

<b>Meeting</b>	OLC Board	<b>Agenda Item No.</b>	5
		<b>Paper No.</b>	88.5
<b>Date of meeting</b>	4 June 2018	<b>Time required</b>	5 minutes

<b>Title</b>	<b>CO Update</b>
<b>Sponsor</b>	Rebecca Marsh – Chief Ombudsman
<b>Status</b>	OFFICIAL
<b>To be communicated to:</b>	Members and those in attendance

<b>Executive summary</b>
<p>This Paper provides the Board with a brief update in respect of the activities of the Chief Ombudsman (CO) and the operational activity with regard to external affairs.</p> <p>The CO is continuing her introductions to key stakeholders as part of her induction and working on performance improvement across the business. This report shares some short insights into existing issues and some green shoots on performance, as well as a brief overview of our externally focused activities for the Board's information.</p>
<b>Recommendation/action required</b>
The Board is asked to <b>note</b> the activity and the actions underway.

4 June 2018

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## Chief Ombudsman's Report

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### 1. Introduction

1.1. This report provides the Board with an update on the activities of the Chief Ombudsman (CO) since end of April

### 2. Activity on priorities

2.1. The CO has been working on driving performance, further problem solving and ensuring effective implementation of her new processes.

2.2. The changes made are now surfacing both recent and historic underlying business issues and corporate action is underway to respond:

- Consistency and effectiveness of performance management
- Understanding and management of day to day operational risk - business is very risk averse due to historical issues - and practical implementation of policies.
- Change fatigue and morale issues particularly in certain cohorts
- Differential impacts of the extent of the modernising changes on staff groups, directly impacting performance in certain areas of the operation

2.3. The update from the key activities in last report:

- Three pilot teams are now active, legacy in old CMS, two in new CMS
- New process within the pilot teams is demonstrating early benefits
- Rate of closures and speed of progression in legacy appear improved
- More cases now closing early than previously was the case, due to effective scoping
- Work underway with line managers to drive delivery and improvement.
- New stage by stage review of cases in BAU identifying “blockages”
- Age related check points to ensure cases don't go over time limits
- Non-pilot decisions queue being addressed by additional Ombudsman – pool and internal
- Interim forecasting analyst started 23 May to support evolution and refinement of operational capacity requirements and performance forecasting. Interviews for permanent role underway

### 3. Issues for the Scheme

3.1. The SRA has issued a number of waivers for solicitors to work in non-regulated business in the last two weeks. The CO will give a short verbal update to Board

## 4. Ombudsmen recruitment

- 4.1. Following the success of the Pool Ombudsmen recruitment earlier this year, we are increasing the pool. This will support the delivery plan for the coming year and respond better to fluctuations in pool availability.
- 4.2. We are also commencing another round of permanent Ombudsman recruitment, to bring us up to complement and to support the further development of better ways of working.

## 5. Externally Focused Activity

5.1. Since the last Board meeting, the CO has undertaken the following:

- 12 April – Society of Licensed Conveyors - *discussed their response to our business plan; case fee waivers; writing an article in their trade journal*
- 19 April – Law Society with President and Interim CEO – *introduction*
- 24 April – LSB Board – *presentation on LeO's vision of what good looks like*
- 25 April – LSCP meeting – *discussed LeO's priorities in 2018/19 and our response to the CMA's recommendations*
- 26 April – CILEx Regulation meeting – *introduction; sharing business plans, identifying priorities and joint areas of work*
- 2 May – Law Society Regulatory Processes Committee – *discussed 2018/19 business plan/priorities; feeding back to the profession and areas of discontent: case fees and quality of decisions*
- 3 May – BSB meeting with Chair and Director General – *introduction;*
- 9 May – SLCC CEO visit – *strategy and business plan; review of legal regulation in Scotland; modernisation; opportunities for joint working*
- 17 May – BSB Board-to-Board – *their consultation on modernising regulatory decision-making; GDPR; publication of decisions*
- 24 & 25 May Ombudsman Association Conference.

5.2 In addition we have delivered the following:

- Draft response to the SRA's consultation on their professional indemnity insurance rules, and continuing liaison with them on the elements of their handbook consultations which impact our scheme.
- Consideration of our potential response to Government's recently published consumer green paper.
- Courses took place in the last month on Accident Management and Communication in Dispute Settings, both received positive feedback. The latter is a new course
- Prepared a tailored course for barristers, for June.
- Our regular newsletter, LeO News was published in April,