

## Minutes of the Thirty-Fourth Meeting

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

Wednesday 4 May 2016  
14.00 pm – 16.00 pm

#### Present:

Dr Bernard Herdan Chair  
Caroline Coates Member  
Jane McCall Member

#### In attendance:

Nick Hawkins Chief Executive  
Marcus Passant Head of Human Resources  
Andy Gale Head of Operational Insight and Engagement **(item 3 only)**  
Adam Thompson Knowledge Manager **(item 4 only)**  
Lindsay Donohue Staff Council observer  
Sophie Hadley-Hall Staff Council observer

#### Board Secretary:

Helen White Board Secretary

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

1. The Chair welcomed Lindsay Donohue and Sophie Hadley-Hall as Staff Council representatives.
2. The quorum requirements for the committee meeting were met.

#### Item 2 – HR Update

3. Marcus Passant, Head of HR, presented his HR Report. It was noted that turnover had risen to 15.4% and was coded amber. The Head of HR hoped that this figure would stabilise over the coming weeks. Discussion took place on the exit ratio information taken from leavers. It was noted that there were no apparent specific trends.
4. Discussion took place on the long term sickness report, which highlighted that between 7-8% of the workforce were currently on long term sick. The Head of HR reported that there appeared to be a theme of workloads affecting the sickness levels. He reported that the HR team were continuing to work with line managers and occupational health to support those staff on long term sick.
5. Discussion took place on the medical insurance policy utilised by the organisation. It was agreed that at the June RemCo meeting there would be a review of long term sick management and the insurance policy provision.

**ACTION: The Board Secretary to note there would be a review of long term sick management and the insurance policy provision at the June RemCo meeting**

6. The RemCo Chair requested that the Head of HR include benchmark and comparison data in the HR Balanced Scorecard.

**ACTION: The Head of HR to include benchmark and comparison data in the HR Balanced Scorecard.**

7. Discussion took place on the recruitment campaign for the Director of Corporate Services role, which was due to close shortly. It was noted that the ARAC Chair had kindly agreed to sit on the interview panel.
8. The Head of HR reported that the team were looking at the potential to work with universities on graduate placements and apprenticeships in order to fill two of the operational roles.
9. The Head of HR was asked to confirm at the next meeting whether the organisation passed the threshold for the levy for apprenticeships.

**ACTION: The Head of HR to update the next meeting on whether the organisation passed the threshold for the levy for apprenticeships.**

10. Discussion took place on whether quarterly recruitment and / or maintaining a merit list of potential new staff could be something adopted by the organisation.

### **Item 3 – Employee Engagement Plan**

11. Andy Gale, the Head of Operational Insight and Engagement joined the meeting to provide an employee engagement update. He reported that the recent LeO Live all staff event had taken place in April. The opening hours for the telephones had been changed on this date to enable the teams to attend sessions together. This had proved very popular with staff. It was noted that there had been no negative feedback from customers about the telephone lines opening later.
12. Members noted that there had been a presentation at the all staff event on the customer service principles, delivered by both operational and corporate staff. It was noted that the next event was planned for July and would focus on internal communications. The October event would focus on staff involvement in the development of the three year strategy. Jane McCall questioned whether there could be some external context to the event. The Head of Operational Insight would look into this.

**ACTION: Board Secretary to circulate dates for LeO Live and Staff Council meetings and organise NED attendance rota.**

13. The RemCo Chair suggested that it was a good idea to change the format for these events and questioned whether there was the potential to include syndicate work. The RemCo Chair stated that three sessions might be better than the previous two as this would give the opportunity to mix the teams more.
14. The Chief Executive thanked the Staff Council representatives for their help in influencing the handling of the regularisation of flexible benefits.
15. The Head of Operational Insight and Engagement updated members on the staff survey results, which he noted had a low response rate. He reported that this was in part due to the timing of the survey but could also be due to the questions being a repeat of those asked in December. It was noted that the next survey would focus on the business plan and strategy.
16. Discussion took place on how to engage with staff and encourage them to complete the survey. It was agreed that it was important for team leaders and managers to communicate to their teams how important completing the survey was.
17. Members queried the survey responses for some of the operational teams. The Executive agreed that there had been key issues for some of the operational teams; the allocation of casework which had increased during the last quarter, the process for evidence bundling had changed during the quarter and the case management system, which had improved but was still not the finished article.
18. Discussion took place on the various methods of upward communication within the organisation, such as Feedback Forum and the Business Innovation Group. The RemCo Chair stated that it may be necessary to have a refresh on how staff can make proposals for change and how staff receive feedback.
19. It was agreed that for the next survey, the Head of Operational Insight would include a direct comparison be given for each topic where there is a direct correlation. He would also circulate the verbatim comments to RemCo.

**ACTION: For the next survey results, the Head of Operational Insight to include a direct comparison for each topic where there is a direct correlation. He would also circulate the verbatim comments to RemCo.**

20. Discussion took place on whether the next survey should include a question on the role of the Staff Council to ensure it is representative and beneficial to staff. The Head of Operational Insight to consider this when planning the next survey.

**ACTION: The Head of Operational Insight to consider including a question in the next survey on the role of the Staff Council.**

#### **Item 4 – Learning and Development Update**

21. The RemCo Chair welcomed Adam Thompson, Knowledge Officer, to the meeting. Adam updated members on the work being done with Civil Service Learning to progress the design and delivery of leadership and management development training.
22. It was noted that MoJ approval had still not been received for the procurement of this training. It was agreed that the Head of HR would provide an update to RemCo at the end of May.

**ACTION: The Head of HR to update RemCo at the end of May on whether MoJ approval had been received for the procurement of training and whether the RemCo Chair should write to Catherine Lee concerning approvals for leadership training.**

23. The Knowledge Officer updated members on the induction programme for the new starters who joined the organisation in April. He reported that this new starters included assessors and investigators for both the legal and CMC jurisdictions. It was noted that this was the first time the organisation had delivered the induction training internally. RemCo members thanked the Knowledge Officer for his update and the good work taking place, despite the MoJ spending constraints.

#### **Item 5 – Review of Performance Incentive Scheme**

24. The Chief Executive reported that there had been a meeting with the Staff Council to discuss how to handle bonuses for the coming year. He noted that feedback from staff was that the old system of bonuses was divisive and unpopular. It was noted that discussion had taken place with Staff Council on potential future models.
25. The Chief Executive reported that he had commenced discussions with the Head of Reward at the MoJ on the mechanism for future incentive schemes. It was noted that the intention was to establish the mechanism with the MoJ and then bring a proposition on the principles and framework for the scheme to the June RemCo meeting. It was noted this proposition would first be discussed with Staff Council.

**ACTION: The Board Secretary to note there would be a further discussion on the review of the Performance Incentive Scheme at the June RemCo meeting.**

#### **Item 6 – Minutes of the previous meeting**

26. The minutes of the meeting held on 3 February 2016 were approved.

#### **Item 11 – Matters arising and outstanding action points**

27. 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 28 June 2016.