

Minutes of the Twenty-Seventh Meeting

Office for Legal Complaints (OLC) Remuneration and Nomination Committee

**Thursday 19 February 2015
12:30 – 15:45 pm**

Present:

Rosemary Carter Chair
Maureen Vevers Member
Stella Manzie Member

In attendance:

Ian Brack Interim Chief Executive Officer
Rob Hezel Chief Operating Officer

Apologies:

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. There was a generic declaration of interest by staff for agenda item 5.

Item 2 - Minutes of the previous meeting

4. The Minutes of the meeting held on 11 November 2014 were approved for publication and distribution to the OLC members.

ACTION: The Board Secretary to publish the minutes of 11 November 2014.

Item 3 - Matters arising and action points

5. The Chair reported that there would not be a RemCo meeting in March.
6. It was agreed that the Chief Operating Officer would circulate the RemCo self assessment via e-mail for members and executive to complete and return to the Board Secretary. The Chair requested that this be submitted within two weeks. The output would assist the Chair in forward planning in consultation with the OLC Chair and in turn, her successor as RemCo Chair.

ACTION: The Chief Operating Officer to circulate the RemCo self assessment via e-mail members and executive to complete and return to the Board Secretary within two weeks.

7. The Chair reported that work needed to be progressed with the General Counsel on the development of a set of leadership behaviours. This would be discussed later in the meeting.
8. The Chair reported that succession planning discussions were ongoing with the OLC Chair.

Item 4 - Chair's Update

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

Item 5 – Interim CEO Update

10. The Interim CEO updated members on the preliminary legal advice received from Treasury Solicitors in relation to the staff benefits scheme. This had been deemed novel and contentious by the Ministry of Justice as the correct clearances were not sought when the scheme was initially introduced.
11. The Interim CEO reported that he hoped to issue communications to staff within the next 10 days. He would ensure these communications were circulated to members in advance.

ACTION: The Interim Chief Executive to circulate draft staff communications to members.

12. The Interim CEO reported that a conference call would be held with the committee Chairs to further discuss this issue.

Item 6 – Equalities and Diversity Update

13. Baljit Kaur, E&D Manager, joined the meeting via conference call. She gave members a broad overview of the E&D activities which had been taking place in the organisation as well as an overview of the various upcoming initiatives.
14. The Chair congratulated the E&D Manager on her work.
15. Stella Manzie reported that E&D updates had been presented both to the OLC and RemCo boards. She stated that it would be good to highlight the work being done to move towards a proper customer standard.

16. The Chair reported that she was keen, as outgoing RemCo Chair, that the E&D Manager attended a future Board meeting to update the new Board members on the equality policy and strategy, as well as the E&D work being done both inside and outside the organisation.

ACTION: The Board Secretary to invite the E&D Manager to a future Board Meeting.

17. The E&D Manager assured RemCo that processes and procedures were in place regarding undertaking Equality Impact Assessments, however, further re-enforcement would be required to ensure all staff were conscious of equality around their day-to-day thinking and decisions.

18. The E&D Manager reported that Equality Impact Assessments were being built into all the Business Transformation Programme work streams and communicated to all key groups in the organisation.

Item 7 – Whitehall Industry Group Culture Workshops Feedback

19. The E&D Manager reported that she had found the recent WIG workshops extremely helpful. Her paper had been shared with the Culture work stream so it would form a useful tool in the upcoming workshop with the management team and Board representatives. It had already been shared with the workshop facilitators.

20. Discussion took place around culture change and the potential for internal change agents. Stella Manzie stated that she had some experience in this field and would circulate some information outside the meeting to attendees.

ACTION: Stella Manzie to circulate the information on the success of internal change agents in an organisation.

21. The Chair thanked the E&D Manager for joining the meeting.

Item 8 – Insight Capability

22. The Interim CEO reported that the Insight Capability paper aimed to build a centre of excellence for each of the three identified functions to lead, manage and drive the organisation forward.

23. The Chair highlighted the concerns of members. She stated that managing and changing the shape of the organisation needed to be done in such a way as not to disrupt the organisation any further. She offered to discuss this further with the Interim CEO in advance of the March OLC Board.

24. It was agreed that the Interim CEO would present an updated paper to the March OLC Board.

ACTION: The Interim CEO to present Insight Capability to the March OLC Board.

25. Members were asked to send any further comments on the paper separately to the Interim CEO.

ACTION: Members to send any further comments on the paper separately to the Interim CEO.

Item 9 – Policy Review Update

26. The Chief Operating Officer updated members on the work being done on the policy review. He reported that this was a cross cutting piece of work which sat across the various Committees of the organisation.

27. The Interim CEO stated the business case which sat behind this piece of work was being finalised by the Chief Operating Officer and would be circulated to the Chairs of RemCo and ARAC for approval.

28. The Chair expressed concern about the time taken to progress this vital work and requested that the Chief Operating Officer submit a report to the OLC Board updating them on current progress. This would need to include the full list of policy families.

ACTION: The Chief Operating Officer to submit an updated report to the OLC Board on 9 March, to include a full list of policy families.

29. The Chair stated that the General Counsel would be submitting a revised scheme of delegation. This would include the delegations in relation to any proposed redundancy. The revised scheme would need to sit alongside the policy work.

Item 10 – Updated Whistleblowing Policy

30. The updated policy was discussed. Members suggested amendments which would be sent separately to the General Counsel.

31. The General Counsel would revise the policy and circulate it again to the Chairs of RemCo and ARAC for comment.

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

Item 11 – HR Update

32. Discussion was held on homeworking. The Chief Operating Officer reported that this had been discussed by the Management Team in December with a further discussion due at their next meeting.

33. Members were keen that the executive were consistent in their application and approach to this. The Chair requested the Head of HR table a paper on the regularisation of the position at the next RemCo meeting.

ACTION: The Head of HR to present an update on Homeworking to the June RemCo meeting.

34. Discussion was held on the recent office move and how this had affected staff. The Chief Operating Officer stated this had been challenging for some staff due to the need for some of the teams to work from home in recent weeks.

Item 12 – 2015 Recognition Payments

35. The Chief Operating Officer updated members on the proposal for 2015 recognition payments and outlined the context for the payments, their value and total cost.

36. Members approved the proposed recognition payments for 2014/15 and also noted the intention to apply a 1% cost of living increase, subject to MoJ approval of the pay permit.

ACTIONS: The Chief Operating Officer to:

(i) proceed with the recognition payments for 2014/15, subject to the demonstration of approval in writing from the MoJ.

(ii) proceed with the production of the pay remit which will be sent for MoJ approval.

Item 13 – Exit Interview Report

37. Members welcomed the report, but to aid context it was requested that cumulative data be provided together with the inclusion of more anecdotal comments.

ACTION: The Head of HR to ensure cumulative data and anecdotal comments are included in future exit interview reports.

Item 14 – Staff Survey Update

38. The Chief Operating Officer updated members on progress which had been made since the staff survey was undertaken in 2013. He also reported on the recent Staff Council meeting.

39. Stella Manzie reported that the organisation had achieved a lot in the recent months with the office move, new jurisdiction and new case management system.

40. Discussion was held on leadership behaviours which had first been discussed at the 2014 Strategy Day. It was agreed that these behaviours should be widened to include Board and staff. The Chair will circulate a draft paper separately.

ACTION: The Chair to circulate a draft behavioural framework for further discussion.

Item 15 – People Risks (on Risk Register)

41. Discussion was held on the indicator levels for the ‘People’ risks on the risk register to ensure members were content that these were set at the right levels.

42. The Chair welcomed the paper but suggested that the ‘People’ risks should include some reference to the risks arising from the current issues in relation to the staff benefit scheme. The Interim CEO agreed to look at this.

ACTION: The Interim Chief Executive to review the ‘People’ risks.

43. Resourcing for the Business Transformation Programme was discussed. The Chief Operating Officer confirmed this would be addressed as part of the Post Implementation Review.

ACTION: The Interim Chief Executive to ensure resourcing for the Business Transformation Programme was addressed as part of the Post Implementation Review.

44. The Chair proposed that in future the ‘People’ risks should come to the Committee for review on a regular basis.

ACTION: The Board Secretary to ensure the Risk Register is reviewed regularly at RemCo.

Item 16 – Any Other Business

45. Stella Manzie reported on the recent performance meeting with the Legal Services Board. She stated that this linked in with the earlier discussion on Insight Capability and highlighted the importance of moving forwards with the performance framework and internal data collection.

46. In closing and as it was her final RemCo meeting, the Chair thanked Members for their contribution to RemCo and also the Executive and staff for their hard work.

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

Future meeting dates:

Future meeting dates to be confirmed