

Minutes of the 58th Meeting of the Office for Legal Complaints

Remuneration and Nomination Committee

17 November 2021

Present:

Dr Jane Martin, Chair

Alison Sansome

Elisabeth Bellamy

In attendance:

Elisabeth Davies, OLC Chair (observing)

Sandra Strinati, Chief Operating Officer (items 1-4)

Apologies:

Paul McFadden, Chief Ombudsman

Debra Wright, Head of People Strategy and Services

Board Secretary:

Kay Kershaw (items 1-4)

Item 1 – Welcome, Apologies, Conflict of Interest and Matters Arising

1. The Chair welcomed those present to the meeting.
2. There were no apologies.
3. There were no conflicts of interest reported in respect of the items on the agenda for the open meeting.
4. RemCo was advised that LeO staff would not be in attendance for agenda item 5 on Senior Executive's pay due to conflict of interest.

Item 2 – Previous Actions

5. RemCo **noted** the update on previous actions. The following key points were made:
 - Action 2 paragraph 6 from June meeting remained outstanding because of resource and capacity restraints within the Executive Support Team. RemCo requested that this action was progressed at the earliest opportunity.
 - Action 4 paragraphs 13 and 14 from the June meeting was to be closed. Following the review of RemCo's Terms of Reference, changes had been made to RemCo's remit and HR data would now be appraised in a different

way, led by the Board and the Executive. For the purpose of the minutes, RemCo members **confirmed** their agreement with this new approach.

- Gender Pay Gap reporting was up to date.

Item 3 – RemCo’s Revised Terms of Reference

6. A discussion took place about RemCo’s revised Terms of Reference (ToRs) and the changes that had been made to the Committee’s remit which now focussed on remuneration and employer related responsibilities and associated policies.
7. Keen to better understand the Committee’s revised remit, members advised that they had no technical issues with their responsibilities in respect of remuneration but sought clarity on their responsibilities regarding employer related responsibilities and associated policies and how this work would link into the Committee’s business cycle.
8. Members confirmed their agreement with the decision to move oversight of the People Strategy and Plan to the Board but were keen to ensure that people related matters were not lost during the handover and that any important matters were drawn to the Board’s attention by the Executive during the transition period.
9. There was some concern that the changes to RemCo’s remit had limited the Committee’s role and that this might limit opportunities for detailed people related discussions in the future, especially as Board agendas were so full.
10. Considering the reduced role of the Committee, and that some of its future people related business would now to be led by the Board and recommendations from the Executive, it was suggested that consideration could be given to RemCo having a role in actively identifying and recommending specific areas of people related activity for audits and deep dives as this would fulfil the Committee’s responsibility for providing assurance to the Board on compliance with its employer related responsibilities.
11. RemCo sought clarity on LeO’s policy framework, what policies fell within its new remit, when it could expect to review them and what other employer related items the Committee would be expected to consider as part of its annual cycle of business. In response, the Committee was advised that the Head of People Strategy and Services was undertaking work on the policy framework that underpinned employee relations activity and would be working with the Board Secretary to produce a proposed revised forward plan of RemCo business that would be aligned to wider OLC and LeO strategic activities.

ACTION: The Head of People Strategy and Services to present LeO’s policy framework and a list of the policies that fall within RemCo’s remit and their review dates at the next meeting.

ACTION: The Head of People Strategy and Services and Board Secretary to present a proposed revised forward plan of RemCo business at the next meeting.

12. Following discussion, the RemCo Chair offered to meet with the Head of People Strategy and Services to assist and support the development of RemCo’s new

business cycle, its forward plan and identify areas for potential audits and deep dives, with a view to this information being presented at the next RemCo meeting.

ACTION: The RemCo Chair to meet with the Head of People Strategy to support the development of RemCo's new business cycle, its forward plan and identify areas for potential audits and deep dives.

13. Members sought clarity on RemCo's role regarding the Civil Service Survey. In response, the OLC Chair advised that receiving and understanding the Civil Service Survey results was a fundamental role of the Board but the Board might ask RemCo to undertake deep dives of any areas where the survey results highlighted concerns.
14. Recognising the value of Board engagement with staff and providing a forum for staff to feedback to the Board, RemCo was keen to continue to meet with Staff Council on an annual basis. The OLC Chair agreed that the next scheduled meeting on 8 February 2022 would go ahead, but asked RemCo to clarify what the aims of this annual meeting were, confirm whether these aims were being delivered from both RemCo and Staff Council's perspective and consider whether there were any better alternative ways of delivering these aims. The RemCo Chair **agreed** to add this to the agenda for discussion at the meeting on 8 February.

ACTION: RemCo and Staff Council to clarify the aims of their annual joint meeting, confirm whether these aims were being delivered and consider whether there were better alternative ways of delivering these aims and the Head of People Strategy and Services to report back the OLC Chair accordingly.

15. Following a detailed discussion, the RemCo Chair summarised that providing Board assurance would form the Committee's core business in line with the clear mandate set out in the ToRs, and to scrutinise other areas of business as required by the Board.
16. It was **agreed** that the agenda for RemCo's later meeting in 2022 would include time to review the new approach being taken regarding assurance on people related matters and to ensure that the areas of RemCo's responsibility set out in the Committee's previous Terms of Reference had been effectively captured under the new arrangements.

ACTION: Board Secretary to add to RemCo's forward plan for the later meeting of 2022 a review of the approach being taken to people related matters and assurance that all people related matters were being effectively captured under the new arrangements.

Item 4 – Any Other Business

17. The Chief Operating Officer reported on a Staff Council meeting that had taken place in November, advising that the next meeting would take place in December focussing on staff feedback on the return to office survey and a review of the return to office hybrid working trial and the lessons learned.

18. The Chief Operating Officer reported on the current membership of Staff Council and how it was taking responsibility for recruiting three new members.

Item 5 – Senior Executive's Pay

19. This agenda item was discussed in a private session by RemCo and the OLC Chair.