

## HTA Board meeting, 18 September 2025

---

Agenda item	<b>2.3 Remuneration Committee (RemCo) Chair's Report to Board</b>
For information or decision?	Information
Decision making to date?	N/A
Recommendation	The HTA Board is asked to note and comment by exception on the update provided
Which strategic risks are relevant?	Risk 5: People
Strategic objective	Efficient and Effective
Core operations / Change activity	Core operations
Business Plan item	Private Office – facilitating Board, Committee, and Senior Management functions, providing good governance support and compliance with Government requirements
Committee oversight?	RemCo
Finance and resource implications	N/A
Timescales	Routine quarterly reports presented at each Board meeting
Communication(s) (internal/ external stakeholders)	N/A
Identified legislative implications	N/A

## Remuneration Committee (RemCo) Chair's Report to Board

### Introduction

1. This paper reports on the HTA's Remuneration Committee meeting of 5 September 2025. I will provide further brief commentary at the Board meeting.

### Remuneration Committee meeting 5 September 2025

2. RemCo met on 5 September. Myself, Lynne Berry, Dave Lewis and Mhairi Anderson attended. Steve Stanbury, and Helen Froud observed. For the executive, Colin Sullivan and Katrina Leighton-Hearn were supported by Chris Maile (Interim Head, People Strategy development), Richard Mabbitt (Private Office) and Louise Mallaburn (HR Service provider).
3. Remco agreed **Minutes** of the last full meeting (6 June) and the additional meeting (26 June) to agree the Staff pay submission to DHSC. RemCo was pleased to see good progress against **Actions** from both meetings (papers Remco 15-25; 16;25 and 17:25 refer).
4. RemCo reviewed the **Standing report on monthly HR and people data** provided by CQC as HTA's HR service provide (paper RemCo 18:25). RemCo noted updates on: current staffing; recruitment; candidate attraction; recruitment timescales; SLA targets; staff turnover and leavers; diversity; absences, and gender pay.
5. RemCo was further briefed on **Progress against the People Strategy** implementation plan (paper RemCo 19-25). It noted key activities completed or well under way. Highlights included
  - SMT coaching and development of a Leadership Programme with the CQC Academy for all HTA Line Managers;
  - continued HR policy updates and reviews;
  - progression of the Staff Forum and appointment of two Mental Health Champions and a Diversity and Inclusion Champion;
  - July 2025 Pulse survey completed with good engagement from staff
  - new Health, Safety and Wellbeing Committee, with support from the CQC H&S Team, and updated intranet resources on Health and Wellbeing
  - updated HTA Staff Induction Booklet trialled with new starters;
  - 2025 Staff Pay Award approved for general grades and actioned for the August pay run.

RemCo welcomed the transparency on progress so far, noting the importance of a focussed and prioritised approach, and the challenges of embedding change. It noted increased activity in the people space since the Strategy launch, with positive signs of traction (including improving sick absence and lower staff turnover).

- 6 RemCo discussed in more detail **HTA action on improving performance management**, an element of the People Strategy underpinning a range of other actions and behaviours (RemCo 20-25). RemCo was pleased that SMT had committed to activate the enhanced performance management functionality soon to become available on IRIS Staffology (the latest version of the IRIS HR system currently used by HTA). RemCo noted the behavioural challenges around making the system work in practice, and the need for support, training and understanding of user needs, with clear communication on corporate and individual benefits of effective performance management.
7. RemCo considered the **2025-26 Pay award to Executive and Senior Management** (RemCo 21-25) with Colin Sullivan and Katrina Leighton-Hearn recusing for this item. RemCo noted the criteria for and restriction on pay awards (including performance related pay and bonuses) set out in the Government's pay remit letter which in turn reflected recommendations by the Senior Salaries Review Body (SSRB) published in May 2025. RemCo considered affordability and the Committee agreed to the proposals set out in the paper in relation to consolidated pay and Non-Consolidated Performance Related Payments for HTA's Executive and senior managers.
- 8 RemCo members and observing **Board members** only then held a brief **post meeting wash-up discussion**

### Other RemCo activity

9. The Committee is next scheduled to meet on 23 January 2026. RemCo member Dave Lewis will also be attending the ARAC meeting of 14 October.

**Ellen Donovan, Chair of Remuneration Committee**