



Remuneration and Appointments Committee

Minutes of the Remuneration and Appointments Committee held on 21 March 2019

Unconfirmed

Chair: Alison White

Present: Ian Muir
Simeon London (by phone)
Deborah Smith
Sarah Botterill

In attendance: Leonie Milliner, Chief Executive and Registrar
Amanda Chadwick, Human Resources Manager
Matthew Redford, Director of Registration and Resources

Item 1: Welcome and apologies

1. The Chair welcomed Leonie Milliner, new Chief Executive and Registrar.

Item 2: Minutes and matters arising

2. The minutes of the meeting of 25 October 2018 were approved.
3. There were no matters arising.

Item 3: Review of Council fees and allowances

4. The Committee considered the allowances payable to the Chair of Council, Council members and the responsibility allowances for Chair of Committees from 1 April 2020 for a period of no less than four years.
5. In reaching their conclusion, the Committee took the following into consideration:
 - a. The workload of Council members. Although the committee agreed the issues committee members scrutinised were different now from those considered by Council in 2015, the volume, quantity and depth of issues is still comparable.
 - b. The committee considered evidence quantifying the number of days Council members must commit to, and the accuracy of reported days per Council member listed in the paper. The Chair of Council reported she had asked for feedback on this via the appraisal process and no issues had been raised by Council members. Council members are required to commit to four Council meetings and three Committee meetings with the commitment to selection

panels shared out equally. The Committee's view was that the level of engagement required by Council members had not changed since the previous review.

- c. The committee agreed with the evidence presented and noted that the GOsC allowance for Council members is market competitive for our sector.
- d. When considering the allowance payable to Chair of Council, the Committee took the following into consideration; the expected time commitment at 1-1.5 days per week; the additional the level of responsibility and risk of the role. For example, when issues cannot be resolved by the Chief Executive, they are referred to the Chair for a judgement call.
- e. In relation to the allowance payable to Chair of Council, the committee agreed with the evidence presented, that the GOsC allowance is at the lower end of the payment spectrum. Despite the market data indicating an increase to c£30,000, the committee felt that a £1,500 increase was appropriate, given the GOsC's size and risk profile.
- f. The Committee reflected that an annual allowance of £26,000-£27,000 would be attractive for an incoming Chair, and that a further uplift was unlikely to attract a greater range of candidates.
- g. The Committee agreed that in making its recommendation, it needed to take account the movement in the market, the view of stakeholder groups and that the GOsC has a low organisational risk profile.

The Committee agreed:

- a. To a freeze in the allowances paid to Council members at £7,500 per annum from 1 April 2020 for four years.
- b. To an increase to the Chair of Council annual allowance to £27,000 from 1 April 2020 for four years.
- c. To a freeze in the responsibility allowances for the Chairs of the Audit Committee and Policy Advisory Committee at £2,250 per annum from 1 April 2020 for four years.
- d. To further consider the day rates for all other non-executives from 1 April 2020 at the October 2019 meeting.
- e. To recommend not to make any changes to Council member expenses.

Item 4: Council and Chair appointments 2019-20

- 6. The Committee considered the draft appointments process for a new Chair of Council and two Council members, specifically: the competencies; information

packs; application forms; advertising and promotional strategy and the interview/assessment process.

7. The Committee suggested that in relation to the competencies for the Chair's role, 'strategic thinking' needs to be reviewed so that it focuses more on deliverables rather than reflective tasks as the role of Chair is to deliver the purpose of the organisation.
8. The Committee discussed that healthcare professional regulation and the importance of osteopaths needed to be reflected further in the competence framework.
9. The Committee reviewed the due diligence checks and were re-assured that risk assessments of social media were included in these. It was also suggested that at the point of interview there should be some form of qualification checks.
10. The Committee discussed adding a caveat to application form two, advising applicants that if they exceed the maximum word limit, the panel will be unable to consider their application any further.
11. The Committee suggested adding sign posts within the information pack on where to find the guidance document on how to answer competency related questions, specifically for osteopaths using the process.
12. The Committee suggested using the Guardian to advertise one of the roles and the Times to advertise the other so there is a balance and diversity to the advertisement campaigns.
13. The Committee thought that it was a good idea to provide the presentation topics to candidates in advance of any interview and assessment exercise, to allow sufficient time for candidates to prepare. The topic should be considered and agreed by the panel.

The Committee agreed:

- a. the competencies for Chair of Council and Council members;
- b. the content of the information packs with a sign post about where to find guidance on our website for answering competency related questions;
- c. the application forms with a caveat about not exceeding the word limit;
- d. to undertake qualification checks at the interview stage;
- e. the proposed approach to appointing the panel;

- f. the advertising and promotional strategy; and
- g. the interview/assessment process format.

Item 5: Non-executive recruitment update and plans

The Committee noted: the update on non-executive recruitment activity in 2018-19 and 2019-20.

Item 6: Pay awards 2019-20

14. The Committee considered an across the board cost of living increase, taking into consideration:
 - a. The inflationary trend of the previous 12 months
 - b. Wider economic environment
 - c. The effect on ability to recruit and retain staff and staff turnover.
Recruitment is becoming a growing risk for the GOsC, specifically at the lower end of the pay scale and these are critical members of our team. The cost of recruitment would outweigh the cost of the difference between a 2.5-3% increase.
 - d. Pay trends in the identified relevant market
 - e. affordability
 - f. The cost of living increase is 6% adrift compared to the sector average. As well as the risk of choosing to give a smaller increase, which could potentially impact on effectiveness and turnover when we already have a growing recruitment risk.
 - g. Staff survey results feedback and issues raised at a recent staff meeting highlighted the importance of the staff reward and recognition package and the question about what the organisation is going to do to improve this.
 - h. Clinical practice is under a lot of pressure too, with pressure on registrant's income fees.
 - i. The increasing cost of transport in London and specifically rail fares. This is impacting more significantly on the lower ends of the pay scale.

The Committee agreed:

To an across the board pay increase of 3% for all staff (excluding the Chief Executive and Registrar).

Item 7: Reward and recognition review

15. The Committee considered the framework for an independent review of reward and recognition to be carried out by QCG consultancy.
16. The Committee were unimpressed with information provided by QCG under item 3, a report from QCG to the HCPC, which was considered to be light on detail and not explicitly clear on recommended action.
17. The Committee agreed it did not require a consultant to review our current approach to reward and recognition, but to devise and make recommendations as to an appropriate reward and recognition policy, including consideration of non-pay recognition, the social benefits of work and better use of our workplace environment.
18. The Committee requested the brief should be further developed to include;
 - a. A review of the external market; including a review of other regulators and comparable competitors in the recruitment market's pay and reward strategies, and how other organisations utilise scarce resources to reduce labour turnover and absence and increase performance.
 - b. Looking at the balance between monetary and non-monetary benefits, specifically annual leave and wellbeing policies as discussed in the past.
 - c. A breakdown of the number of consultancy days and hours that it would take.
 - d. Looking at how we pay people
 - e. Better utilisation of space in the organisation, including use of break out areas, lunch area and spaces/policies to encourage flexible working. This might include social activities to improve retention.
19. The Executive will then assess whether managers need support with the communication of the outcomes of the review so that individuals understand how the conclusions were made in light of the balance of resources available.
20. The Committee requested that once a new consultant had been identified and the terms of reference of the project had been drafted, these be signed off by the Committee.

The Committee agreed:

- a. That the Executive identify a different consultant to undertake this work;

- b. An expanded set of terms of reference be drafted for approval by the RaAC;
- c. Staff consultation should form part of the process, whilst being careful not to raise expectations around delivery.

Item 8: Human Resources Update

21. The Committee noted the update on human resources issues.

Item 7: Any other business

22. None.

Date of the next meeting: 27 June 2019 at 14.00-16.00.