

<i>Meeting</i>	OLC	<i>Agenda Item No.</i>	3
		<i>Paper No.</i>	95.2
<i>Date of meeting</i>	29 April 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 areas of focus for the Chief Ombudsman.</p> <p>Quarterly 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 meetings with key stakeholders.</p>
Recommendation/action required
Board is asked to NOTE the issues highlighted in the paper.

29 April 2019

Executive report

1. Last year

- LeO has transitioned to a way of working which ensures that once at investigation, customers are provided with a good quality, timely service – reduced hand offs, more personal contact, and no wait for an Ombudsman decision.
- Significant improvements to the front end have enabled us to provide the right support at first contact, and have improved visibility of the customer experience. This also means the time from initial contact to awaiting assessment has significantly decreased and that the percentage of files that are subsequently accepted for investigation has doubled.
- A significant volume of cases awaiting assessment was noted at year end and this leaves an external perception of decreased performance. This is as a result of the combined effect of the following positive factors:
 - Improved visibility.
 - Improved efficiency.
 - The one off transition to the new process.
- Successful delivery of the modernisation programme means we have an improved infrastructure with which to move forward, but we still have challenges to address this year in order to realise the full benefits of the programme.
- The learning from last year is that, in addition to improving staff engagement and performance, we need to build a stronger external narrative to improve understanding of the impact we have and the importance of our role within the legal sector.
- We also need to better manage the wider narrative about where we are on our improvement journey, as this has a direct consequence for trust and confidence and our resultant effectiveness as a form of redress.

2. Current focus

The key focus areas for the Chief Ombudsman are:

- **Maintaining trust and confidence in LeO**

We are working closely with the LSCP, thinking about future redress for consumers of legal services and what that might mean for the shorter term for delivery models. A workshop with a range of key individuals in the dispute resolution environment is due to take place in June. Our external facing activity is referenced in **Appendix 1**.



- **Resource, capacity and capability**

Our budget has been confirmed for the year, but is clearly challenging in the context of the need to support the workforce in acquiring additional skills and the desire to invest in innovation in delivery. We are focused on ensuring resource is applied to capacity and capability development.

- **Staff engagement**

We must work with staff to provide a service that puts people at the heart of what we do and actively demonstrates we make a difference. We need a new narrative to drive commitment and enthusiasm to support the capacity and capability work.

These three areas underpin the ability of the organisation to deliver. On this basis I will continue to report to Board on these going forward.

Appendix 1 summarises stakeholder meetings since the last OLC meeting. Wider stakeholder issues appear in the separate horizon scan paper.

Appendix 1 – list of key external meetings and events

Date	Meeting	Scope/key issues
12/03/19	Chief Ombudsman met with Donal Galligan of Ombudsman Association	Visit to Edward House for meetings with various staff and catch up on developments within the organisation since his last visit in late 2017.
13/03/19	The Chair met with the Society of Legal Scholars	Attendance at the Annual President's Reception
15/03/19	The Chair met with Sam Younger, Chair of CILEx	Regular stakeholder engagement meeting
22/03/19	Chief Ombudsman met with Carolyn Hirst of Hirst Works & Queen Mary Uni	Meeting to discuss opportunities for mediation.
25/03/19	Chief Ombudsman met with Chris Davis of Government Internal Audit Agency	Introductory meeting
28/03/19	The Chief Ombudsman and Chair attended the BSB/OLC Board to Board meeting	Regular Board to Board
08/04/19	The Chief Ombudsman and Chair attended the LSB/OLC 6 Way Meeting	Regular 6 way meeting