



Chair, Office for Legal Complaints (OLC)

CANDIDATE INFORMATION PACK

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Alternative format versions of this candidate information are available on request from Holly Perry at the Legal Services Board on 020 7271 0079 / holly.perry@legalservicesboard.org.uk

1. Welcome from the Chair of the Legal Services Board

Dear colleague,

A new Chair for the Office for Legal Complaints

I am delighted that you want to know more about being the next Chair of the Office for Legal Complaints (OLC) – the body responsible for ensuring that there is an independent ombudsman service to consider complaints about legal services in England and Wales. It plays a vital role in making sure consumers of legal services can have confidence in the sector.

The OLC is the board of the Legal Ombudsman and the Legal Services Board (LSB) appoints its Chair and Members. The LSB holds the OLC to account for its performance in administering the Legal Ombudsman scheme.

The Legal Ombudsman has made a firm impact on the legal services sector since it began operating on 6 October 2010. Its establishment was one of the three main priorities of Parliament's legal services reform programme for England and Wales. Independent and impartial, its role is to resolve complaints from consumers of legal services, while at the same time drive improvements in the legal sector by providing feedback to the profession.

The OLC has faced some difficult challenges recently, and modernisation is now the key focus of the work – the aim is to reduce backlogs and improve timeliness of processing complaints. Continuing on its journey towards excellence, the priority now is for the organisation to get into the right long-term shape to discharge its statutory responsibilities to the highest possible standards of quality and timeliness. Building on early progress, the LSB, OLC and the Ministry of Justice have a shared ambition to change radically the experience of customers over the next twelve months.

The LSB is looking for an outstanding individual with a proven track record in – and focus on – customer redress and satisfaction. You will be a recognised leader who is able to bring people with you, and with previous executive experience of driving and sustaining transformational change.

In addition, you will have experience of – or commitment to – feeding back learning to support the profession in avoiding complaints in the first instance. This reflects the valuable role that the Legal Ombudsman scheme needs to play in underpinning consumer confidence. Most important of all is a commitment to people and creating a culture of happy productivity. Confidence in working with the executive team to lead the organisation as it continues on its journey towards excellence is key.

You will want to ensure that the customer experience of the OLC is second to none, combining probity and rigour with dynamism and innovation. You will want also to help develop a cost-effective organisation that listens, learns, and shares best practice – which uses technology well and deploys excellent quality control. This will require you to build strong and productive relationships with the LSB, the Ministry of Justice and others.

We want to identify an exceptional Chair who is able to reflect the diverse range of individuals and groups whose lives the Ombudsman service touches and who brings to the organisation's work a cross section of experience and expertise. Underlying all the OLC's work is a commitment to bringing about change and improvement in this important area of our national life.

This is a hugely exciting time to be leading the OLC, and I very much hope you will seriously consider applying to be Chair.

With best wishes,

A handwritten signature in black ink that reads "Helen Phillips". The signature is written in a cursive, flowing style.

Dr Helen Phillips
Chair, Legal Services Board

2. About the Office for Legal Complaints

The context

The Legal Services Act 2007 required the Legal Services Board to establish the OLC to administer an independent ombudsman scheme to resolve complaints by consumers about legal services. The scheme is known as the Legal Ombudsman.

As at 1 April 2019, the legal profession in England and Wales comprised about 147,000 solicitors, 16,500 barristers, 7,500 chartered legal executives and 6,000 other individuals operating in other areas of the legal profession such as conveyancing and intellectual property. The UK legal sector's turnover was £33 billion per annum (2017) which is up 19% in cash terms since 2012.

The OLC is independent from government and the legal profession and is an arm's length body of the Ministry of Justice (MoJ). The relationship between OLC, LSB and MoJ is a complex one in public sector governance terms. The Board of the OLC is appointed by and accountable to the LSB, which can set performance targets, and which approves its annual budget. There are further accountabilities to the MoJ. The relationship between the OLC, the MoJ and the LSB – and the financial relationship and accountabilities which exist between the MoJ and the OLC – are set out in a recently agreed [Tripartite Operating Protocol](#) and also in the OLC's [framework document](#). The OLC and LSB have also agreed a [Memorandum of Understanding](#).

The OLC's costs are met by a combination of a levy paid by approved regulators and case fees charged to legal services providers.

The LSB was also established under the Legal Services Act 2007. Working with the approved regulators – and with the OLC – the LSB is responsible for ensuring that the highest standards of competence, conduct and service in the legal profession are maintained for the benefit of individual consumers and the public generally.

Looking ahead, the LSB is keen to see the OLC build a distinct public profile based on the wealth of useful information that the organisation holds about users' experiences of legal services. To do this well, OLC will need confidence that its technology is fully operational and supports the business, that its staff are well-motivated and that performance is evaluated by a robust balanced scorecard.

Based in central Birmingham, the OLC currently comprises four lay and two non-lay members and a lay Chair. The Legal Ombudsman service has over 250 staff and a budget of circa £12.3m for 2019/20. Information about the Legal Ombudsman including its most recent annual report and statistics on performance and complaints resolved can be found on its website at www.legalombudsman.org.uk.

The appointment is made by the LSB with the agreement of the Lord Chancellor and is subject to a pre-appointment scrutiny hearing by the Justice Select Committee. The preferred candidate will be required to attend training in advance of the pre-appointment scrutiny hearing.

Responsibilities of the OLC

These include:

- Administering the Legal Ombudsman scheme, which considers complaints about lawyers. This includes: developing Scheme Rules, which set out the detailed jurisdiction of the scheme, how complaints should be made, what will be considered in determining the complaint and when respondents will be charged a case fee, amongst many other things. Scheme Rules must be approved by the LSB and, for case fees, the Lord Chancellor also.
- Ensuring that the performance of the ombudsman scheme meets statutory and other performance related objectives.
- Appointing ombudsmen – the OLC appoints the Chief Ombudsman, and other ombudsmen, with the consent of the Chief Ombudsman; there is currently a team of 15 ombudsmen (including the Chief Ombudsman). The OLC determines the terms of appointment and remuneration of ombudsmen and staff of the service. The current Chief Ombudsman and Chief Executive is Rebecca Marsh, who took up post in January 2018.
- Employing other staff necessary to carry out the functions of the OLC and the ombudsman scheme.
- Establishing any sub-committees deemed necessary to assist with the effective discharge of its functions.
- Entering into appropriate arrangements with the LSB and MoJ to ensure co-operation between the three organisations.
- Reporting to the LSB on the performance of the ombudsman scheme, including against any performance measures set by the LSB.
- Submitting a projected budget at the start of each financial year to the LSB for approval.
- Establishing reciprocal relationships with approved regulators with regard to information sharing.

Size

The OLC currently comprises four lay and two non-lay members and a lay Chair. The Legal Ombudsman service has over 250 staff and a budget of circa £12.3m for 2019/20.

Information about the Legal Ombudsman including its most recent annual report and statistics on performance and complaints resolved can be found on its website at www.legalombudsman.org.uk

Location

The Legal Ombudsman is based in central Birmingham which is where the OLC holds its meetings. Whilst the role of Chair is classed as 'home-based' significant attendance at the Legal Ombudsman office and elsewhere as required

3. The Role of Chair

As Chair of the OLC, you will report to the Chair of the LSB and through the LSB to Parliament via an annual report laid before Parliament by the Lord Chancellor. The latest annual report, for the period 1 April 2018 to 31 March 2019 is available [here](#). As an arm's length body of the Ministry of Justice, the OLC also has its own Accounting Officer and its own direct relationship with the Department and Ministers.

Overall objectives:

To lead the OLC Board in the effective administration of the Ombudsman scheme for complaints about legal service in England and Wales. You will have a key role in developing approaches to ensure that complaints are dealt with efficiently and effectively.

On-going responsibilities:

As Chair of the OLC Board, you will have responsibility for:

- the strategic direction of the OLC and ensuring that the organisation is fulfilling its statutory duty as an ombudsman scheme against a background of good governance, evidence-based decision-making, proportionate interventions, cost-effective use of resources and the successful performance of the ombudsman scheme against agreed performance targets;
- leading liaison with the Chair of LSB and the Ministry of Justice with regard to setting performance standards, monitoring and reporting protocols, ensuring effectiveness and efficiency and agreeing on-going reporting arrangements as required;
- protecting the independence of the Ombudsman in relation to the decisions taken;
- appointing the Chief Ombudsman and any other Ombudsman, as appropriate;
- setting the right culture for the organisation;
- keeping under review and proposing any changes to the rules and policy statements governing the way the ombudsman scheme operates;
- following the procedures governing the relationship between the OLC and the approved regulators and licensing authorities;
- maintaining trust and confidence in the OLC with key stakeholders;
- acting as an ambassador for the OLC and the ombudsman scheme, promoting and publicising its role by representing it externally in delivering speeches and contributing to debates at conferences and in committees;
- ensuring compliance with the general guidelines laid down by government relating to public bodies and ensuring that OLC fulfils any statutory or administrative requirements relating to financial accountability;
- working effectively with the Chief Ombudsman, non-executive members and staff team to provide strong leadership to the OLC to ensure it adheres to the principles of good governance and to ensure proper accounts are kept.

4. Person Specification and Eligibility Criteria

Your application will be assessed on the basis of the evidence you provide. This evidence should include specific examples of proven experience against the selection criteria listed under **Experience and knowledge**. These responses will be further developed and discussed with those applicants invited for interview, together with the criteria listed under **Skills and abilities**.

Experience and knowledge

Collectively, the OLC Board needs to be able to cover a wide range of experience.

For the role as Chair, the appointment panel will be looking for evidence of an outstanding track record of transformational Board level leadership within a substantial operational organisation. This may have been gained in the private, public or third sectors and enabled experience to be acquired in the following areas:

- Proven track record in – and focus on – delivering improvements in customer satisfaction and redress, particular in turn-around situations
- Improving an organisation's performance through the use and development of technology, such as sophisticated case management systems;
- Setting an organisation's strategy;
- Challenging, guiding, supporting and holding to account an executive team for its performance;
- Commitment to people and creating a culture of positive productivity;
- Building constructive relationships and productive partnerships with a wide variety of key stakeholders;
- Representing an organisation to a wide range of external audiences and being publicly accountable for its activities;
- Working with Government, regulators and other influential institutions;
- Feeding back learning to support change;
- Sound understanding of corporate governance, including experience of financial management (establishing budgets and monitoring and managing spend).

Expertise in a range of areas relevant to the OLC's work, including consumer affairs, customer operations, legal services provision, complaints handling and ombudsman schemes would also be valuable.

Skills and abilities

The following criteria will be explored further at interview. They need not be directly addressed in your written application:

- Excellent communication, influencing, and relationship management skills, including the ability to motivate people;
- Commitment to diversity and equality of opportunity;
- Willingness to take a stand;
- Strong intellect and sound judgment;
- Politically 'savvy';
- High level of credibility, probity and integrity;
- Good understanding of the purposes of the OLC, its opportunities and challenges;
- Working style and suitability for non-executive work

Diversity and equality of opportunity

Diversity and equality of opportunity is something both the LSB and OLC care passionately about. The LSB and OLC encourage applications from all sections of the community and from people of diverse ages, experience and backgrounds, people with disabilities. We want to explore the widest possible pool of talent for this important appointment.

Eligibility

The Chair of the OLC must be a lay person in accordance with the Legal Services Act 2007. As part of the application process, you will be asked to confirm that you meet the lay requirements.

A lay person is a person who is not and has never been:

1. An authorised person in relation to an activity which is a reserved legal activity. For these purposes the following are authorised people:
 - a barrister;
 - a solicitor;
 - a public notary;
 - a licensed conveyancer;
 - a person granted a certificate issued by the Institute of Legal Executives authorising the person to practise as a legal executive;
 - a registered patent attorney, within the meaning given by section 275(1) of the Copyright, Designs and Patents Act 1988 (c. 48);
 - a registered trade mark attorney, within the meaning of the Trade Marks Act 1994 (c. 26); or
 - a person granted a right of audience or a right to conduct litigation in relation to any proceedings by virtue of section 27(2) (a) or section 28(2)(a) of the Courts and Legal Services Act 1990 (c.41) (rights of audience and rights of litigation);
2. an authorised person (within the meaning given in section 31 of the Financial Services and Markets Act 2000 (authorised persons)) in relation to regulated claims management activity (within the meaning given by section 417(1) of that Act (definitions));
3. an advocate in Scotland;
4. a solicitor in Scotland;
5. a member of the Bar of Northern Ireland;
6. a solicitor of the Court of Judicature of Northern Ireland.

Further advice about eligibility for appointment can be sought by contacting, Patrick Reihill at The Whitehall & Industry Group on 0207 222 1166 / pr@wig.co.uk

5. Members of the Office for Legal Complaints

The Board has seven members. Biographies of the seven members are as follows:

Wanda Goldwag, Chair (standing down 31 March 2020)

Wanda's last corporate role was Managing Director of AIR MILES owned by British Airways. Since then, Wanda has created a portfolio of Non-Executive and Government roles including currently as an advisor to Smedvig Venture Capital, a lay member of the Queen's Counsel Selection Panel and a Non-Executive Director of the Royal Free London NHS Foundation Trust. .

Elisabeth Bellamy, Non lay member

Elisabeth is a qualified and experienced solicitor with a varied legal background. Her early career included working for large firms both in the UK and Singapore. Since 2015 she has been a Director and Management Consultant with Purple Performance Ltd, her own business consultancy business. Immediately prior to that she held an in-house role on an interim basis for 13 months (maternity cover) with BASF plc. For 11 years she was Managing Partner at Drummonds Solicitors in Chester (2001 – 2012), a mid-sized practice which was subsequently merged with Linder Myers. Elisabeth is an independent Board Member of Archery GB, and was a member of the Law Society Professional Standards and Ethics Committee for 6 years.

Rod Bulmer, lay member

Rod Bulmer (lay member) has a broad portfolio of non-executive and advisory positions including roles in later life planning and events management sectors. Between 2007 and 2018 he held various senior roles within the Co-op Group, firstly as Executive Director of Co-op Financial Services, rising to Acting CEO then Deputy CEO of Co-op Bank, where he was part of the team given responsibility to rescue the bank and take it through significant transformation. He then became CEO of Consumer Services for the Co-op Group and most recently, Director of Strategy and Renewal Planning at Co-op Group. Prior to joining Co-op, Rod spent 15 years at Abbey/Santander UK, finishing as Executive Director, Retail Banking.

Rebecca Hilsenrath, Non lay member

Rebecca was appointed Chief Executive Officer to the Equality and Human Rights Commission in October 2015, before which she held the role of Chief Legal Officer. After graduating from Cambridge, Rebecca trained and practiced law at Linklaters before leaving to have a family. After a career break, she worked in the Government Legal Service, where she held a number of roles in the then Department for Education and Skills and in the Attorney General's Office. She was then appointed CEO of LawWorks (the Solicitors Pro Bono Group), a national charity facilitating free legal advice to community groups and individuals in need, where she worked for five years before moving to the EHRC in 2014. Rebecca has also established two schools, set up the National Pro Bono Centre in Chancery Lane and has sat on the boards of a number of charities and advice agencies, including the Bar Pro Bono Unit and the Mary Ward Legal Centre. In 2012, she was listed by the Times among the 100 most influential lawyers in the country and in 2017 received an honorary doctorate from BPP University in recognition of contributions to the legal profession.

Shrinivas Honap ACA, lay member

Shrinivas has an extensive portfolio, with non-executive directorships including at the British Transport Police Authority, where he is Chair of the Pensions Committee. He is a member of the Board and Chair of the Audit Committee at the Driver and Vehicle Standards Agency (DVSA), Office of the Public Guardian, UK Atomic Energy Authority, and Office of the Public Guardian. He also sits on the Board of the Registrar of Scotland and is a Lay member of the Speakers Committee on IPSA. He was previously a non-executive in the NHS. In his executive career, Shrinivas held senior roles in Capita Plc, Vodafone and Egg Financial Services.

Annette Lovell, lay member

Since 2013 Annette has worked for the Financial Ombudsman Service, where she is the director of engagement. This is her second period of employment with the Financial Ombudsman Service, having also worked there between 2010 and 2013, latterly as a lead ombudsman. Between 2013 and 2015, Annette worked for the Solicitors Regulation Authority as Director of Authorisation and then Director of Regulatory Policy. Annette is a former Deputy Chief Executive of the National Lottery Commission.

Dr Jane Martin CBE, lay member

Jane was previously the Local Government Ombudsman and Chair of the Commission for Local Administration in England. In that role she was also a non-executive member of the Board of the Parliamentary and Health Service Ombudsman and a vice-chair of the Ombudsman Association. Jane is now a member of the Committee on Standards in Public Life. In a career dedicated to understanding and promoting public service accountability, she has conducted research at the Universities of Birmingham and Warwick respectively and worked with local authorities across England. She was the first Director of the Centre for Public Scrutiny, and also held the role of Chair of the Legal Services Consumer Panel until May 2018.

6. Conditions of Appointment

Terms and conditions

The main terms and conditions of appointment are as follows:

Time commitment and remuneration

The time commitment for the Chair of the OLC is estimated at a minimum of 60 days' work a year across the period of appointment. The annual remuneration will be £52,500.

Candidates should satisfy themselves, before applying, and be able to satisfy the panel, that they would be able to make the necessary time commitment. However, there is some flexibility how this time commitment will work in practice and it is recognised that this will be an area for discussion. The time commitment of the post will be kept under review.

The fee paid is taxable. PAYE deductions in respect of income tax and National Insurance will be made at source.

Expenses and allowances

The appointee will be eligible for travel and subsistence costs necessarily incurred on OLC business at rates set centrally by the LSB. The LSB employs and pays the OLC Chair and members and its expenses policy applies to claims by the OLC Chair and members.

Pensions

The appointment is not pensionable.

Period of appointment

The appointment will be for a period of between three and five years. In considering re-appointment, the Chair's regular appraisal by the Chair of the Legal Services Board will be taken into account.

Resignation or dismissal

The Chair of the OLC may at any time resign his/her post by giving notice to the LSB. He/she can be removed from office only with the consent of the Lord Chancellor. The LSB may not remove any member of the OLC, unless they are satisfied that the individual:

- has failed without reasonable excuse to discharge the functions of the office for a continuous period of at least 6 months;
- has been convicted of an offence;
- is an undischarged bankrupt; or
- is otherwise unfit to hold the office or unable to discharge its functions.

Conflict of interest

The Chair of the OLC **must ensure** that during the period of his/her tenure he/she is committed to and conducts him/herself in accordance with the seven principles of public life – attached at Appendix 1.

The Chair of the OLC **must not**, in any capacity, engage in any activity that might undermine, or be reasonably thought to undermine his/her independence and impartiality.

The Chair **must not** undertake any tasks or activity that may in any way limit his/her ability to discharge his/her duties in full.

The Chair must conduct his/her private affairs in a way that minimises the possibility of conflict or embarrassment.

Political or other activities

The OLC is covered by the House of Commons Disqualification Act 1975, which disqualifies members of the OLC from being members of the House of Commons. A member of the OLC who is adopted as a prospective candidate or decides to stand, should resign from the OLC. He/she should be on his/her guard against circumstances arising in which his/her involvement in any outside activity might be seen to cast doubt on his/her impartiality or conflict with his/her statutory office.

Other information

For the successful candidate, final confirmation will be subject to full clearance checks, covering confirmation of identity and right to work in the UK plus a criminal records check.

The position is also subject to a pre-appointment scrutiny hearing in front of the Justice Select Committee and the preferred candidate will need to make themselves available for briefing for this hearing.

7. Timetable and how to apply

If you have questions

If after reading the material you have questions about the role or the appointment process itself, please call Patrick Reihill at The Whitehall & Industry Group on 0207 222 1166 or email pr@wig.co.uk

Timetable

Closing date:	Midday, Wednesday 4 December 2019
Longlisting:	Friday 13 December 2019
Preliminary interviews (to be held in either Birmingham or London)	First two weeks of January 2020
Shortlisting meeting (candidates do not attend)	Thursday 16 January 2020
Final panel interviews (to be held in London)	Monday 10 February 2020
Select Committee hearing	February/March 2020

How you apply

The Whitehall & Industry Group (WIG) are assisting the Legal Services Board with this recruitment. WIG's Talent team will be the main point of contact for candidates, including for in relation to applications and feedback. The contact at WIG is: Patrick Reihill, contactable at 0207 222 1166 and pr@wig.co.uk

To apply for this role, please upload the following via the WIG website <https://www.wig.co.uk/career-opportunities/career-listing.html> :

- an up to date copy of your CV (maximum of 4 pages);
- the equalities monitoring form (downloadable via the WIG website);
- a supporting statement (maximum 2 pages) explaining how you meet each of the criteria set out under 'Experience and knowledge' in the person specification.
Please provide specific and detailed examples to demonstrate how your knowledge and skills matches each of the criteria.

The information that you provide on the equalities monitoring form enables the LSB to follow the recommendations of the Equality and Human Rights Commission that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. The information on the form will be treated as confidential and used for statistical purposes only. The form will not be treated as part of your application, and will be detached from your application.

Please include the names and contact details of two referees. Please note referees will be contacted if you are shortlisted for interview. We will seek your permission prior to approaching referees.

Please ensure you include preferred daytime, evening and mobile telephone numbers, as well as a preferred e-mail address, which will be used with discretion.

How we will handle your application

The selection panel will consist of four members:

Dr Helen Phillips, Chair of the Legal Services Board, who will chair the Panel

David Eveleigh, Board Member of the Legal Services Board

An independent Panel Member

A representative from the Ministry of Justice

We will deal with your application as quickly as possible. The timings below are indicative:

- Once you have submitted your application, its receipt will be acknowledged.
- Your application will be assessed against the criteria and your experience for the post.
- By the end of the week commencing 16 December 2019, the panel will aim to have decided who will be invited to preliminary interview, taking account of the evidence provided in your application. You will be advised of the outcome of your application by email by 20 December 2019.
- Preliminary interviews will be undertaken by WIG Talent in either Birmingham or London.
- The panel will meet to shortlist the final candidates to be called for final interview on 16 January 2020. You will be advised of the outcome and whether or not you have been shortlisted for final panel interview by 17 January 2020.
- Final panel interviews will be held on Monday 10 February 2020 at the LSB's offices in central London. The panel will question you about your experience and expertise and ask specific questions to explore whether you meet the specified essential criteria.
- The preferred candidate for the post will be subject to pre-appointments scrutiny by the Justice Select Committee prior to appointment. The date of the hearing is to be confirmed, but is expected to take place in February or March 2020.
- Such hearings will be non-binding but the Justice Secretary will consider the committee's conclusions before deciding whether to proceed with the appointment, in discussion with the Chair of the Legal Services Board.
- Prior to the Select Committee hearing, the preferred candidate will be expected to undertake some preparatory work with Legal Services Board and Ministry of Justice officials.
- If you are successful, you will receive a letter formally appointing you. If you are unsuccessful, you will be notified.
- If your application is unsuccessful and you would like feedback, please contact Patrick Reihill at The Whitehall & Industry Group on 0207 222 1166 / pr@wig.co.uk

Please note that travel expenses will not be payable for attending interviews.

Appendix 1

The seven principles of public life

All candidates for public appointments are expected to demonstrate a commitment to, and an understanding of, the value and importance of the principles of public service. The seven principles of public life are:

Selflessness Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other benefits for themselves, their family or their friends.

Integrity Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands it.

Honesty Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership Holders of public office should promote and support these principles by leadership and example.