Meeting of the Office for Legal Complaints Remuneration and Nomination Committee

20 November 2025

Present:

Alison Sansome, Chair

Rachel Cerfontyne

In attendance:

David Peckham, Interim Joint Chief Executive

Steve Pearson, Interim Joint Chief Executive

Zoe Grainger, Head of People and Culture

Lisa Hanlon, Strategic HR Business Partner

Elisabeth Davies, OLC Chair, observing.

Apologies:

Elaine Banton

Minutes:

Kay Kershaw, Board Governance Manager.

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

1. The Chair welcomed attendees to the meeting.
2. There were no declarations of interest reported.
3. Apologies were noted.
4. The quorum for this meeting was not met. As most agenda items required full quorum, these items were deferred and would be discussed at a rescheduled meeting.

Item 2 – Previous minutes, matters arising and actions from previous meetings.

5. This agenda item was deferred.

Item 3 – HR people metrics

6. A paper reporting on the HR people metrics as of September 2025 was presented by the Strategic HR Business Partner. The following key points were made:

    - Overall attrition had decreased by 0.7 percentage points over the last quarter to 12.7%, compared to the target of 19%. Although there had been a slight increase in September compared to August, the overall trend remained positive.
    - Investigator attrition was 13.5%, well below the target of 19%.
    - Corporate attrition had decreased over the last quarter to 18.3%, marginally below the 19% target. A review is planned to gain a deeper insight into the underlying factors.
    - Retaining attrition within manageable levels remained a key priority. Outcomes from previous strategic attrition workshops on attraction and retention were being progressed, and work on the new employee value proposition continued.
    - Average sickness absence had fallen steadily over the last 12 months to 11.8 days per employee. Whilst slightly above the target of 11 days, this was the lowest since July 2023.
    - Long-term sickness cases were mainly due to stress, mental health, bereavement, and women's health issues, and these were being actively managed to support a successful return to work.
    - Short-term sickness accounted for 45.2% of absences over the last quarter, representing a reduction compared to previous periods.
    - Absence management remained a key priority and was fully embedded into routine business practice, supported by ongoing monitoring.

- Business partners continued to work closely with line managers to ensure timely interventions and support for managing sickness absence in line with LeO's policies.
- Return-to-work plans and sickness absence review meetings were structured and tailored to individual circumstances.
- A range of well-being resources were available to staff. This included access to well-being champions, the Employee Assistance Programme and where required, occupational health support and reasonable adjustments.
- LeO's health and well-being policies were readily accessible to staff and were regularly reviewed and updated.
- Clear and consistent communications issued to staff on pay, benefits, and entitlements.
- Leadership development programmes were ongoing and included training on sickness absence management, with the recent aspiring manager courses emphasising key well-being policies and the importance of sickness absence monitoring and timely interventions.
- Plans were being developed for a further in-depth review of complex sickness absence cases. Following advice and guidance, options for appropriate next steps in managing these cases would be considered. RemCo would be kept informed of progress.
- Over the last quarter, the HR team had managed sixty-six employee relations cases related to sickness absence, this was a slight increase compared to the previous quarter.
- There had been fifteen performance management cases, twelve of which related to performance during the probationary period.
- There had been an increase in flexible working requests which appeared to coincide with the resolution of lift issues at the Birmingham office and the subsequent expectation for staff to return to the workplace. Each request was being assessed on a case-by-case basis, with advice and guidance sought

where necessary. The trend was being monitored to understand the reasons behind the sharp rise in these requests and the potential impact of any changes.

7. The Committee referred to the Integrated Performance report that had been presented at October's Board meeting which had confirmed that all HR metrics were within target. Given that RemCo had been advised that sickness absence remained above the 11 day target, clarification was sought on how these reports aligned. The Head of People and Culture explained that the figures provided to RemCo reflected data one month later than those in the Board report. The data would be reviewed to ensure accuracy and consistency of messaging.
8. The Committee welcomed the progress in managing attrition and sickness absence, noting positive trends, whilst noting the proportion of absences associated with mental health issues; emphasising the critical role of line managers in supporting staff and managing absences and ensuring effective return to work processes; and highlighting the need to maintain focus on areas approaching HR metric thresholds.
9. RemCo **noted** the update on HR metrics.

Item 4 - People strategy: Progress against the 2025/26 action plan and people culture approach

10. This agenda item was deferred.

Item 5 – 2025 Gender pay gap report.

11. This agenda item was deferred.

Item 6 – Pay and reward strategy.

12. This agenda item was deferred.

Item 7 – 2025 RemCo effectiveness review: Progress against the action plan

13. The RemCo Chair provided an update on two remaining outstanding actions from the 2025 RemCo effectiveness review:

- Action 1: This action had been completed. The RemCo Chair had sought feedback to assess the effectiveness of the Committee's relationship with the wider Board. Two Board members had responded, confirming their satisfaction with the information shared on RemCo activities. Feedback was provided on areas for further improvement. This would be taken into consideration as RemCo reviewed its Terms of Reference as part of the wider annual review of governance.
- Action 3: This action had been completed. Having discussed informally the Committee's approach to deep dives, it had been agreed that an invitation for Board members to propose areas for deep dives would be included in the RemCo Chair's written updates to the Board. It was noted that any deep dives commissioned should have a clear and purposeful rationale.

14. RemCo **noted** the update on the outstanding actions from the 2025 RemCo effectiveness review.

Item 8 – Items to escalate to Board.

15. This agenda item was deferred.

Item 9 – Effectiveness of the meeting

16. This agenda item was deferred.

Item 10 - Any other business

17. Members were reminded to review RemCo's Terms of Reference, which had been updated as part of a wider annual review of governance documents and shared with members out of committee for feedback.