

CCG REPORT COVER SHEET

Meeting Title:	Governing Body in Public	Date: 11 May 2021								
Report Title:	Remuneration & Terms of Service Committee Overview Report	Agenda Item: 5.3								
Chief Officer	Jan Thomas, Accountable Officer									
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		
For Assurance		For Decision		For Approval	X	To Note				
Recommendation:	The Governing Body is asked to endorse the work of the Remuneration and Terms of Service Committee.									
Link to Corporate Objectives: 2020/22	Ensure everyone has the opportunity to improve their health and well-being									
	Level-up health and care provision to ensure our communities in areas of high deprivation and need get the resources needed to minimise inequalities									
	Focus time and resources on areas where people receive most of their health and care services, the community									
	Facilitate organisations to join forces at 'place' and offer 'patient first' well-co-ordinated efficient services to those who need them.									
	Deliver our statutory financial commitments as best as possible									
CAF (Strategic Risk) Reference	Description of Risk	Current Risk Score								
CAF05	There is a risk that sustainability of the NHS and social care workforce will have an impact on operational delivery.	20 (R)								
CAF08	There is a risk that the transition from the CCG to the Integrated Care System will lead to loss of focus on business as usual and the delivery of the CCG's statutory functions	12 (A)								
Impact Assessments	Equality	N/a								
	Health Inequalities									
	Health Impact									
	Data Privacy									
	Sustainability									
	Quality									
Resource implications:	In line with the CCG's Running Costs									
Chief Officer/ SRO Sign Off:	Jan Thomas, Accountable Officer									
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: 11 MAY 2021

TITLE: REMUNERATION & TERMS OF SERVICE COMMITTEE
OVERVIEW REPORT

FROM: JAN THOMAS, ACCOUNTABLE OFFICER
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 20 April 2021.

2 PEOPLE REPORT QUARTER FOUR 2020/21

- 2.1 The Committee received a report presenting the CCG's People Report which set out the progress against the key workforce performance indicators for Quarter 4 2020/21. Key points from the report are set out below:
- The CCG's sickness absence rate of 1.87% and the 12-month Rolling Average Sickness Rate for the CCG remained RAG rated green overall and was 1.75 % at the end of Q4 (down from 2.02% at the end of Q3).
 - The CCG's turnover was down significantly from 14.44% at the end of Q3 to 11.92% at the end of Q4. This was an Amber rating.
 - 63% of staff had notified the Human Resources Team that they had a completed appraisal by the end of Quarter 4. This was an Amber rating.
 - Mandatory training in all areas was rated Red or Amber with overall compliance of 73.7%. This was a Red rating.
 - Agency Spend against total pay for Q4 was £429,990. This was a Red rating.
- 2.2 The Committee remained significantly concerned around achievement of mandatory training and appraisals. The Committee acknowledged that work was underway to bring all mandatory training together onto the Electronic Staff Record with appropriate links which should improve the functionality of the process overall. The Head of HR and OD advised that it was hoped to bring this on line in June 2021.
- 2.3 The Committee discussed in detail staff morale alongside the impacts of both the Covid-19 Pandemic, delivery of the Mass Vaccination Programme and the transition to the Integrated Care System. The Committee was advised that there appeared to be a level of optimism around the transition, however it was acknowledged that staff both within the CCG and across the NHS and Care

sector were fatigued as a result of the pandemic and may choose to seek alternative roles in the future. There was a need to maintain focus on health and wellbeing of staff as we moved to reset and recovery alongside the transition.

The Committee requested that there continued to be robust processes maintained around recruitment to posts during the transition period.

- 2.4 The Committee expressed concern around the turnover of minority ethnic staff and requested further information on this to be provided at the next meeting. The level of staff turnover in the Complex Cases Team was also highlighted and further work was underway to understand the issues and mitigate against them.
- 2.5 The Committee also acknowledged the significant work was required to support the transition to the ICS alongside the need to maintain business as usual and statutory functions. Whilst the Committee acknowledged the employment guarantee for all staff below Executive level, there was also concern regarding the loss of expertise and skills at all levels in the organisation, should staff decide to seek roles outside the ICS during the transitional year. The Committee noted that a system-wide Executive Post for Workforce and Culture would take the lead in driving workforce transformation across the whole system.

3. THE PEOPLE PLAN

- 3.1 The Committee received an update on the progress against the CCG's People Plan. The People Plan outlines a number of key principles on which it is based. The central thread is that now, and for the future, the NHS needs more people, working differently, in a compassionate and inclusive culture.
- 3.2 The Plan references all NHS organisations and those delivering services on behalf of the NHS and includes social care, the voluntary and independent sectors. NHS Employers have published a national action plan.
- 3.3 The Committee noted that work had commenced both internally in the CCG and in the system as a whole which includes the CCG, to address the requirements of the Plan which has involved the setting up of a People Board at both Local and Regional level.
- 3.4 Key themes of the Plan were health and wellbeing, flexible working, equality and diversity, culture and leadership, new ways of delivering care, growing the workforce, recruitment, retaining staff, and recruitment and deployment across systems.
- 3.5 The Committee acknowledged the progress against the Plan. The Committee discussed in detail the need to focus on resetting the culture, addressing inequalities and ensuring that there was the right workforce going forward. The Committee also acknowledged the need for a value-based approach to addressing these matters. The importance of retaining staff through the transition period was also acknowledged. The Committee would receive regular updates on progress against the People Plan.

4. RECOMMENDATION

- 4.1 The Governing Body is asked to endorse the work of the Remuneration and Terms of Service Committee.
- 4.2 The Governing Body is asked to note overview of the meeting of the Committee meeting which met on 20 April 2021.

Author: Sharon Fox
Director of Governance (CCG Secretary)
30 April 2021