

Minutes of the Thirty-Third Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

**Wednesday 3 February 2016
11.00 am – 14.00 pm**

Present:

Dr Bernard Herdan Chair
Caroline Coates Member
Jane McCall Member

In attendance:

Nick Hawkins Chief Executive
Kathryn Stone Chief Legal Ombudsman
Marcus Passant Head of Human Resources
Andy Gale Head of Operational Insight and Engagement **(item 3 only)**
Baljit Kaur E&D Manger **(item 8 only)**

Board Secretary:

Helen White Board Secretary

Apologies:

Staff Council representatives

Item 1 – Welcome, apologies and conflict of interest

1. The Chair welcomed and thanked those in attendance. He noted the apologies sent by Staff Council representatives.
2. The quorum requirements for the committee meeting were met.
3. There was a declaration of interest by staff for agenda items 4, 5 and 6.

Item 2 – HR Update

4. The Chief Executive provided an update on his recent meeting with the lead non-executive board member at the MoJ. The meeting had been arranged to discuss the business case submitted for non-front-line recruitment to roles identified in the governance review report.
5. Members noted that as a result of the above meeting, the team were reviewing the internal role definitions. A baseline establishment for the organisation was being produced which would assist the management team in developing the business transformation agenda. This would be presented to the March OLC Board. Jane McCall, as the Board member with the business transformation brief, offered to assist the Chief Executive with this programme.

ACTION: The Chief Executive to table a report to the March OLC Board on the work being undertaken to review the establishment.

6. Discussion took place on the need to feedback to the profession. The Chief Ombudsman reported that this was a really important priority for the OLC. Caroline Coates offered to help the team to drive this workstream forward.
7. HR Balanced Scorecard: Members noted that the 'strategic alignment' data had been taken from the employee survey held in December 2015. The next staff survey was due in March 2016 which would focus on employee engagement, and a further survey to focus on strategy would be run in June 2016. Members noted the improvement in the December employee engagement scores.
8. Discussion took place on the internal procedures in place to highlight the organisational focus with staff. The executive agreed that this started with leadership behaviours which would feed through to staff via performance management and regular one to one meetings. The Head of HR would continue to report on progress in this area.

ACTION: The Head of HR to report on progress in driving the organisational focus with staff.

9. The Committee was updated regarding turnover rates. The Head of HR reported that there had been a large number of leavers in November and December. Sickness levels in December were high with a number of staff on long term sick. However, members noted there was no trend or pattern in these figures. Discussion took place on the processes in place to assist staff in these circumstances, which included the use of occupational health services, an employee assistance programme (which provided counselling) and return to work interviews.
10. Discussion took place on how the MoJ spending restrictions were affecting the organisation's ability to provide staff training. The executive reported that the induction programme for the current recruitment campaign for operational staff would be provided by internal resources.
11. Recruitment Update: Discussion took place on the recruitment campaign for the front line operational roles. It was noted that 685 applications had been received across the roles. Sifting had taken place with work starting on scheduling the interviews and tests.
12. Recruitment activity was continuing for the four IT roles; a business case was under review with the MoJ for interim cover for one of the critical roles.
13. Equal Pay Audit: The Head of HR reported that the paper previously presented at RemCo in November had been discussed at the Equality and Diversity

forum. Members noted that it had been agreed by the E&D forum to review the audit data in twelve months' time.

14. Leadership and Management Development: The Head of HR presented that leadership and management development programme. It comprised a three tier management approach and launched the concept of a 'pool of talent' which would rotate staff across roles and teams.
15. Jane McCall requested that more emphasis be included on embedding a high performance culture throughout the proposed modules.
16. Members agreed that work continue to develop this programme with an update to be provided at the next RemCo meeting.

ACTION: The Head of HR to report on progress at the next meeting.

Item 3 – Employee Engagement Update

17. Andy Gale, the Head of Operational Insight and Engagement joined the meeting to provide an employee engagement update. He reported that work had progressed to create the structures for the engagement plan including all staff 'LeO Live' events, fortnightly online updates from the Chief Executive and quarterly staff surveys.
18. Members noted that the role of the Staff Council had been key to driving upwards feedback across the organisation. Board members were also spending time with staff to better understand their roles and challenges. It was noted that Board attendance was valued at the all staff 'LeO live' events.
19. An update was provided on the ESRO research and how customer service principles were being linked to the organisation's values. This work would link into the business plan and wider organisational strategy. Members noted that all staff were given the opportunity to attend workshops to review the ESRO research findings.
20. Members thanked Andy Gale for his update and noted the progress being made on the engagement plan.

Item 4 – Review of Performance Incentive Scheme

21. The Chief Executive reported that this was discussed at the recent Staff Council meeting where it was debated in principle, as nothing could progress without MoJ approval.
22. It was noted that there was a consensus amongst Staff Council that the current scheme was not popular and a more traditional 'box marking' scheme was preferred. Members agreed that the item would be discussed at the next

RemCo meeting. The Chief Executive would table a paper with recommendations for further RemCo approval. It was noted that would be subject to obtaining MoJ approval to proceed with a revised scheme.

ACTION: The Chief Executive to propose a revised scheme for discussion at the next RemCo meeting. Any discussion would be caveated by the fact that a revised scheme would require MoJ approval.

Item 5 – Benefits Regularisation / New Salary Sacrifice Scheme

23. Items 5 and 6 were discussed in private session. It was agreed that a further RemCo meeting would be convened for 15 February. In preparation for this meeting, the Chief Executive would issue briefing papers no later than 11 February.

Item 6 – Changes to Pay Progression Arrangements

24. Covered in item 5 above.

Item 7 – Risk Register – Review of HR Risks

25. Members noted that a monthly review of all risks took place with the individual risk owners together with a quarterly review by the Chief Executive.
26. Discussion took place on the risk identified around ‘resources’. Members noted that the performance reporting at the OLC Board had highlighted that there had not been sufficient internal resource planning. The executive agreed that a better internal method to predict demand was required.
27. It was noted that the risk register would be presented twice a year at RemCo with the next review scheduled for June 2016.

ACTION: The Risk Register to be presented to RemCo at the June 2016 meeting.

Item 8 – Equality and Diversity Update

28. Baljit Kaur joined the meeting to present the Equality and Diversity annual operational plan. Discussion took place on the internal target for data collection within both jurisdictions which members believed was too low, although it was noted that this target would provide the sample size needed for analysis. It was noted that the drive was to collect data from all customers, unless they did not wish to provide it. The Equality and Diversity Manager outlined the data collection process in both the legal and CMC jurisdictions. It was noted that the process differed between jurisdictions, as did the collection rates. Members

queried whether the process for the collection of data within the CMC jurisdiction could include an automated equality survey.

29. Discussion took place on the use of the data and the potential for benchmarking against other organisations. It was noted that a workshop was due to be held at the beginning of March when these items would be discussed in more detail. Baljit Kaur would then be presenting an update to the March OLC Board.
30. Discussion was held on the services available to customers whose first language was not English. The Chief Ombudsman reiterated the importance that the organisation provide information which was both accessible and could be understood.

ACTION: The Equality and Diversity Manager to present an update to the March OLC Board.

Item 9 – Items Presented for Information

31. Internal Audit Reports: Members noted that internal audit plans were discussed and actions tracked at the Audit and Risk Assurance Committee Meetings.
32. Professional Qualification Policy: Members approved the changes proposed to the policy.

ACTION: The Head of HR to publish the revised policy.

33. It was agreed that at the May RemCo meeting, information be presented on the areas of professional development the organisation were supporting.

ACTION: The Head of HR to present an update to the May RemCo meeting on the areas of professional development the organisation was supporting.

34. Family Leave Policy: Members approved the changed proposed to the policy.

ACTION: The Head of HR to publish the revised policy.

Item 10 – Minutes of the previous meeting

35. The minutes of the meeting held on 10 November 2015 were approved.

Item 11 – Matters arising and outstanding action points

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

Next meeting

The next RemCo meeting would be held on 4 May 2016.