

Minutes of the Twenty-Fourth Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

Wednesday 12 March 2014
10:30 – 13:15

Present:

Rosemary Carter	Chair
Maureen Vevers	Member
Margaret Doyle	Member

In attendance:

Adam Sampson	Chief Ombudsman
Rob Hezel	Chief Operating Officer
Marcus Passant	HR Manager

Apologies:

None

Secretary:

Helen White	Board Secretary
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Item 1 - Welcome and conflict of interest

1. The Chair welcomed and thanked those in attendance.
2. Adam Sampson, Rob Hezel and Marcus Passant declared potential conflicts of interest: Item 9 – Staff Satisfaction Survey Results and Item 10 – Recognition Payments.

Item 2 - Minutes of the previous meeting

3. The Minutes of the meeting held on 14 November 2013 were approved for publication and distribution to the OLC members.

ACTION: The Board Secretary to publish the minutes of 14 November 2013.

Item 3 - Matters arising and action points

4. Adam Sampson informed the meeting that KPMG are applying for regulated status via the SRA. Rob Hezel stated that the audit work is out for tender and whilst this is not a conflict, it is something that the organisation needs to recognise. The Chair requested that this be raised with the Audit Committee and OLC Board.

ACTION: Rob Hezel to inform the Chair of the Audit and Risk Committee, who will update the OLC Board at the April meeting.

5. The Chair informed the meeting that she had written to the Chair of the Audit Committee regarding the management responses around segregation of duties. It was agreed that the Audit Committee and the Remuneration and Nomination Committee will work together on areas where there is a crossover.
6. Rob Hezel informed the meeting that he had discussed Ombudsman pay with the Chair. It was agreed that following the resignation of one of the three Lead Ombudsmen, the paper be deferred to July. A joint paper will be submitted to the July RemCo meeting on Ombudsman Pay, Salary Benchmarking and Pay Points. The committee members stressed the importance of looking at what other ombudsman organisations are doing in relation to ombudsman pay.

ACTION: Rob Hezel / Marcus Passant to table a paper on Ombudsman Pay and Salary Benchmarking / Pay Points to the July Remuneration Committee.

7. The Chair reported that it was agreed that Baljit Kaur would not attend today's meeting to present the Equality and Diversity item but she would ensure Baljit attended one of the future meetings in Birmingham.

ACTION: The Board Secretary to invite Baljit Kaur to the November Remuneration Committee Meeting.

Item 4 - Chair's update

8. Nothing to report.

Item 5 - Annual RemCo performance self assessment & review of committee terms of reference

9. The Chair reported that she had made some amendments to the self assessment form based on the draft version she had received. The Chair requested that the RemCo committee and regular executive attendees complete the self assessment form by the end of March. This would allow us to capture Margaret's views.

ACTION: The Board Secretary to circulate the self assessment form for completion by the committee members. Once completed, the form to be returned to the Board Secretary.

10. The Chair agreed to speak to Steve Green about the RemCo Terms of Reference and specifically whether the remit needs to be reviewed in light of the forthcoming committee membership changes.

ACTION: The Chair to discuss the RemCo Terms of Reference with the OLC Chair Designate.

- The Chair to include an additional bullet in the Terms of Reference to reflect the agreement that CEO/COO/Head of HR can bring any HR related matter to the RemCo Committee.

ACTION: The Terms of Reference to be updated and circulated to the Committee members.

Item 6 – HR Update

11. The HR Manager requested that following the resignation of a Lead Ombudsman, the Committee approve the recruitment on a like-for-like basis for a Lead Ombudsman. Adam Sampson reported that the reasoning for this approach was due to the increasing level of demand for ombudsman decisions, in particular on more complex cases means that three Lead Ombudsmen are required. The potential difficulty and thus the risk attached to this approach is that the replacement will need ideally to be a lay person who can both undertake complex ombudsman decisions and lead the Quality team.
12. The position requires ombudsman experience as there will be the need to take make some difficult lead ombudsman decisions as well as provide leadership amongst the eight Main Grade Ombudsmen.
13. It was agreed that a lead ombudsman be recruited with the emphasis on a lay person and that head-hunters be used.
14. The Committee agreed that the development of a knowledge strategy was vital and that external support may be required to deliver this. The members requested that this be discussed further at the OLC Board.

ACTION: CEO / COO to discuss the Knowledge Strategy further with the OLC Board.

15. The Chief Operating Officer reported that in accordance with good governance, he had spoken to the Chair about the operational recruitment of assessors and investigators. This campaign will follow the amended recruitment process and will include a positive action statement. The HR Manager was asked to circulate the advert.

ACTION: HR Manager to circulate the advert for latest campaign to recruit assessors and investigators.

16. The HR Manager reported that the management team were pleased with the performance review response rate. New objectives are due to be set in April and development needs can then be set aligned to core role, organisational and individual aspirations.
17. The Committee requested that a discussion be held at the next quarterly Equality and Diversity meeting around publication of our workforce

representation figures as well as explanation for the priorities identified to address specific areas of under-representation.

ACTION: MD to speak with Baljit Kaur about ensuring publication of workforce representation is discussed at the next quarterly Equality and Diversity meeting.

18. HR Manager to confirm the wording in the Ad Hoc Leave policy relating to the limit on days taken for compassionate leave.

ACTION: HR Manager to confirm to the Members the wording in the existing Ad Hoc Leave Policy relating to the limit on days taken.

19. It was agreed that for future meetings, policies which contain significant amendments are to be circulated in full with the board papers, with tracked changes highlighted. The Chair commented that it is particularly important that this is applied to the three policies highlighted at the end of the HR Update, namely the policies on Capability, Redundancy and Promotion selection and recruitment.

ACTION: The HR Manager to ensure that policies which contain significant amendments are to be circulated in full with the board papers, with tracked changes highlighted.

Item 7 – Succession Planning

20. The HR Manager presented the updated report which now includes two new key roles.

21. The Chief Ombudsman role was discussed. It is an outward facing role with three main audiences. The media audience could be covered by the Chair, the legal ombudsman work could be picked up internally by another ombudsman and the official audience could be covered by the COO and Head of Policy and Communications. It could be managed in the short term but there would be a problem in managing the volume of outward facing work.

22. It was agreed that the internal management of the ombudsman function could potentially sit with the individual being recruited to be the Knowledge and Quality lead. This position is already part of the Management Team.

23. It was agreed that the Chair would discuss with the OLC Chair Designate the mitigation to be put in place should the OLC Chair and Chief Ombudsman leave at the same time.

ACTION: The Chair to discuss with the OLC Chair Designate the mitigation should the OLC Chair and Chief Ombudsman leave at the same time.

24. The COO role was discussed. In the interim, the Chief Ombudsman could become inward facing, or the role could be given to one of the COO's existing direct reports. The other option could be that the role could be split in the short term.

25. The Members requested that the Succession Planning document continue to be updated and the RAG status reviewed.

ACTION: The HR Manager and COO to schedule regular reviews of the Succession Planning document.

26. The Members requested that the HR Manager separate the ongoing action points in the Succession Planning document around graduate recruitment and pathways.

ACTION: The HR Manager to separate the ongoing action points in the Succession Planning document around graduate recruitment and pathways.

Item 8 – Restructure of the Policy and Communications Team

27. The Chief Operating Officer reported that the implementation of the new IT system will provide an opportunity for this team to have a greater level of integration as well as underpin the organisation's wider objectives.

28. The Chief Ombudsman reported that going forward the aim is to be much clearer about the deliverables for the team and tie these back to the organisational plan. The aim is also to reduce the amount of reactive demand placed on the team which will enable them to proactively deliver what was set out at the start of the year.

29. The Members agreed that the team will not be expanded at present until the organisation has the opportunity to model the workload.

Item 9 – Staff Satisfaction Survey

30. The Chief Operating Officer reported that the action plan is still being developed as external analysis is currently being undertaken on the results identifying key drivers and holding staff focus groups

31. The Chief Operating Officer reported there had been a positive uptake for the focus groups and the initial feedback is due at the end of month. The action plan will then be created which will cover the next few months with the next survey due in November 2014. The Chief Operating Officer will present the Action Plan at the next RemCo Meeting in July.

ACTION: The Staff Survey Action Plan to be presented at the next RemCo Meeting.

Item 10 – Recognition Payments

32. The Chief Operating Officer updated the Members on the background to the paper. The Chief Operating Officer reported that these payments sit within the pre-approved pay policy.
33. Following the change to the pay policy it now proposed to introduce two types of recognition payments. The first would be an organisational recognition payment linked to KPI's. The second is based on individual performance against personal targets and goals.
34. The internal process to identify those staff who will receive the individual payment will be assisted via peer-to-peer reviews prior to any individual discussion.
35. The Members approved the Recognition Payments proposal but first requested that the CEO notify the OLC Chair and the OLC Chair Designate.

ACTION: The CEO to update the OLC Chair and Chair Designate on the Recognition Payment proposal.

Item 11 – Annual Report on Equality, Diversity and Accessibility

36. The Members requested that the HR Manager circulate the revised recruitment EQIA outlined in the Equality and Diversity Plan.

ACTION: The HR Manager to circulate the revised recruitment EQIA outlined in the Equality and Diversity Plan.

37. The Members also requested that the HR Manager circulate the guidance issued to those conducting interviews. Any comments on the document should be fed back to either the HR Manager or Board Secretary.

ACTION: The HR Manager to circulate the guidance issued to those conducting interviews. Any comments on the document should be fed back to either the HR Manager or Board Secretary.

38. Discussion took place about the visibility of equality and diversity on the website as it is currently only highlighted in the 'working for us' section. This is in the E&D Action Plan and is to be discussed in further detail at the next quarterly Equality and Diversity meeting.

ACTION: MD to discuss with Baljit Kaur about ensuring that the visibility of E&D on the website is discussed in further detail at the next Equality and Diversity meeting.

Item 12 - Any other business

39. The Chair noted that this was Margaret Doyle's last meeting. Margaret had been a member of the Committee from the outset and had made a valuable contribution to its work. The Chair thanked Margaret for all her hard work and for her support to the Chair.

40. Maureen Vevers requested confirmation of the date for the November 2014 RemCo meeting.

ACTION: The Board Secretary to confirm the date for the November 2014 RemCo Meeting.

Future meeting dates:

Thursday 12 June 2014 – LSB Office, London
Tuesday 11 November – Birmingham