

## **Minutes of the Thirtieth Meeting**

### **Office for Legal Complaints (OLC) Remuneration and Nomination Committee**

**Monday 20 July 2015  
10:00 – 14:15 pm**

#### **Present:**

Dr Bernard Herdan Chair  
Caroline Coates Member  
Jane McCall Member

#### **In attendance:**

Ian Brack Interim Chief Executive  
Kathryn King Interim Chief Ombudsman  
Marcus Passant HR Manager

#### **Secretary:**

Helen White Board Secretary

#### **Observing (items 1 - 8)**

Sophie Hadley-Hall, Staff Council representative  
Penny Medlyn, Staff Council representative

#### **Item 1 – Welcome, apologies and conflict of interest**

1. The Chair welcomed and thanked those in attendance. He welcomed Sophie and Penny to the meeting as observers. He reported that the invitation to this meeting was made because RemCo members and were keen to engage with the Staff Council as a way of addressing the gap between the Board and staff. He noted that Staff Council representatives would also be given the opportunity to attend future RemCo meetings, although certain agenda items would be held in private. They would not formally take part in the decision making process but their views would be sought. The RemCo Chair reported that RemCo members were keen to attend future Staff Council meetings.
2. The quorum requirements for the committee meeting were met.
3. There was a declaration of interest by the interim Chief Executive and interim Chief Ombudsman for agenda item 5 and by permanent staff for agenda items 9, 10 and 11.

#### **Item 2 – Presentation by Staff Council Representatives**

4. The Chair noted that Sophie and Penny had been invited to present on the role of the Staff Council and its current agenda.

5. The representatives described the membership of the Staff Council, the terms of membership and the meeting frequency. It was noted that as the Ombudsman team had grown, a representative from that group would now be sought.
6. The representatives set out the Staff Council terms of reference, which committee members noted were due for revision. The representatives noted that this revision would provide a good opportunity for the Staff Council to shape its future role, especially to reflect the desire to become more involved in the organisation at a strategic level.
7. Discussion was held on the involvement of the Staff Council in the key projects being undertaken, such as the office move.
8. Discussion took place on staff communication around the Staff Council. Staff Council representatives reported that minutes are issued following their meetings which were available to all staff on the corporate intranet.
9. Staff Council representatives reported that the group were becoming more of a consultation forum with less visibility and involvement than previously. Committee members agreed that with the challenges facing the organisation, the role of the Staff Council was now more relevant. They noted that whilst there was no formal requirement to consult with the Staff Council, they believed it would be good practice to engage more with Staff Council. The Chair stated that he would ensure that when dealing with issues that affect people, the executive would be asked whether the Staff Council had been consulted.

### **Item 3 – Staff Survey Action Plan**

10. Simon Tunnicliffe, Head of CMCs, joined the meeting to update members on the staff survey action plan. He reported that a sub-group of the management team had been set up to develop the action plan.
11. Discussion took place on the frequency of the staff surveys. Members noted that a large scale annual survey with circa 60 questions was held in 2013 with a smaller more focussed survey held in March 2015. The Head of CMCs stated that the aim had been that the smaller survey would be held quarterly. The questions for the next survey had been drafted but it was important that the actions taken as a result of the March 2015 survey were communicated to staff.
12. The Head of CMCs reported that the response rate to the March 2015 survey was 50%. He reported that some staff had questioned the independence of the survey being run internally. The management team had interpreted the low response rate as being the result of low staff morale.
13. Discussion took place on the key drivers which were identified as resulting in the low employee engagement levels.

14. The Head of CMCs outlined the framework to support engagement and performance which focussed on strategic narrative, engaged managers, integrity and employee voice.
15. It was agreed that the framework presented by the Head of CMCs should be used to communicate the message to staff around what had been done and what has yet to be done.
16. It was also agreed that the next short survey should go ahead and that the management team should give priority and focus to the action plan, which RemCo fully endorsed. RemCo would follow the progress of the actions and hold the management team to account as necessary.
17. The Chair stated that a leadership development programme would go ahead in the autumn with further work to follow on the brand and values.
18. Members thanked the Head of CMCs for his frank and accurate update.

#### **Item 4 – Internal Communications**

19. Faye West, the Communications and Engagement Manager, joined the meeting to discuss internal communications. She outlined the main channels of internal communication within the OLC.
20. Discussion took place on the communication channels which worked well. These included '*News in Brief*', the weekly e-mail news roundup sent to all staff. '*Just Say Thanks*' was popular amongst staff. It was introduced in response to feedback that managers did not thank their staff enough and gave everybody across the organisation the chance to publicly thank a colleague for their work or efforts. The *quarterly awards* were also popular. These recognised people in each business area who had performed well and displayed the right behaviours.
21. The Communications and Engagement Manager reported that there had been a lack of regular updates on issues which were affecting staff. She noted that there was no internal business plan which would enable her to develop her internal communications plan. Response times by the management team to questions raised by staff were perceived as being slow.
22. Committee members thanked the Communications and Engagement Manager for her honest update on communications and engagement. The Chair stated that there were themes through the last item on Staff Survey which were mirrored in this item.

#### **Item 5 – HR Update**

23. Discussion took place on the exit report covering the six month period to March 2015 and in particular on the equal opportunities monitoring. Board members questioned how representative the workforce was against the local demographic. The HR Manager replied that a report had been produced comparing our demographic to the most recent (2011) census. The Chair and Interim Chief Ombudsman also discussed whether the employee demographic was representative of the complainant demographic.
24. It was agreed that to reflect a larger data sample, the exit report would be tabled annually. The HR Manager would continue to notify RemCo of any immediate actions identified from the exit interviews.

**ACTION: The HR Manager to produce an annual Exit Report. He would continue to notify RemCo of any immediate actions identified from the exit interviews.**

#### **Item 6 – Policy Review Update**

25. Discussion took place on the progress to dates on the Review of Policies. Members noted that many of the policies had been combined to reduce the total number.
26. The interim Chief Executive undertook to update members once the final few policies had been through the review process.

**ACTION: The interim Chief Executive to update members once the final few policies had been through the review process.**

27. Members requested that the interim Chief Executive add 'staff survey outcome' to the effectiveness indicator column in the summary table.

**ACTION: The interim Chief Executive to add 'staff survey outcome' to the effectiveness indicator column in the summary table.**

28. Members requested that the Gifts and Hospitality and Expenses policies be sponsored by RemCo.

**ACTION: The interim Chief Executive to change the sponsor committee to RemCo for the Gifts and Hospitality and Expenses policies.**

29. Pending the above amendments, Members approved the suggested policy approval process as being out of committee via e-mail or hard copy, dependent on the size of the document. Where possible, the policies should be grouped into themes. Member feedback would be provided under three headings; a) agree b) detailed comments copied to each other, or c) need to discuss at next RemCo meeting

**ACTION: The interim Chief Executive to proceed with the policy approval process as being out of committee via e-mail or hard copy, dependent on the size of the document. Where possible, the policies to be grouped into themes and circulated under the three heading outlined in Paragraph 29.**

#### **Item 7 – People Performance KPI's**

30. The Chair reported that there was a review being undertaken of all the KPI measures with Michael Kaltz as the Board lead. In parallel to this review, the Chair wanted to review the internal people measures to produce a concise internal scorecard.
31. Discussion took place on the potential measures which could be included such as turnover, morale and engagement. It was agreed that the HR Manager would suggest the KPI set and circulate for Board member comment. A quarterly report would then be produced in November 2015.

**ACTION: The HR Manager to suggest the KPI set and circulate for Board member comment.**

**The HR Manager to produce a quarterly report based on the agreed KPI set in November 2015.**

#### **Item 8 – Risk Register Review – People Risks**

32. Discussion took place on the people risks which were contained in the master Corporate Risk Register.
33. It was agreed that at the next meeting there would be a half hour horizon scanning session on risk. This would comprise a top down review of the current risks and risk elements and the interim Chief Executive and HR Manager would table their updated risk register.

**ACTION: The Board Secretary to add Risk to the RemCo forward plan for September.**

**The interim Chief Executive and HR Manager to present their updated risk register to the next meeting.**

#### **Item 9 – Organisation Refocus Proposals**

34. Discussion took place on the organisation refocus proposals. The interim Chief Executive reported that communication had taken place with the teams affected by the proposals and an all staff communication had taken place. The role specification for the Director of Corporate Services was being finalised and

would be circulated to RemCo members for approval. Once approved, formal benchmarking could take place. A business case would need to be written.

35. Members requested that the interim Chief Executive update the sponsor team on the organisation refocus proposals and outline the case for the additional posts. It should state that the OLC would proceed to fill the posts.

**ACTION: The interim Chief Executive to update the sponsor team on the organisation refocus proposals and outline the case for the additional posts.**

36. Discussion took place on the recruitment campaigns for the permanent Chief Executive, Chief Ombudsman, Head of Policy and Communications and Head of IT.

37. Members requested that the interim Chief Executive circulate an updated summary structure as changes occur.

**ACTION: The interim Chief Executive to circulate an updated summary structure as changes occur.**

#### **Item 10 – Staff Benefits Update**

38. Discussion took place on the regularisation of the staff benefits schemes. The interim Chief Executive outlined the range of options currently being explored. Members debated the various options in detail.

39. It was agreed that the interim Chief Executive would provide a verbal update at the next OLC Board meeting on the options. The interim Chief Executive reported that external advice was expected before the next OLC Board meeting

**ACTION: The interim Chief Executive to provide a verbal update at the next OLC Board on the options.**

#### **Item 11 – Pay Remit**

40. Discussion took place on the draft Pay Remit. It was agreed that the HR Manager would amend the draft Pay Remit and circulate it via e-mail for RemCo approval within a month.

**ACTION: The HR Manager to amend the pay remit and circulate it via e-mail for RemCo approval within a month.**

#### **Item 12 – Leadership and Culture Change**

41. Discussion took place on a potential leadership development programme. The Chair stated that this should ideally comprise a six month modular programme with some individual coaching. It was agreed that this programme should be progressed now rather than waiting for the completion of the senior recruitment campaign.
42. It was agreed that the HR Manager would draft the specification by 14 August for RemCo approval. The specification should include the review of the 'Leo Way' programme and the results of the qualitative survey.

**ACTION: The HR Manager to draft the specification for RemCo approval by 14 August.**

43. Members noted that a business case would be needed. This would be drafted by the HR Manager with assistance from the interim Chief Executive.

**ACTION: The HR Manager to draft the business case with assistance from the interim Chief Executive.**

#### **Item 13 – Minutes of the previous meeting**

44. The minutes of the meeting held on 27 May 2015 were approved.

#### **Item 14 – Matters arising and outstanding action points**

45. Members noted those items where actions had been completed and those that were included as agenda item.

#### **Item 15 – Any Other Business**

46. Members approved the revised RemCo Terms of Reference. This would now be tabled to the OLC Board meeting on 22 July for approval.

**ACTION: The Chair to table the RemCo Terms of Reference for approval by the OLC Board on 22 July 2015.**

#### **Next meeting**

The next RemCo meeting would be held on Wednesday 9<sup>th</sup> September via conference call.