



House of Commons
Justice Committee

Appointment of Chair of the Office for Legal Complaints

First Report of Session 2019–21

*Report, together with formal minutes relating
to the report*

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Justice Committee

The Justice Committee is appointed by the House of Commons to examine the expenditure, administration and policy of the Ministry of Justice and its associated public bodies (including the work of staff provided for the administrative work of courts and tribunals, but excluding consideration of individual cases and appointments, and excluding the work of the Scotland and Wales Offices and of the Advocate General for Scotland); and administration and expenditure of the Attorney General's Office, the Treasury Solicitor's Department, the Crown Prosecution Service and the Serious Fraud Office (but excluding individual cases and appointments and advice given within government by Law Officers).

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Evidence relating to this report is published on the relevant [inquiry page](#) of the Committee's website.

Publication

Committee reports are published on the Committee's website at www.parliament.uk/justicecttee and in print by Order of the House.

Committee staff

The current staff of the Committee are Nony Ardill (Legal Specialist), Seb Newman (Second Clerk), Su Panchanathan (Committee Assistant), Liz Parratt (Committee Media Officer), Christine Randall (Senior Committee Assistant), Holly Tremain (Committee Specialist), and David Weir (Clerk).

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You can follow the Committee on Twitter using [@CommonsJustice](#).

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Report

1. This Report follows the fourth pre-appointment scrutiny hearing which the Justice Committee has held with a preferred candidate for Chair of the Office for Legal Complaints (OLC) since the post was established. After the first of those hearings, in 2008 Elisabeth France CBE was appointed as the first incumbent. She was succeeded by Stephen Green in 2014, who was in turn succeeded by Wanda Goldwag in 2017. We express our appreciation for the work Ms Goldwag has undertaken in the role.

2. The Chair of the Office for Legal Complaints is one of six posts which are subject to pre-appointment scrutiny by the Justice Committee.¹ The Chair is appointed by the Legal Services Board under Schedule 15 to the Legal Services Act 2007 (henceforth “the 2007 Act”). The Chair must be a lay person (i.e. not a lawyer) and appointment is subject to the approval of the Lord Chancellor. The Chair of the Legal Service Board (LSB), Dr Helen Phillips, wrote to our Chair on 3 March 2020 to inform us that the recruitment process had resulted in Elisabeth Davies being selected as the LSB’s preferred candidate, and that she had been approved by the Lord Chancellor. Dr Phillips also sent us copies of the candidate information pack, the job advertisement, Ms Davies’ curriculum vitae, conflict of interest and political interests declaration forms. We publish all these documents with this Report.²

3. In accordance with the usual procedures, we held a pre-appointment scrutiny hearing with the preferred candidate on 17 March 2020, as soon as possible after receiving information about her.³

The Office for Legal Complaints

4. The constitution and functions of the Office for Legal Complaints and the Ombudsman scheme which it is charged with administering and overseeing are set out in the 2007 Act. The OLC, with between six and eight members in addition to the Chair, and a majority of lay persons, is in effect the board of the Legal Ombudsman (LeO).⁴ The LeO consists of a team of Ombudsmen who deal with complaints made against English and Welsh lawyers by their clients. It began functioning in 2010. From January 2015 the LeO became authorised to deal with complaints against claims management companies, but this responsibility was passed to the Financial Ombudsman Service in April 2019. The LeO is based in Birmingham. It has over 250 staff and a budget of circa £12.3m for 2019–20.⁵

5. In financial year 2018–19, the LeO had a total operating expenditure of £13,294,000. Of this, staff costs were £10,276,000. Its income, nearly all of which came from its annual levy on approved regulators, amounted to £12,034,000. Within its legal jurisdiction, the LeO accepted 4,022 complaints for investigation. It concluded 6,206 cases (some carried over from the previous year). Of these, 36% were resolved informally by agreed outcome,

1 The six posts are listed in the Annexe.

2 See the Appendices

3 The transcript of the evidence session is on the Committee’s website.

4 When this competition was launched, the OLC had a membership of seven; this included the Chair, four lay members and two non-lay members (see Appendix B).

5 See Appendix B.

41% by a final decision from an ombudsman, and 23% by other means. The areas of law which received the most complaints were residential conveyancing, personal injury, family law, wills and probate, and litigation.

6. During 2018–19 the LeO accepted 835 complaints about claims management companies (CMCs) for investigation. In its CMC jurisdiction the LeO concluded 1,185 complaints, 39% informally by agreed outcome, 24% by final decision and 37% by other means. The vast majority of complaints were in connection with financial products and services, which accounted for 85% of complaints received. On 1 April 2019, the LeO's CMC jurisdiction was transferred to the Financial Ombudsman Service.

7. The candidate information pack for the recruitment exercise lists the responsibilities of the OLC. In summary (see Appendix B for full details) those include:

- administering the Legal Ombudsman scheme, and ensuring that the performance of the scheme meets statutory and other performance related objectives;
- appointing ombudsmen and employing other staff necessary to carry out the functions of the OLC and the legal ombudsman scheme;
- establishing sub-committees where necessary;
- entering into appropriate arrangements with the LSB and Ministry of Justice (MoJ) to ensure cooperation between the three organisations;
- reporting to the LSB on the performance of the ombudsman scheme, and 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.

The Chair of the Office for Legal Complaints

8. The Chair's responsibilities are also set out in full in the candidate information pack (see Appendix B). They include setting the strategic direction of the OLC and ensuring that the organisation is fulfilling its statutory duty as an ombudsman scheme; leading liaison with the Chair of LSB and the Ministry of Justice; protecting the independence of the Ombudsman in relation to the decisions taken; maintaining trust and confidence in the OLC with key stakeholders; acting as an ambassador for the OLC and the ombudsman scheme; and ensuring compliance with the general guidelines laid down by government relating to public bodies and with statutory or administrative requirements relating to financial accountability. In addition, the information pack details the criteria in relation to experience, knowledge, skills and abilities against which candidates were assessed.

The candidate

9. Ms Davies's C.V. sets out an impressive and wide-ranging record of public and voluntary appointments and executive experience. She is currently carrying out the following six roles:

- Independent Chair, Assurance and Appointments Committee, General Pharmaceutical Council;
- Senior Independent Director, Parliamentary and Health Service Ombudsman;
- Member, Civil Justice Council;
- Chair, Prison Education Trust;
- Advisory Panel member, Independent Review of Legal Services Regulation;
- Deputy Chair and Chair, Audit and Risk Committee, Support Through Court.

10. At the pre-appointment hearing we asked Ms Davies a range of questions bearing on her suitability for the post. These included questions about her professional background and its relevance to the role of Chair of the OLC, as well as questions intended to elicit her understanding of the challenges and priorities facing the OLC and LeO over the next few years. We also enquired as to how she would ensure the OLC delivers value for money, and how she would manage relations with Government, Parliament, the media and other stakeholders.

Conclusion

11. We consider that Elisabeth Davies fully meets the criteria necessary to fulfil the role of Chair of the Office for Legal Complaints effectively and we endorse her appointment.

Annexe: Posts which are subject to pre-appointment hearings before the Justice Committee

Chair of the Judicial Appointments Commission

Chair of the Office for Legal Complaints

HM Chief Inspector of the Crown Prosecution Service

HM Chief Inspector of Prisons

HM Chief Inspector of Probation

Prisons and Probation Ombudsman

Appendix A: Correspondence from Dr Helen Phillips, Chair, Legal Services Board, to Sir Robert Neill MP, Chair of the Justice Committee, dated 3 March 2020

As you are aware, schedule 15 to the Legal Services Act 2007 requires the Legal Services Board (LSB) to appoint the Chair of the OLC, with the approval of the Lord Chancellor. It is a requirement of the Act that the OLC Chair be a lay person.

The Lord Chancellor and the Legal Services Board are pleased to confirm that the process has concluded and that **Elisabeth Davies** is the preferred candidate.

This letter provides an overview of the process and Elisabeth Davies' CV and declaration of interests in preparation for pre-appointment scrutiny by your Committee scheduled to take place on 17 March 2020.

At **Annex A**, you will find the candidate information pack, which contains the role and person specification recruited to and information about the OLC.

At **Annex B** you will find a copy of the press release announcing the launch of the recruitment for the role (the link to WIG Talent's microsite is as follows:

<https://www.wig.co.uk/career/chair--office-for-legal-complaints--olc-.html>

Elisabeth Davies' curriculum vitae, declarations of interest form and political activities form are at **Annex C, D** and **E** respectively.

Following a competitive tender, the LSB engaged the services of recruitment consultants, WIG Talent, to assist with the process and to undertake search activity to supplement advertising. WIG Talent were briefed to approach a wide range of individuals and to encourage applications from as able and diverse a field as possible.

The recruitment exercise commenced on 29 October 2019. The following websites carried advertisements for the post:

- Cabinet Office public appointments
- LSB website
- LinkedIn
- Twitter
- a) Whitehall and Industry Group (WIG):
- b) Promoting the roles on the WIG website;
- c) Personal email to all WIG member organisations;
- d) Email to all WIG non-executive and trustee network of over 9,000 senior individuals; and

Using various social media channels and proactively targeting individuals who we feel would be right for the roles.

A total of 21 applications were received by the time the advertisement closed on 4 December 2019. Not all fields were completed by all applicants:

Gender – of applicants overall:

Percent Male – 59%

Percent Female – 27%

Percent Identify another way – 0%

Percent Not declared – 14%

Gender – of applicants invited to interview:

Percent Male – 0%

Percent Female – 75%

Percent Identify another way – 0%

Percent Not declared – 25%

Ethnicity – of applicants overall:

Percent White – 73%

Percent Ethnic minority – 18%

Percent Not declared – 9%

Ethnicity – of applicants invited to interview:

Percent White - 75%

Percent Ethnic minority - 0%

Percent Not declared – 25%

Disability – of applicants overall:

Disabled – 9%

Non-disabled – 82%

Not declared - 9%

Disability – of applicants invited to interview:

Disabled - 25%

Non-disabled – 50%

Not declared – 25%

As a public appointment, albeit not a Ministerial one regulated by the Commissioner for Public Appointments, the process followed the principles of the Commissioner for Public Appointments' Governance Code. This included making sure that the recruitment followed the principles of openness and fairness, that appointments be made on merit; and that at least one independent person sat on the appointment panel. The panel, which was diverse in gender and ethnicity, comprised:

- Dr Helen Phillips (Chair), Chair of the LSB
- David Eveleigh, LSB non-lay Board member
- Lambert Allman, independent panel member
- Amelia Wright, Deputy Director, Legal Services Policy, Ministry of Justice

Long listing took place on 11 December 2019, and the panel selected ten candidates to proceed to the next stage of the process. WIG Talent conducted preliminary interviews with all ten candidates and shortlisting from this field of ten took place on 16 January 2020. The panel selected 4 candidates for interview and these were held on 10 February 2020.

Interviews were competency based, focusing on the essential criteria for the role. The candidates started the interview with a short presentation on the following topic, having been provided with some briefing materials in advance (including assurance letters from the OLC to the LSB Board, and the OLC's draft business plan):

Based on the materials you were sent in advance relating to the OLC's 'roadmap to green' and voluntary assurance letters, what is your view on their adequacy and the challenges and opportunities they present?

The panel's unanimous conclusion was that one of the candidates, **Elisabeth Davies**, was well above the appointable standard. The preferred candidate gave a strong and impressive performance, getting straight to the point of answers and demonstrating a clear and in-depth understanding of the challenges facing the OLC. Her performance was enhanced by the breadth of experience she was able to draw upon to illustrate her answers. No were no potential conflicts of interests: Elisabeth's conflicts of interest and political activity declaration forms are attached at Annex D and E – these reflect the potential interests discussed in her interview, including her two current public appointments.

The LSB considered the report of the appointment panel and confirmed that Elisabeth Davies was their preferred candidate for the role of OLC Chair. This decision was conveyed to the Lord Chancellor for approval.

The Lord Chancellor has indicated his approval as to the appointment of Elisabeth Davies on the basis of a non-pensionable remuneration of £52,500 per annum for a time commitment of 60 days a year.

Appendix B: Candidate information pack

Chair, Office for Legal Complaints (OLC)

Candidate information pack

1. Foreword from the Chair of the Legal Services Board
2. About the Office for Legal Complaints
3. The role of the Chair
4. Person specification and eligibility criteria
5. Members of the Office for Legal Complaints
6. Conditions of appointment
7. Timetable and how to apply

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,

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.

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

To apply for this role, please upload the following:

- 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 The Whitehall & Industry Group

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.

Appendix C: Advertisement for the Chair of the Office for Legal Complaints

Recruitment drive for new legal complaints chair begins

The Legal Services Board (LSB) is recruiting a new 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.

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.

A competitive recruitment campaign for the role began on 29 October 2019. The closing date for applications is 4 December 2019.

The recruitment pack for the role explains that the LSB is looking for an outstanding individual with a proven track record in - and focus on - customer redress and satisfaction.

Dr Helen Phillips, Chair of the Legal Services Board said:

“An independent and accessible complaints system is vital to ensuring consumer confidence in legal services and providing redress when things go wrong.

“We are looking for a leader with previous executive experience of driving and sustaining transformational change and building confidence among stakeholders and partners. In addition, we hope to find an individual with experience of - or a commitment to - feeding back learning to support the profession in avoiding complaints in the first instance.

The OLC’s current Chair, Wanda Goldwag, took up post on 1 April 2017. She is stepping down on 31 March 2020 at the end of a three-year term.

Dr Helen Phillips, added:

“I would like to thank Wanda for her contribution to the Office for Legal Complaints and for leading the organisation through its modernisation programme, which has started to improve the service offered to people with complaints.

“The new chair will need to build on this work and be responsible for leading the Legal Ombudsman into a period of sustained high performance.”

Notes for editors:

For more information about the role of the Chair of the Office for Legal Complaints and the recruitment process, visit <https://www.wig.co.uk/career/chair--office-for-legal-complaints--olc-.html>.

The Office for Legal Complaints (OLC) is responsible for establishing and administering the [Legal Ombudsman for England and Wales](#) – the independent and impartial complaints resolution body for the legal sector.

The Legal Services Act 2007 (the Act) created the LSB as a new regulator with responsibility for overseeing the regulation of legal services in England and Wales. The new regulatory regime became active on 1 January 2010.

The LSB oversees ten approved regulators, which in turn regulate individual legal practitioners. The approved regulators, designated under Part 1 of Schedule 4 of the 2007 Act, are the **Law Society**, the **Bar Council**, the **Master of the Faculties**, the **Chartered Institute of Legal Executives**, the **Council for Licensed Conveyancers**, the **Chartered Institute of Patent Attorneys**, the **Chartered Institute of Trade Mark Attorneys**, the **Association of Costs Lawyers**, the **Institute of Chartered Accountants in England and Wales** and the **Association of Chartered Certified Accountants**. In addition, the **Institute of Chartered Accountants of Scotland** is an approved regulator for probate activities only but does not currently authorise anyone to offer this service.

As of 1 April 2018, the legal profession in England and Wales comprised 146,600 solicitors, 16,600 barristers, 7,600 chartered legal executives and 6,000 other individuals operating in other areas of the legal profession such as conveyancing (figures rounded to the closest hundred). The UK legal sector turnover was £33 billion per annum (2017) which is up 19% in cash terms since 2012.

Appendix D: Curriculum vitae - Elisabeth Davies Hon FRCP

- Public policy leader specialising in regulation, complaints handling and consumer protection
- Appointed an Honorary Fellowship of the Royal College of Physicians.
- Shortlisted as one of the top public service Non-Executive Directors in the country under the 2019 and 2018 annual Peel Hunt awards
- CEDR Accredited Mediator and currently studying for an MSc in Dispute Resolution

Current public appointments

Independent Chair, Assurance and Appointments Committee, General Pharmaceutical Council – August 2017 to present

- Contributing to promoting and maintaining the health, safety and wellbeing of members of the public by upholding standards and public trust in pharmacy.
- Quality Assuring the Investigation, Fitness to Practice and Appeals Committees and helping to ensure that their decisions have the confidence of the public and the profession.
- Overseeing the training and development and carrying out performance management of Appointments, Investigation, Fitness to Practice and Appeals Committee members.

Senior Independent Director, Parliamentary and Health Service Ombudsman - May 2016 to present

- Appointed as a non-executive Director to the unitary, decision-making Board to provide robust governance and assure Parliament of the effectiveness and efficiency of the organisation.
- As the Senior Independent Director providing leadership, stewardship, and preserving and building PHSO's reputation; successfully contributing to improving our governance and assurance frameworks and working under high levels of public and political scrutiny including through our annual PACAC hearing.
- Chairing the Quality Committee and providing assurance to the PHSO Board on both the quality of decision making and the quality of the customer experience.

Member, Civil Justice Council – Jan 2019 to present

- As the lay and consumer advice member jointly responsible for overseeing and co-ordinating the modernisation of the civil justice system.

- Recently appointed as one of the few lay members to the Judicial Alternative Dispute Resolution Liaison Committee.
- Regularly facilitating sessions at the Civil Justice Council's annual conference on access to justice for litigants in person.

Current voluntary appointments

Chair, Prisoners' Education Trust – Dec 2018 to present

- Leading a national charity as it works across every prison in England and Wales to help prisoners achieve their potential through learning; Ministry of Justice research shows that PET's provision reduces reoffending by 25%.

Advisory Panel member, Independent Review of Legal Services Regulation – Aug 2018 to present

- Representing the consumer interest in contributing to University College of London's fundamental review of the current regulatory framework for legal services.

Deputy Chair and Chair, Audit and Risk Committee, Support Through Court – Sep 2016 to present

- Deputy Chair of a charity dedicated to providing access to justice by training volunteers to give free, independent assistance to people facing proceedings without legal representation in civil and family courts and tribunals; Chairing the Strategy Working Group and facilitating the development of a new three year strategy.

Previous public/voluntary appointments

Chair, Patient and Carer Network, Royal College of Physicians – June 2015 to July 2018

- Appointed to drive patient involvement at one of the UK's leading health bodies; working with over 60 network members to ensure their voices are heard and their experiences shape the RCP's messages, priorities and activities.
- Awarded an Honorary Fellowship in recognition of an ability to work meaningfully with both services users and health professionals to improve the quality of care.

Chair, Legal Services Consumer Panel - Aug 2011 to December 2016

- Appointed to lead the Consumer Panel, a central feature of a new regulatory framework designed to transform the legal services market in England and Wales around user needs.
- Successfully making a difference for consumers in a number of key areas including: Boards of approved regulators must have a lay majority; changes to first-tier complaints handling; Legal Ombudsman's decision to publish names of law firms; and significantly improving price transparency levels.

Legal Services Red Tape Challenge Sector Champion, Ministry of Justice - 2012 to 2015

Trustee, Immigration Advisory Service - 2009 to 2011

Chair, Wandsworth Citizen's Advice Bureaux (CAB) - 2005 to 2011

Deputy Chair, Wandsworth Primary Care Trust - 2002

Non-Executive Director and Deputy Chair, SW London Community NHS Trust - 1999 to 2002

Executive experience

Strategy and Governance Adviser, Arthritis Care – Jan 2017 to Dec 2017

- Successfully programme managing the merger of Arthritis Care and Arthritis Research UK to deliver a step change in the ability to reach hundreds of thousands of more people living with arthritis.
- Developing an evidence-based and persuasive case for change to merge organisations with a total annual expenditure of almost £35 million.
- Leading on governance, Board negotiations and overseeing internal and external due diligence.

Deputy Chief Executive, Director of Strategy and Engagement, Arthritis Care – Jan 2014 to Jan 2017

- Successfully increasing the number of beneficiaries of Arthritis Care's self-management support from 2,000 to almost 14,000.
- Developing and delivering a new Strategic Plan for 2014 to 2017 along with embedding a new approach to performance review and monitoring and evaluation.
- Successfully leading three substantial and wide-ranging reviews of Governance, Membership and Local Engagement.

National Director for England, Arthritis Care – Nov 2012 to Dec 2013

- A Senior Management Team position, leading a department of 22 across England and working closely with around 150 local branches; leading on policy and campaigning, business and service development, quality assurance and evaluation, training and specifically meeting the needs of young people and their families.
- Developing, testing and delivering new self-management products and services.
- Corporate lead for strategy development, planning and performance across the four Nations.

Director of Partner Relations and Deputy Director of Services, Age UK - Dec 2010 to Oct 2012

- Reaching 95% of the population through creating and implementing a strategy for partnership and community working with 169 local Age UKs across England.
- Creating a new Department of 45 staff, including establishing five new Area offices across England; managing a budget of £10 million.
- Leading on cross UK working with Age Cymru, Age Northern Ireland and Age Scotland.
- Developing a new Quality Assurance Framework to ensure the public can be guaranteed the same standards wherever they access Age UK products and services; leading on compliance and oversight.

Head of Public Engagement, Voluntary Services Overseas (VSO) - July 2007 to May 2010

- A UK Senior Management Team position, running a budget of over £2 million and creating a new team of 50 staff globally.
- Leading a cross-organisational Political Strategy Team and responsible for formulating all policy positions; managing a critical £30 million relationship with Government.
- Successfully influencing four Government Departments to secure £13 million of cross departmental funding for public servants to volunteer overseas.

Interim Director of Policy and Development, Refugee Council - Nov 2006 to June 2007

- Responsible for leading the Refugee Council's domestic and international policy and for the provision of advice and support services to 450 community groups across the UK; working within a highly challenging and sensitive political context.

Interim Director, Patients Association - May 2006 – Oct 2006

- Developing a comprehensive three year Strategic Plan and fundraising strategy; carrying out a substantial governance and financial management overhaul.

Interim Deputy Head, World Cancer Research Fund - Jan 2006 - May 2006

- Creating a performance review system for a five year Strategic Plan; ensuring compatibility for the US, UK, Netherlands and Hong Kong.
- Leading a successful alliance of 6 international organisations for an EU funding application across 8 EU Member States.

Deputy Director /Head of Policy, Planning and Partnerships, National Patient Safety Agency (NPSA) - July 2003 - Dec 2005

- Devising and implementing the business planning of an organisation with a budget of £20 million and 250 staff.

- Extensive joint working with the Department of Health and responsible for supporting performance review for all teams; leading on partnership working with the Welsh Assembly Government and Northern Ireland Assembly.
- Project Manager of the patient and public reporting function; ensuring a complex and consumer-led IT project was delivered on budget and on time.

Founding Chief Executive, UK Breast Cancer Coalition - Oct 1998 - July 2003

- Transforming a user-led group into a professional organisation with an increase in financial turnover of 30% per year.
- Successfully managing the organisational development, setting in place the right governance and financial management arrangements along with robust human resource policies.
- Winning 'Patient Association of the Year' in 2003.

Appendix E: Conflicts of interest and previous conduct

Please give details of any business or other interests or any personal connections which, if you are appointed, could be misconstrued or cause embarrassment.

Any particular conflicts of interest detailed here will not prevent you going forward to interview but may, if appropriate, be explored with you during your interview to establish how you would address the issue(s) should you be successful in your application.

Please also confirm if you have ever been convicted of, or cautioned for, any criminal offence or have been found guilty of professional misconduct, or if any such proceedings are pending (please give details, including dates and amount of any fine or other penalty imposed) (NB the successful candidate's final confirmation will be subject to clearance checks, covering confirmation of identity and right to work in the UK plus a criminal record check).

I confirm I have read and understood the sections in the candidate pack on 'Standards in public life' and 'Political activity'	x
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(please tick the box above)

Please provide details here of any relevant interests: Chair, Prisoners' Education Trust Deputy Chair, Support Through Court Both are small charities that receive a grant from the MoJ/ HMPPS.

Please provide details below of other public appointments held:

Body	Period of Appointment	Government Department
Parliamentary and Health Service Ombudsman	May 2016 – May 2021	No single sponsoring Department – UK Parliament
Civil Justice Council	Jan 2019 – Jan 2023	Ministry of Justice

Appendix F: Political Activity Declaration

All applicants should complete the question below. Please indicate which of the following activities you have undertaken during the past five years by ticking the appropriate box and providing details of your involvement. Name the party or body for which you have been active. If you have been or are an Independent or have sought or obtained office as a representative of a particular interest group, you should state this. You should tick all relevant categories.

Obtained office as a Local Councillor, MP, Devolved offices, MEP etc	
Stood as a candidate for one of the above offices	
Spoken on behalf of a party or candidate	

Acted as a political agent	
Held office such as Chair, Treasurer or Secretary of a local branch of a party	
Canvassed on behalf of a party or helped at election	
Undertaken any political activity which you consider relevant	

Made a recordable donation to a political party ⁶	
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None of the above activities apply.	X
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Name of Party for which activity undertaken:

Details of your involvement (please continue a separate sheet if necessary):

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Note: this form is for monitoring purposes only and therefore will be detached from your application and will only be seen by the selection panel if selected for interview. However, it is appreciated that such activities may have given you relevant skills, including experience gained from committee work, collective decision making, resolving conflict and public speaking. If, therefore, you have had such experience and you consider it relevant to your application for this post, you should include it separately in the main body of your application form.

⁶ The Political Parties, Elections and Referendums Act 2000 requires the Electoral Commission to publish a register of recordable donations (donations from an individual totalling more than £5000 in any calendar year, or more than £1000 if made to a subsidiary accounting unit such as a constituency association, local branch, women's or youth organisations). These provisions became effective from 16 February 2001.

Formal minutes

Tuesday 17 March 2020

Members present:

Sir Robert Neill, in the Chair

Robert Butler John Howell

Maria Eagle Kenny MacAskill

Draft Report (*Appointment of Chair of the Office for Legal Complaints*), proposed by the Chair, brought up and read.

Ordered, That the draft Report be read a second time, paragraph by paragraph.

Paragraphs 1 to 11 read and agreed to.

Annex agreed to.

Several papers were ordered to be appended to the report.

Resolved, That the Report be the First Report of the Committee to the House.

Ordered, That the Chair make the Report to the House.

Ordered, That embargoed copies of the Report be made available, in accordance with the provisions of Standing Order No. 134.

[Adjourned till Tuesday 24 March at 2.30pm]

List of Reports from the Committee during the current Parliament

All publications from the Committee are available on the [publications page](#) of the Committee's website. The reference number of the Government's response to each Report is printed in brackets after the HC printing number.

First Special Report	Prison Governance: Government Response to the Committee's First Report of Session 2019	HC 150
Second Special Report	Court and Tribunal Reforms: Government Response to the Committee's Second Report of Session 2019	HC 151
Third Special Report	Transforming Rehabilitation: Follow-up: Government Response to the Committee's Nineteenth Report of Session 2017–19	HC 152