

Minutes of the Thirty-Fifth Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

Tuesday 28 June 2016
9.30 – 11.30 am

Present:

Dr Bernard Herdan Chair
Caroline Coates Member (via conference call)
Jane McCall Member (via Skype)

In attendance:

Nick Hawkins Chief Executive
Marcus Passant Head of Human Resources
Andy Gale Head of Operational Insight and Engagement (**Item 5 only**)
Penny Medlyn Staff Council observer
Jason Chapman Staff Council observer

Board Secretary:

Helen White Board Secretary

Item 1 – Welcome, apologies and conflict of interest

1. The Chair welcomed Penny Medlyn and Jason Chapman to the meeting as Staff Council observers.
2. Staff attendees made a general declaration of interest related to Item 4.
3. The quorum requirements for the committee meeting were met.

Item 2 – HR Update

4. HR Balanced Scorecard: Marcus Passant, Head of HR, presented his HR Report. Discussion took place on the Strategic Alignment section of the HR Balanced Scorecard. It was noted that the scorecard contained data which was up to six months old. It was agreed that the Head of HR would reissue the Scorecard once the new data was available.

ACTION: The Head of HR to reissue the HR Balanced Scorecard once the new data was available.

5. It was noted that the current staff 'Pulse' survey was shortly due to close. The results from this would reflect whether staff had understood and digested the Business Plan. The Head of HR reported that staff 'Question and Answer' sessions had been held by the Executive to launch the business plan. Unfortunately there had not been a great deal of take up from staff. Staff

Council representatives reported that staff had found the Business Plan too high level and therefore had difficulty in understanding how it impacted them. Jane McCall expressed concern at the low levels of staff engagement on the Business Plan. It was noted that RemCo would review strategic alignment again once the new data was available.

6. Board members were pleased to note that the completion rate for performance and appraisal reviews was 97%. The Head of HR reported that work would now be undertaken to analyse themes. He reported that initial analysis had shown an increase in coaching and 'buddying' requirements, which reflected the current environment of spending constraints. It was agreed that once completed, the Head of HR would circulate the summary training schedule.

ACTION: The Head of HR to circulate the summary training schedule.

7. It was noted that turnover was currently 15%, against a CIPD benchmark of 13.6%. Caroline Coates noted that the turnover rate had not improved as expected. It was agreed that RemCo would review the last 12 month's rolling data for the Balanced Scorecard at the November RemCo meeting. This review would look at the general health of the organisation and would include a review of trends together with a detailed discussion on staff engagement and analysis on the turnover statistics.

ACTION: The Board Secretary to note there would be a review of the Balanced Scorecard at the November RemCo meeting.

8. Recruitment: The Head of HR reported that an offer had been made for the Director of Corporate Services role with an anticipated start date of 1 November. It was noted that the CEO would notify the OLC Board upon receipt of the formal references.

ACTION: The CEO to notify the OLC Board of the appointment of the Director of Corporate Services upon the receipt of formal references.

9. The Head of HR reported that internal recruitment was underway for senior ombudsmen and operations managers. Interviews were being scheduled and it was noted that Tony King, Board Member, would be on the senior ombudsmen interview panel. It was noted that internal recruitment would then take place for ombudsmen and potentially team leaders.
10. The Head of HR reported that recruitment was underway for a Solicitor with Higher Court Rights and a Senior HR Advisor.
11. Discussion took place on the recruitment campaign for external pool ombudsmen. Three days training had been provided, but this had proved insufficient to provide a full understanding of the business processes. The Head of HR reported that in parallel, the Head of Operations was reviewing the potential to create an internal pool of ombudsmen staff. The RemCo Chair

expressed concern that using internal staff could impact capacity. The CEO reported that the Head of Operations had been reviewing the establishment and initial analysis had shown that resourcing levels were at compliment.

12. It was noted that the CEO was due to meet with the MoJ to discuss his delegated authority as Accounting Officer. This would hopefully provide clarity on the process to replace leavers. It was agreed the CEO would update RemCo following the meeting.

ACTION: The CEO to update RemCo members on his delegated authority for recruitment following his meeting with the MoJ.

13. The Head of HR reported that the Executive's aim was to move to a model where the organisation recruited more frequently in smaller numbers. The RemCo Chair requested an update on this at the next meeting.

ACTION: The Head of HR to provide an update on the recruitment model at the next meeting.

14. Learning and Development: The HR Manager reported that work had started to design management development training for line managers (Tier 2) for up to 14 staff. This would be a blended programme to include workshops and online tools. It was noted that this was currently targeted at operational roles and if successful, it could be rolled out to corporate areas.

15. It was noted that the tender for the management team training had been awarded. The next phase would be to formalise the programme design. The Head of HR agreed to circulate details of the management team and line manager training programmes to the RemCo Chair and Caroline Coates.

ACTION: The Head of HR to circulate details of the management team and line manager training programmes to the RemCo Chair and Caroline Coates.

16. The RemCo Chair offered the assistance of himself and his RemCo Board colleagues should the Executive require it.
17. The CEO noted that the group of staff who did not fall into any of the programmes currently being designed were the Operations Managers and Senior Ombudsmen. He reported that the aim was to take key parts from the other programmes to design a tailored course to meet the needs of this group. It was noted that there was budget for this.
18. The RemCo Chair thanked the executive for the update, which he noted was all very positive.

Item 3 – Long Term Sickness Management and Insurance Policy Provision

19. The Head of HR introduced his paper which outlined the Income Protection policy. He reported that the cost of the policy had remained steady since 2010, with a slight year-on-year increase.
20. Discussion took place on effectiveness of the existing sickness and absence processes. Members agreed that the policies needed to balance welfare and good treatment of staff.
21. The Head of HR reported that the current programme included an Employee Assistance Programme which had received good feedback from staff. The policy also provided the HR team with a number of support mechanisms to help staff return to work.
22. It was noted that occupational health was in place which was an area being considered for review.
23. It was agreed that the Head of HR would investigate retendering the income protection policy with a reduced term.

ACTION: The Head of HR to investigate retendering the Income Protection Policy with a reduced term.

24. Caroline Coates offered her assistance should the Executive require it.

Item 4 – Review of Performance Incentive Scheme

25. The CEO introduced his paper which outlined work being undertaken to develop a potential staff bonus scheme. He thanked Staff Council for their positive approach in moving this work forward. It was noted that any bonus scheme could not be paid if the organisation was not performing.
26. It was noted that safeguards had been included to ensure that no bonus was payable unless RemCo were satisfied.
27. Discussion took place on whether the bonus amount should be a fixed amount or a percentage of salary. It was agreed that the fixed cash amount provided more certainty.
28. Discussion took place on whether to continue with awards with no monetary value. The Executive reported that the current quarterly awards were well received by staff, but that an annual staff awards event was not favoured.
29. It was noted that RemCo were content to approve the scheme proposed for 2016/17.
30. It was agreed that the CEO would draft a staff communication which would be discussed with both the management team and Staff Council. Once approved, the communication would be shared with RemCo before circulation.

ACTION: The CEO to draft a staff communication to be approved by both the management team and Staff Council. The communication would be shared with RemCo prior to circulation to staff.

31. The SMT will not be part of the 16/17 bonus scheme. RemCo members questioned whether this should change for 17/18.

ACTION: The RemCo Chair to discuss offline with the OLC Chair and Chief Executive.

Item 5 – Staff Survey Action Plans

32. Andy Gale, Head of Operational Insight and Engagement, joined the meeting. He reported that the current staff ‘Pulse’ survey was shortly due to close. It was agreed that once analysis was undertaken, this would be shared with RemCo out of committee.

ACTION: Once completed the Head of Operational Insight and Engagement to circulate the analysis from the staff survey to RemCo members out of committee.

33. Discussion took place on the disappointing results from the last survey in the Resolution Centre area and steps taken to address the concerns raised. The Head of Operational Insight and Engagement reported that the appointment of a new operational management team provided the opportunity to start afresh.
34. It was noted that the IT team had held sessions with the operational staff to update them on progress with the case management system. This had been positively received by staff, who appreciated the openness and interaction.
35. The Head of HR reported that approval had been received from the MoJ for the organisation to take part in the Civil Service survey for 2016/17. This would provide the opportunity for the OLC to benchmark against similar size organisations.
36. The RemCo Chair reminded the executive that the verbatim comments from the survey would be shared with RemCo members.
37. RemCo noted the paper and thanked the Executive for their continued efforts.

Item 6 – Annual Report – RemCo Report

38. The RemCo Chair reported that he was producing the RemCo report for the Annual Report. It was agreed that once completed, this would be circulated to RemCo Board members for comment.

ACTION: The RemCo Chair to circulate the draft RemCo report to RemCo Board members for comment.

39. It was noted that the aim was to lay the Accounts in November.

Item 7 – Risk Register

- 40. The Head of HR introduced the paper which comprised an extract of the corporate risk register.
- 41. Jane McCall requested that once the staff survey results were reviewed in relation to alignment with the organisation, that the Executive review this risk.
- 42. The Head of HR was requested to ensure the mitigating actions and controls fully reflected the actions being undertaken.

ACTION: The Head of HR to update the mitigating actions and controls in the risk register to fully reflect the actions being undertaken.

Item 8 – Review of Policies

- 43. Jane McCall thanked the Head of HR for the very helpful summaries. It was noted that all the policies presented for review had been discussed and agreed by the Management Team.
- 44. Discussion took place on the Dignity at Work policy which had been renamed. The Head of HR reported that he planned to communicate the changes to staff via the corporate intranet. It was agreed that for the interim, the title would be branded as 'Dignity at Work (formerly Bullying and Harassment)'.

ACTION: The Head of HR to rename the 'Dignity at Work' policy.

45. It was noted the RemCo approved the revised policies.

Item 9 – Minutes of the previous meeting

46. The minutes of the meeting held on 4 May 2016 were approved.

Item 10 – Matters arising and outstanding action points

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

48. The Board Secretary was requested to circulate reminders for the Staff Council dates to RemCo Board members.

ACTION: The Board Secretary to circulate reminders for the Staff Council dates to RemCo Board members.

Item 11 – Any Other Business

49. RemCo Self-Assessment: Discussion took place on the RemCo self-assessment, which was due to be undertaken by RemCo Board members. It was agreed that the RemCo Chair would discuss this with the OLC Chair and Chair of ARAC. He would then update RemCo Board members.

ACTION: The RemCo Chair to discuss the RemCo Self-Assessment process with the OLC Chair and Chair of ARAC. He would then update RemCo Board members.

50. Date of Next Meeting: It was noted that the next RemCo meeting was scheduled for 22 Nov 2016. The RemCo Chair suggested that, depending on the items for discussion, there should be a meeting via conference call in either late September or early October 2016. It was agreed the Board Secretary would circulate suggested dates.

ACTION: The Board Secretary to circulate suggested dates for an additional RemCo meeting to be held in either September or October.

51. The CEO noted his thanks to RemCo members for their support the work undertaken on the review of establishment work.

Next meeting

The next RemCo meeting would be held on 22 November 2016.