



Remuneration and Appointments Committee

Minutes of the Remuneration and Appointments Committee held on 8 October 2020

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
Sheleen McCormack, Director of Fitness to Practise (Item 6 only)

Item 1: Welcome and apologies

1. None.

Item 2: Minutes and matters arising

2. The minutes of the meeting held on 17 June 2020 were approved.

Item 3: Pay review

3. The Committee considered whether to award an across the board cost of living increase to staff. This decision was deferred in March 2020 and again in June 2020 due to the uncertainty arising from the global coronavirus pandemic. The RaAC took the following into account:
 - a. Balancing the financial situation of the GOsC against looking after staff, the GOsC's most important asset.
 - b. The financial impact of the pandemic which had seen a reduction in income of c.100k although, this has been offset by a reduction in expenditure levels. It was noted that the impact could get worse due to the uncertainty around how the pandemic will play out during the winter.
 - c. Register numbers are seemingly stable and that the number of students joining the Register is consistent with previous years.
 - d. 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. Staff have reacted in a very positive way to very challenging circumstances.

- e. 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.
- f. Staff are working from home and are not paying for the cost of their travel to and from work.
- g. The comparable pay awards issued by the other healthcare regulators.
- h. Budgets have been tightened up across all sectors. 2% is a sign of appreciation for the work that staff have done but is not above the cost of living.
- i. Backdating a pay increase should be guided by GOsC finances. The financial impact is significant and a compromise would be to increase with effect from 1 October 2020. This would strike the right balance.
- 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 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 of 2% with effect from 1 October 2020.

Item 4 – Reward and recognition

- 4. The RaAC took into consideration the feedback arising from staff consultation on recognising highly effective performance using financial and non-financial recognition and discussed the following:
 - a. they thought that the feedback process was thorough;
 - b. they liked the emphasis on GOsC values, teamwork and engaging with staff;
 - c. they thought that the non-financial elements of the suggested approach appeared too structured. This could benefit from more flexibility so that it does not lose its spontaneity and personal touch.
 - d. We need to incorporate into the following into the documentation, 'the reward and recognition scheme is not for rewarding additional responsibility and this will be managed separately'.
 - e. It may be a good idea to introduce a tiered approach to financial recognition of excellent performance so that this is clear and transparent. This would

mean for example, setting up a 3-tiered system with each tier of achievement attracting a different financial amount.

5. We should set the bar high to recognise excellence and so that the scheme does not become a de-motivator;
6. Vouchers should be one value. This is a token and does not need to be graded.
7. When the scheme is introduced, we should advise staff that we will review it after a set period and regularly thereafter.
8. The RaAC discussed how the GOsC might wish to review the pay elements of rewarding highly effective performance, as follows:
 - a. A fundamental review of the Job Evaluation scheme which we use. An assessment of whether it is still fit for purpose and what scheme other regulators use;
 - b. Consider a point-based scheme;
 - c. Consider offering a combination of benefits that can be tailored to individuals' personal circumstances.
 - d. Consider salary sacrifice in exchange for annual leave;
 - e. When looking at pay, to benchmark against other regulators, other public sector organisations and the wider market.
9. The RaAC discussed how the GOsC might wish to review the non-pay elements of rewarding highly effective performance, as follows:
 - a. RaAC raised concerns about why GOsC offers private healthcare insurance and osteopathic treatment
 - b. RaAC suggested introducing a benefit whereby staff can buy and sell annual leave; with a cap of up to 3 days of annual leave.
 - c. RaAC requested the Executive present a paper to the March 2021 committee with:
 - a. Benchmarking data obtained from other healthcare regulators in relation to Job Evaluation schemes and non-pay benefits they offer.
 - b. Options and recommendations.

The Committee agreed:

To incorporate the feedback from RaAC to strengthen the reward and recognition scheme.

To benchmark Job Evaluation and benefits against other healthcare regulators.

Item 5: Staff survey

10. The Committee considered the approach to conducting a staff survey including consideration of the proposed themes and questions. and the Committee suggested the following:
 - a. To make it as simple and as user-friendly as possible;
 - b. To ensure it clearly anonymous;
 - c. It needs to be analysed properly;
 - d. Test the survey before it goes live;
 - e. Avoid using open questions at the beginning about culture and values as it requires a lot of hard thought and may put people off completing the survey. If this type of question is included add it at the end.
 - f. It is important that each section and element are well thought out and helpful to measuring success.
 - g. Open questions are difficult to analyse. We need to use questions which can be easily analysed and provide meaningful data. We could consider using statements which people can agree or disagree with along a scale i.e. 'I have access to...' or 'I feel like the organisation is...'
 - h. Exclude the theme 'working environment' from this year's survey because this is ambiguous due to the current homeworking situation and staff will not be clear on whether we are referring to working from home or in the office. We could ask the following question instead: 'do you feel supported by the organisation in working from home in terms of...' and provide options to choose from i.e. IT support, mental health support.
 - i. To include questions around Equality, Diversity and Inclusion (EDI) and protective characteristics in order to get an up to date snapshot of the workforce. We could ask: 'my experience of GOSc is that it is an EDI friendly place to work.'
 - j. The themes 'feedback' and 'recognition' could be combined into one theme.
 - k. We could consider asking staff what they would like to give feedback on to ensure that the survey is meaningful.

- I. We could add a free text box at the end asking whether there are any other areas that staff would like to give feedback on.

The Committee agreed: to incorporate the above feedback into the design of the staff survey.

Item 6: Non-Executive fees and allowances

11. The RaAC considered the proposed approach for reviewing non-executive fees and allowances and specifically, the fee paid to Investigating Committee members for screening a case.
12. In relation to non-executive fees and allowances, the Executive will obtain the benchmarking data from other health care regulators and present this to RaAC by email, outside committee by the end of November 2020.
13. In relation to the fee paid to Investigating Committee (IC) members for screening a case, the RaAC emphasised the following points to be taken into consideration:
 - a. If we do not pay a reasonable amount for screening a case, the IC Chair is concerned that we de-motivate screeners to do this job.
 - b. It is important to gather information on how long it takes to screen a case.
 - c. The IC Chair has said that the IC members have raised this as an issue because this job puts additional pressure on their time commitment.
 - d. It takes different people different amounts of time to read through paperwork so it would not be objective and fair to pay a fee based on how long it takes them to read the papers.
 - e. We need a more detailed set of evidence in order to consider this further. This could be presented to RaAC with the fees and allowance benchmarking, by email, outside of committee by the end of November 2020, including a process for how the decision could be approved by Council.

The Committee agreed:

It would receive a paper from the Executive on non-executive fees and allowances by the end of November 2020.

Item 7: Non-Executive appointments and reappointments update

The Committee noted: The non-executive appointments and reappointments update.

Item 8: COVID-19: Impact on GOsC staff

The Committee noted: The COVID-10 impact on GOsC staff.

Item 9: Human Resources update

14. The Committee suggested that when displaying staff turnover figures, this could be split into two categories; overall turnover and voluntary turnover.
15. The Committee suggested expanding the categories on the Diversity data monitoring form. The Executive noted that an Equality, Diversity and Inclusion audit was underway, and they expected that this point would be addressed in the audit findings.
16. Members of Committee offered to share good practice EDI monitoring forms with the Executive.

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

Item 10: Forward plan

The Committee noted: The forward work plan.

Item 11: Any other business

16. None

Date of the next meeting: Thursday 25 March 2020 at 10.00am.