



PUBLIC MINUTES
of the Nominations and Remuneration Committee (N&RC) meeting
on Monday 15 September 2025 at 11:00 - MSTeams

8. Remote and virtual participation

8.1 Any member may validly participate in a meeting through the medium of conference telephone, video conferencing or similar form of communication equipment, provided that all persons participating in the meeting are able to hear and speak to each other throughout such meeting, or relevant part thereof. A member so participating shall be deemed to be present in person at the meeting and shall accordingly be counted in a quorum and entitled to vote.

8.2 A meeting shall be deemed to take place where the largest group of those members participating is assembled or, if there is no group which is larger than any other group, where the chair of the meeting is.

Members

Deborah Gregory (DG)	Chair – via MS Teams
Bernadette Conroy (BC)	Via MS Teams

In attendance

Kate Dodsworth (KD)	Chief of Regulatory Engagement
Fiona MacGregor (FM)	Chief Executive – via MS Teams
John O'Mahony (JOM)	Assistant Director Corporate Services (item 7 only)
Emma Tarran (ET)	Senior Assistant Director Head of Legal and Company Secretary
Jonathan Walters (JW)	Deputy Chief Executive

Minutes:

Simon Turner	Senior Solicitor
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1 Welcome and introductions

01/09/25 There were apologies from Richard Peden, Director of Finance and Corporate Services.

2 Declaration of interests

02/09/25 DG noted that she had updated her interests on the register of interests, namely her appointment as a magistrate and her role as a trainee adviser at Citizens Advice. No other new declarations of interests from members. The conflict of interest of the Executive members present, in respect to their pay award, was NOTED.

3 Minutes of last meeting – 30 June 2025

03/09/25 The confidential and public minutes of the last meeting were APPROVED, subject to minor changes.

4 Matters arising

- 04/09/25 01/06/25: At the July Board meeting DG and BC were both reappointed to N&RC.
17/06/25: *Board effectiveness review*: Members noted this has been scheduled for Autumn.
16/05/25: *Organisational effectiveness / EDI* – members NOTED this will be moved to the March 2026 N&RC agenda.

5 Forward Planner

- 05/09/25 The forward planner was NOTED.

6 Staff Pay award 2025

- 06/09/25 JW presented the paper which members had read. Members **DISCUSSED** the paper, which provided an update on the approach to the implementation of the 2025/26 Civil Service Pay Remit following engagement with Trade Unions.
- 07/09/25 Members **NOTED** that the Executive are not covered by the collective bargaining agreement with Trade Unions and are therefore outside the scope of Trade Union negotiations.
- 08/09/25 Members **NOTED** that the Cabinet Office guidance on the Civil Service 2025/26 pay remit reflects an average pay increase of 3.25%, with a flexibility to increase the award by up to an extra 0.5% to target specific organisational workforce issues.

7 Organisational Development update

- 13/09/25 JOM presented the paper which members had read. Members **NOTED** the report.
- 14/09/25 Members **NOTED** the summary of themes from the staff survey, and that there is a report to Board due in October 2025, and a detailed report to N&RC also in November 2025. KD gave brief overview of results. DG asked that any slides for the presentation on staff survey results be shared with members in advance of the meeting to aid preparation.
- 15/09/25 Members **NOTED** that the staff survey results will contribute to and help inform development of the EDI strategy.
- 16/09/25 Members NOTED that there was good news for resourcing of the Organisational Development (OD) team, in that there is a new OD officer starting work on 03/11/25.
- 17/09/25 DG commended a very helpful update and said that the staff survey feedback would be very interesting to see.

8 Resourcing update

- 18/09/25 JW gave a verbal update on this matter. The organisation still has some vacancies to fill to reach the planned staffing levels to deliver on the regulator's expanded remit.

9 Papers Review

20/09/25 DG commented generally on the forthcoming work for N&RC. Once the People Plan has been finalised NR&C will likely return to other areas of concern, including performance measures and strategic issues.

10 Any Other Business

21/09/25 No other business.

Date of next meeting: 17 November 2025.