

Minutes of the Twenty-Sixth Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

Tuesday 11 November 2014
11:30 – 14:45

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

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 June 2014 were approved for publication and distribution to the OLC members.

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

Item 3 - Matters arising and action points

5. The Chair informed the meeting that there had been no need for an additional formal meeting. The forward meeting schedule is to be discussed later on the agenda.
6. The Chair reported that succession planning discussions are ongoing with the OLC Chair. She reminded officers that the succession plan is a live document which should be kept under constant review.

7. The Chief Operating Officer confirmed that the RemCo self-assessment review would ideally take place in February 2015 - the output of which will be then used later in 2015 as part of the Annual Report process.

ACTION: The Board Secretary to schedule the RemCo self-assessment in February 2015.

8. The Chief Executive reported that the Knowledge Strategy continues to be worked on by the new Head of Customer Experience, Kathryn King. Members acknowledged that as Kathryn's current focus is on quality, the knowledge strategy will follow.

Item 4 - Chair's update

9. The Chair reported that there were no additional updates as all matters will be covered as part of the existing Agenda.

Item 5 – HR Update

10. The HR Manager updated members on attrition rates, which have risen slightly but are not causing the executive any immediate concerns.

11. Sickiness levels have risen slightly but remain below the CIPD average. The Chair requested that the HR Manager inform members should either of these levels cause concern.

ACTION: The HR Manager to inform members should either the attrition rates or sickness levels cause concern.

12. The HR Manager updated members on the positive action strategy which is being implemented for current recruitment campaigns.

13. The HR Manager reported that the implementation of a graduate scheme is being considered. The Chair requested that the HR Manager present back in the summer of 2015 on progress.

ACTION: The HR Manager to update members on progress on the implementation of a graduate scheme in Q2 2015.

14. Members noted the thorough Equality and Diversity report. The Chair stated that, subject to the OLC Chair's approval, it would be timely for the E&D Manager to present to the OLC Board in December.

ACTION: The Board Secretary to seek the agreement of the OLC Chair for the E&D Manager to present to the OLC Board in December.

15. Members noted the hard work which had been undertaken by the HR Team and asked the HR Manager to pass on their thanks to the team.

Item 6 – Staff Survey Update

16. The Chair noted the external report on organisational culture and stated that she would like to understand what action has been taken to date and what the planned next steps will be.
17. The Chief Operating Officer reported that the primary purpose of commissioning the report was to give the Board reassurance around the organisational culture. The resulting output has given the management team some valuable insight and an action plan will be developed and driven forward by the management team to address the areas highlighted in the report. He reported that the report had been shared with all staff. It was also discussed at the recent Staff Council meeting.
18. The Chair reported that leadership behaviours were discussed at the Board strategy day in September. It was agreed that a set of behaviours would be agreed, which both the Board and management team would sign up to. The Chair agreed to drive this forward with General Counsel..

ACTION: The Chair to drive forward with General Counsel the development of a set of leadership behaviours for both the Board and Management Team.

Item 7 – Insight Capability

19. The Interim Head of Policy and Communications updated members on the background to his paper. He explained that the initial piece of work was to look at the Policy and Communications function but the brief was subsequently broadened to look how the team joins up with the rest of the organisation, and specifically the knowledge flows through the organisation. The initial conclusions were that to make a bigger step change will potentially require broader structural changes. The issues highlighted therefore required the team to look further at this.
20. It was agreed at the recent Strategy Day that the focus was on four strategic priorities. The Board were clear in their messaging that they wanted to see analysis and insight capability to drive the business improvement internally and also how the organisation is using the learning to service the broader strategic purpose. A sub-group was therefore formed to look at this. This group looked at whether there is a potential organisational model to support these aspirations.

21. The group now wanted to get members' feedback and assurance that the sub-group are taking the right direction of travel and should move to the next level.
 22. The Chair thanked officers for a very helpful paper and noted that the debate about the structure is one where there are likely to be some differences of view.
 23. Discussion was held around the functions under the 'support' heading and whether these functions also have a role in strategic thinking which should not be lost.
 24. The Chair agreed that interim holding changes could be made very quickly or a set of more profound management restructures made, which would take longer. This combined with the timing, would be a question for the OLC Board to agree.
 25. The Chair stated that she would discuss this with the OLC Chair. In parallel she requested that the management team develop a detailed proposal which can be presented to the OLC Board in January. It was agreed that the phasing is key, as the proposal will include interim steps and timescales. She reiterated that this project should continue to be led by the Interim Head of Policy and Communications.
- ACTION:** The Chair to discuss the Insight Capability proposals with the OLC Chair.
- ACTION:** The Interim Head of Policy and Communications to present the updated proposal to the January OLC Board.

Item 8 – CMC Staffing Proposals

26. Simon Tunnicliffe, the Head of CMC's joined the meeting to update members on his staffing proposals. He stated that he had been working with the regulator to ensure the volumes in the business case are sufficiently robust to build a staffing model. Initial work on this had shown these levels were broadly aligned with those identified previously.
27. Members thanked the Head of CMC's for a very informative update and noted that he would be presenting a further CMC update at the November OLC Board Meeting.

Item 9 – Review of Performance Reviews and Staff Training and Development Needs

28. The HR Manager updated members on the Performance Impact Framework process which transitioned away from the 'box marking' system and now links through to the pay policy.
29. He reported that initial feedback was positive with a 100% return rate. Recommendations to further improve the process have been received and are being reviewed.
30. Work will now be done with the line managers to help them improve the link between their team's development goals and the business goals.

Item 10 – Policy Review

31. The Chief Operating Officer explained that there is piece of work being done on reviewing all policies across the organisation. This work will be completed by March 2015. An internal project team has been set up to coordinate and identify actions. The Chair requested that the scheme of delegation and Equality Impact Assessments be reviewed as part of this project.

ACTION: The General Counsel to ensure the scheme of delegation is reviewed as part of the policy review project.

32. In parallel, it was agreed that there are certain key policies which should continue to be reviewed by RemCo for further approval by the OLC Board.

33. Three such policies were presented to members for approval. There were no further suggested amendments to the Gifts and Hospitality Policy and members approved the policy. This will now be presented to the OLC Board in November for approval.

ACTION: The Board Secretary to table the Gifts and Hospitality Policy to the November OLC Board.

34. Members requested some amendments to the Expenses policy which were noted. Members agreed that, subject to these changes, the policy was approved for submission to the OLC Board in November.

ACTION: The Board Secretary to amend the Expenses policy and then table it at the November OLC Board.

35. Members raised a number of points on the revised Whistleblowing policy. It was agreed that the General Counsel will amend the policy accordingly. It was noted that this will not be completed in time for the November OLC Board, so the amended policy will be circulated to the Chairs of RemCo and ARAC once complete.

ACTION: The General Counsel to revise the Whistleblowing policy as agreed and circulate to the Chairs of RemCo and ARAC for comment.

36. Members agreed to approve the four amended HR policies for publication as these have already been through a consultation process, however, these policies will need to be aligned with any general policy changes made during the full review being undertaken.

ACTION: The HR Manager to publish the four amended HR policies but to ensure the Equality Impact Assessments accompany any policies put forward for approval.

ACTION: The Chief Operating Officer to ensure they are reviewed for alignment as part of the wider policy review project.

37. The Chair requested confirmation on how the scheme of delegation will work in relation to the Redundancy Policy.

ACTION: The General Counsel to confirm how the scheme of delegation will work in relation to the Redundancy Policy.

Item 11 – 2015 Meeting Schedule

38. It was agreed that meetings in 2015 will be scheduled for February, June and November with a tentative date scheduled for March. The Board Secretary will circulate proposed dates once agreed with the Chair.

ACTION: The Board Secretary to circulate proposed 2015 meeting dates, once agreed with the Chair.

Item 12 – Any Other Business

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

Future meeting dates:

To be confirmed.