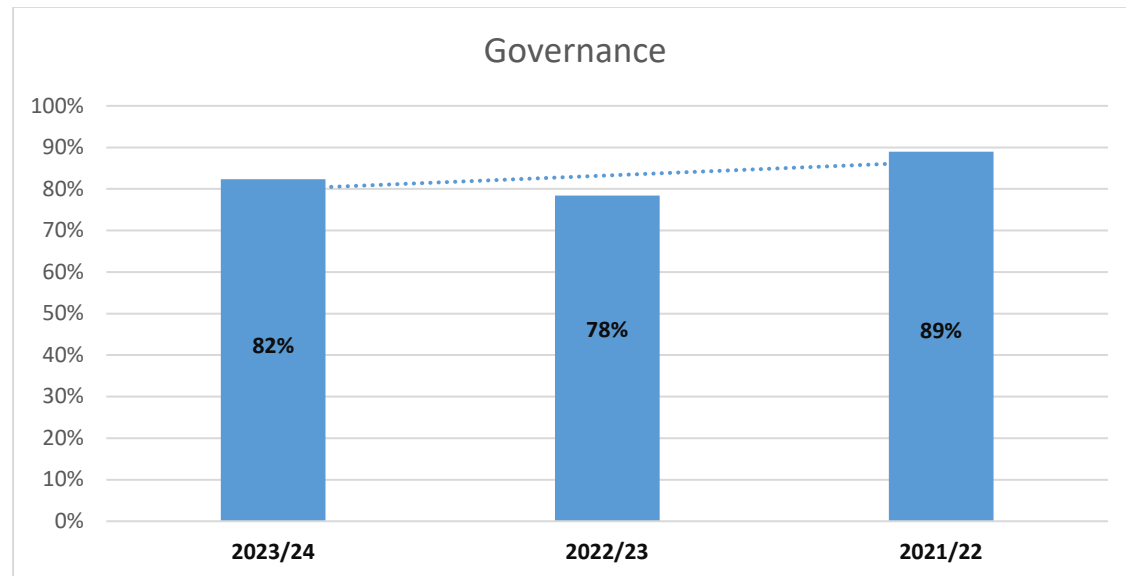
The Board resolved that meetings be chaired by one of the Vice Chairs.

Members who served during the 2023/24 period were, and their attendance at the main scheduled meetings of the Committees were:

Governor	Attendance
Saul Humphrey (Vice Chair until 19/12/23)	1/1
Kirk Lower (Vice Chair from 19/12/23 & Chair Quality & Standards)	3/4
Tina Ellis (Vice Chair	3/3
David Blake (Corporation Chair)	3/4
Ian Lomax (Chair Finance & General Purposes)	3/4
Jude Owens (Chair People)	3/4
Peter Lavender (Chair Curriculum Development)	3/4
Rob Evans (Senior Independent Director until 31/7/2024)	3/4
Alan Debenham (Associate Governor until 31/7/2024)	4/4
Stuart Rimmer (CEO until 31/12/2023)	1/1
Paul Padda (Principal and CEO from 17/04/2024)	1/1

This gave an overall attendance rate of 82%. The Board's minimum attendance rate is 80%.

A comparison of attendance with prior years shows an improvement in attendance compared to 2022/23 but below 2021/22's attendance:



The main Committee met on 4 occasions,

Additional meetings for Governor recruitment and Senior Post Holder Recruitment were held but have not been included in the attendance review as not all members were scheduled to attend these.

The Committee was Chaired in the year by the Vice Chairs who it was agreed should share the position.

The Committee was clerked during the year by the Director of Governance Wendy Stanger who is a chartered governance professional and qualified management accountant and a FEC National Leader of Governance.

A copy of the Committee's term of reference are included at appendix 1. New Standing Orders and Instrument and Articles were written for East Coast College and were formally adopted on merger. These are kept under constant review and all terms of reference were reviewed during 2024 as part of an overall review of the Board's Standing Orders and adopted at the Board meeting of 9/07/2024.

Risk Management

The Committee received the Tactical risk register relating to its role and reviewed it in line with the Audit Committee set questions. These are:

1. Has the risk register been reviewed?
2. Is the Committee content that the risks are relevant and are being updated?

3. Is the Committee content that the risks are being mitigated?
4. Where a red risk is the Committee assured that appropriate action is being taken?
5. Where does the Committee have significant concerns?

The Governance Remuneration and Search Committee's risks managed in the Tactical Risk Register in 2023/24 were:

- Finance and General Purposes Committee's failure to sufficiently challenge and monitor the College's income and expenditure
- Quality and Standards Committee's failure to sufficiently challenge and monitor the College's teaching & learning activity, student retention, achievement, attendance, destination and value added
- Curriculum Development Committee's failure to sufficiently challenge and monitor the College's student recruitment activities
- A senior team which do not benefit from effective wellbeing support
- Failure to recruit, develop and retain high-quality governors
- Non-compliance with Code of Good Governance and other governance guidance including Managing Public Money (MPM)
- People Committee and Governance, Remuneration and Search Committee's failure to sufficiently challenge and monitor the College's people and wellbeing activities
- Individuals make fraudulent claims regarding eligibility to become or remain a governor or Senior Post Holder in their application and/or on their declaration of eligibility
- Failure to recruit, develop and retain a high-quality senior team
- Ineffective governance

Post Mitigation Risk Rating			Risk Appetite		
Low	Medium	High	Low	Medium	High
6	2	2	10	0	0
Variance From Risk Appetite			Change in Variance from Risk Appetite		
Low	Medium	High	Down	Unchanged	Up
6	3	1	2	8	0

Governance Recruitment and Succession Planning

The Committee oversees governor recruitment and makes recommendations to the Board for appointment.

During 2022/23 ?? independent governors, ?? associates, one staff governor and two student governors were appointed

All governor appointments are made for a period of between 1 and 4 years and align with the College Academic year.

Recruitment was supported by the Director of Governance and by Peridot through the Further Education Commissioners recruitment service. Recruitment included the aim to improve the Board's diversity as well as enhance the skills mix.

The Committee also oversaw succession planning which considered recruitment, terms of office and succession for all key governance roles.

Training and Development

The Committee has overseen and monitored Governor training and development. Training has been from varying sources both internal and external. A summary of training attended is set out in the Board summary infographic at appendix 1.

Attendance at training and development by governors has improved during 2023/24 and this improvement has continued into 20234/25.

The Director of Governance is a chartered governance professional and a Fellow of the Chartered Governance Institute. During 2023/24 the Director of Governance has attended various relevant training and development including the AOC Conference, FEC Conferences, AOC Regional and National Network meetings and various webinars.

The Director of Governance has also helped to develop and pilot the sectors Governance Professionals' Qualifications and through this work has been awarded the qualifications.

Remuneration

The Board has in place a Senior Post Holder Remuneration and Appraisal Policy which reflects the Senior Post Holder Remuneration Code and has due regard to the Senior Pay Controls for Colleges introduced after reclassification and the requirements for colleges which arise from their status as central government bodies.

During 2023/24 Senior Post Holder remuneration was reviewed for those in post and for new appointments. This is set out in the Board's Remuneration Report for 202/24 which includes:

1. A list of Senior Post Holders within the remit of Committee;
2. Its policy on the remuneration for post holders within the remit of Committee with a copy of the newly adopted policy;
3. Its policy on income derived from external activities;
4. The pay multiple of the Chief Executive / Principal and the median earnings of the institution's whole workforce, illustrating how that multiple has changed over time and, if it is significantly above any published average, an explanation of why.

This is adopted by the Board as part of its sign off of the annual accounts and for transparency published on the College's website at

<https://www.eastcoast.ac.uk/corporation-governors/financial/>

Senior Post Holders

The College's senior post holder posts, which are those appointed by the Board are:

- Principal and Chief Executive
- Deputy Chief Executive
- Deputy Principals and
- Director of Governance.

During 2023/24 the Committee oversaw changes in the following post holders

- Chief Executive and Principal until December 2023 - Stuart Rimmer
- Deputy Principal Curriculum, Quality and Learner Experience until April 2024 - Paul Padda
- Principal and Chief Executive Officer from April 2024 - Paul Padda
- Deputy Principal Curriculum and Strategic Partnerships - Julia Bates until June 2024
- Deputy Principal – Gary Jefferson from August 2024.

There were no changes in the following posts:

- Deputy Chief Executive - Urmila Rasan
- Director of Governance - Wendy Stanger

The Committee reviewed Senior Post Holder's performance through annual appraisals and the process for this is set out in the Senior Post Holder Remuneration and Appraisal Policy.

These appraisals and objectives were reported to and reviewed by the committee before where applicable recommended to Board.

National recruitment for Senior Post Holders was supported by Dodd Partners and overseen by the Committee with members being the appointment panel that recommended to the Board.

Governance Self-Assessment and External Board Review

The Governance Remuneration and Search Committee assessed its performance as part of the College's annual self-assessment.

An External Board Review was carried out in 2023/24 which was reported to the Committee and the Board, and a summary published on the website.

Areas for improvement are included in a Governance Improvement Plan overseen by the Committee.

Progress against the Areas for development identified by the Governance Remuneration and Search Committee in 2022/23 were:

- Terms of reference require review – all terms of reference have been reviewed and were adopted by the July 2024 Board
- Committee's membership to be strengthened – the membership was changed for 2023/24 to include the Chair, Vice Chairs and Committee Chairs and this will continue in 2024/25.
- Independent review – an External Board Review was carried out in 2023/24 and an action plan developed.
- Governance succession planning required – a succession plan was developed in 2023/24 which covered governance key roles and membership and recruitment continued.
- Senior Post Holder Succession planning required – Senior Post Holder recruitment was successfully overseen for two posts and discussions held with other post holders regarding retention and succession. The Committee

has agreed to review in 2024/25 the Board's Senior Post Holder Remuneration and Appraisal Policy.

Meetings

Governance meetings during 2023/24 have been carried out either on site or virtually on Teams and this is to continue in 2023/24. Where attendance at site meetings was not possible governors have joined online where the facilities have been available.

The Committee reviewed the Governance business schedule and made recommendations to the Board. This included for 2024/25 an additional Board meeting and the amalgamation of Quality and Standards with Curriculum Development to create a Quality and Curriculum Committee.

Conclusion

The Committee met its terms of reference and remit in 2024/25. It oversaw successful Senior Post Holder recruitment, took part in an External Board Review and agreed and reviewed the resultant action plan, recruited and succession planned for the Board, continued to review Governance and Senior Post Holder performance and reviewed and agreed revised Standing Orders and Instrument and Articles.

There are areas that need improvement including diversifying the Board, succession and development planning for Senior Post Holders, governor engagement, development of the Committee and Learner voice and work to improve this is ongoing,

Appendix 1 – The Board 2023/24 Infographic

Appendix 2 - Governance Remuneration and Search Terms of Reference

Appendix 2 - Governance Remuneration and Search Committee Self-Assessment

East Coast College Corporation 2023/24

Governance

5 Board & 28 Committee Meetings
 1 Away Day
 1 Celebration Lunch

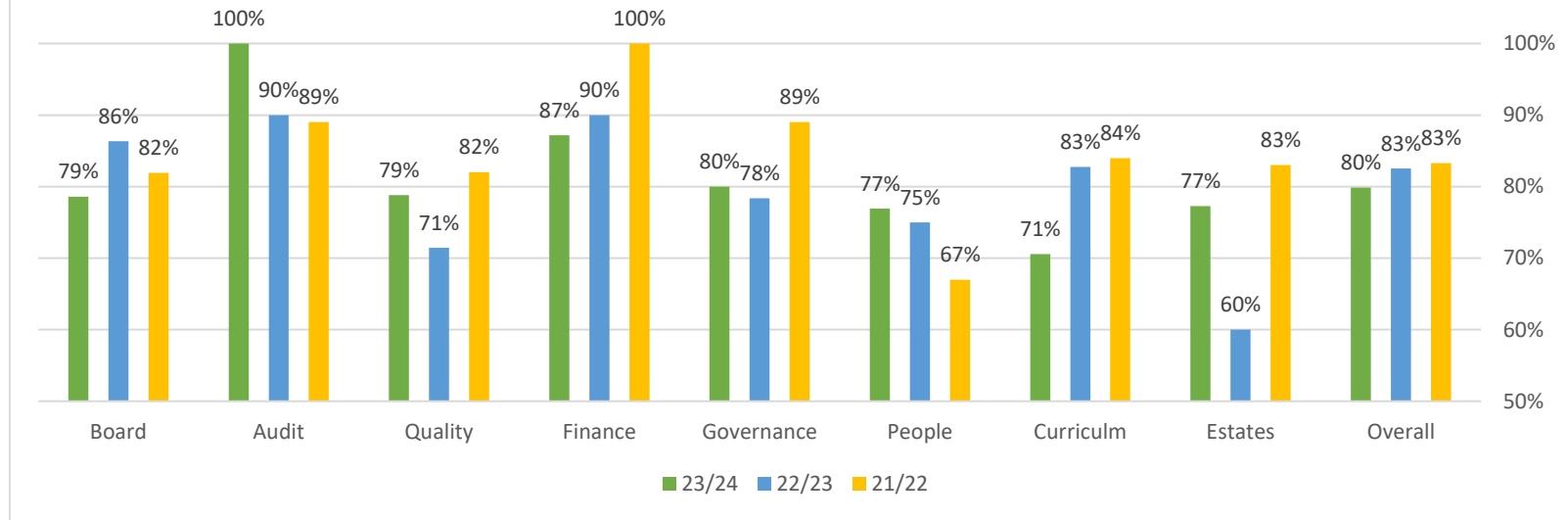
An External Board Review



5 new Independent,
 1 staff and 2 Student Governors appointed

90 Governor Visits - SAR Reviews, Walkthroughs & Celebrations attended

Board & Committee Attendance Comparison



ECC
Target 80%

ECC

2023/2024 Mean average attendance of Board & Committees 83% -Independent Governors Only 91%

Sector

2023/2024 Mean average attendance of Board & Committees (82 colleges) – 82.19% Range of attendance 67% – 97%

2022/2023 Mean average attendance of Board & Committees (101 colleges) – 82.68% Range of attendance 69% – 94%

East Coast College Corporation 2023/24 Training and Development



Senior Team Inductions

Safeguarding & Prevent

AI at ECC

Smartlog online Training

Governance Updates

Ofsted Briefing



Student Leadership Academy

EVERSHEDS
SUTHERLAND

EDI: current developments
and emerging trends

Charity trustees' duties

GOV.UK

FE Financial Handbook



Governance Dev Programme

Staff Governor Conference

Introducing Online Safety to
FE Governance & Peer-to-
Peer Online Sexual
Harassment; A Governance
Perspective

Chairs Council

Networks

- Chair & Vice Chair
- Finance & Audit Committee
- Curriculum and Quality
Chairs
- Staff Governor

Governance Conferences

- Local Skills Agenda
- Quality & Curriculum
- College Funding & Finance
- Shaping a Green & Digital
Future
- Understanding sector,
policy & inspection
- Students & the Curriculum

AI for FE Governance

Governors Induction

Finance & Audit Master Classes

- Introduction to college
finances for Governors
- Interpreting college
management accounts
- Funding and data
- Financial health grades &
FEC financial benchmarks
- Managing Cash
- Curriculum planning &
efficiency

EAST COAST COLLEGE GOVERNANCE, REMUNERATION AND SEARCH COMMITTEE TERMS OF REFERENCE

Objective To help ensure Good Governance

The Governance Remuneration and Search Committee is a committee of East Coast College Further Education Corporation and as such its actions are open to scrutiny and approval by the full Corporation.

The Corporation and its Committees at all time will have due regard to the Seven Principles of Public Life and the requirements of the guidance set out in HMT's 'Managing Public Money.'

Delegation does not absolve the Corporation from accountability for the conduct and decisions of its committees. The Corporation remains responsible for the proper conduct of the College for undertaking its duties under the instruments and articles of government and for complying with the other legislation to which it is subject.

The Terms of Reference of the Committee may be varied at any time by agreement of the Corporation.

The Committee and the Corporation will have at the heart of its work the College's Strategic Plan and Accountability statement and will demonstrate through its meetings and decision making:

Our Purpose

- To transform individuals and build communities through education.

Our Values

- Aspirational – Being supportive, exploring potential and challenging ourselves daily.
- Respectful – Acting with compassion, being inclusive, and welcoming others in our learning community and to our environment.
- Professional – Putting team first, acting with integrity, developing our expertise and having a focused work ethic.
- Successful – Determining our ambition, achieving excellence and continually raising standards

1. Membership

The Committee shall consist of:

- Corporation Chair
- Vice Chair(s)
- CEO/Principal
- The Chairs of Finance and General Purposes, Quality and Curriculum, and People.

And

- up to two associate governors.

NB. To comply with the Senior Post Holder Remuneration Code The CEO/Principal will not be a member of the Committee for Remuneration items.

Staff and Student governors are eligible to be members.

In the absence of the Chair, the members attending the meeting shall select one of their number to 'Chair' that meeting.

Persons who are not members of the Corporation but are deemed to have the skills required to enhance the responsibilities of the committee may be appointed as Associate Governors on the Committee but may not hold the position of Chair.

2. Terms of Office

Members shall normally serve for a period of two academic years and shall be eligible for re-appointment thereafter.

3. Appointment of Chair

The Chair of the Committee shall be a Vice Chair of the Corporation.

The agenda items on Remuneration of the Senior Post Holders will be chaired by a Governor that it is not the Chair of the Corporation.

4. Quorum

A quorum shall be one third (rounded up) of the appointed members which includes Associate Governors, subject to a minimum of 2 independent governors who are members of the Corporation being present

5. Clerking

The Director of Governance shall act as Clerk to the Committee.

6. Frequency of Meetings

Meetings shall be held as and when required and not less than twice a year.

7. Attendance of Meetings

The Senior Independent Director shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Senior managers shall attend and speak at meeting of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

The Committee may invite the Corporation's advisers or other third parties to attend meetings of the Committee where business relevant to them is being discussed or where their attendance has been requested by the Committee (they will have no voting rights).

Other Corporation members shall have the right of attendance and where approved by the Committee participation, but not to vote.

Staff and Student Governors shall withdraw from meetings when individual remuneration matters are being considered or if requested to do so.

Any member of staff, including the CEO/Principal and Director of Governance, will withdraw from that part of the meeting where his or her own package, remuneration, conditions of service, appointment or promotion is being discussed.

Unless approved to remain by the Committee any member of staff present at the meeting will withdraw when the remuneration, conditions of service, appointment or promotion of a more senior member of staff is being discussed.

An explanation for any withdrawal at a meeting will be minuted.

8. Reporting Procedures

The Chair of the Committee shall present a verbal summary report of the Committee's agenda at the subsequent Corporation meeting and the minutes of the meeting will be circulated to the Corporation.

9. Authority

The Committee is authorised by the Corporation to obtain outside legal or other independent professional advice and to secure the attendance of outsiders with the relevant experience and expertise if it considers this necessary.

10. Purpose of the committee	Delegation
<u>Search</u> 1. To make recommendations to the Corporation in respect of procedures for the appointment of new members, and honorary positions and awards	Recommend to Corporation
2. To implement the agreed procedures for the selection and appointment of members.	Delegated
3. To be responsible to the Corporation for the nomination of candidates to fill governor vacancies. Interviews for new members to be carried out by the Corporation Chair or Vice Chair and two other committee members when vacancies fall between meetings.	Recommend to Corporation Delegated
4. To consider and make recommendations to the Corporation on the Corporation's composition and balance. To ensure an annual self-assessment by the Corporation of its skills.	Recommend to Corporation Delegated
5. To develop and review policies and procedures for the induction and training of Corporation members.	Delegated
<u>Governance</u> 6. To monitor compliance and make recommendations in respect of the: <ul style="list-style-type: none"> • Governor's code of conduct • Governor's Commitment Form, • Governor Eligibility Form • Governor and Senior Team Register of Interests Form taking cognisance of the parameters set by legislation and the guidance available on good governance from the funding agencies, the AoC and other bodies such as the committee on Standards in Public Life.	Recommend to Corporation

10. Purpose of the committee	Delegation
<p>7. To review the workings of the Corporation and make recommendations to support it in ensuring effective governance, including but not exclusively:</p> <ul style="list-style-type: none"> • Review of standing orders and instrument and articles • Succession planning • Governance self-assessment and External Board Review • Quality improvement plan • Governance structure, business schedules and Policies 	Recommend to Corporation
8. Monitor and recommend enhancements to the effective discharge of the Board's legal duties and responsibilities	Recommend to Corporation
9. Monitor the efficiency and effectiveness of governors (collectively and individually) to develop and enable implementation of continual governance self-improvement	Delegated
10. To review the effectiveness of decision making across the Board and its committees and monitor the activities of the Board and its committees in accordance with the Instrument and Articles, standing orders and Terms of Reference;	Recommend to Corporation
11. Review and recommend any other matters or actions which the Committee believes would further the effectiveness of the Corporation's governance.	
<p><u>Remuneration</u></p> <p>1. To give due regard to the interests of the public and the financial health of the College and ensure that it can be demonstrated that the pay of the senior post-holders is set by a committee which has no personal interest in the outcome of its decisions and all decisions comply with the relevant guidance and regulations in place when the decision is taken.</p>	Delegated
<p>2. To consider and advise the Corporation on the framework of pay, conditions and performance review of all designated Senior Post Holders, taking into account relevant guidance, Senior Post Holder Code, Senior pay Controls for Colleges and managing public money. This framework to include appraisal, promotion, grading, conduct, suspension, dismissal and retirement and may consider the following elements • Basic salary • Benefits in kind • Pension provision • Terms and conditions of service • Performance related elements, if appropriate • Retention</p>	Recommend to Corporation
<p>3. To review the remuneration and other terms and conditions of all designated Senior Post Holders and to make recommendations for approval to the Corporation.</p>	Recommend to Corporation
<p>4. To review the succession plan and consider where appropriate retention packages (monetary and non-monetary) of all designated Senior Post Holders and to make recommendations for approval to the Corporation.</p>	Recommend to Corporation

10. Purpose of the committee	Delegation
<p>5. To review and ensure that objectives are set and monitored at a minimum annually for Senior Post Holders through the appraisal process set out in the Corporation's policy.</p>	Delegated
<p>6. To advise the Corporation on any compensation which may be payable in the event of the early termination of the employment of any Senior Post Holder with the aim of • Avoiding the rewarding of poor performance • Dealing fairly with cases where termination is not due to poor performance • Compliance with contractual requirements and • Compliance with managing public money and statutory requirements</p>	Recommend to Corporation
<p>7. To advise the Corporation on Senior Post Holder recruitment including the arrangements for the advertisement, selection and appointment of a successors, in line with current employment legislation, the College equality policy and best practice.</p>	Recommend to Corporation
<p>8. Act on behalf of the Corporation as the selection panel for all Senior Post Holder appointments, agreeing the selection process to be followed. The selection panel to consist of</p> <ul style="list-style-type: none"> (i) at least five members of the Corporation including the Chair or the Vice Chair(s) or both, where the vacancy is for the post of CEO/Principal; or (ii) the Principal and at least three other members of the Corporation, where the vacancy is for any other senior post. <p>Subsequently making the appointment recommendation to the Corporation.</p>	Delegated Recommend to Corporation

Review of Committee – Governance Remuneration and Search Committee 2023/24

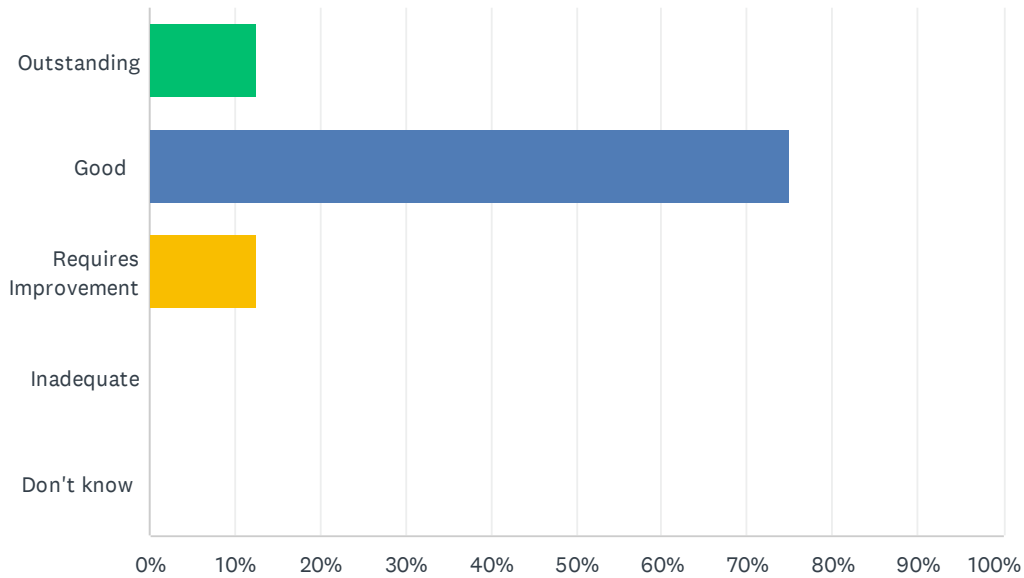
The GRS Committee Self-Assessment questionnaire was completed by the 8 governors who were members in 2023/24, giving a 100% return.

The returns are anonymised to allow Governors to be open and honest in their judgment and comments.

Comparative figures from previous years have been included for benchmarking and the survey results are included in the Committee's annual report.

Q2 Governance Remuneration and Search committee’s terms of reference are fit for purpose (see the Governance Portal's resources section Standing Orders)How good are we at this?

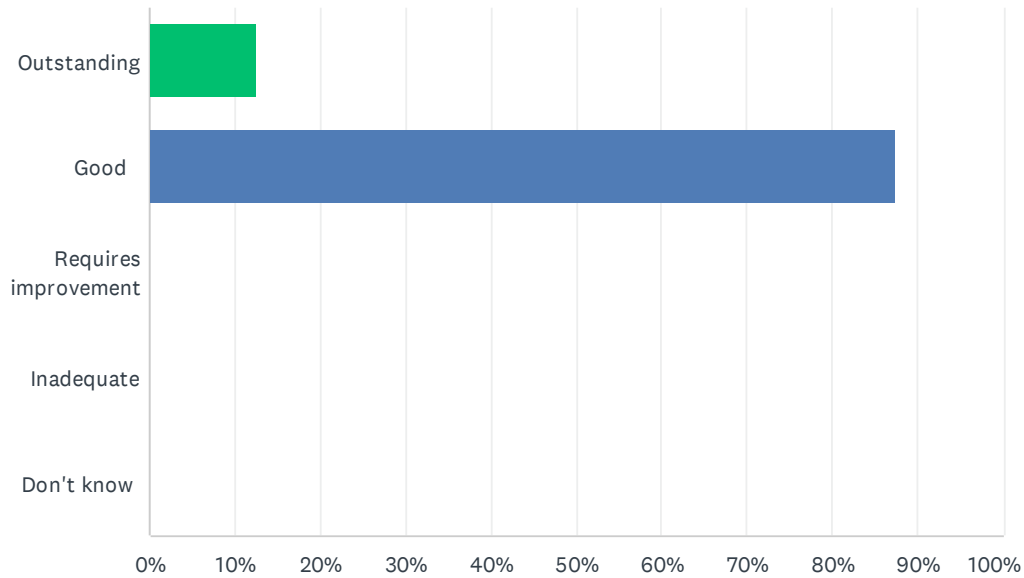
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%	20%	12.50%	1
Good	60%	60%	75.00%	6
Requires Improvement		20%	12.50%	1
Inadequate			0.00%	0
Don't know			0.00%	0
TOTAL				8

Q3 Governance Remuneration and Search committee’s mix of skills and experience enables it to effectively fulfil its role (Code of Good Governance)How good are we at this?

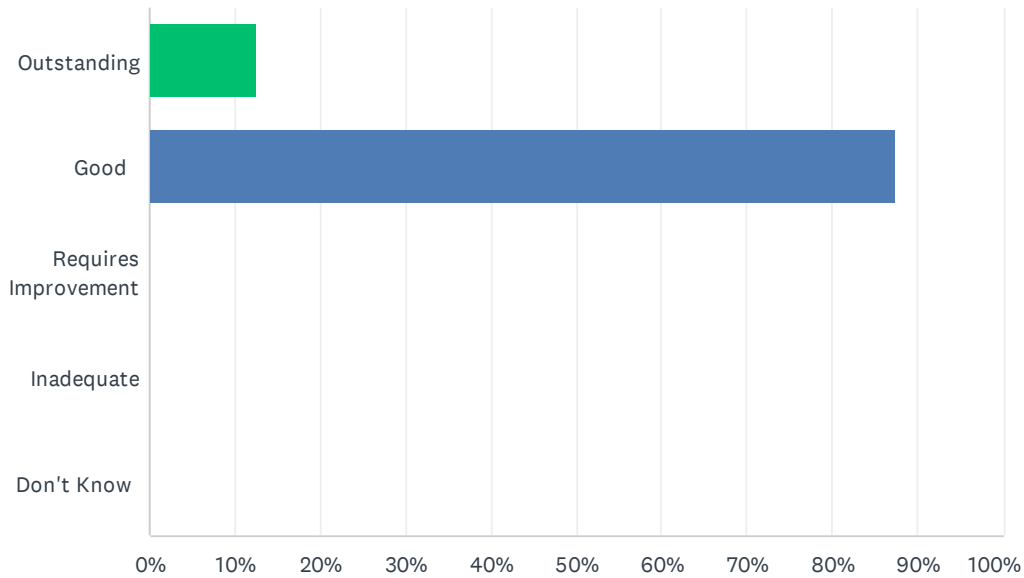
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding		20%	12.50%	1
Good	100%	60%	87.50%	7
Requires improvement		20%	0.00%	0
Inadequate			0.00%	0
Don't know			0.00%	0
TOTAL				8

Q4 The Governance Remuneration and Search Committee know the strengths and weaknesses of the College's Governance (Governance Guide and Code of Good Governance)How good are we at this?

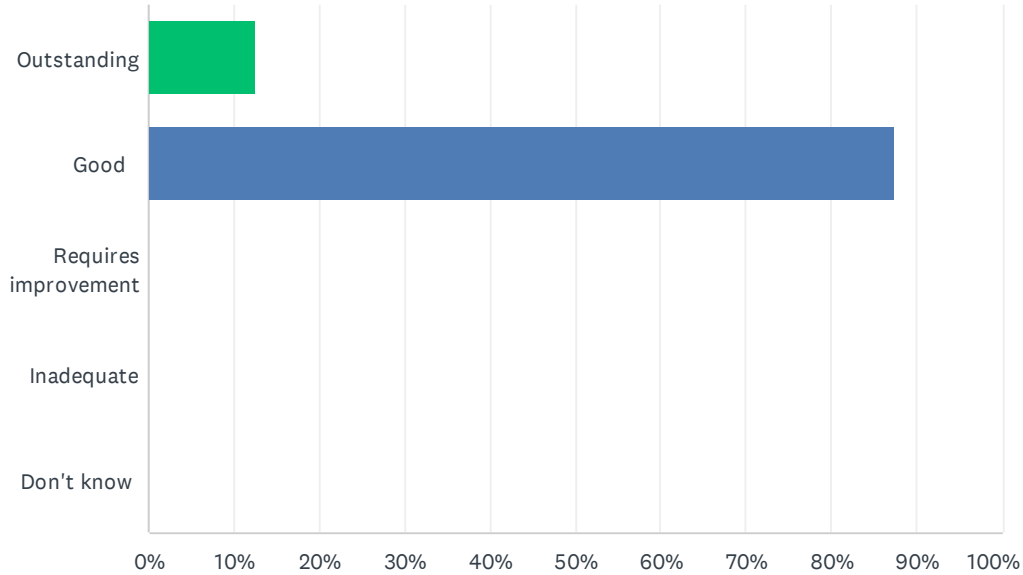
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ANSWER CHOICES	2023	2022	RESPONSES	
Outstanding	20%		12.50%	1
Good	60%	80%	87.50%	7
Requires Improvement	20%	20%	0.00%	0
Inadequate			0.00%	0
Don't Know			0.00%	0
TOTAL				8

Q5 The Governance Remuneration and Search Committee has recommended a Governance Strategy that meets the needs of the college and its regulators. (Code of Good Governance)How good are we at this?

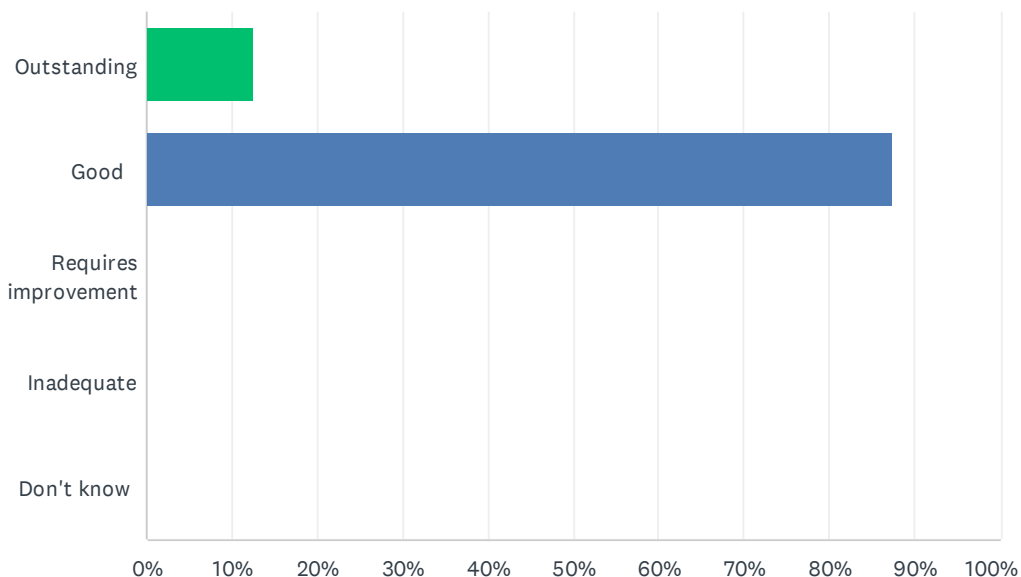
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	20%		12.50%	1
Good	60%	60%	87.50%	7
Requires improvement	20%	20%	0.00%	0
Inadequate			0.00%	0
Don't know		20%	0.00%	0
TOTAL				8

Q6 The Governance Remuneration and Search Committee has ensured that the College has appropriate Governance polices and procedures that are regularly reviewed (Code of Good Governance and Governance Guide)How good are we at this?

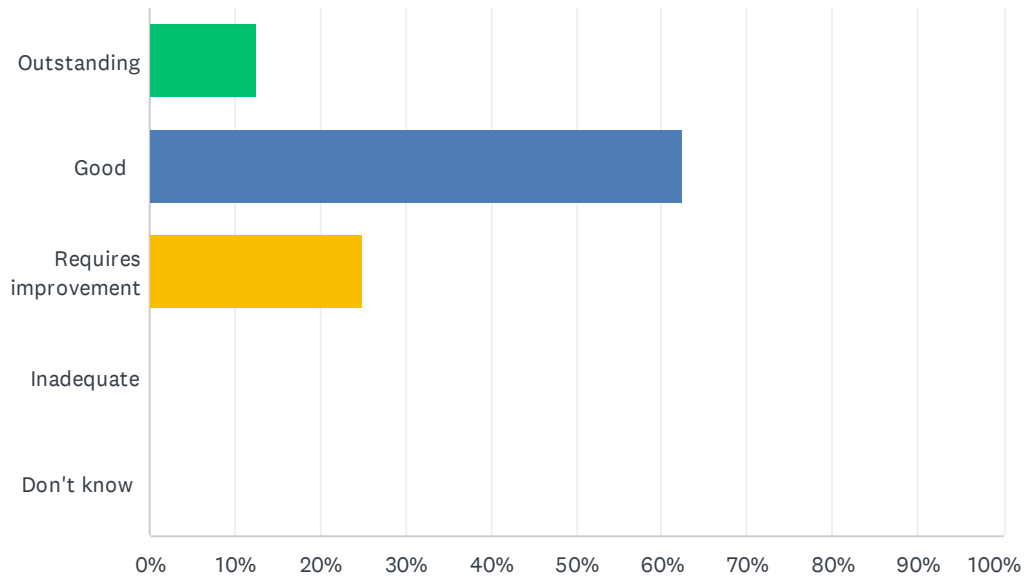
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%	20%	12.50%	1
Good	60%	60%	87.50%	7
Requires improvement			0.00%	0
Inadequate		20%	0.00%	0
Don't know			0.00%	0
TOTAL				8

Q7 Governance Remuneration and Search Committee monitors governance performance using key performance indicators (Governance Guide and Code of Good Governance) How good are we at this?

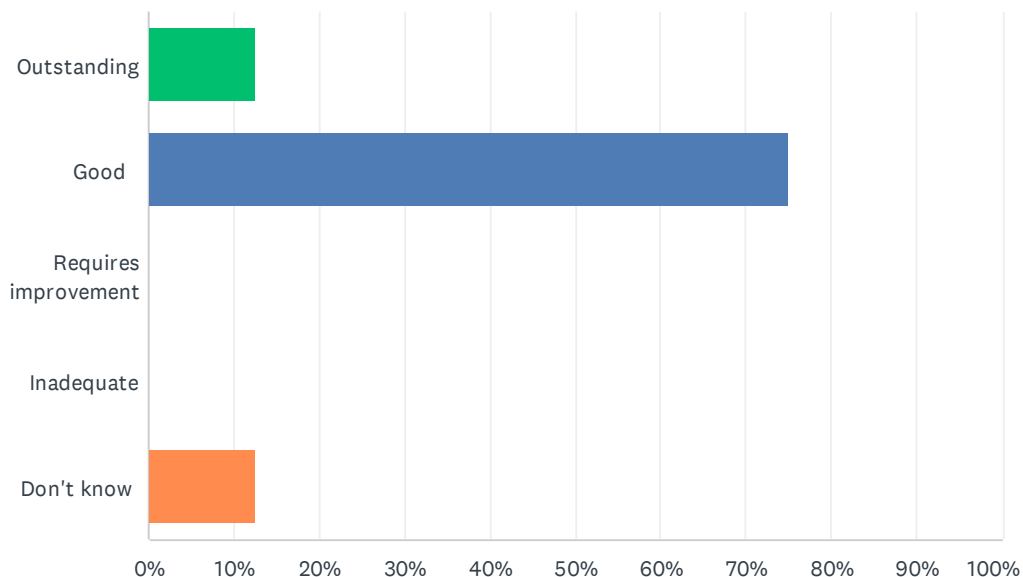
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	20%		12.50%	1
Good	40%	40%	62.50%	5
Requires improvement	20%	40%	25.00%	2
Inadequate			0.00%	0
Don't know	20	20%	0.00%	0
TOTAL				8

Q8 The Governance Remuneration and Search Committee carries out an annual Governance self assessment and oversees the implementation of the resultant quality improvement plan (Governance Guide and Code of Good Governance)How good are we at this?

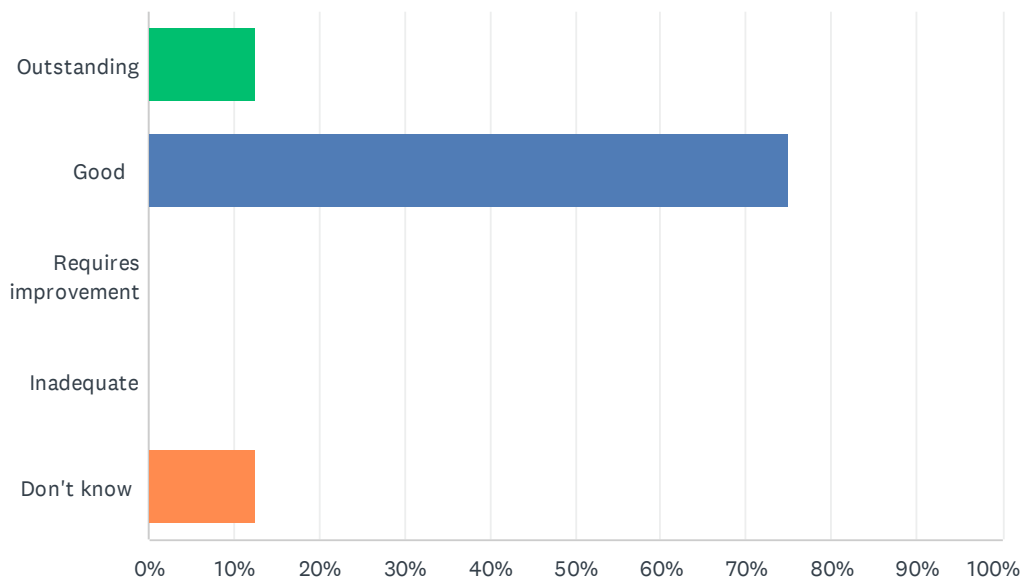
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	20%	20%	12.50%	1
Good	80%	80%	75.00%	6
Requires improvement			0.00%	0
Inadequate			0.00%	0
Don't know			12.50%	1
TOTAL				8

Q9 Governance Remuneration and Search related risks are adequately identified, monitored and mitigated (Standing Orders and Governance Guide)How good are we at this?

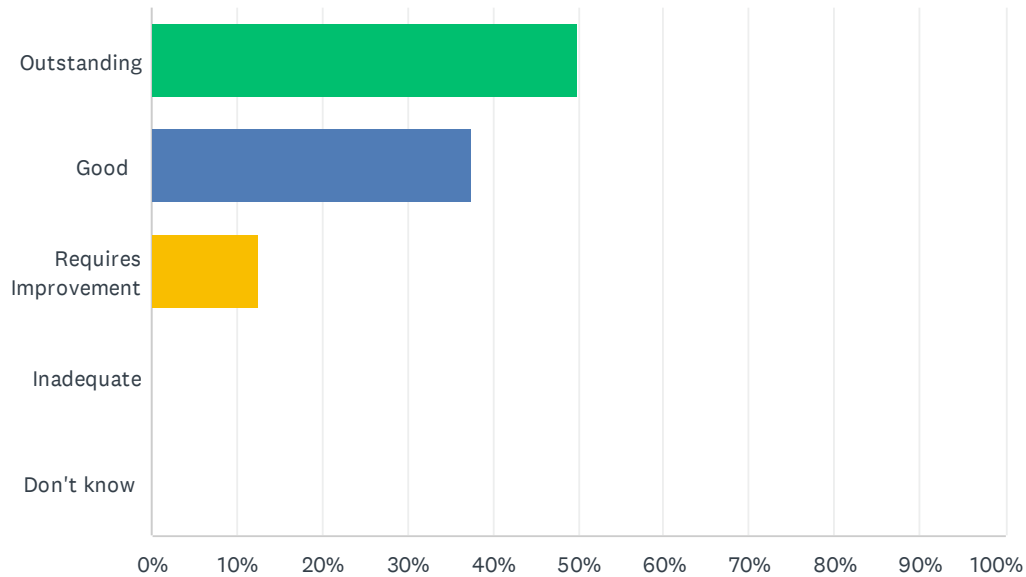
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%		12.50%	1
Good	40%	80%	75.00%	6
Requires improvement	20%	20%	0.00%	0
Inadequate			0.00%	0
Don't know			12.50%	1
TOTAL				8

Q10 The Governance Remuneration and Search committee has advised the Corporation on Governor recruitment, retention, development and Succession Planning. (Code of Good Governance, Governance Guide and standing orders)How good are we at this?

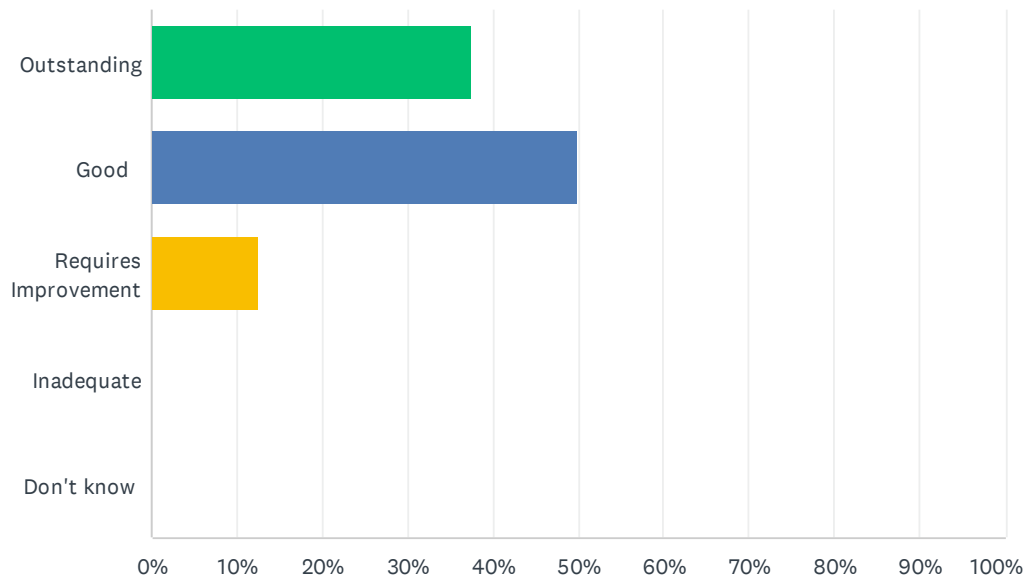
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ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	20%		50.00%	4
Good	60%	100%	37.50%	3
Requires Improvement	20%		12.50%	1
Inadequate			0.00%	0
Don't know			0.00%	0
TOTAL				8

Q11 The Governance Remuneration and Search Committee has advised the Corporation on senior post holder performance, succession planning and where appropriate retention strategy and this is regularly reviewed (Governance Guide and Standing Orders)How good are we at this?

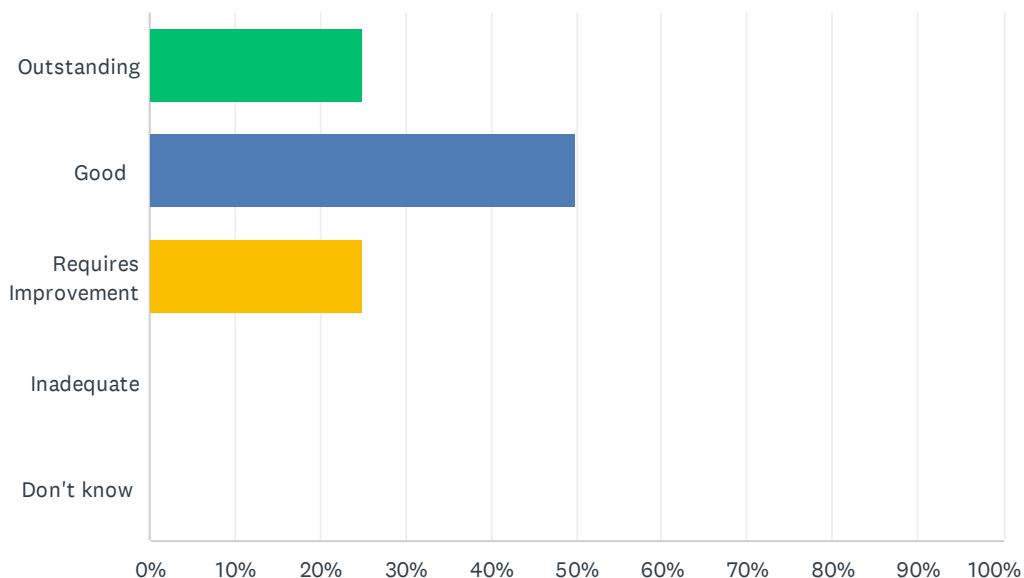
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ANSWER CHOICES	2023	2022	RESPONSES	
Outstanding	40%	20%	37.50%	3
Good	40%	60%	50.00%	4
Requires Improvement	20%		12.50%	1
Inadequate		20%	0.00%	0
Don't know			0.00%	0
TOTAL				8

Q12 The Governance Remuneration and Search Committee has advised and reported to the Corporation on senior post holder remuneration in compliance with the remuneration code and this is regularly reviewed (Governance Guide, Standing Orders and The Colleges' Senior Post Holder Remuneration Code)How good are we at this?

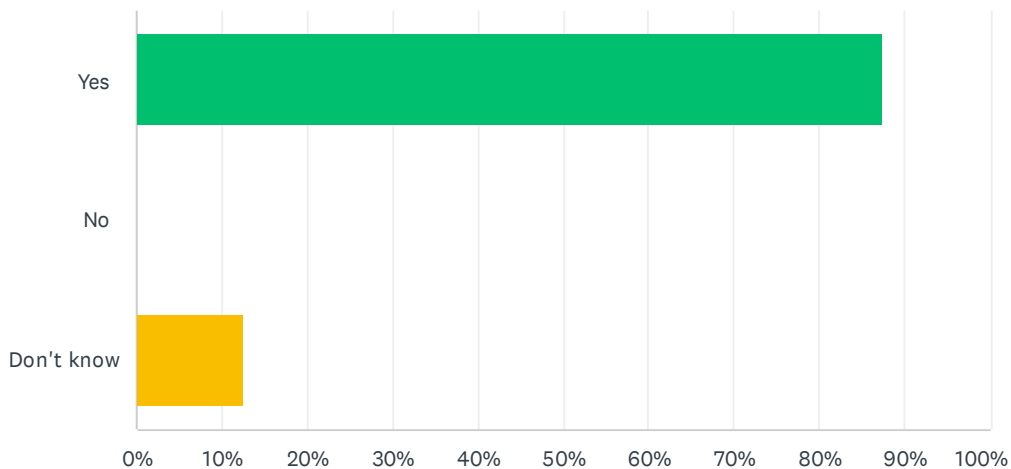
Answered: 8 Skipped: 0



ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%	20%	25.00%	2
Good	40%	80%	50.00%	4
Requires Improvement			25.00%	2
Inadequate			0.00%	0
Don't know	20%		0.00%	0
TOTAL				8

Q14 The committee receives appropriate updates and training (Code of Good Governance and Governance Guide)

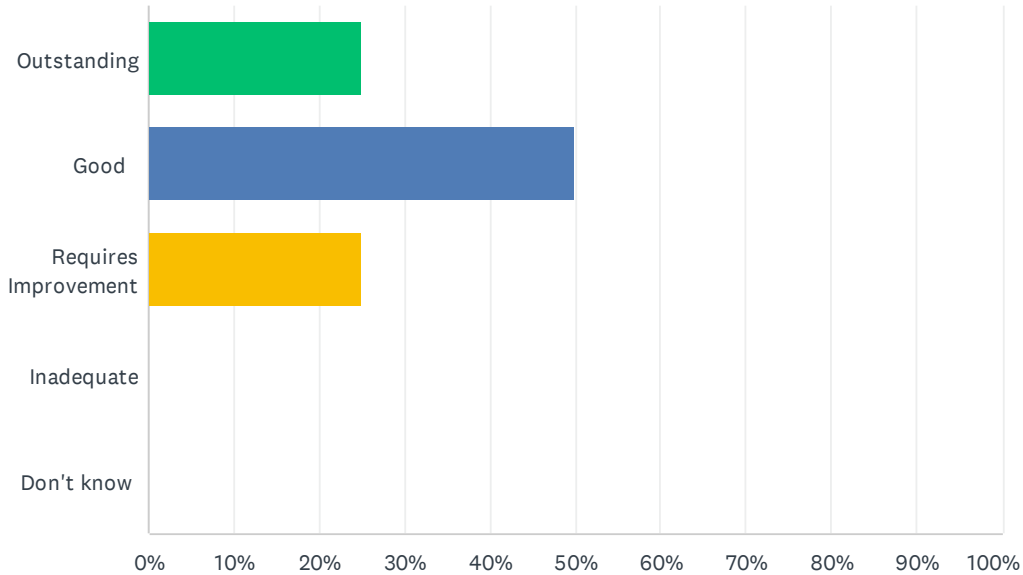
Answered: 8 Skipped: 0



ANSWER CHOICES	2022	2023	RESPONSES	
Yes	80%	80%	87.50%	7
No			0.00%	0
Don't know	20%	20%	12.50%	1
TOTAL				8

Q18 Section 2 Committee Chair Please do not complete if you Chaired The Governance Remuneration and Search Committee Chair chairs meetings effectively and efficiently, bringing impartiality and objectivity to the decision making process. (Standing Orders) How good are they at this?

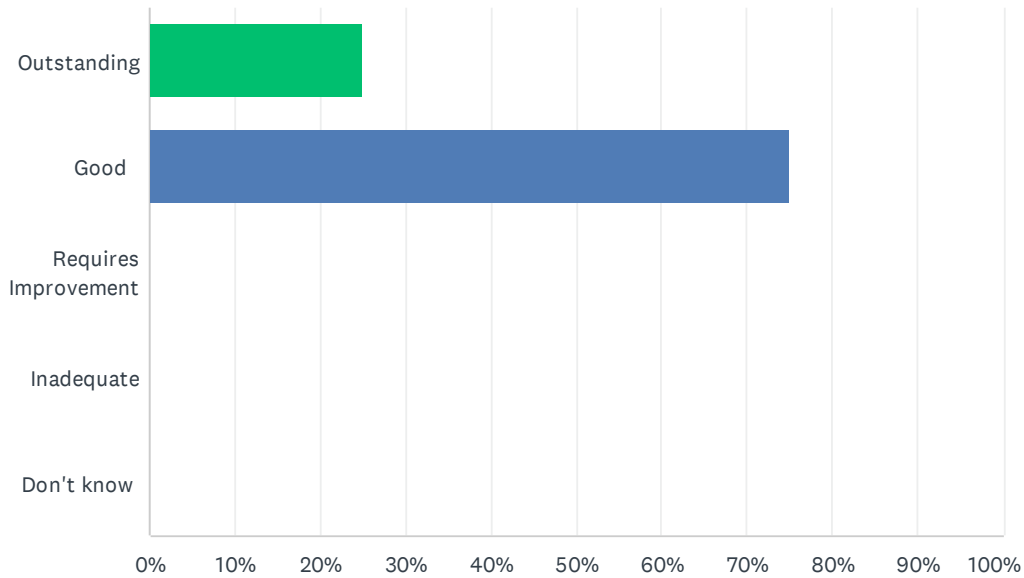
Answered: 4 Skipped: 4



ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%		25.00%	1
Good	60%	60%	50.00%	2
Requires Improvement		40%	25.00%	1
Inadequate			0.00%	0
Don't know			0.00%	0
TOTAL				4

Q19 The Governance Remuneration and Search Committee Chair ensures that Governors are fully engaged on the Committee and all can contribute to its work (Standing Orders)How good are they at this?

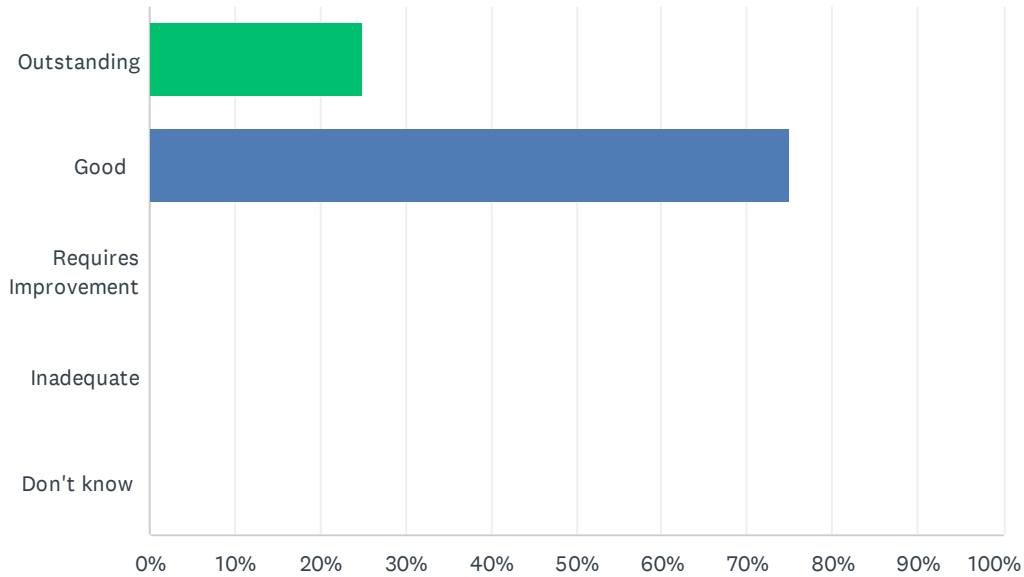
Answered: 4 Skipped: 4



ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%		25.00%	1
Good	40%	100%	75.00%	3
Requires Improvement			0.00%	0
Inadequate			0.00%	0
Don't know	20%		0.00%	0
TOTAL				4

Q20 The The Governance Remuneration and Search Committee Chair is an effective leader of the Committee How good are they at this?

Answered: 4 Skipped: 4



ANSWER CHOICES	2022	2023	RESPONSES	
Outstanding	40%		25.00%	1
Good	60%	60%	75.00%	3
Requires Improvement		40%	0.00%	0
Inadequate			0.00%	0
Don't know			0.00%	0
TOTAL				4