

Minutes of the Thirty-First Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

**Wednesday 9 September 2015
13:00 – 15:00 pm – via conf call**

Present:

Dr Bernard Herdan Chair
Caroline Coates Member
Jane McCall Member

In attendance:

Ian Brack Interim Chief Executive
Kathryn King Interim Chief Ombudsman
Marcus Passant HR Manager
Angeline Burton Interim Head of Policy, Research and Communications (**item 4 only**)

Secretary:

Helen White Board Secretary

Observing (item 4 only)

Jason Chapman, Staff Council representative

Item 1 – Welcome, apologies 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 was a declaration of interest by staff for agenda items 3 and 5.

Item 2 – HR Update

Recruitment Update:

4. The Committee was updated regarding the permanent Chief Ombudsman recruitment campaign. It was noted that dates had been scheduled for longlisting, shortlisting and interviews.
5. Discussion took place on the recruitment of the Permanent Head of Policy, Research and Communications. Applications were still being reviewed by the interim Chief Executive. The interim Chief Ombudsman reported that Angeline Burton had joined the team as the Interim and could remain until the role was filled substantively.

6. The HR Manager reported that recruitment had started for an ombudsman pool. The campaign had produced a good response and was currently at sifting and selection stage. It was noted that this would provide a flexible pool of resource which could be varied as demand fluctuated.
7. Members noted that a recruitment campaign was being run for an ombudsman on a twelve month fixed term contract.
8. Members were pleased to note that the organisation had successfully appointed an IT apprentice who was due to start shortly.

Annual Review of Contractual Terms on Termination and Payments Made:

9. Members noted the report.

Review of Staff Training and Development Requirements:

10. Discussion took place on the analysis of development goals across the organisation for the 2015/16 business year. It was agreed that the current approach was too reactive to individuals' definitions of their needs and needed to be complemented by top down consideration of organisational need.
11. Discussion took place on how training was reviewed. Members requested that the executive review how to demonstrate and evidence the value and impact of training.
12. It was noted that internal audit was examining learning and development. It was agreed that the internal audit report would inform actions to be taken by the executive.
13. Discussion took place on the policy to support professional qualifications and the repayment obligations should an employee in receipt of this support leave the organisation. Members noted that the current policy scaled back repayment across a twelve month period and queried whether this policy was comparable to other organisations.

Leadership Programme:

14. Discussion took place on the Leadership Programme definition and tender process. The HR Manager expected that this would be procured via the Capita framework (CSL). It was noted that this would be confirmed once draft costings were known. Members noted that the tender and business case processes would run in parallel. It was noted that the contract could not be awarded until the business case was approved.
15. It was agreed that a RemCo member should take part in the procurement exercise and the HR Manager would ensure their availability was obtained.

16. It was agreed that the tender would be finalised and circulated within a week. The production of the business case could then start with the contract award planned for October.
17. The Chair requested the specification be forwarded to Nick Hawkins for his comment before finalisation.

Item 3 – Organisation Refocus Update

18. Members noted that the detailed setup of the Chief Executive's office needed further work, to be pursued with due urgency.
19. Discussion took place on the regularising of the staff changes arising from the refocus exercise.
20. Members were content with the structure and progress on completion of the structure. The Interim Chief Executive would update members as matters progressed.

ACTION: The interim Chief Executive to update members as the organisation refocus progressed.

Item 4 – Internal Communications

21. Angeline Burton, the interim Head of Policy, Research and Communications and Jason Chapman, Staff Council observer, joined the meeting.
22. Discussion took place on the proposed staff survey action plan. Members noted that the plan was based on elements of the paper presented to the July RemCo meeting and outlined a programme of work with deliverable outcomes and dates.
23. Discussion took place on the timescales for the development and re-launch of the revised 'LeO Way' and whether the timescales could be shortened. Members agreed that it was important to engage with the permanent CEO and requested that Angeline Burton share a copy with him in advance.
24. Discussion took place on the role of the Staff Council and the important role they would play in the programme. Jason Chapman, Staff Council observer, agreed that this was a good proposal which he would discuss further with his Staff Council colleagues.
25. Members agreed that the survey should continue to be run quarterly with an action plan issued to staff within a month of each survey and a paper on 'you said, we did' to be issued ahead of the next survey. It was agreed that the action plan for the August temperature check survey would be issued in October and the next survey would run in November.

26. It was agreed that the action plan would be updated for presentation to the September OLC Board as part of the RemCo update agenda item.

ACTION: The interim Head of Policy, Research and Communications to update the action plan for the September OLC Board meeting where it would be tabled for information as part of the RemCo Update agenda item.

Item 5 – Performance Support Framework Policy

27. Discussion took place on the performance support framework policy and the proposed changes to the 2014 version.
28. It was noted that committee input was required to assist the strategic direction of policies and subsequent approval was required as part of the governance arrangements. However the committee did not wish to get involved in approving detail of processes and implementation.
29. Members requested that in order to strengthen the governance structure, the interim Chief Executive table a paper to the October OLC Board to define the principles and implementation approach for the approval of policies by board committees.

ACTION: The interim Chief Executive to table a paper to the October OLC Board to define the process for the approval of policies by board committees.

Item 6 – Staff Benefits Regularisation Update

30. Discussion took place on the regularisation of the staff benefits scheme. The interim Chief Executive reported that the options paper had been circulated to the OLC Accounting Officer for comment and advice but no formal response had yet been received. It was noted that the OLC Chair was meeting the OLC Accounting Officer and the interim Chief Executive would update members on any developments.
31. Members discussed the next steps for the executive once a decision on the regularisation method was reached. It was agreed that a good communication plan was critical and that this would start with Staff Council.
32. Members thanked the interim Chief Executive for the well set out and considered update paper.
33. It was noted that the interim Chief Executive would provide an update to the September OLC Board. If the OLC AO advice was not received by 15

September, the paper would be considered out of normal Board meeting framework; firstly by RemCo who would present their recommendation for approval to the OLC Board, probably by e-mail correspondence.

ACTION: The interim Chief Executive to table an update paper to the September OLC Board, this would outline the board approval process should the OLC AO advice not be received by 15th September.

Item 7 – Minutes of the previous meeting

34. The minutes of the meeting held on 20 July 2015 were approved.

Item 8 – Matters arising and outstanding action points

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

36. Discussion took place on the staff recognition scheme and how the scheme fitted with the wider discussions taking place within the organisation about deliverable targets and proposals to redefine the KPI framework. A draft set of HR KPI's would be circulated to RemCo members by end September. Members requested that a review be undertaken by an external consultant of the current performance incentive scheme. The HR Manager would look at options and update members via e-mail.

ACTION: The HR Manager to circulate the draft set of HR KPI's by end of September.

The HR Manager to draft a proposal for an external consultant to conduct a review of the performance incentive scheme. This review would outline current best practice within the industry.

37. Members noted that Jane McCall was due to meet Paul Partridge and the new Head of IT, Nikki Greenway, to discuss the IT strategy.

Item 9 – Any Other Business

38. Members approved the revised RemCo Terms of Reference. This would now be tabled to the OLC Board meeting on 22 July for approval.

ACTION: The Chair to table the RemCo Terms of Reference for approval by the OLC Board on 22 July 2015.

Next meeting

The next RemCo meeting would be held on 10th November.