

Remuneration Committee

Meeting Date	30 October 2025
Title	Review of Committee effectiveness
Author	Patricia Morrissey, Head of Governance
Executive Sponsor	Claire Amor, Executive Director of Corporate Affairs
Executive Summary As part of its commitment to good governance, each of the Council's committees annually reviews its own effectiveness and reports its findings to the Council. To support the Remuneration Committee (the Committee) in undertaking this review, an anonymous survey was circulated to Committee members and regular attendees on 25 September 2025. The purpose of the survey was to gather reflections on how effectively the Committee is operating and to identify any areas for potential improvement. We received six responses to the survey (up from four in 2024) and there was an overwhelmingly positive response to the Committee's focus on its role and remit; engagement and ways of working; and its overall effectiveness. There was also specific praise for the Committee Chair, with members noting they felt comfortable raising matters with him. There were a small number of survey statements where a member disagreed, these were in relation to: • management fully briefing the Committee about key risks and opportunities and plans to mitigate or capitalise on these (this was also raised in the effectiveness survey in 2024); • decisions, actions and recommendations being implemented within the timescales agreed with the Committee; • members of the Committee providing effective input and constructive challenge; and • the Committee regularly reflecting on its discussions, decisions made and any matters for escalation to the Council or any other Committee. Respondents were given an opportunity to provide free text comments in relation to better supporting Council/ELT and training and support for members and the following comments were provided: • Committee membership stability: <i>'We have seen a change of members and remuneration is a long term issue which benefits from a degree of stability'</i>. • Timeliness and tracking of actions: <i>'Committee could be provided with a live tracker document that notes key actions and decisions thus allowing more formal</i>	

review of the timelines expected and any rationales provided for timelines moving out etc’.

Respondents also identified some individual training needs which they indicated that they would action themselves, including a 1:1 meeting with the Committee Chair and attendance at a relevant remuneration conference.

In terms of responding to the points raised, the Committee may wish to consider the following.

1. What, if any, further action is required, given the overall positive results.
2. In terms of risks and opportunities, the risks associated with each item should be cleared identified within the supporting paper. The Board/Committee template explicitly encourages authors to identify any associated strategic risks.
3. Given the infrequency of meetings, it may be challenging to keep track of decisions, actions and recommendations even with a tracker in place. The Committee may wish to explore the benefits of a future merger of the People and Resources Committee and the Remuneration Committee. This could also potentially help members with providing effective input and constructive challenge in a wider context.
4. Time for reflection is included at the end of each meeting. This item could also be used to formally prompt members for any points of escalation, which will then be conveyed via the Chair’s report to the Council, as required.
5. Committee appointments (memberships and chairs) are reviewed every two years or earlier depending on business need in accordance with the Code of Governance. Valerie Webster, a member of the Committee, will demit office at the end of the December 2025 and a vacancy on the Committee will arise. The Committee should consider the experience, knowledge and skills required in light of Valerie’s departure to ensure that the Committee is able to continue to fulfil its role and responsibilities. The Chair of Council is due to discuss Committee membership at the next Chairs’ quarterly meeting; the Committee’s feedback will be shared to inform the discussion.

Action required	The Committee is asked to provide input and feedback to develop the proposal.
Previous consideration	The Committee last reviewed its effectiveness in October 2024.
Next steps	The Chair of the Committee will report to the Council on the results of Committee effectiveness review and any actions or recommendations as part of the Chair’s report to the Council.
Financial and resource implications	There are unlikely to be any financial or resource implications, however, this will be determined based on the actions or recommendations agreed as a result of the review.
Associated strategic priority/priorities	Build a resilient, healthy, capable and sustainable organisation

Associated strategic risk(s)	5.a The resources we require to achieve our strategy are not in place or are not sustainable
Risk appetite	People - open
Communication and engagement	A survey was circulated to Committee members and regular attendees to complete on 25 September 2025. Six responses were received. No external or public engagement was undertaken.
Equality, diversity and inclusion (EDI) impact and Welsh language standards	None identified
Other impact assessments	Not applicable
Reason for consideration in the private session of the meeting (if applicable)	Not applicable

Responses Overview Active

Responses

6

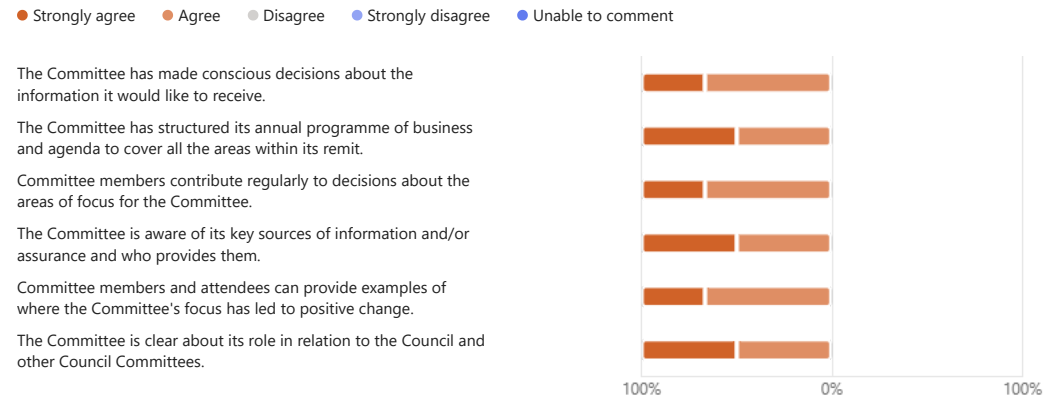
Average Time

37:29

Duration

24 Days

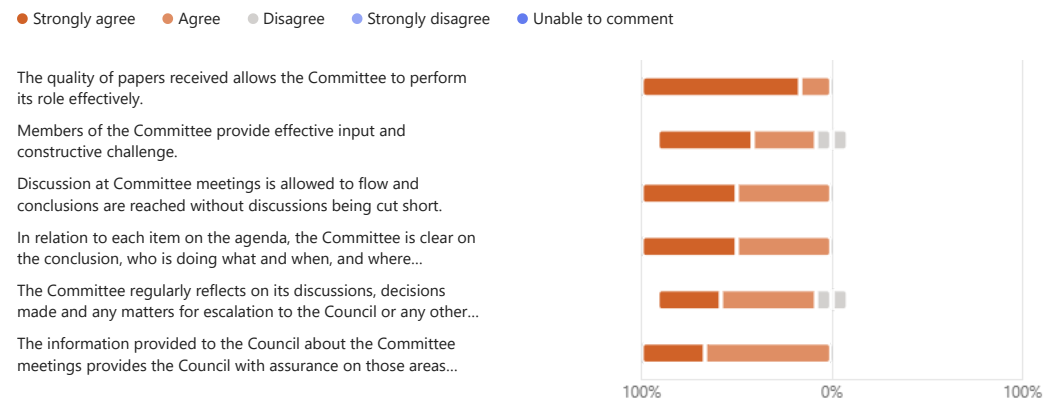
1. Committee focus



2. Committee engagement



3. Committee effectiveness



Item 08

4. Is there anything that the Committee could do differently to better support a) the Council; or b) the leadership team in its work?	
3 Responses	Latest Responses "Committee could be provided with a live tracker document that notes key actions..." ...
5. Is there any training or support members of the Committee feel would help them to fulfil their role on the Committee?	
2 Responses	Latest Responses ...
6. Is there any other feedback you would like to provide relating to the effectiveness of the Committee?	
3 Responses	Latest Responses "The only comment I would make is that I have only attended one remuneration c..." ...