

Meeting of the Office for Legal Complaints Remuneration and Nomination Committee

12 March 2026

RemCo members present. Alison Sansome, Chair Elaine Banton, items 1 to 8 Rachel Cerfontyne Georgina Philippou	In attendance Phil Cain, Chief Ombudsman Zoe Grainger Head of People Strategy and Culture Elisabeth Davies, OLC Chair, observing items 1 – 4.
Minutes: Kay Kershaw, Board Governance Manager	

Item 1 – Welcome, apologies, and declarations of conflict of interest

1. The meeting was quorate, with a lay majority in attendance for items 1–8.
2. There were no apologies.
3. LeO staff declared an interest in agenda items 5 and 8. RemCO agreed that staff could remain in attendance for these agenda items. There were no declarations of interest reported.

Item 2 – Feedback on meeting with staff council

4. Members reflected on RemCo’s annual meeting with Staff Council, noting the positive levels of engagement, energy, and constructive attitude, particularly in relation to the Scheme transformation. The importance of effective communication was emphasised, including the need for clear two-way engagement and improved visibility of Staff Council across the organisation. Members also highlighted the value of fostering an environment in which the Staff Council members felt confident to provide robust and constructive challenge.
5. Actions arising from the discussion included further consideration of how the Staff Council’s role could be strengthened to support the Scheme transformation programme,

and longer-term arrangements to sustain its effectiveness and role within the organisation.

Item 3 – Previous minutes, previous actions, and matters arising.

6. The minutes of the RemCo meeting held on 20 November 2025 and 16 December 2025 were **approved** as an accurate record of the meeting.
7. RemCo noted that no actions had arisen from the November and December 2025 meetings and that all previous actions had been completed.

Item 4 – HR People Metrics

8. RemCo discussed the HR Metrics paper and noted that overall attrition remained within tolerance, reflecting continued improvement and the impact of attraction and retention strategies. Short term sickness absence had increased slightly in the quarter due to seasonal illness but remained improved over the year as a whole. Long-term absence continued to fluctuate, with mental health, bereavement and women's health identified as key drivers. Active case management and early interventions were emphasised to better support staff and to mitigate associated operational and performance risks and reduce the overall cost of staff absence.
9. Members acknowledged the positive progress made in addressing historical attrition and sickness management concerns, recognising the strong foundations established and continued improvements being delivered under current HR leadership.
10. The Committee also noted that recent recruitment activity had resulted in a high number of staff currently on probation.
11. Employee relations casework had increased as a result of more proactive and consistent application of HR policies, rather than any deterioration in conduct or capability. Grievances were resolved informally at an early stage, staff performance continued to be actively managed with a focus on support, and no employment tribunal cases had arisen. The Committee reflected on the support available to managers, who may have limited experience in managing complex employee relations cases, noting the

emotional burden involved and the consideration being given to the development of further wellbeing-focused support for managers.

12. Flexible working requests had increased, particularly for full homeworking. To support consistent, policy-compliant decision-making and improve understanding of organisational impacts, further guidance and training for managers was being developed. Members highlighted the importance of balancing flexibility with maintaining staff engagement, suggesting a more nuanced policy approach reflecting role requirements, individual circumstances, experience, levels and organisational need.
13. The Committee questioned whether current HR metrics and targets remained appropriate, including the need for further review and benchmarking. It was confirmed that a review was planned to align metrics more closely with strategic objectives, risks, and business planning, with findings to be reported back to the Board and Committees. Members emphasised the importance of understanding the underlying drivers particularly attrition and absence, to inform future interventions, including those linked to the Employee Value Proposition (pay, reward and wellbeing initiatives).
14. The Committee noted the overall positive direction of travel in HR metrics, while recognising the need for continued focus on absence, workforce engagement, and the strategic use of data to drive improvement.
15. RemCo **noted** the HR Metrics paper.

Item 5 – Leadership structure and transformation

16. RemCo discussed a proposal to temporarily strengthen LeO's leadership structure to support delivery of a transformation programme required to achieve the OLC's Vision for 2030. Members noted the rationale for the proposed changes, the associated costs and funding approach, the anticipated benefits, and the proposed phased implementation. It was also noted that that this would include an interim structure during the transformation period, with further review at a later stage.
17. Members highlighted a number of considerations, including the need to carefully manage aspects of the proposed structure to avoid an overly risk-averse culture and to

adopt a flexible approach to recruitment to secure the necessary capability. It was confirmed that risk management would be supported by strong governance arrangements and a clearly defined risk appetite, and that internal capability would support interim arrangements, with open competition for any subsequent permanent appointments.

18. Having sought clarification on the Executive's response to the proposals and whether there were any capability gaps, RemCo noted that members of the Executive Team had been supportive of the proposals, and that an Executive development programme and access to coaching was addressing any capability gaps to support strategic readiness for the transformation.
19. Members emphasised the importance of effective implementation, including careful management, clear communication, cultural sensitivity, and leadership development to support transition to the new leadership model. The need for strong governance, clear sponsorship and organisation-wide accountability was also highlighted, alongside effective cross-organisational working, particularly in relation to the People and Culture function where matrix working arrangements were recommended to avoid siloed working and support delivery of the transformation. Members further emphasised the importance of maintaining staff engagement and organisational culture throughout.
20. RemCo confirmed its support for the leadership structure and transformation proposals, noting that a paper would be presented to the Board in April on that basis.

Item 6 – People Strategy

21. RemCo discussed the 2025/26 People Strategy and the proposed People and Culture plan for 2026/27.
22. The Committee noted good progress against the 2025/26 People Strategy, including improvements in organisational capability, leadership development, and workforce sustainability. Positive progress was also noted in employee engagement and partnership working, with revised Staff Council terms of reference strengthening employee voice and feedback mechanisms.

23. The Committee commented on the scale and breadth of the 2026/27 People and Culture plan and emphasised the need for clear mechanisms to track progress and ensure delivery. Assurance was provided that detailed programme planning was in place, with clearly mapped dependencies and sequencing of activities aligned with organisational priorities and cultural objectives.
24. The Committee also discussed capacity and delivery risks, particularly the reliance on organisational engagement across multiple concurrent programmes, including transformation activity. It was noted that employee voice would be critical to delivery but may be stretched by competing demands.
25. The Committee advised the Executive to ensure clarity on prioritisation, including which activities could be deferred if required, and emphasised the importance of managing dependencies to protect critical deliverables.
26. The Committee **noted** the update on the 2025/26 People Strategy and the 2026/27 People and Culture plan and was content with the progress made and overall direction of travel, while noting the ambition and scale of activity.

Item 7 – 2025 Civil service people survey results

27. RemCo received a presentation on the 2025 Civil Service People Survey results, commending the positive direction of travel, with most core themes improving or stable compared to the previous year, while pay and benefits remained the lowest scoring theme.
28. The Committee reflected on the 58% survey response rate and questioned the extent to which the results were representative. It was noted that, despite efforts to encourage participation, time constraints and doubts about whether the findings would lead to action had limited engagement. The Committee emphasised the importance of increasing participation to improve the reliability of the results and strengthen insight into organisational culture, and the importance of demonstrating visible action in response to feedback to build trust and support future engagement.

29. In discussing the role of Staff Council and managers in encouraging survey completion, RemCo noted that both played an important part in promoting participation and communicating results, with scope to strengthen Staff Council's role in encouraging engagement, communicating outcomes, and facilitating ongoing feedback.
30. RemCo commented on the variation in the learning and development scores across staff groups and sought to understand the underlying causes. It was acknowledged that learning and development provision was inconsistent and often dependent on individual managers, with further work required to improve structure, transparency, and equity of access. The discussion highlighted the need to develop a more strategic and planned approach to learning and development, aligned to organisational priorities and transformation activity. This would include improved alignment to role requirements and job descriptions supported by the pay and grading review, with clearer expectations on skills development and stronger alignment between investment and organisational benefit.
31. The Committee noted proposals to strengthen employee voice beyond the annual survey, including more regular feedback mechanisms and enhanced engagement through managers. It was recognised that the survey provided a valuable but limited snapshot and should be complemented by more continuous listening approaches.
32. The Committee welcomed the overall positive trajectory and progress since the previous year's survey, while emphasising the need to sustain focus on key improvement areas and deliver tangible outcomes for staff. It also highlighted wider themes for further consideration, including workload pressures, the importance of visible leadership, and the need for clearer alignment between organisational expectations, employee engagement, and contribution to organisational priorities.
33. RemCo **noted** the results of the 2025 Civil Service People Survey.

Item 8 – Pay and reward strategy.

34. RemCo received a verbal update on progress with the pay and grading review programme, part of the wider pay and reward strategy to address long-standing concerns regarding fairness, transparency, progression opportunities, and trust.

35. The Committee heard that the pay and grading framework had last been reviewed in 2014 and that phase one of the current review was nearing completion, with staff feedback on the grading models being analysed to inform future design.
36. RemCo noted that the early findings indicated a desire for a clearer, more structured, and transparent framework, improved progression opportunities, and greater consistency in recognition and reward, including interest in more collective approaches to reward linked to organisational performance.
37. The Committee recognised that phase two, focused on updating job descriptions, was almost complete and would be followed by role evaluation using an established framework, with a moderation undertaken by a panel including Staff Council and other staff representatives.
38. RemCo noted the planned timeline, with design and modelling to follow later in 2026 and implementation targeted for April 2027, subject to MoJ approval.
39. The Committee welcomed the progress made to date, particularly the level of staff engagement and the emphasis on transparency.
40. The Committee highlighted the opportunity to ensure job descriptions clearly reflected expectations regarding contribution to the wider organisational objectives.
41. RemCo **noted** the update on the pay and reward strategy.

Item 9 – Policy framework and policy review

42. RemCo received a verbal update on forthcoming employment law changes effective from April 2026. It was confirmed that the changes would supersede existing LeO policies, particularly in relation to family-friendly and sickness provisions; that the associated operational and financial implications of the legislative changes would be monitored through workforce planning and existing HR metrics, and that the affected policies and associated staff guidance would be updated as part of a planned wider policy refresh.
43. It was acknowledged that the suite of HR policies were typically reviewed and approved out of committee in July. However, given the need to maintain compliance with

legislative changes, RemCo agreed that updated policies should be approved outside formal meetings where appropriate, and that any extension to current policy review dates would require formal RemCo approval.

44. The Committee emphasised the need for clear communication to managers and staff to support consistent understanding and application of the legislative and policy changes.

45. RemCo **noted** the update on the Policy framework and policy reviews.

Item 10 – Health and safety compliance report

46. RemCo discussed the annual Health and Safety Compliance Report, noting the organisation's positive health and safety culture and continued compliance.

47. The Committee highlighted the importance of ensuring appropriate health and safety coverage in a hybrid working environment, including fire marshals, emergency evacuation support and first aiders, and noted that this would be considered through the work of the recently established Health and Safety Forum.

48. Members welcomed plans for a health and safety engagement event to coincide with the April Board meeting to enable Board member participation.

49. RemCo **noted** the annual Health and Safety Compliance Report.

Item 11 - Items to escalate to Board.

50. There were no items identified for escalation to the Board.

51. An update on the meeting would be provided at the next Board meeting by the RemCo Chair.

Item 12 – Effectiveness of the meeting

52. The Committee discussed the effectiveness of the meeting, recognising the quality and accessibility of papers, which had supported a comprehensive discussion.

53. Members reflected on the volume and density of material covered, and highlighted the potential risk of overloading meetings, particularly in the context of forthcoming transformation activity. The Committee discussed the frequency and timing of meetings and suggested that a more flexible approach may be needed to support timely decision making, including adjustments to the meeting cycle, ad hoc meetings, and written procedures out of committee.
54. Members requested that a provisional meeting date was identified for late June / early July to enable further discussion of the pay and grading review, if required.

ACTION: Board Governance Manager to identify and provisionally schedule an additional RemCo meeting in late June/early July, subject to confirmation of business need.

Item 13 - Any other business

55. In a private session, the Committee considered and approved a remuneration matter relating to retention arrangements to be managed within existing budgets.
56. RemCo members expressed thanks to Elisabeth Davies for her support and commitment, noting this was the final meeting she would attend before the end of her term of office.
57. There was no other business.