



## **Remuneration and Appointments Committee**

### *Unconfirmed*

Minutes of the Remuneration and Appointments Committee held on 1 July 2014

Chair: Alison White

Present: Kim Lavelly  
Ian Muir  
John Chaffey  
Nick Hounsfield

In attendance: Tim Walker, Chief Executive and Registrar  
Amanda Chadwick, Human Resources Manager

### **Apologies**

1. None.

### **Minutes**

2. The Committee approved the minutes of the meeting of 27 March 2014.

### **Matters arising**

3. None.

### **Staff survey results**

4. The Committee considered the results of the staff survey, and identified key areas for concern and how these might be addressed.

5. The key areas for concern included:

- a. Pressure of workload in certain areas of the organisation.
- b. Interactions with members of the governance structure.
- c. Lack of structured and systematic development opportunities.
- d. Sharing of knowledge and skills across the organisation.

6. The suggestions put forward were as follows:

- a. Relook at efficiencies of processes across the organisation, how workload is distributed and resources required in individual teams.

- b. Reassure staff that learning and development are a focus and hold a central overview of development needs and solutions offered.
  - c. Encourage more discussion of development needs with individuals throughout the year.
  - d. Develop a central overview of the management of talent and succession planning.
  - e. Revisit how development needs are assessed across the organisation and how managers are assisting staff to put together their development plans.
  - f. Develop a programme of staff briefings on the work of teams to spread knowledge and understanding.
7. The Committee was supportive of the approach that was planned in response to the survey which included discussions in teams and a whole staff event later in the year.
8. The Executive would also produce an action plan and report further on the work to the Committee.

### **Appointment of PCC Chair**

9. The Committee considered the proposal to appoint two Panel Chairs by conducting parallel internal and an external appointment processes.
10. The Committee highlighted that expectations of the external appointee need to be managed carefully to guard against the assumption that they would automatically be appointed chair.
11. The Committee felt that the leadership competency needs to be more robustly defined and that this should be assessed with a case study at the final interview stage. The Executive would revise the competency and ask the Chair to approve this.

**Agreed:** the Committee agreed the process for appointment of new PCC Panel Chairs and the PCC Chair.

### **Appointment of Audit Committee member and Chair**

12. The Committee considered the proposal for the recruitment of a new Chair of the Audit Committee and a new external member of the Committee.
13. In the first instance it was proposed that the Chair of Council should approach the existing external member of Audit Committee informally and to discuss with them whether they are interested in becoming the Chair of the Committee, before making a recommendation to Council on advertisement externally for a new Chair or member for the Committee.

**Agreed:** the Committee agreed the approach for the recruitment of a new Audit Committee Chair.

**Review of allowances**

14. The Committee considered the review of Council and Committee allowances. The Committee noted that a number of reviews were being undertaken in the regulatory sector, which may affect the overall 'market' in which our non-executives are appointed. The Committee concluded that, while there was no impetus for change at this time, the position should be kept under review.

**Agreed:** the Committee agreed not to recommend any change to Council at this time.

**Remuneration and Appointments Committee Annual Report**

15. The Committee agreed the Annual Report and requested that in the future it is presented with comparative costs from the previous year.

**Human Resources update**

16. The Committee noted the update on Human Resources issues and in particular the reassurances provided by the Executive in relation to staff turnover.

**Any other business**

17. The Chair of Council announced that this will be John Chaffey's last Committee meeting as he will be joining the Education and Registration Standards Committee and Haidar Ramadan will be joining the Remuneration and Appointments Committee in the Autumn.

**Date of next meeting**

18. The next meeting is scheduled for 26 November 2014 at 11am.