



Remuneration and Appointments Committee

Minutes of the Remuneration and Appointments Committee held on 17 June 2020

Unconfirmed

Chair: Dr Bill Gunnyeon

Present: Kate Husselbee
Denis Shaughnessy (for items 5 and 9)
Caroline Guy
Simeon London

In attendance: Matthew Redford, Chief Executive and Registrar
Amanda Chadwick, Human Resources Manager

Item 1: Welcome and apologies

1. None.

Item 2: Minutes and matters arising

2. The minutes of the meeting held on 19 March 2020 were approved.
3. The Chair welcomed all new members to the Remuneration and Appointments Committee (RaAC). He also thanked Deborah Smith for her service on the RaAC; Joan Martin for her short time on the RaAC and Ian Muir for his eight years of service; which was relayed to him in a letter of thanks from Council.
4. The Chair advised that he has agreed Matthew Redford's objectives for his probation period as Chief Executive and Registrar and will share these with the Committee shortly.

Item 3: Pay review

5. The Committee considered whether to award an across the board cost of living increase to staff. This decision was deferred in March 2020 due to the uncertainty arising from the global coronavirus pandemic. The RaAC took the following into account:
 - a. If GOsC do not pay staff the market rate for their jobs, they will leave and will need to be replaced by staff paid at the market rate.
 - b. The RaAC recognised that choosing not to implement a cost of living increase may have an impact on staff motivation and performance.

- c. Alternative ways to demonstrate its recognition of staff for their work over the last year, particularly from September 2019 to date, through difficult and challenging circumstances was considered. RaAC discussed the option of rewarding a one-off payment or vouchers to staff in October 2020 in place of a cost of living pay increase.
- d. Council has been closely monitoring financial impact of the coronavirus on the GOsC through registration statistics. While there has not been a large reduction in the number of osteopaths on the Register, there has been a significant increase in those registrants who have converted their status from practising to non-practising. The reduction in forecast registration fee income is currently c.£60k. This reduction in income is expected to increase further. The RaAC were cognisant of making prudent financial decisions.
- e. Because there is no single point in time when every registrant renews their registration, there remains uncertainty over the stability in the number of registrants and the associated impact on total registrant fee income.
- f. The bulk of the register are due to renew their registration in the coming months. There has been a small reduction of 40 registrants who have left the register so far, but the number of registrants has not reduced significantly as initially feared; however, there remains financial uncertainty. We have made cost savings in our expenditure and we should have a clearer picture on our income and expenditure around the half-year point in September 2020.
- g. Staff costs are the greatest expenditure for the GOsC and any pay increase would lead to increased costs next year when there is the possibility of a smaller Register.
- h. While RaAC hoped the position at the June 2020 meeting would be clearer, there remains uncertainty. The RaAC felt it was again too soon to be making a decision and that it should be deferred once more to its meeting in October 2020.
- i. The RaAC recognised that they could backdate any increase if they felt this was the right thing to do.
- j. Any communication to staff would need to reflect the appreciation for the hard work that staff are doing balanced with the challenges the GOsC and the profession are facing due to COVID-19. The message would need to be open and transparent.

The Committee agreed: to defer the decision on an across the board cost of living increase until the next RaAC meeting in October 2020.

Item 4 – Reward and recognition

6. The RaAC took into consideration the revised approach to reviewing the reward and recognition strategy including; reward and recognition of high performance.
7. The RaAC liked the concept of the reward and recognition approach outlined in the paper and recommended that the Executive take into consideration:
 - a. GOsC is a small organisation so keep the approach as clear, simple and well balanced as possible;
 - b. Criteria for recognition need to be clearly defined to ensure they are meaningful. For example: 'to provide an excellent service to registrants' is something that we would expect to see from all staff but the scheme should identify things that go above and beyond the level of expectation.
 - c. Set the bar high to recognise excellence and so that the scheme does not become de-motivating;
 - d. Link to performance indicators and strategic plan;
 - e. A £5000 cap is reasonable but the objective should not be to spend all the budget unless performance is outstanding.

The Committee agreed: To incorporate the above discussion into the reward and recognition strategy.

NB: The following items were taken out of order so that Item 5, Non-Executive appointments and reappointments update could be left until the end of the meeting.

Item 6: Annual report

8. The Committee considered the Remuneration and Appointment Committee Annual Report.

The Committee agreed: to approve the report

Item 7: Human Resources update

9. The Committee suggested incorporating additional statistics into the Human Resources update paper in order to provide a clearer sense check on the 'health' of the organisation:
 - a. Staff turnover- overall, year so far, trends;
 - b. Sickness absence;
 - c. Exit interviews;
 - d. Disciplinary and grievance;

- e. Staff whistleblowing (recognising whistleblowing would also be reported to the Audit Committee).
10. The Executive felt that it would be possible to present a dashboard model with some narrative for the Committee.

The Committee noted: The HR update and to incorporate suggestions to improve the Human Resources update paper.

Item 8: Forward plan

The Committee noted: The forward work plan.

Item 5: Non-Executive appointments and reappointments update

11. The RaAC noted the proposed approach for the appointment of lay and registrant members of the Investigating Committee and lay members of the Professional Conduct Committee and suggested the following:
- a. To separate the headline advertising for Chair of PCC and lay members of PCC in the information pack so that this is clear for the reader to know what to expect.
 - b. To review the competencies to ensure that they assess empathy and objectivity skills during questioning.
 - c. RaAC to come back to the Executive with ideas on how to enhance diversity of applications.
12. The committee noted the proposed approach to the reappointment of four members of Policy and Education Committee; six members of Investigating Committee and eight members of Professional Conduct Committee. The RaAC discussed the fact that in past the re-appointment paperwork has been reviewed by Chair of Council who makes the re-appointment recommendations to Council.
13. The RaAC discussed making a change to this process and for the re-appointment paperwork and Chair's recommendations to be reviewed and scrutinised by RaAC before making any re-appointment recommendations to Council. This approach reduces the risk of any potential conflict because Chair of Council is also Chair of RaAC and improves the governance of this process. The Chair of the RaAC and the Chief Executive and Registrar will discuss how best to operate this process in practice.
- Simeon London left the meeting at this point as he was conflicted with the discussion about Council member reappointments.
14. The committee considered the merits of a closed re-appointment process against an open appointments process for two Council positions. RaAC discussed that a

closed process is proportionate and suitable, and the PSA would identify any gaps before the appointment process was approved.

The Committee agreed:

To the proposed approach for the appointment of lay and registrant members of the Investigating Committee and Lay members of Professional Conduct Committee with some tweaks to the information pack and competencies.

To the proposed approach for the reappointment of four members of Policy and Education Committee; six members of Investigating Committee and eight members of Professional Conduct Committee with the RaAC being involved in scrutiny of the Chair's recommendations before any recommendations are made to Council.

To a closed reappointment process for two Council positions.

Item 9: Any other business

16. None

Date of the next meeting: Thursday 8 October 2020 at 14.00.