



Remuneration and Appointments Committee

Minutes of the Remuneration and Appointments Committee held on 25 March 2021

Unconfirmed

Chair: Dr Bill Gunnyeon

Present: Kate Husselbee
Dr Denis Shaughnessy
Caroline Guy
Simeon London

In attendance: Matthew Redford, Chief Executive and Registrar
Amanda Chadwick, Human Resources Manager
Fiona Browne, Director of Education, Standards and Practise (observing)

Item 1: Welcome and apologies

1. None.

Item 2: Minutes and matters arising

2. The minutes of the meeting held on 8 October 2020 were approved.

Item 3: Matters arising report

3. None.

Item 4: Pay awards 2021-22

4. The Committee considered an across the board cost of living increase for staff, taking the following into account:
- a. The financial position of GOsC and the impact of coronavirus on the GOsC, which saw income levels reduce, offset against expenditure. GOsC still need to be cautious as there remains some uncertainty for the year ahead.
 - b. The impact of coronavirus on the profession.
 - c. The Executive has been closely monitoring registration statistics to assess the impact on GOsC. While there has not been a large 'walkaway' from the register, there was a significant increase in those registrants who converted their status from practising to non-practising.

- d. A cost of living pay award was not applied for a six months period between 1 April 2020 to 30 September 2020 due to the uncertainty about the impact of the pandemic.
- e. The impact on staff motivation and performance, particularly during the pandemic period when business plan activities have been kept on track for delivery by March 2021.
- f. To recognise that staff have done a huge amount of work during a difficult period whilst working from home. The committee paid tribute to the work of the staff which has enabled the organisation to make cost savings, withstand the uncertainties and sustain a future for the organisation whilst still managing the effects of the pandemic.
- g. To ensure that staff continue to be paid in line with cost of living. If GOsC do not pay staff the market rate for their jobs, they might leave and will need to be replaced by staff paid at the market rate.
- h. The comparable pay awards issued by the other healthcare regulators.
- i. The review of the GOsC pay model and policy which may incur additional costs in future years.
- j. The communication which goes to staff about this is very important and would need to be open and transparent. The message will need to reflect the financial impact of the pandemic balanced with the appreciation for the hard work that the staff team have undertaken.

The Committee agreed: to implement an across the board cost of living increase (excluding the Chief Executive and Registrar) of 1.5% with effect from 1 April 2021.

Item 5 – Reward and recognition – Phase 2

- 5. The RaAC considered the second stage of the phased approach to revising the reward and recognition strategy. They specifically discussed the elements of the GOsC staff benefits package benchmarked against what other healthcare regulators offer and information in relation to pay structures used across other healthcare regulators. They discussed the following:
 - a. Annual leave entitlement per annum. GOsC position is currently 29 days and the sector average, 30 days. RaAC discussed increasing annual leave by one day.
 - b. Introducing a buying and/or selling annual leave policy. RaAC discussed the idea of buying up to 3 days annual leave per annum and reviewing this in 12 months. This would in turn reinforce improved mental health and wellbeing and flexibility for staff. This idea was suggested by staff and would therefore aim to strengthen staff engagement.

- c. Paid time off for volunteering. RaAC discussed introducing a policy for up to 2 days for volunteering per year and review this annually.
- d. Paid time off for Public Duties. RaAC discussed offering 5 days per annum but recognised there needed to be a clear business case for this being offered to non-SMT members.
- e. Maternity/adoption pay benefit. GOsC are not in line with what other healthcare regulators offer. RaAC discussed this being a moral obligation to provide an appropriate level. The Executive was asked to conduct some further benchmarking and bring this back to June 2021 committee meeting. Benchmarking would need to be in relation to what NHS, Civil Service and Universities offer.
- f. Private health care and Osteopathic treatment. RaAC discussed that this currently was a good thing to provide for our staff mindful of limited access to the NHS but the Committee wished some further reflection on this once the pay structure has been undertaken.
- g. RaAC discussed the pay structure benchmarking across healthcare regulators. It was acknowledged that Mercer and Hay Job Evaluation schemes are disproportionate for a small organisation and should be discounted. A fixed pay structure was advocated as it provides transparency and is easy and accurate to apply. Based on the benchmarking, it was discussed that Croner Reward Job Evaluation appears to be the most proportionate, straight forward and cost-effective solution for GOsC.

The Committee agreed:

To the following enhancements to the staff benefits package:

- a. To increase annual leave by one day to 30 days per annum.
- b. To introduce a buying leave policy of up to 3 days and review in 12 months.
- c. To introduce up to 2 volunteering days per annum.
- d. To offer the option of paid time off for up to 5 days to undertake public duties.
- e. To consider maternity leave pay at the June 2021 after further benchmarking has been undertaken.
- f. To refresh the pay model using the Croner Reward Job Evaluation scheme with the following adaptations:
 - Review of how the pay model is split.

- Fix the pay for each role and review how job roles are grouped together.
 - Specialist roles may need to be individually benchmarked.
 - The pay model itself and job roles positioned within each part of the pay model should be periodically reviewed to ensure they remain accurate and up to date.
- g. To further review the provision of private healthcare and osteopathic treatment after the work at f above has been concluded.

Item 6: Staff survey

6. The Committee considered the results of the GOsC staff survey and the response of the Executive team and discussed the following:
- a. RaAC thought that this was a positive and reassuring result for a staff survey particularly at a time when there is the additional challenge of not being face to face.
 - b. They appreciated that the results were unfiltered.
 - c. Staff are our most important asset and they must not be taken for granted. The Executive were reminded to keep an eye on motivation and work life balance.
 - d. The Executive have taken on board staff comments about having a wider understanding of what is going on in the organisation and how that is communicated within the homeworking situation.
 - e. Transparency is really important when doing work on reviewing the pay structure.
 - f. The Executive have asked individuals to come forward if they wish to discuss any of their comments in further detail. The virtual door is always open.
 - g. It would be a good idea to do a follow up survey on hot spots as opposed to a full survey in order to look at progress made.
 - h. The Executive were asked to carefully think about the timing of the next staff survey.

The Committee noted: the results of the staff survey.

Item 7: Review of Non-Executive recruitment process

7. The RaAC considered the recent Non-executive recruitment process in order to capture learning and inform future activity. In doing this the following was discussed:
 - a. There was a good outcome achieved through the process in the appointments for the Professional Conduct Committee (PCC) and Investigating Committee (IC).
 - b. The calibre of lay candidates was high and as a result it was difficult to shortlist.
 - c. There was disappointment that we were unable to appoint a registrant candidate.
 - d. We achieved our aim of increasing our diversity pool.
 - e. For the future it was suggested that GOsC could consider:
 - i. A pre-screening process
 - ii. A two staged interview process
 - iii. Using an agency to do the sifting process for us
 - iv. Promoting the role to registrants as part of their future career as an alternative to the education route
 - v. The need to be clearer what we are looking for
 - vi. How we manage and divide up the application process for different roles when advertising them at the same time.

The Committee agreed: To incorporate the RaAC feedback into future campaigns and for Committee members to provide further feedback outside of RaAC by email to the executive.

Item 8: Council Associates

8. The RaAC considered the concept of 'Council Associates', providing osteopaths with the opportunity to shadow Council to enhance their understanding of how governance works in practice. The following points were discussed:
 - a. This concept encourages thinking in the profession about governance roles.
 - b. Across the board there is limited diversity in governance roles, and this approach could help to increase diversity.
 - c. Issue of confidentiality and requiring any members who join the scheme to sign a confidentiality agreement.
 - d. GOsC need to be clear about the purpose of the scheme, specifically in relation to the following:

- i. What the purpose is?
 - ii. What the role is?
 - iii. What the role would and would not do?
 - iv. Formal recognition and/or remuneration. Is this incentivisation appropriate?
 - v. Does the scheme have something more robust behind it?
 - vi. If you have been a 'Council Associate' member, what does this mean for the present or the future in terms of transparency and fairness?
 - vii. Could this be seen as an extended level of the appointments process?
- e. GOsC has already offered registrants an opportunity to attend Council if they wish but this does not mean that they have to be a 'Council Associate'.
- f. If someone was a 'Council Associate' and a vacancy came up, it would need to be made clear that they would need to go through the same process as everyone else.
- g. GOsC needs to be clear on what sort of positive action they are trying to target: ethnic minority, age?
- h. This scheme intends to take people with a genuine interest in personal development and provide them with the mentoring aspect to give them the best chance of learning and development.
- i. RaAC were asked to provide further feedback to the Executive outside of the meeting.
- j. The scheme has potential merit but there is more work to do on it and for the Executive to think further and provide feedback at the June 2021 RaAC.

The Committee agreed: that an updated paper will be presented to the June 2021 RaAC meeting addressing the discussion points.

Item 9: Equality, Diversity and Inclusion

9. The RaAC considered the key findings of the independent Equality, Diversity and Inclusion (EDI) audit and the initial actions the Executive propose so that the focus can be on implementation of identified recommendations. The following points were discussed:
- a. In relation to the GOsC Strategic Goals set out for 2019-24, it is good that we are planning to do all these things but the new EDI Framework needs to answer the 'so what' question. The Executive should think further about:
 - i. What are we trying to achieve for GOsC?
 - ii. What difference the GOsC really want to make?

- iii. Stating the objective and how this will be achieved
 - iv. Reframing the content and making it punchier.
- b. It feels internally focused. What about registrants? For example, are there any correlations between fitness to practise cases and any of the protected characteristics?
 - c. Carefully re-look at the language used.

The Committee agreed:

The Executive to reflect on the feedback given by RaAC and incorporate appropriately into the EDI Framework 2021-24, which will be presented back to Council in July 2021.

Item 10: Human Resources update

- 10. The Executive verbally updated the Committee about a restructure of the Communications team following the agreement of the new Communications and Engagement Strategy. They noted that there were five roles in the Communications team currently and the new structure only has four roles. The Communications team has moved under Education, Standards and Development department so that Communications are more integrated into the business. There has been a consultation process which was scheduled to conclude on 31 March 2021.
- 11. The Committee suggested for Executive to present a paper at next RaAC in June 2021, which considers the following in relation to the Committee:
 - a. terms of reference
 - b. name of RaAC
 - c. number of meetings

The Committee noted: The HR update was noted, and the Executive agreed to present a paper to June 2021 RaAC meeting that considered the terms of reference, name of the committee and number of meetings.

Item 10: Forward plan

The Committee noted: The forward work plan.

Item 11: Any other business

- 12. None

Date of the next meeting: Thursday 24 June 2021 at 14.00.