

CCG REPORT COVER SHEET

Meeting Title:	Governing Body in Public	Date: 8 September 2020								
Report Title:	Remuneration & Terms of Service Committee Overview Report	Agenda Item: 5.3								
Chief Officer	Louise Mitchell, Director of Strategy and Planning									
Report Author:	Sharon Fox – Director of Governance									
Document Status:	Final									
Report Summary:	This Report provides an overview of the work of the Remuneration and Terms of Service Committee at its last meeting.									
Report Purpose:	<table border="1"> <tr> <td>For Assurance</td> <td></td> <td>For Decision</td> <td></td> <td>For Approval</td> <td>X</td> <td>To Note</td> <td></td> </tr> </table>	For Assurance		For Decision		For Approval	X	To Note		
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Recommendation:	<p>The Governing Body is asked to endorse the work of the Remuneration and Terms of Service Committee.</p> <p>The Governing Body is asked to note overview of the meeting of the Committee meeting which met on 21 July 2020.</p> <p>The Governing Body is asked to approve the Workforce Race Equality Standards Report for 2019-20 as presented to the Remuneration and Terms of Services Committee attached at Annex A.</p>									
Link to Corporate Objective:	Objective 1 – Ensure clear patient voice in everything we do									
	Objective 2 – Deliver improvements that make best use of the public pound and save system ‘cost’									
	Objective 3 – Use data and information to prove everything									
	Objective 4 – Deliver the prioritised performance standards									
	Objective 5 – Deliver the six transformation programmes									
	Objective 6 – Deliver the CCG Financial Plan									
CAF (Strategic Risk) Reference	Description of Risk	Current Risk Score								
CAF08	Risk to maintaining robust CCG Governance Arrangements	8 Amber								
NHSE CCG IAF Links	IAF 1 Domain 1 - Better Health	X								
	IAF 2 Domain 2 - Better Care									
	IAF 3 Domain 3 - Sustainability:	X								
	IAF 4 Domain 4 - Leadership									
Resource implications:	Workforce and Running Costs									
Chief Officer/ SRO Sign Off:	n/a									
Chief Finance Officer Sign Off: (if required)	n/a									
Legal implications including equality and diversity assessment:	This report provides information in relation to our compliance with relevant statutory duties in relation to HR and OD.									
Conflicts of Interest	Conflicts of Interest are managed in line with the Committee's Terms of Reference and the Sub-Groups established to address these.									
Report history:	Report to Remuneration and Terms of Service Committee									
Next steps:	Regular updates to Governing Body in line with the Committee's Terms of Reference.									

MEETING: GOVERNING BODY IN PUBLIC

AGENDA ITEM: 5.3 SECTION GOVERNANCE

DATE: 8 SEPTEMBER 2020

TITLE: REMUNERATION & TERMS OF SERVICE COMMITTEE
OVERVIEW REPORT

FROM: LOUISE MITCHELL, DIRECTOR OF STRATEGY &
PLANNING
STEPHEN MITCHAM, CHAIR, REMUNERATION AND TERMS
OF SERVICE COMMITTEE

1 ISSUE

- 1.1 This Report provides an overview of the work of the Remuneration and Terms of Service Committee which met on 21 July 2020.

2 CCG WORKFORCE RACE EQUALITY STANDARD REPORT 2019/20

The Committee received the draft Workforce Race Equality Standard Report (WRES) Report for 2019/20. The Committee noted the process that had been gone through to develop the report and recommendations against each WRES Indicator. The Committee acknowledged that the Chief Officer Team had recommended implementation of mandatory unconscious bias training for all CCG staff, to emphasise the establishment of three working groups and to ensure that there was a strong focus on all opportunities for progression and promotion to ensure that they were fair for all CCG to include BAME. The Committee also discussed the need to embed a strong performance culture across the CCG, and to consider a system-wide approach to race equality standards as we move into an Integrated Care System.

The WRES report has been amended to reflect the Committee's recommendations and is presented at Annex A to this Report for the Governing Body's approval. A detailed overview of the issues will be presented at the meeting. The WRES Report will then be submitted and formally published on the CCG's web-site. The Committee will review progress against each of the recommendations on a quarterly basis and update the Governing Body regularly on this issue.

2.2 CCG WORKFORCE KEY PERFORMANCE INDICATORS REPORT 2020

The Committee received a report presenting the CCG Workforce Key Performance indicators for 2019/20 which included the year end position on sickness absence, agency spend against total pay, staff turnover, mandatory training compliance and appraisal completion. The Committee acknowledged that this information was now out of date and that the organisation had had a

significant cultural shift since lockdown, with new ways of working being implemented and staff adapting to significant change. At the end of Quarter 1 2020-21, the Committee noted that the CCG had a sickness absence rate of 2.84% which was in the Green performance category. Agency use continued to be Red at 10%. Year to date turnover was 14.57% and mandatory training at 82%, both in the Amber category. The appraisal process had not yet commenced and was therefore showing at 0% Red. The workforce report included oversight of current workforce performance active HR cases and provided an overview of the additional HR measures that had been put in place in relation to COVID-19. The Committee noted that a survey of staff in July had indicated that 92% of staff were in support of continuing the new ways of working that had been put in place due to COVID-19. A formal staff consultation would be undertaken as part of the CCG's Accommodation Strategy. The Committee remains concerned regarding agency spend and the less than satisfactory performance in relation to appraisals.

2.2 OTHER MATTERS

2.2.1 New Ways of Working

The Committee received and approved several amendments to the CCG's Ways of Working Policy. This included:

- that all staff should be encouraged to continue reviewing the Display Screen Assessment (DSE) Policy and Procedure to maintain working safely at home, and complete a new DSE assessment, i.e. when conditions covered by the assessment have changed, and on an annual basis;
- that items not available via the Information Technology team and identified via the DSE form could be purchased by the employee and claimed back via e-expenses, up to a limit of £50 with line manager approval. Equipment expenses over £50 would need to be approved by the relevant Director before the individual made any expenses claim;
- that the CCG should communicate with staff the process by which they can claim tax relief on household expenses directly with HMRC; and
- that a review of lease cars as a benefit to staff who now do less than 2,500 business miles due to the new ways of working and to not provide a lease car once their current contract expired.

The Committee acknowledged that the outcome of the CCG accommodation strategy and new ways of working would mean that the CCG was obligated to engage in a formal consultation with staff of 45 days to determine changes to ways of working and for almost all to become home workers.

2.2.2 CCG Remuneration Framework 2020/21

The Committee received the revised CCG Remuneration Framework 2020-21 which had been updated to reflect the changes to the Remuneration & Terms of Service Committee in recommending uplifts to the Governing Body in line with the CCG Regulations 2012 and the CCG's Constitution; updates in relation to post titles as a result of the Chief Officer Team restructure; and minor typographical errors and reduction in duplication in some areas. The Committee acknowledged that a review of all non-Agenda for Change roles should be undertaken including a benchmarking exercise against other CCGs, with a view to presenting recommendations to the next meeting. This would include Lay Member, Secondary Care Doctor, Clinical Lead and Very Senior Managers pay. In the meantime, the Committee approved the current version of the Framework with amendments described above. Once a full review is completed, recommendations will be brought back to the Governing Body for approval on any changes to remuneration rates in line with the CCG's Constitution.

2.2.3 CCG approach to the risk assessment of BAME and Vulnerable Staff (COVID-19)

The Committee received a detailed paper setting out the approach to risk assessment of BAME and vulnerable staff in relation to COVID-19 and the actions required from the Sir Simon Stevens letter published on 29 April 2020. The paper set out the progress that had been made. The Committee acknowledged the work that had been undertaken to support BAME and vulnerable staff. The Committee **noted** the approaches for the management of BAME and other vulnerable staff considering COVID-19.

2.2.4 CCG approach to recognising non-NHS Employment for Contractual Purposes

The Committee agreed that there should be a consistent approach to applying application of annual leave and sickness absence entitlement when appointing staff from other NHS organisations, and non-NHS organisations where these are relevant to NHS employment.

2.2.5 CCG Changes to CCG Annual Leave Policy (COVID-19)

The Committee agreed the approach to carry over of annual leave during 2020/21 in light of the COVID-19 pandemic.

2.2.6 Terms of Reference

The Committee agreed minor changes to the Remuneration and Terms of Service Committee Terms of Reference to reflect changes in roles and responsibilities of Governing Body members and the Chief Officer Team. The Terms of Reference are included in the updated Corporate Governance Handbook which is presented to the Governing Body for approval as part of the Accountable Officer Report.

3. RECOMMENDATION

- 3.1 The Governing Body is asked to endorse the work of the Remuneration and Terms of Service Committee.
- 3.2 The Governing Body is asked to note overview of the meeting of the Committee meeting which met on 21 July 2020.
- 3.3 The Governing Body is asked to approve the Workforce Race Equality Standards Report for 2019-20 as presented to the Remuneration and Terms of Services Committee attached at Annex A.

Authors: Sharon Fox
Director of Governance (CCG Secretary)
3 September 2020