

## Minutes of the Twenty-Fifth Meeting

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

Thursday 12 June 2014  
10:30 – 14:15

#### Present:

Rosemary Carter	Chair
Maureen Vevers	Member
Stella Manzie	Member

#### In attendance:

Adam Sampson	Chief Ombudsman
Rob Hezel	Chief Operating Officer
Marcus Passant	HR Manager (Present for part only of item 13)

#### Apologies:

None

#### Secretary:

Helen White	Board Secretary
-------------	-----------------

#### Item 1 - Welcome and conflict of interest

1. The Chair welcomed and thanked those in attendance
2. The quorum requirements for the committee meeting were met.
3. There were no declarations of interest.

#### Item 2 - Minutes of the previous meeting

4. The Minutes of the meeting held on 12 March 2014 were approved for publication and distribution to the OLC members.

**ACTION:** The Board Secretary to publish the minutes of 12 March 2014.

#### Item 3 - Matters arising and action points

5. The Chair informed the meeting that there would be another RemCo meeting held before November.

**ACTION:** The Board Secretary to schedule another RemCo meeting before November 2014.

6. The Chair reported that she and OLC Chair Steve Green were having continued conversations about the RemCo Terms of Reference as part of the Board review process. This will be discussed further at the November meeting.

7. The Chief Ombudsman reported the following useful input from the OLC Board, the revised Knowledge Strategy and Knowledge Plan were discussed with the management team. The updated version is due to be re-presented to the OLC Board in July.

**ACTION:** The Board Secretary to schedule Knowledge Strategy on the July OLC Board Agenda.

8. The Chair reported that she is to meet with OLC Chair to discuss succession planning.

**ACTION:** The Chair to meet with the OLC Chair to discuss succession planning.

#### **Item 4 - Chair's update**

9. The Chair reported that her update would be included under the upcoming agenda items.

#### **Item 5 – RemCo Self-Assessment Summary**

10. The Chair reported on the themes which came out from the recently completed RemCo self assessment. The consensus was that sometimes papers are late but this should improve with the appointment of a Board Secretary. Some members highlighted the point that sometimes it is not clear what the expected output is for some papers and this will be picked up separately.

11. Linkages between RemCo and Audit and Risk are working well, with joint work currently being done with the Chair of Audit and Risk on the policy review exercise. It was agreed that a further improvement would be to copy the RemCo and Audit and Risk Chairs on both committee agendas.

**ACTION:** The Board Secretary to ensure the RemCo and Audit and Risk Committee Meeting agendas are copied in advance to both Chairs.

12. The Chair reported that another self-assessment would be undertaken in 2015, with the form being reviewed again first with the aim of refining the document to make it more relevant to a RemCo committee.

**ACTION:** The Chief Operating Officer to review the self-assessment form and Board Secretary then to ensure a RemCo Self-Assessment is undertaken in 2015.

#### **Item 6 – HR Update**

13. The HR Manager reported that performance review returns were at 80%. Work needs to be done to improve this figure.

To address concerns about the quality of some of the returns and their linkage to the organisation's strategy, the management team will be reviewing the performance returns for their teams. Work will continue on shifting the thinking into realigning to the business strategy. The HR Manager will report back to the next meeting on progress in this area.

**ACTION:** The HR Manager to present a report to the next RemCo meeting on performance reviews.

**14.** Discussion was held on the policy review being undertaken. The Chair, HR Manager and COO will discuss subject further to agree the principles and best way to take this forward in practice. The Chair stressed the need for the Scheme of delegation to be reviewed as part of the overall review.

**ACTION:** The Chair, Chief Operating Officer and HR Manager will discuss the principles around the policy review and the best way to take this forward in practice to ensure it encompasses an HR framework.

**15.** The recent recruitment campaign for assessors and investigators was discussed. The Chair requested that the management team review the recruitment strategy in detail in order for learnings to be incorporated in future recruitment campaigns.

**16.** The HR Manager reported that the date for CMC implementation had changed and was now likely to be late January 2015, although this date is still to be confirmed. The HR Manager updated the members on the recruitment proposals to staff for CMC implementation. The Chair requested the HR Manager present a report to the next RemCo meeting on the updated CMC staffing proposals.

**ACTION:** The HR Manager to update the next RemCo meeting on CMC staffing proposals.

**17.** Discussion was held around the recruitment for the Interim Head of Policy and Communications. Agreement was given to the remuneration proposed. The HR Manager is to progress with the Interview Panel's recommendation.

#### **Item 7 – Exit Report**

**18.** Members noted the report. There were no questions or comments.

#### **Item 8 – Annual Review of Contractual Terms on Termination and Payments Made**

**19.** Members noted the report. There were no questions or comments.

### **Item 9 – Ombudsman Resource**

20. The Chief Ombudsman presented proposals to tackle the increasing demand for Ombudsman decisions. The proposals were approved in principle and the Chief Ombudsman was asked to put together some process controls with clear messaging, which the Chair will review and sign off, unless it is felt that further input is required from the members.

### **Item 10 – Ombudsman and Senior Staff Pay**

21. The Chief Operating Officer gave the background to the proposal which is aimed to give clarity and integration and link key staff with the market and decisions made around the rest of the organisation. The members approved the proposals made. The Chair stressed that the proposal to integrate Ombudsman pay needed Board endorsement.

**ACTION:** The HR Manager to ensure that the Ombudsman pay proposal is brought to the June OLC meeting.

### **Item 11 – Salary Benchmarking**

22. Members noted the report. They confirmed they were in agreement with findings of the independent benchmarking exercise undertaken.

### **Item 12 – Pay Remit**

23. The pay remit is presented to RemCo for approval. The document had also been submitted to the MoJ to sign off any inflationary increase.
24. Discussion took place around the wording in the business case, especially the formulation in relation to the private sector. It was agreed it would be reframed for future purposes but it would be too late to change on this occasion. The thrust of the pay remit was approved.

### **Item 13 – Staff Survey Update**

25. The HR Manager reported that his view the focus groups had gone well and been worthwhile. (He then left the meeting for the remainder of this item).
26. The Chair reported that the staff survey work links in with the RemCo and OLC Board work. The Chair stressed that the executive needs to ensure that the various pieces of work being undertaken - Brandpie, the governance policy review, strategy development, staff survey follow up and work on culture and values – be linked up. The Board were keen that the Management Team prioritised its planned work around team building and the Chair offered to provide the name of suitable consultants.

She also reported that the Board believed that it would be important to undertake additional work with focus groups and in sessions with individual members of staff around culture and equal treatment in the workplace. The OLC Chair had tasked RemCo with overseeing this work.

27. In response to a question from the Chair the Chief Ombudsman reported that the Head of Equalities and Diversity and the Communications and Engagement Manager had both been involved in the work done by the management team on the staff survey feedback. They are viewed as trusted intermediaries whose roles require them to have a deep involvement and understanding of the organisation.
28. The Chair reported that she wished to start the discussion on this today rather than the executive members simply coming to the July OLC Board with a paper in the usual way. The Board needed to be involved in the discussions about this work now and in shaping the Board away day
29. Board members would like a letter to go out jointly from the OLC Chair and management on the follow up work. The RemCo Chair stated that she would give the OLC Chair a draft for AS / RH to start from.
30. The Chief Ombudsman stated that he would work with the Chair of RemCo and the Board on the next steps.

#### **Item 14 – Any Other Business**

31. The Chair reported that November will be too long for the next RemCo meeting. Depending on the progress of the work done to follow up the staff survey, it is likely that there will be two additional meetings; one in July and one in September. The Board Secretary will look to schedule dates.

**ACTION:** The Board Secretary to schedule two additional RemCo meetings – one in July and one in September, dependent on member availability.

***Future meeting dates:***

Tuesday 11 November – Birmingham