

Australian Physiotherapy Association

Nominations, Remuneration and Governance Committee

Independent Member

About the position

The Australian Physiotherapy Association (APA) is inviting applications from independent (non-member), suitably qualified candidates for the APA Nominations, Remuneration and Governance Committee (NRGC).

The NRGC assists the Board to fulfil its obligations in relation to Board and committee composition and renewal, director and executive remuneration, CEO performance, and the APA's governance framework, policies and culture.

The Independent Member is appointed for their governance and nominations expertise. They bring current knowledge of board composition and renewal, selection and succession practice, remuneration frameworks and board performance evaluation, and use that expertise to support the Committee in providing well-grounded advice to the Board.

Because the APA Board is elected by representatives of stakeholder groups within the Association, an Independent Member who is not a member of the APA or the physiotherapy profession also brings a perspective free of those interests when the Committee considers Board composition, capability and remuneration.

A copy of the Position Description is attached.

The term of the appointment is for two years and will run from 1 May 2027. There is the possibility that this term can be extended for two further terms (6 years in total).

The APA welcomes applications from all over Australia.

Remuneration

The Independent Member will receive an annual payment of \$8,125 (inc super). This is indexed each year.

Commitment

The Committee meets a minimum of 6 times per year. This consists of 5 teleconferences of 2 hours, plus 1 in-person meeting held in Melbourne for a duration of 4-6 hours. Meetings are conducted during business hours. Flights, accommodation and meals are provided for any face-to-face meetings.

Additional meetings and commitment may be required as determined by the Chair in accordance with the agreed work plan, including out-of-session meetings to support Board and committee recruitment, the annual remuneration review and the CEO performance cycle.

Selection criteria

This is a specialist governance role. We are looking for candidates with senior governance experience – for example a governance professional or an experienced director or chair with substantial nominations and remuneration committee background – and demonstrated expertise in board composition and renewal, selection and succession practice, remuneration frameworks and board performance evaluation. Full essential and desirable criteria are set out in the Position Description.

In your application please include:

- A CV (maximum 4 A4 pages).
- A statement (maximum 1 A4 page) outlining why you would like to be involved in the NRGCC and the governance and nominations skills and expertise you would bring to the Committee.

Forward completed nominations with contact details to the APA at recruitment@australian.physio by Friday 6 November 2026.

Further information

For further information please contact the Company Secretary, Melanie Sherrin, on 0412 219 018 or via email at melanie.sherrin@australian.physio

Position Description

Position title:	Independent Member – Nominations, Remuneration and Governance Committee (NRGC)
Business Unit:	Board
Reports to:	NRGC Chair
Approved by:	CEO
Date approved:	August 2026

About us

The Australian Physiotherapy Association (APA) is the peak body representing the interests of all physiotherapists in Australia. It does so by advocating for access to quality physiotherapy services, providing leadership in the wider health landscape, creating lifelong information and learning opportunities for its 37,000 members, and promoting the value of physiotherapy to the community.

APA is committed to building a stronger profession by supporting the capacity of all members in their professional practice. The APA is committed to growing its representation of members within the Association and supporting its state branches to deliver exceptional support to state-based members.

APA is a company limited by guarantee. It is governed by a Board of Directors elected by representatives of all stakeholder groups within the Association, and two independent (Non-Member) directors.

Our Values

APA is proud of its culture which is underpinned by the following values for its employees and its board and committees: accountability, collaboration, courage, excellence and respect. APA is proud to be an Employer of Choice and has a great working culture that is underpinned by our values.

APA is committed to the principles of diversity, equity and inclusion and actively guards against unfair discrimination on any grounds.

About the role

The Nominations, Remuneration and Governance Committee (NRGC) assists the Board to fulfil its obligations in relation to Board and committee composition and renewal, director and executive remuneration, CEO performance, and the APA's governance framework, policies and culture.

The Independent Member is appointed for their broad governance, people and Board experience. They bring current knowledge of board composition and renewal, selection and succession practice, remuneration frameworks and board performance evaluation, and use that expertise to test the Committee's approach, challenge assumptions and help the Committee form well-grounded recommendations to the Board.

The role also carries a structural purpose. The APA Board is elected by representatives of stakeholder groups within the Association, and the Committee makes recommendations about the composition, capability and remuneration of that Board. An Independent Member who is not a member of the APA or the physiotherapy profession brings a perspective free of those interests, which strengthens the integrity of the Committee's advice.

Key Responsibilities

Independent and critical thinking and challenge

- Use specialist governance knowledge to test the Committee's approach to board and committee composition, renewal, remuneration and governance framework.
- Ask the questions an experienced governance practitioner would ask, and challenge assumptions where necessary, so the Committee's advice to the Board is robust.
- Bring a perspective independent of the membership and the profession, particularly where the Committee is assessing candidates for elected and appointed roles or considering remuneration for those roles.
- Exercise sound judgment so the APA operates ethically, prudently and consistently in the way it selects, develops and remunerates its Board, committees and executive.

Board and committee composition, nominations and renewal

- Assist the Committee to oversee Board and committee composition, including maintenance of the skills matrix, assessment against targets and identification of gaps.
- Contribute a specialist view on selection criteria, candidate assessment and the integrity of nomination, election and appointment processes.
- Support succession planning for the Board, committee chairs and key committee roles so that renewal is orderly and capability is not lost.
- Advise on the approach to recruiting independent and appointed members, including search, shortlisting, referencing and appointment recommendations to the Board.
- Keep the Committee abreast of developments in board composition, diversity and renewal practice, and consider their relevance to APA.

Remuneration and CEO performance

- Support the Committee's oversight of director, committee and independent member remuneration, including benchmarking, indexation and the case for change.
- Contribute to oversight of the executive remuneration framework, testing it for equity, transparency and alignment with performance, strategy and the APA's values.
- Support the setting, monitoring and review of CEO performance goals and KPIs, balancing qualitative and quantitative measures and supporting constructive feedback.
- Help the Committee interrogate remuneration and workforce data to identify trends and their implications for equity, retention and risk.

Board and committee performance, capability and development

- Support the design, conduct and interpretation of Board and committee performance evaluations, and help link outcomes to development, succession and remuneration settings.
- Contribute to director induction, education and ongoing development, including identifying learning priorities, sourcing quality governance training and testing whether it lifts capability.
- Bring current knowledge of governance practice in comparable member-based and not-for-profit organisations.

Governance framework, policy and culture

- Support the review of governance policies and terms of reference, including the discipline of a policy review cycle and monitoring of implementation.
- Contribute to oversight of workforce and culture indicators, including engagement, turnover and diversity, and their implications for governance.
- Bring a governance perspective to the design of assessment frameworks for awards, fellowships and recognition programs, focusing on criteria, process integrity and conflict of interest management rather than judging individual entries.
- Support oversight of governance issues arising from volunteer engagement, including recruitment, retention, recognition and safety.

Conduct, confidentiality and conflicts

- Work proactively with the Audit and Risk Committee (ARC) where governance, people and culture risks intersect.
- Manage conflicts of interest in accordance with the APA Board Conflict of Interest Policy
- Participate in annual Committee performance evaluations, skills matrix and the annual review of the Terms of Reference.
- Completion of the Australian Institute of Company Directors Course, or willingness to undertake the course (attending the AICD course, and undertaking the assessment, is expected of all Directors)

Essential Qualifications, Experience and Attributes

The NRGCI Independent Member is appointed for their broad governance, people and Board experience, and for the contribution they can make from outside a physiotherapy perspective. The following are essential:

- Senior governance, people or Board experience – such as a governance professional, a senior human resources or people and culture leader, or an experienced director or chair.
- Experience in board and committee composition and renewal, including skills matrices, succession planning, candidate assessment and appointment processes.
- Formal governance qualifications – such as completion of the Australian Institute of Company Directors Course (GAICD or FAICD post-nominals), or Governance Institute of Australia qualifications (AGIA or FGIA).
- Practical experience of director and executive remuneration, including benchmarking, fee setting, remuneration frameworks and CEO performance review.
- Ability to design and apply fair, transparent and defensible selection and assessment processes, and to manage conflicts of interest within them.
- Experience overseeing or advising on Board and committee performance evaluation, and on translating evaluation outcomes into development and succession action.
- Strong understanding of directors' duties, governance frameworks and the legal and regulatory environment applying to Australian companies limited by guarantee and member-based organisations, including the Corporations Act 2001 (Cth), work health and safety and privacy obligations.
- Experience developing and reviewing governance policies, with an eye to clarity, consistency and alignment with strategy and regulatory obligations.
- Experience contributing to people and culture oversight at Board or executive level, including workforce, remuneration and culture data and what it means for governance.
- Ability to act with strategic thinking and foresight, with strong capacity to shape long-term strategy, assess external trends, and ensure alignment with mission and risk appetite.
- Independence from the APA and the physiotherapy profession, with no membership, employment, commercial or personal relationship that would compromise independence in nominations, remuneration or governance decisions.
- Act in line with the APA's values of accountability, collaboration, courage, excellence and respect.

Desirable Qualifications, Experience and Attributes

- Previous experience on a board, or on a nominations, remuneration, governance or people and culture committee, as a member or chair.
- Professional qualifications in a relevant discipline, such as law, human resources, organisational psychology or governance.
- Experience in member-based, federated or not-for-profit organisations, particularly those with an elected board.
- Familiarity with the health sector, allied health or professional associations.
- Experience with remuneration benchmarking data and reward frameworks in the not-for-profit sector.
- Experience with volunteer engagement, or with the design of awards, fellowship or recognition programs.
- Strong commercial acumen and a strategic mindset.
- Ability to contribute constructively to discussions, listen respectfully, offer feedback and challenge assumptions when necessary.
- Capacity to reflect on own performance and support continuous improvement of Committee process.

The APA is a safe and inclusive workplace which values diversity of background, experience, and perspective amongst our team members. We welcome all applicants and commit to a fair and equitable recruitment process for all.

The APA honours the richness and importance of Aboriginal and Torres Strait Islander cultures around Australia. We respect the thousands of years of custodianship of the lands on which we work, and we recognise the unique and valuable contribution Aboriginal and Torres Strait Islander team members make to our workplace.

We actively encourage applications from Aboriginal and Torres Strait Islander people. All candidates must have full Australian Working Rights.