

<i>Meeting</i>	OLC	<i>Agenda Item No.</i>	2
		<i>Paper No.</i>	98.1a
<i>Date of meeting</i>	26 September 2019	<i>Time required</i>	10 Minutes

<i>Title</i>	Executive Report
<i>Sponsor</i>	Rebecca Marsh, Chief Ombudsman
<i>Status</i>	OFFICIAL
<i>To be communicated to:</i>	Members and those in attendance

Executive summary
<p>This paper updates Board on key issues from the Chief Ombudsman.</p> <p>Performance and finance updates are covered in separate items on today's Board agenda.</p> <p>Appendix 1 provides a summary of the Chief Ombudsman and Chair's engagement with key stakeholders.</p>
Recommendation/action required
Board is asked to NOTE the issues highlighted in the paper.

26 September 2019

Executive report

1. Period since last Board

The Chief Ombudsman's focus is absolutely on improving the customer experience through driving improvement in delivery and reducing the front-end wait. This is also the primary focus of our stakeholders and oversight bodies.

Failure to do so is our most significant strategic risk, but the intense activities and timescales create a level of operational risk with our staffing resource. It is also imperative that the quality of our decision is sustained through this period.

The extensive scrutiny and oversight of LeO has been a feature through the summer, with frequent engagement with MoJ policy team, MoJ ALB team and LSB Officers. This culminated in a "Discovery Day," where MoJ officials from both areas, and LSB Directors attended to understand LeO's processes and the nature of current performance, as well as discussing the draft "roadmap to green" i.e. what LeO should deliver as good performance.

This gave the opportunity to demonstrate that:

- Performance is on track against plan at 31 August - cumulatively at 2,776 against a target of 2,823 and KPIs are being achieved more consistently.
- Pre-assessment pool continues to fall - from 3,217 at start of year to 2,162 at 31 August
- In achieving this, evidenced a productivity improvement of 27% over the early months of this year.

A further productivity improvement of a minimum of 5% over the rest of the year is needed to continue to deliver the improvement trajectory outlined in the proposed roadmap, as well as the need to ensure recruitment is on track. This improvement level is stretching, but achievable. It takes account of the impact of new starters, which provide a constraint on the potential for performance improvement in the short term.

The intensive focus on delivery has had an impact on staff through the summer, particularly the managers and Ombudsmen within the business, for whom flexibility such as homeworking has been seriously reduced as they actively seek to support underperforming colleagues.

HR workload continues to be significant, with attrition at 21.6% and HR casework increasing. An increased internal HR capacity in the short term with a third temporary business partner will allow both proactive as well as reactive work. 46% of attrition reflects more robust approaches to performance, however, attrition amongst new starters, currently at 31.6%, remains a challenge as the offer to the marketplace is refined.

2. Other matters

Following the recent regulators CEO meeting, the Chief Ombudsman was invited to provide specific suggestions for collaboration across the regulator community to improve service users experiences. This is a welcome opportunity and Board will be updated on the response and outcomes.

Board's attention is also drawn to the publication of the interim report by Professor Mayson.

Appendix 1 summarises stakeholder engagement by Chair and CO since the last paper.

Appendix 1 – list of key external meetings and events

Date	Meeting/engagement activity	Scope/key issues
17/07/2019	The CO and OLC chair attended a meeting with Simon Davis, President of the Law society	Introductory meeting
18/07/2019	CO met with Sarah Chambers of Legal Services Consumer Panel	Follow up to Panel workshop on ADR
22/07/2019	OLC chair, Members of the OLC Board, CO and DCS attended the LSB/OLC Board to Board meeting	LSB/OLC regular Board to Board meeting
22/07/2019	CO and Alex Moore met with Jason Coles of BEIS	Discussion around the BEIS White paper on Consumer protection
23/07/2019	The CO and OLC chair attended a meeting with Sheila Kumar, Chief Executive of the Council of Licenced Conveyancers	To address concerns around performance and costs
31/07/2019	CO met with Alison Wedge, Deputy Director, MoJ	Introductory meeting
08/08/2019	CO meet with Amelia Wright of MoJ	Introductory meeting
27/08/2019	The OLC Chair attended a catch-up meeting with Alison Wedge, Deputy Director, MoJ.	Regular catch up
11/09/2019	Regulators CEO meeting hosted by LSB	Regular round table for LSB oversight CEOs
13/09/2019	CO, DCS and senior staff meeting with MoJ for MoJ requested 'Discovery Day'	To understand LeO performance and processes
16/9/2019	CO 6 weekly catch up with Alison Wedge, Deputy Director, MoJ	Regular catch up