

Minutes of the Twenty-Eighth Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

Tuesday 5 May 2015
15:00 – 17:30 pm

Present:

Dr Bernard Herdan Chair
Caroline Coates Member
Jane McCall Member

In attendance:

Ian Brack Interim Chief Executive Officer
Kathryn King Interim Chief Ombudsman
Marcus Passant HR Manager

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. Discussion took place on the membership of the Committee, which comprised three members as required under the Legal Services Act.
4. A quorum, as laid out in the Terms of Reference, was for three members. It was agreed this would present practical problems should a member be absent. The interim Chief Executive was asked to confirm the ratification method should this situation arise.

ACTION: The interim Chief Executive to confirm the ratification method in the event of a member's absence.

5. There was a generic declaration of interest by staff for agenda items 5 and 6.

Item 2 – Initial Orientation

6. The Chair led a discussion on the future role of RemCo and where the committee could add most value to the organisation. He reported that the output would then drive the review of the Terms of Reference and the forward planning agenda.
7. Members agreed that the Committee's role was to enable, support and constructively challenge the business to develop the best operating model to

achieve the aims of the business. There were areas outlined in the Terms of Reference and the Legal Services act which were mandatory. Additionally there were mandatory areas outlined in the Legal Services Act.

8. Members agreed the Committee should ensure the organisation had the optimal structure and organisational design. It also had a role in establishing and inculcating the culture and values of the organisation.
9. To aid the Committee future planning, the Chair requested the Board Secretary develop a forward looking timetable.

ACTION: The Board Secretary to develop a forward looking timetable for RemCo.

Item 3 – Review of Existing RemCo Terms of Reference

10. Discussion took place on the existing RemCo Terms of Reference. The Chair stated that the previous discussion was relevant to the review of the Terms of Reference.
11. It was agreed that the Board Secretary would rework the Terms of Reference for review at the next meeting. As stated above the Terms of Reference needed to include those areas covered by the formal remit whilst also encompassing the areas the Committee wanted to cover to change and adapt the organisation. The document would need to reference the role of Chief Executive.

ACTION: The Board Secretary to rework the RemCo Terms of Reference for review at the next meeting.

12. Discussion took place on the formation of the Committee and the practical effect of the voting stipulations. The interim Chief Executive was requested to review the Act in relation to the sub-committee lay majority.

ACTION: The interim Chief Executive to review the Legal Services Act in relation to the sub-committee lay majority.

Item 4 – Initial Briefing on HR Topics

13. The Chair reported that the papers included under Item 4 were designed to provide new members with an indepth understanding of the organisation.

4.1 Reward / Pay Structures and Pay Remit

14. Discussion took place on the expectation of progression through the organisation's pay point structure.

15. Members noted that the MoJ had not yet issued pay remit guidance for 2015/16.

4.2 Performance Management and Appraisal

16. Discussion took place on the objective setting process. The HR Manager reported that the system had been designed to give flexibility so staff objectives could be reviewed and updated throughout the year.

4.3 Leadership and Staff Development

Discussion took place on the formation of a leadership development programme. It was agreed that this would be reviewed in six months' time to enable the finalisation of recruitment to replace the interim roles on the management team.

ACTION: The Board Secretary to schedule 'Leadership Development Programme' on the RemCo forward agenda for October 2015.

4.4 Recruitment / Selection / Promotion

17. No comments raised on the paper.

4.5 Exit Interviews

18. The HR Manager reported that he was completing the last quarter's Exit Interview report which would be presented to the next RemCo meeting. Members requested the HR Manager highlight any themes in the next report.

ACTION: The HR Manager to present the Exit Interview report to the June RemCo meeting and highlight any themes.

4.6 Staff Council

19. Discussion was held on the role of the Staff Council. Members agreed, that as an elected representative body, they would like the Staff Council to be encouraged and supported in their role. RemCo members offered to attend a future Staff Council meeting and extended the invitation for Staff Council representatives to attend a future RemCo meeting.

ACTION: The interim Chief Executive to update the Staff Council on the RemCo discussion at the next Staff Council meeting.

ACTION: The Board Secretary to share the 2015 Staff Council dates with RemCo members.

20. Discussion was held on the internal communications mechanism and how the Staff Council could play a key role in this. It was agreed that a discussion would be held at the next RemCo meeting on communications.

ACTION: The Board Secretary to schedule 'communications' on the next RemCo agenda.

4.7 Homeworking

21. The HR Manager reported that in response to legislative changes in terms of requesting flexible working, a Homeworking Charter had been drafted and discussed with the Management Team. He reported that the document had to balance the need to follow legislation whilst also considering the organisation's needs. He reported that the charter would be discussed with the Staff Council at their next meeting.

ACTION: The HR Manager to discuss the 'Homeworking Charter' with the Staff Council at their next meeting.

22. The HR Manager reported that staff favoured the organisation's approach to homeworking as it allowed flexibility.

Item 5 – Reward Issues

23. The interim Chief Executive reported that the 2015 Pay Remit guidance had still not been issued by the MoJ, although the core Civil Service guidance had been published. Members agreed that despite this, the internal work on the pay remit would continue. The interim Chief Executive was asked to ensure the pay remit included reference to the proposed staff benefits scheme.

ACTION: The interim Chief Executive to ensure the team commence the preparatory work on the pay remit.

24. Members agreed that the staff recognition scheme would continue in its current format for another year. The interim Chief Executive to ensure this was included in the pay remit proposal.

ACTION: The interim Chief Executive to ensure the staff recognition scheme was included in the pay remit proposal.

25. Discussion was held on the staff benefits schemes. Members requested the interim Chief Executive produce an update paper for the next RemCo meeting to be held on 27 May which would set out the proposed way forward for regularising the position.

ACTION: The interim Chief Executive to produce a paper on the proposed approach for regularising the staff benefits schemes for the next RemCo meeting on 27 May.

Item 6 – Update on Structure Review

26. Discussion was held on the structural review. Members agreed that structural changes were needed to establish an organisational capacity to assimilate,

analyse and disseminate data to be used both internally by the OLC and externally by the profession. Changes in the organisation were needed to accommodate the separation of the Chief Ombudsman and Chief Executive roles. Members agreed that the management's focus should be on replacing interim positions with permanent heads.

27. It was agreed that the interim Chief Executive would produce a paper on 'refocusing the organisation' to outline his proposals. This would be presented for discussion at the next RemCo meeting on 27 May and if approved, would be presented at the OLC Board for approval on 10 June.

ACTION: The interim Chief Executive to produce a paper on refocusing the organisation for the next RemCo meeting. This paper would then be presented to the OLC Board for approval on 10 June.

Item 7 – Plans for the Recruitment of Senior Staff

28. Discussion took place on the interim roles within the organisation and the proposed next steps to recruit permanent replacements.
29. Discussion took place on the senior roles which were Board appointments. It was noted that it would not be possible to extend these interim periods without MoJ approval.
30. Members agreed that the HR Manager proceed with the recruitment of a permanent Chief Executive and Chief Ombudsman. The HR Manager to present the recruitment proposal to the next RemCo meeting. Members reiterated the need to ensure MoJ approval was obtained where necessary.

ACTION: The HR Manager to present the recruitment proposals to the next RemCo meeting.

31. The Chair agreed to discuss the composition of the interview panels for both roles with the OLC Chair.

ACTION: The Chair to discuss the composition of the interview panels for both senior roles with the OLC Chair.

Item 8 – Morale Issues

32. Discussion took place on the short survey which had been conducted in March to gain staff feedback on issues which were affecting morale and would enable the Management Team to shape their priorities to address the issues. Discussion also took place on the longer term plans to enable more active involvement of Board members to increase their visibility and also support staff.

33. Members noted that an organisation wide event was to be planned to cascade and share the organisation's strategy. It was noted that the high level survey results would be shared with staff.
34. It was agreed that Board Members would be invited to participate in the strategy day, with the OLC Chair attending the event.
35. It was agreed that the interim Chief Executive would share the subsequent action plan with RemCo. Members agreed that the involvement of the Staff Council in the delivery of the key messages would be important.

Item 9 – RemCo Workplan for next Twelve Months

36. As agreed, the Board Secretary will produce a forward plan.

Item 10 – RemCo Working Arrangements

37. Members agreed that four formal RemCo meetings would be held in the year, with meetings proposed for August and November 2015 and Feb 2016. If necessary this schedule would be supplemented by additional meetings held via conference call.

Item 11 – Approval of the Minutes

38. The Minutes of the meeting held on 19 February 2015 were approved for publication and distribution to the OLC members.

ACTION: The Board Secretary to publish the minutes of the meeting held on 19 February 2015.

Item 12 – Matters arising and Action Points

39. Members noted the matters arising and action points. No questions were raised.

Item 13 – Any Other Business

40. There was no further business raised and the meeting was declared closed.

Next meeting

The next RemCo meeting would be held on Wednesday 27 May in Birmingham.