

Working Party's Recommendation	Comments/Recommendations from Executive	Timescale
1. The President, Vice-President and Past-President roles should be remunerated as a "troika" tied in to a total minimum level of time commitment	This is only necessary if point 2 below can be made to work	See below
2. Each of these roles should be considered flexibly including the Presidential role with flexibility dependant on what elected individuals can offer and on the specific leadership needs of the year in question	This could be made to work if it is by way of specific request from an individual at the start of the 3 year "cycle. To make this work, at the point at which a candidate steps forward for election as Vice-President, they would make clear the flexibility they seek, in their personal statement to Council. They would have to agree the extra time commitment necessary from the incumbent President and Vice President. This would also effectively signal to any future Vice-President candidate, the additional time commitment needed during their future Presidency year, from their Vice-President. Council members would take this into account when voting. This is worth doing to widen the accessibility to these roles that otherwise is not in place.	Could be introduced as part of the briefing paper shared with Council to encourage candidacy for Vice Presidency November 2011 (see 12 below)
3. Convener remuneration should be paid for regulatory roles in recognition of the regulatory responsibility they carry but not for representative committees, these being roles more usually covered by a pro-bono/giving back effort in other Law Societies and in other professional bodies	Given the Council's strong feeling about this recommendation it is proposed that we do not implement this recommendation but instead task the Chief Executive and the Director of Finance, working together with committee secretaries to work through a proposal on a fairer system of remuneration that takes account of time commitment (most likely a day rate based system) and includes performance assessment. This proposal should be brought back to the Board and Council.	Proposal to be ready for Board and Council November 2011

4. Internal governance conveners, such as audit; nominations and finance should not be remunerated	The Board need to give guidance on this recommendation as there was little discussion on this specific recommendation at Council. At present there is inconsistency with audit and nominations being non-remunerated and Finance/Treasurer being remunerated.	Board to discuss at a future meeting and after the role description has been completed.
5. Board members should be treated like members of other internal governance committees and not be remunerated for their Board role	This recommendation should be discussed by Council rather than the Board as good governance practise would suggest that no individual should be recommending remuneration attached to their own role.	November 2011
6. Lay Council members should be remunerated coupled with a minimum commitment of time and one of those lay members should be the Regulatory Committee convener	Decision taken by Council not to remunerate these roles except for the lay Convener of the Regulatory Committee.	Completed.
7. The Treasurer role should be redefined as a Finance Committee Convener and should not be remunerated in line with other non-executive internal governance roles	This recommendation has been over-taken by the proposals contained in the Constitution which now formally adopts the "Treasurer" terminology. The remuneration issue needs to be agreed per 4 above.	Clarity by November 2011
8. A formal expenses policy should be used as the method of ensuring that no-one giving their time to the Society is out-of-pocket this should include out of hours child/carers costs	Ken Tudhope our new Director of Finance has commenced the review of our Council/Committee expenses policy. This will be taken to the Board and onwards to Council for approval. It will be included in our Council induction and it will be hosted on the member's information section of our website in the interests of transparency.	By 30th Sept 2011
9. Non-executive roles should not be remunerated as an alternative to roles that should properly form part of the full-time staff	This is a general point that can be accepted and is an issue that the Board should keep under review.	N/A
10. That a formal mechanism for keeping remuneration under review should be built in to the Governance processes	It is recommended that, once the entire remuneration policy and the performance review element is agreed, the Board should systematically review this annually. This would be best done around April each year in advance of a new committee year starting.	April 2012 and annually thereafter
11. Full disclosure of remuneration and expenses paid to and	In the interests of transparency, Annual Council member attendance is now posted on the member information	Start with financial year 2010/11

attendance records of all council and committee members should be made to the membership	section of our website as are the monthly expense claims of the Office Bearers. Monthly expenses for all Council members would be an unnecessary level of detail but total annual expenses claimed in a financial year could be shown alongside attendance and any Convener remuneration.	
12. Office Bearer role descriptors should be updated and shared with Council members at the point that nominations are being invited, to better inform on the role requirements	These have been prepared and shared with the Audit committee. They will be passed to the Registrar so that they can be shared with Council members at the point at which candidates are sought for Vice-President.	Start with the November 2011 Vice Presidential elections.
13. A formal role description should be prepared for the Treasurer/Convener of the Finance Committee and shared with candidates who are considering this role in future	Ken Tudhope, Director of Finance will draft a full role description for Treasurer and bring it to the Board, Audit Committee and Council	By 30 November 2011
14. Future revisions of standing orders should specify any role in respect of finance governance including term limits and appointment process	Treasurer role now dealt with in new constitution including term limits	Will be actioned assuming the new constitution is accepted in September 2011.
15. The standing orders of the Council are changed to formally include the nominations process	This recommendation has already been implemented with the Nominations Committee dealt with in our revised constitution	Will be actioned assuming the new constitution is accepted in September 2011.

<p>16. A robust and transparent appointment process for the lay-Regulatory committee convenor is carried out by the Nomination Committee, including external advertising of the role and the setting of clear performance measures which the individual should be accountable for</p>	<p>A robust and transparent recruitment process for lay members who may take up this role has already been put in place however the passing of the Legal Services Act means the process for appointing the Convenor will be by election from within the committee. We recommend that the Chief Executive and the Director of Regulation work up a specification for the role which includes performance measures. This should be shared with the Board.</p>	<p>Completed</p>
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