Regulator of Social Housing

PUBLIC MINUTES
of the Nominations and Remuneration Committee (N&RC) meeting
on Tuesday 21 July 2026 at 3.00pm, 2 Marsham Street

Members

Bernadette Conroy (BC)	Chair of RSH Board
Sukhvinder Kaur-Stubbs (SK-S)	
Chan Kataria (CKa)	

In attendance

Kate Dodsworth (KD)	Deputy Chief Executive
John Liver (JL)	Chair, Audit and Risk Assurance Committee
Nikesh Shah (NS)	Interim Director of Finance and Corporate Services
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

Minutes:

Christine Kitchen	Board Secretary

1 Welcome and introductions

01/07/26 There were apologies from Richard Peden (RP) and the Chair, Deborah Gregory (DG). In her absence, BC chaired the meeting. This meeting had been called in accordance with Standing Order 5.2 as an additional meeting to update on the pay award and the Strengthening the Corporate Centre Project. JL was in attendance as Chair of ARAC, given the overlap with organisation risk management.

2 Declaration of interests

02/07/26 There were no new Declarations of Interest.

3 Pay Award

03/07/26 Ahead of the single item on the agenda, JW took this opportunity to update Committee on the staff pay award. The Committee will be kept informed on any developments. **JW**

4 Strengthening Corporate Centre

04/07/26 JW gave the Committee an update on the work done to date led by David Blackburn. The discovery phase is now complete and has been a well engaged and informative process. The evidence from the meetings with staff either in teams or individual meetings, and from the surveys, had been analysed and summarised as set out in the slide pack and has been synthesised into the problem statements. Nothing has been a surprise, and there is a feeling that staff appear to be very engaged with this project and many are eager to see

change, and staff outside the scope, have also taken the opportunity to have input.

05/07/26 Key areas discussed were:

- *Operating model*
- *Regulatory Effectiveness*
- *Data and Digital* – how do we improve our data collection and better use that data with a view to improve digital resilience and functionality. Future strategic capability needs were also discussed.
- *People and Culture*
- *Performance and Risk management*

06/07/28 Members expressed their views on the following areas:

- Capacity at the senior level to implement the findings of the SCCP, given the range of current priorities
- The need for the right pace of change
- What will the new operating model look like
- Design principles to take the changes forward
- Ability to address the cultural changes we wish to achieve
- Assurance that the changes are driving the organisation to where we want to be
- Workforce welfare
- Constructive challenge and support at the right points from N&RC and Board on progress
- Continuous monitoring of progress/ how to test that changes are working

07/07/26 Members will get a copy of the design principles as soon as they have been agreed at project board. **JW**

4 Any Other Business

08/07/26 Members suggested an additional meeting is scheduled to discuss the design principles. **JW/KD**

09/07/26 No other business, but members did note that this would have been DG's last meeting as a member of the N&RC and wanted to formally record thanks to her for her contributions to and leadership of this committee.

Date of next meeting: 21 September 2026