Search, Performance and Remuneration Committee
MINUTES

Date	28th November 2022	Time	14:30-16:00

Venue	Room EC205, ECAT House, Eastbourne Campus

Chair	Priscilla Kendall

Membership: Priscilla Kendall (Committee Chair), Ian Mehrtens – *Ex-offico for P&R*, Catherine Manning

Attendance: Rebecca Conroy (CEO), Belle Howard (Director of Governance) – *minutes,* Lauren Crawley (Director of People) – *P&R elements as required*

Quorum: The meeting was quorate throughout.

Apologies: None

#	Item	Action
1)	**WELCOME & APOLOGIES** 14:44 1.1 The Chair opened the meeting at 14:44 with a warm welcome to colleagues. 1.2 There were no apologies as all participants were in attendance.	
2)	**DECLARATIONS OF INTEREST** 14:45 2.1 There were no declarations of interest received.	
3)	**MINUTES OF LAST MEETINGS** 14:46 *3.1 Approval* • Governors considered the minutes from the following meetings: o 14th October 2022 – *Extraordinary Meeting* o 10th June 2022 • **RESOLUTION: Governors agreed that the minutes were a true and accurate record of what was discussed.** *3.2 Matters Arising* • *Extraordinary SP&R Committee Meeting – 14th October 2022*	

Item	Owner	Action	Due Date
3.1.1	BH	Enquire with Kurt Hall from ETF on the additional cost to Option 2, should the reviewer attend the Finance Committee meeting in person.	**Complete**
4.1.1	BH	Schedule an informal interview with Andy Davy and selected members of the SP&R Committee (IM, PMK & RC).	**Complete**

- *SP&R Committee Meeting on 10th June 2022*

Item	Owner	Action	Due Date
4.2.1	LC	Draft and cascade a timetable for the COO selection panel on 6th July 2022.	**Complete**
5.3.1	IM	Draft a cover letter from the Chair of the Board to supplement the Staff Governor Nomination Form, with a view for this to include the diversity paragraph from the Independent Governor job description.	**Cancelled**
5.4.1	BH	Update the Committee Composition document to reflect the latest membership and include as a paper at the next Full Board meeting.	**Complete**
6.3.1	BH	Schedule a meeting with IM/RC/PMK over the summer break to develop a new approach and format for the Governance Improvement Plan.	**Complete**
7.1.1	BH	Share a link to the Diligent Boards system demo with SP&R Committee members and run the demo video for the Board during the next meeting on 5th July 2022.	**Complete**
9.1.1	BH	With the exception of the ARaC Committee, ensure consistency in the committee composition description, as detailed in the Terms of Reference for each committee.	**Complete**

- *SP&R Committee Meeting on 5th March 2022*

Item	Owner	Action	Due Date
5.2.1	IM/BH	Review and rationalise the Governance Improvement Plan, with a view to share with Governors at the next SP&R Committee meeting.	**Complete**

Board & Committee Membership/Succession Planning

4) **MEMBERSHIP & SUCCESSION PLANNING**   **14:50**

4.1 The DoG directed participants to the paper titled 'Membership & Recruitment Update' and summarised as follows:

- **Terms of Office** – these were due to expire this academic year for four Governors.

- **Committee Membership 2022-23** – membership gaps had been identified in the SP&R Committee, ARaC Committee and Local College Boards.

- **Independent Governor Recruitment** – expression of interest received from Andy Davy. Pre-screening conversation held with DoG, followed by a successful interview process led by the Chair of the Board and SP&R Committee Chair. In addition, a quote to renew the existing Independent Governor recruitment campaign had been received as follows:

  o To run an online only campaign for up to 4 weeks, job board posting only for £465 + VAT.
  o To post onto the job boards and carry out CV searches at a cost of £775 + VAT.

- **Staff Governor Appointments & Committee Membership** – 3 new Staff Governors had successfully been elected and their induction training had now been completed. Committee membership proposed based on skills, experience and interest.

- **Student Governor & Student Member Recruitment** – proposed amendment to the Standing Orders, to enable the term of office for Alexandra Cheeseman to be extended through to the end of her final academic year. Student Governor and Student Member elections were in their final stages. Induction and onboarding plans were also being finalised.

4.2 The following discussion then occurred:

- The Chair of the Board shared the following update, further to the recent interview process with prospective Independent Governor, Andy Davy:

  o Andy Davy was based in Hastings and was currently the Vice Chair of the Local Governing Board at two local secondary schools, though had indicated that he would stand down from this role were he successfully appointed to the Board.
  o Andy also had prior governance experience at Uxbridge College, serving on various committees.
  o Since retirement, Andy Davy had been appointed as a volunteer Operations Manager at Hastings Royal National Lifeboat Institute RNLI.
  o Andy had extensive audit and change management experience and had expressed interest in joining both the ARaC Committee and P&C Committee.

- The CEO & Principal advised that she also had an introductory meeting scheduled with Andy Davy for Thursday 1st December 2022.

  o **RESOLUTION: The SP&R Committee agreed to recommend the appointment of Andy Davy as an Independent Governor to the Board, subject to his introductory meeting with the CEO & Principal.**

- Governors reflected on the need to target Independent Governor candidates from the Lewes area (e.g. via the Lewes Chamber of Commerce), rather than via a broader recruitment campaign, given the limited time remaining on Gill Short's term of office on the Board.

  o **Action 4.2.1 – Target potential Independent Governor candidates from the Lewes area, leveraging suggested local contacts from Gill Short.**   **BH**

- Governors noted that the limited existing membership on the SP&R Committee potentially placed quoracy at risk in the event of Governor absence. Governors agreed that Becky Cooke would be a good candidate to join the SP&R Committee, subject to availability.

  o **Action 4.2.2 – Approach Becky Cooke to enquire whether she would be interested in joining the SP&R Committee.**   **PMK**

- Governors considered the committee membership preferences that had been indicated to the DoG by the newly appointed Staff Governors.

  o **RESOLUTION: The SP&R Committee agreed to recommend the newly elected Staff Governors be appointed to the following committees:**

    ▪ **Ashley Heminway (Teaching Staff) – Curriculum & Standards Committee**
    ▪ **Carol Tomsett (Teaching Staff) – Curriculum & Standards Committee**
    ▪ **Penny Coppins (Support Staff) – People & Culture Committee**

• Governors reflected on the feasibility of introducing a pre-screening process ahead of the Student Governor/Student Member nomination and election process for next year.. ○ **Action 4.2.3 – Conduct research with input from other Governance Professionals to explore whether pre-screening processes were typically leveraged ahead of Student Governor/Student Member nomination and election processes.** • Governors agreed to put Staff Member recruitment process on hold, pending a final decision on the structure and approach for Local College Boards moving forward.	

Board Effectiveness

5)	**GOVERNANCE PERFORMANCE, REVIEW & IMPROVEMENT** **15:07**	

	5.1 Board Paper Guidance & Cover Sheet Template
	
	 • The DoG outlined the guidance that had been shared with Lead Officers, with a view to simplify and rationalise the volume of governance meeting papers.
	
	 • Governors also considered the updated Cover Sheet Template and proposed the following additional enhancements to simplify this further:
	
	      ○ Remove the following sections:
	          ▪ Report Type
	          ▪ Context
	          ▪ Next Steps
	      ○ Relocate the Lead Officer field to the top of the template.
	      ○ Add a section titled 'Student Experience', i.e. with a view to encourage Lead Officers to detail how the paper (or associated decisions) would impact the student experience.
	
	 • **Action 5.1.1 – Update the Cover Sheet Template to reflect the proposed amendments, with a view to trial the new format in the Spring Term for a limited selection of governance papers, enabling Governors to compare and contrast.**
	
	 5.2 Committee Structure, Meeting Format & Approach – 2023-24
	
	 • The Chair of the Board outlined the following issues and challenges associated with the existing Governance structure:
		BH

Current Issues & Challenges

- **Governance Schedule** – the current high volume of termly governance meetings is onerous to Governors, the Director of Governance and the Executive Team.

- **Membership** – some committees are currently under-resourced, which has placed quoracy at risk in the event of Governor absence.

- **Meetings** – in person, virtual and hybrid meeting formats are offered, but the current balance may not be effective for existing Governors or attractive to potential new Governors.

- The Chair of the Board outlined the following proposed changes to the Committee Structure for 2023-24:

Proposed Committees For 2023-24

EXISTING STRUCTURE	PROPOSED STRUCTURE	RATIONALE & APPROACH
Finance Committee People & Culture Committee	**Resources, Culture & Community Committee**	• To better reflect the college's financial recovery, community and culture agenda. • Some P&C responsibilities may be shared with the main Board. • Would this committee need to meet 4 times p.a. to cover the full schedule of business?
Curriculum & Standards Committee	**Skills & Quality Committee**	• To better meet the skills agenda • A compromise might be to rename the committee as **Curriculum, Skills and Standards Committee** as Ofsted use Curriculum widely with their framework.
Search, Performance & Remuneration	**Governance, Performance & Communications**	• Committee name to more fully represent the scope of the committees oversight. • Do we need to retain 'Search' in the title?
Local College Boards	**Stakeholder Engagement Forums**	• LCBs to be disbanded and replaced with forums that are chaired by Employers.

- The following discussion then occurred:

  o The Chair of the Board advised that he had discussed the proposed changes with the Finance Committee Chair, who had been receptive to these. The Finance Chair had reflected on the need to first embed the new Executive Team structure and thereby gain assurance that financial processes were sufficiently effective from an operational standpoint. This would enable a more strategic approach to governance oversight from a combined **'Resources, Culture & Community Committee'**.

  o Governors reflected that it would be necessary for the **'Resources, Culture & Community Committee'** to meet 4 times per annum to ensure coverage of the cycle of business, though noted that the combined scope of the terms of reference for the Finance Committee and People & Culture Committee would need to be rationalised.

  o Governors also considered whether *'People'* should be retained within the **'Resources, Culture & Community Committee'** title, to ensure staff were also kept at the heart of discussions and decision making.

  o **The Committee Chair asked – why had 'Community' been included in the title for the proposed Resources, Culture & Community Committee'?** The Chair of the Board explained the need to proactively consider the impact of the college on the communities that it served. The CEO & Principal advised that the newly drafted Environmental, Social & Governance (ESG) Statement, specifically detailed how the college would utilise its assets to benefit the local community, along with an intent to procure products and services locally wherever appropriate. Governors then reflected on the need to identify an alternative word for *'Community'*.

  o Governors reiterated the need to retain *'Curriculum'* in the title and instead proposed **'Quality, Curriculum & Skills Committee'** as an alternative name.

- Governors reflected that *'Governance'* had been lost from the title of the SP&R Committee, which was a key function of the committee's oversight responsibilities. Governors reflected that *'Search'* should be incorporated into the terms of reference, rather than feature in the title. Governors proposed that SP&R should be renamed as **'Governance, Performance & Remuneration Committee'**.

- Governors considered an alternative name for Stakeholder Engagement Forums and proposed that this should be replaced with **'Stakeholder Advisory Groups'**.

- **Action 5.2.1 – Update the 'Proposed Committees For 2023-24' slide to reflect the changes proposed by Governors, with a view to include as an updated paper ahead of the forthcoming Extraordinary Chairs Group meeting on 30ᵗʰ November 2022.**   **BH**

- The Chair of the Board then outlined the following proposed changes to the format of governance meetings for 2023-24:

Survey on Governance Meeting Approach 2023-24

- Schedule all Committee meetings for 3-5pm and Board meetings for 2-5pm, to minimise disruption to the working day.
- Flip the current meeting pattern from one in-person meeting and the rest virtual, to one virtual and the rest in-person.
- End to hybrid meeting attendance at Board and Committee meetings to promote engagement, equity and effectiveness.
- Host Committee meetings in Eastbourne and Lewes and main Board meetings in Hastings (Station Plaza), based on accommodation.

- The SP&R Committee agreed to conduct a Governor Survey, with a view to assess appetite to proceed with the proposed changes to governance meeting formats/structure.

- **Action 5.2.2 – Conduct an online Governor Survey on proposed changes to the format of governance meetings for 2023-24, with a view to share the results at the 19ᵗʰ December 2022 meeting of the Full Board.**   **BH**

5.3 External Reviews of Governance Update

- The DoG shared the following update:

  o A meeting had now been held with the ETF/IoD to explore next steps and timeframes for appointing a reviewer to conduct the External Review of Governance (ERG) process in the Spring Term 2023.
  o Two reviewers would be engaged to lead this process, one from ETF and one from IoD.
  o The reviewers would be invited to attend the Finance Committee meeting on 9ᵗʰ March 2023 in person, and the cost of the ERG process had been slightly increased to reflect this additional onsite visit.

	• Governors considered the available options and agreed to proceed with an introductory meeting to assess fit and potential conflicts of interest with Paul Mundens (IoD) and Marilyn Hawkins (ETF).	
	o **Action 5.3.1 – Schedule Introductory ERG Reviewer Meeting with representatives from IoD/ETF. SP&R Committee Members and DoG to be in attendance.**	**BH**
	5.4 Strategy Day & Governance Improvement Plan	
	• Governors noted the meeting notes from the recent Strategy Day meeting, that was held on 4th November 2022.	
	• Governors also noted that a meeting had recently been held to review the draft Governance Improvement Plan, with a view for this to be shared as a paper at the forthcoming meeting of the Full Board.	
	o **Action 5.4.1 – Share the updated draft Governance Improvement Plan with SP&R Committee Members, with a view to source feedback so this could be included as a paper at the forthcoming Full Board meeting on 19th December 2022.**	**BH**
6)	**GOVERNOR LEARNING & DEVELOPMENT PROGRAMME** **15:36**	
	6.1 Approach For 2022-23	
	• The DoG directed participants to the cover paper titled *'Governor Learning & Development Approach – 2022-23'* and invited feedback on the 2021-22 Learning, Development & Activity Programme that had been drafted by her predecessor.	
	• Per the cover paper, the DoG asked the following questions:	
	o **Is the document useful in its current format?** *Governors reflected that the document was not very user friendly and a simpler format would be useful. Governors also suggested that moving forward, it would be helpful for Governors to receive the 'Governor Learning, Development & Activity Programme' ahead of annual 1:1 conversations with the Chair being held.*	
	o **Why was the schedule of proposed pre-Board briefing events not utilised in 2021-22?** *Governors explained that this had not been widely communicated last year, though it would be helpful to agree the content of these sessions for the year ahead.*	
	o **To what extent did Governors engage in the proposed schedule of campus specific activities and events?** *Governors advised that the list of campus specific events was particularly helpful and requested that a refreshed list be provided for 2022-23.*	
	o **Would a supplementary PDF brochure or online catalogue of available training events from ETF or AoC be preferable, or would Governors like a schedule of training events to be incorporated into this document?** *Governors reflected that a simple table of available training events should be shared, along with supporting documents and resources as needed.*	

		o	**How useful do Governors find the 'Governor, Training, Development & Activity Record'?** *Governors reflected that further work may be needed to redesign the process for recording Governor participation in training and development activities.*		
		o	**Is there anything else that Governors would value from their Learning and Development Programme for 2022-23?** *No.*		
	•		**Action 6.1.1** – Redesign the Governor Learning, Development & Activity Programme to include a simpler, easy to use format for 2022-23.		**BH**
	•		**Action 6.1.2** – Send the DoG proposed pre-Board briefing topics for the Spring and Summer Terms (2022-23).		**RC/IM**
	6.2 Governor Induction Refresh				
	•		Governors noted the refreshed Governor Induction materials for 2022-23.		
	•		**Action 6.2.1** – Include 'AoC' and 'FE Sussex' on the list of organisations.		**BH**
7)	**ANNUAL MAPPING AGAINST AOC CODE OF GOOD GOVERNANCE FOR ENGLISH COLLEGES 15:44**				

7.1 Compliance with the AoC Code of Good Governance

- The DoG shared the following update:

  o The AoC refreshed the Code of Good Governance in September 2021 and this now needed to be adopted by the Board.

  o A compliance mapping exercise had now been conducted to provide assurance on the robustness of governance practice at the college.

  o The code included a new section on Environmental Sustainability, against which the most gaps were identified for the college. Additionally, several gaps had been identified in the Equality Diversity & Inclusion section of the code.

  o The following essential 'must do' gaps were identified as output of this process:

#	AREA	DESCRIPTION	COMMENTS	PRIORITY	COMPLIANCE
3.5	Safeguarding & The Student Voice	The Board must have close regard to the voice of its students and the quality of the student experience, which should be central to all Board decisions.	More extensively leveraging Student Voice to inform decision making has been identified as a particular area of opportunity in all Committees as output of the annual Board Self Review process. Establishing a more systematic approach to gathering this information across multiple channels would enable more effective oversight.	**Must Do**	**Partially Compliant**

#	AREA	DESCRIPTION	COMMENTS	PRIORITY	COMPLIANCE
6.1	Financial Strategy & Audit	The Board must adopt an affordable financial strategy and plans which are compatible with the duty to ensure sustainability and solvency of the College. This should include conducting multi-year financial planning.	5-year (multi-year) financial plan needs to be established.	**Must Do**	**Partially Compliant**

- o There were a further 14 areas of non-compliance, though all of these were *'should do'* (optional) rather than *'must do'* (essential). The areas of non-compliance related to 'Environmental Sustainability', 'Equality & Diversity' and 'Governance Structures'.

- The following discussion then occurred:

  - o **Environmental Sustainability:**

    - The CEO & Principal confirmed that the college had adopted the FE Climate Action Roadmap, though it had not been agreed in the strategy which national/international standards that the college would adopt. As such, Item 8.7.1 should be amended to *'partially compliant'*.

    - The CEO & Principal confirmed that a cross-college sustainability committee was in place, though this was not chaired by a senior executive. As such, Item 8.7.3 should be amended to *'partially compliant'*.

  - o **Equality Diversity & Inclusion:**

    - Governors reflected that Item 9.9.4 should be amended to *'partially compliant'* given that the Board had incorporated an EDI statement into its recruitment campaign materials to encourage diversity of thought and skills on the Board. However, further work may be needed to explore ways in which the Board could proactively reduce/prevent potential obstacles for engaging with underrepresented groups on the Board.

- **Action 7.1.1 – Following a final validation with the CEO & Principal, update the 'AoC Code of Good Governance Compliance Mapping Report' to reflect the amendments agreed with Governors.**   **BH**

- **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'Annual Mapping Against AoC Code of Good Governance for English Colleges' to the Board for approval, subject to the agreed amendments.**

7.2 RSM Governance Audit – January 2023

- The DoG directed participants to the paper titled *'ESCG Governance Audit Scope'* and briefly summarised the audit scope proposed by RSM (Internal Audit), which would specifically focus on compliance with the AoC Code of Good Governance.

	• The DoG advised that she had realigned the audit scope with RSM, whereby compliance with the AoC Code would focus on *'must do'* items and any non-compliance with *'should do'* items would be handled on an advisory basis. • Governors noted that the RSM led Governance Audit was scheduled to commence from 16th January 2023, though a date for the auditors to feedback to the SP&R Committee had yet to be confirmed. ○ **Action 7.2.1 – Enquire whether the RSM auditors would be able to attend the next SP&R Committee meeting to feedback on the Governance Audit.** • **RESOLUTION: The Search, Performance & Remuneration Committee approved the Governance Audit Scope for January 2023.**	**BH**

Performance & Remuneration		
8)	**SENIOR POST HOLDERS** **16:03** **A confidential discussion then occurred.** **The CEO & Principal left the meeting at 16:03. The Director of People (DoP) joined the meeting at 16:08. The DoG left the meeting at 16:22. The CEO & Principal re-joined the meeting at 16:22. The DoG returned to the meeting at 16:28.**	

9)	**16:28**
	
	ANNUAL MAPPING AGAINST THE AOC COLLEGE SENIOR POST HOLDER REMUNERATION CODE
	
	9.1 The DoP shared the following update:
	
	• The AoC's SPH Remuneration Code had not been changed since 2018.
	• There had been the following updates to the mapping since the prior year:
	    ○ **A Fair, Appropriate & Justifiable Level of Remuneration:**
	        ▪ **Section H** – Senior Post Holder Capability Policy was now in place.
	        ▪ **Section I** – An in-year restructuring decision was taken regarding the Executive Director for Transformation position.
	
	    ○ **Procedural Fairness:**
	        ▪ **Section A** – detailed the cost-of-living award of 1.5% that was made to all staff on 1st April 2022 and an award of between 2.5–5% for all staff earning under £38,000 FTE on 1st September 2022.
	
	• **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'Annual Mapping Against The AoC College Senior Post Holder Remuneration Code' to the Board for approval.**	

10)	**ANNUAL REPORT OF THE SEARCH, PERFORMANCE & REMUNERATION COMMITTEE** **16:32** 10.1 The DoP and DoG provided a brief overview of the paper titled *'Annual Report of the Search, Performance & Remuneration Committee'*.	

	• **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'Annual Report of the Search, Performance & Remuneration Committee' to the Board for approval** *(confidential paper)*. **The Director of People left the meeting at 16:35.**	

Policies & Key Documents

11)	**POLICIES** 16:35	
	11.1 Standing Orders • **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'Standing Orders' to the Board for approval.** *11.2 AoC Code of Good Governance for English Colleges – September 2021* • **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the adoption of the 'AoC Code of Good Governance for English Colleges (September 2021)' by the Board.** *11.3 New Governor Mentoring Policy* • **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'New Governor Mentoring Policy' to the Board for approval.** *11.4 Statutory Returns for Review – Declarations of Interest (2022-23)* • **RESOLUTION: The Search, Performance & Remuneration Committee agreed to recommend the 'Register of Declarations (2022-23)' to the Board for approval.**	

Close

12)	**ANY OTHER BUSINESS** 16:36	
	12.1 There were no additional items raised for discussion.	

13)	**DATE OF NEXT MEETING** 16:37	
	13.1 Governors noted that the next meeting had been scheduled for **2nd February 2023, 10:00-12:00.** 13.2 However, the Committee Chair advised that this meeting would need to be rescheduled as she would be away on that date. • **Action 13.2.1 – Identify an alternative date for the next Search, Performance & Remuneration Committee meeting.**	**BH**

14)	**LIVE COMMITTEE SELF-ASSESSMENT**			16:38	

- 2 survey responses were received from Governors, via Google Forms:

#	ASSESSMENT QUESTION	RESULT
1.	Did the agenda and papers arrive seven days in advance?	**100%**
2.	Were the agenda and papers written with clarity?	**100%**
3.	Were the issues considered at the meeting appropriate?	**100%**
4.	Did you have all the information you needed to fully participate in the discussion and decision?	**100%**
5.	Was sufficient time available for thorough debate?	**100%**
6.	Were you satisfied that the decisions were arrived at in a proper manner?	**100%**
7.	Were you able to express your views?	**100%**
8.	Was the meeting chaired effectively?	**100%**

15)	**CLOSE**	16:39
	14.1 The meeting closed at 16:39.	

Action Summary

Item	Owner	Action	Due Date
4.2.1	BH	Target potential Independent Governor candidates from the Lewes area, leveraging suggested local contacts from Gill Short.	2nd March 2023
4.2.2	PMK	Approach Becky Cooke to enquire whether she would be interested in joining the SP&R Committee.	19th December 2022
5.1.1	BH	Update the Cover Sheet Template to reflect the proposed amendments, with a view to trial the new format in the Spring Term for a limited selection of governance papers, enabling Governors to compare and contrast.	2nd February 2023
5.2.1	BH	Update the 'Proposed Committees For 2023-24' slide to reflect the changes proposed by Governors, with a view to include as an updated paper ahead of the forthcoming Extraordinary Chairs Group meeting on 30th November 2022.	**Complete**
5.2.2	BH	Conduct an online Governor Survey on proposed changes to the format of governance meetings for 2023-24, with a view to share the results at the 19th December 2022 meeting of the Full Board.	**Complete**
5.3.1	BH	Schedule Introductory ERG Reviewer Meeting with representatives from IoD/ETF. SP&R Committee Members and DoG to be in attendance.	19th December 2022
5.4.1	BH	Share the updated draft Governance Improvement Plan with SP&R Committee Members, with a view to source feedback so this could be included as a paper at the forthcoming Full Board meeting on 19th December 2022	**Complete**
6.1.1	BH	Redesign the Governor Learning, Development & Activity Programme to include a simpler, easy to use format for 2022-23.	12th December 2022
6.1.2	RC/IM	Send the DoG proposed pre-Board briefing topics for the Spring and Summer Terms (2022-23).	12th December 2022
6.2.1	BH	Include 'AoC' and 'FE Sussex' on the list of organisations.	**Complete**
7.1.1	BH	Following a final validation with the CEO & Principal, update the 'AoC Code of Good Governance Compliance Mapping Report' to reflect the amendments agreed with Governors.	**Complete**
7.2.1	BH	Enquire whether the RSM auditors would be able to attend the next SP&R Committee meeting to feedback on the Governance Audit.	2nd March 2023
13.2.1	BH	Identify an alternative date for the next Search, Performance & Remuneration Committee meeting.	19th December 2022