

Minutes of the twentieth meeting

Office for Legal Complaints (OLC) Remuneration & Nomination Committee

Tuesday 12 March 2013 11.30am – 13.30pm

Present:

Rosemary Carter (via conference call) (Chair)
Maureen Vevers (Member)
Margaret Doyle (Member)

In attendance:

Adam Sampson – Chief Ombudsman
Rob Hezel – Chief Operating Officer
Lesley Hancock – Head of Human Resources

The quorum requirements for the meeting were met.

There were no declarations of interest.

Item 1 – Welcome, apologies and conflicts of interest

1. The Chair welcomed those in attendance.
2. There were no apologies received.
3. There were no conflicts of interest declared

Item 2 – Minutes of the previous meeting

4. The minutes of the meeting held on 30 January 2013 were approved for publication and distribution to OLC Members.

Item 3 – Matters arising & action points

5. Members noted those items where action had been completed and that others were included as agenda items.
6. The Chief Operating Officer updated members on the recruitment to the posts of Head of Knowledge & Quality, and Head of IT. Applications to both posts have been received, and short-listing of candidates for interview will take place.
7. Members provided feedback on the recruitment process to date, and the marketing of the posts. The Chief Operating Officer agreed that it would be

beneficial to review the recruitment approach for both operations and corporate roles.

8. The Chair confirmed that a non executive member should be on the interview panel for both roles.

ACTIONS

- The Chief Operating Officer to review and report on the recruitment process adopted to fill the posts of Head of Knowledge & Quality, and Head of IT, with details of any areas for improvement, at the June 2013 meeting of RemCo.
- The Chief Operating Officer to schedule interviews for the roles of Head of Knowledge & Quality, and Head of IT to allow a non executive member to be present on the interview panel.
- The placement of E&D to be reviewed by RemCo at the June 2013 meeting.

Item 4 - Chair's update

9. There was no Chair's update.

Item 5 – Structure Update.

10. The Chief Operating Officer presented a paper outlining the progress and remaining challenges for the set up to the revised COO structure. Members were also provided with the terms of reference for the Management Team.
11. The newly formed Management Team have met twice formally, and twice informally. The Head of Finance is working on a scheme of delegation which will be shared with RemCo for feedback. The priority in the coming weeks will be to engage staff on the Business Plan and Operational Plans.
12. The Chief Operating Officer and Chief Ombudsman outlined that the structures of the IT, HR, Compliance, and General Counsel Teams are currently under review. This is in addition to the job description reviews taking place for the positions of departmental heads. These will be shared with RemCo once completed.

ACTIONS

- The Chief Operating Officer to update RemCo on the reviews of IT, HR, Compliance, and General Counsel Teams, and the job descriptions for the positions of departmental heads at June 2013 meeting of RemCo.

Item 6 – Ombudsman Update

13. The Chief Ombudsman reported that the Ombudsman have now settled into the village structure. There has been a challenge in managing this transition, and maintaining performance in completing decisions on complaints. Overall performance has varied, but during the last week all Ombudsman were able to meet the decision making target. An Ombudsman dashboard will shortly go live, which will aid managing the work load. There have also been positive fortnightly meetings of the Ombudsman Team to increase consistency, and produce guidance.
14. The Chief Ombudsman and Chair will continue their discussions on the future management of the Ombudsman Team.
15. Recruitment to the roles of Assistant Ombudsman is progressing with candidates shortlisted for interview. At this stage no decision has been taken on the number of vacancies to be filled..

Item 7 – HR update

16. The Head of Human Resources presented a paper outlining a range of options available to meet the recruitment requirements for the additional work that will be generated by the new jurisdiction covering claims management companies (CMC). The Chief Operating Officer highlighted that the paper flags up the staffing numbers that will be required, the background to the CMC Board's thinking on meeting this, and the aim to have a flexible workforce.
17. The Chief Ombudsman further commented that work on this area is continuing. Areas to be further considered include the nature of CMC complaints that will be received, and coping with peaks and troughs in workload.
18. The Head of Human Resources presented a further paper setting out a positive recruitment plan detailing the work that will be undertaken within each equality strand to increase the diversity of the workforce. Members noted the planned course of action, and commented that there needs to be an awareness of the position the organisation is seeking to achieve, with regards to equality.

ACTIONS

- The Chief Ombudsman will liaise with the Head of Human Resources on producing a plan of action for recruitment to the CMC Team.
- The Head of Human Resources to provide an update at the June 2013 meeting of RemCo.

Item 8 – Staff Survey results and plan of action

19. The Chief Operating Officer presented a paper on the staff survey conducted by an external research organisation of all staff, covering 11 key areas of working at the Legal Ombudsman. The Chief Operating Officer acknowledged that there are areas requiring improvement, as a result of disappointing feedback in some areas from staff.
20. The results of the staff survey have been presented to staff, together with details of what will take place to address areas of concern. A working group from across the Legal Ombudsman has been created to focus on 5 areas: equality, workloads & targets, PDR & pay, management, and process. The focus will be on engaging with staff, being visible with the work being undertaken to make improvement, and setting clear expectations.
21. Members and those in attendance discussed culture and values. The Chief Operating Officer clarified that this fell across all the 5 areas the working group has been tasked to consider, it being recognised that a robust response to the staff survey will influence culture and values.

Item 9 RemCo Terms of Reference (SMT salaries)

22. Members acknowledged that the RemCo Terms of Reference require updating, and a revised draft should be presented to RemCo.
23. Members and those in attendance discussed the role of RemCo and SMT salaries. The Chief Operating Officer explained that they all are covered by the Pay Policy with the exception of one role, and it would be preferable if all were covered by it. The Chief Ombudsman agreed that this approach would allow RemCo to look at any exception rather than all individual SMT salaries.

ACTIONS

- The Chief Ombudsman to update the role of RemCo and SMT Salaries, to be considered with the Pay Policy by RemCo at the June 2013 meeting.
 - The Head of Compliance to update the RemCo Terms of Reference, and provide a draft for consideration by RemCo at the June 2013 meeting.
24. The next meeting will be held on 27 June 2013 at 10.30 am at the offices of the Legal Services Board, London.

Gurmit Sangha
Compliance