



PUBLIC MINUTES
of the Nominations and Remuneration Committee (N&RC) meeting
on Monday 15th June 2026 at 11am
Hybrid meeting; MS Teams & 2 Marsham Street

Members

Deborah Gregory (DG)	Chair of RSH Nominations and Remuneration Committee
Bernadette Conroy (BC)	Chair of RSH Board
Chan Kataria (CKa)	
Sukhvinder Kaur-Stubbs (SKS)	

In attendance

John Liver (JL)	Board Member (for items 6 & 7 only)
David Blackburn (DB)	Transformation Consultant
Emma Tarran (ET)	Senior Assistant Director Head of Legal and Company Secretary
Jonathan Walters (JW)	Chief Executive
John O'Mahony (JOM)	Assistant Director Corporate Services
Kate Dodsworth (KD)	Deputy Chief Executive

Minutes

Amber Gaskell (AG)	Board Secretary
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1 Welcome and introductions

01/06/26 DG welcomed everyone to the meeting. Board Members introduced themselves to DB. There were apologies from Richard Peden.

2 Declaration of interests

02/06/26 There were no new Declarations of Interest. There are some items on the agenda to be discussed that directly or indirectly affect the Exec team. This has been considered and noted.

3 Minutes of last meeting – 16 March 2026

03/06/26 The confidential and public minutes from 16 March 2026 were agreed. It was clarified that the yellow highlighted sections are the proposals for redactions. It was raised that there was also a single item meeting on 18th May 2026; minutes for this will be shared in due course.

4 Matters Arising

04/06/26 The Matters Arising were reviewed:

- 07/03: this will be covered in the meeting and can be CLOSED.

- 13/03: this will be covered in the meeting and can be CLOSED.
- 24/10: *Central Repository for papers*: This will be CARRIED FORWARD.

5 Forward Planner

05/06/26 The Committee reviewed and were happy with the proposed agendas to the end of 2026. JW advised that the September meeting would have a focus on the Corporate Centre work as it should by then be in the consultation stage. It was agreed that there will be an additional N&RC meeting in July to discuss the Corporate Centre and staff Pay Award. BC suggested having this after Board.

**Schedule
extra
meeting
in July**

6 Staffing the corporate centre: strategic update and assurance

06/06/26 DB took the committee members through an update on the work he has been undertaking. DB noted that they are in the discovery stage of this project, and DB will have spoken to 74 colleagues during this phase; with 33 interviews being completed so far and another 22 booked in. He has carried out facilitated workshops and one to one conversations. There are 2 surveys being circulated to officers; the CIPD people impact tool, which is independent and has been widely used in government, and an internal organisational effectiveness questionnaire. There will be a focus on delivering outputs against problem statements to address identified issues.

07/06/26 DB took questions from the committee members and there was a discussion.

**JOM to
share the
risk
appetite
statement
with DB**

7 People update

08/06/26 JOM introduced the People update. Members and Exec noted the paper.

09/06/26 It has been agreed that performance reporting processes will come to board on a quarterly basis and regular updates provided to all staff for the EDI strategy and action plan. JOM wanted to give formal credit to Lewis Rimmer for leading on the EDI strategy and EDI action plan.

10/06/26 JOM clarified that the People Plan has been paused as a formal project.

11/06/26 The recent audit in HR operations was completed

12/06/26 The Staff Conference took place in Birmingham last week; it was unanimously agreed that this went extremely well.

13/06/26 DG asked if the workshops being undertaken with staff have had a positive and constructive response. JOM advised that the responses have been positive,

and there has been valid constructive feedback from officers. DG asked how staff will receive tangible updates on the work that's taking place; JOM confirmed there is another staff survey due for next year and there is a HSE stress at work survey to be circulated soon. There will be updates shared as part of RSH briefs and items published onto the staff intranet. There will also be information fed into the ADRE leadership groups as the best way for staff to get information would be from their own direct management.

14/06/26 There was a discussion around the Appraisal system and the need for an overhaul on this in due course to allow for improved performance management and accountability. JL left the meeting at the end of this item.

8 People update: Staff pay awards

15/06/26 JW updated the committee.

9 Board appraisals: themes, lessons learned and follow up actions

16/06/26 BC updated as to the themes emerging from the Board appraisals. It is felt that the strategic dialogue at Board meetings has improved and there is enthusiasm for strategic sessions going forward. The workshop sessions are also valued by the Board. Confidential themes arising from appraisals are to be discussed at the end of the meeting today by committee members in a private session. DG confirmed she will also address Board during the confidential session tomorrow morning as to BCs appraisal; this will be done without BC in the room.

12 Papers review

19/06/26 No comments on papers.

13 AOB

20/06/26 JW advised that the new interim director of finance and corporate services will be joining in July.

Date of next meeting: TBC

Chair:

Date: