

<i>Meeting</i>	OLC	<i>Agenda Item No.</i>	4
		<i>Paper No.</i>	101.3
<i>Date of meeting</i>	27 January 2020	<i>Time required</i>	15 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 and as a one off, the Head Ombudsman stakeholder meetings on strategy consultation.</p>	
Recommendation/action required	
Board is asked to NOTE the issues highlighted in the paper.	

27 January 2020

Executive report

1. Period since last Board

The trajectory on delivery is not currently line with the road map, increasing to 3% off cumulative closure delivery plan, which with the increased attrition, also had an impact on the plan for reduction in the pre assessment pool to around 1000 by year end. This will be picked up in the revisions to road map for mitigation. It is covered in detail, including trajectory, in the performance report elsewhere on this agenda.

Performance variation across the business continues to stabilise, although per person case closures dipped overall slightly in December as a shorter month, but the unexpected levels of attrition and subsequent reallocations had an impact on case holdings. The Advice and Support function also saw the impact of attrition in November and December. Whilst this is disappointing, with the level of fragility and fatigue across the business, some setbacks are to be expected. Mitigation includes an increase in temporary resource at both front end and in casework. These commitments can be accommodated within the financial position.

A helpful meeting with MoJ Policy Team, MoJ ALB Team and LSB Officers set the tone for more direct senior engagement and a reduction in the reporting burden that is most welcome.

Civil Service Staff Survey results arrived at the time of writing – the survey was taken at the peak of pressure on performance and at a time when morale was seriously impacted by performance and external scrutiny. The results, which are again disappointing but not unexpected, will be considered by the Executive over the coming weeks and discussed alongside the People Plan at RemCo.

The work underway on the strategic gap analysis and operational resilience, supported by NED input, will also take account of all of the above issues and particularly the capacity and capability of the senior team to respond.

Appendix 1 summarises stakeholder engagement by Chair and CO since the last paper and as a one off includes the stakeholder consultation activity of the Head Ombudsmen.

Appendix 1 – list of key external meetings and events

Date	Meeting/engagement activity	Scope/key issues	Outcomes
03/12/2019	CO attended LSB/OLC CEO's meeting.	Regular meeting between CEO's of LSB and OLC.	Helpful and frank discussions of what is perceived as needed to move OLC forwards
08/01/2020	Chair, Rod Bulmer and CO attended a meeting with senior MoJ officials and the LSB	Holding to account meeting	Helpful and frank discussions of what MoJ and LSB seek, what gaps exist at present and what may reduce burden whilst providing assurance in ways of working together going forwards
09/01/2020	CO attended Ombudsman Forum	Engagement with other ombudsman on working together, sharing ideas	Opportunities for collaboration and combined working, as well as an update on GDPR and AI
10/01/2020	Chair and Board Member met with Simon Davis, President of the Law Society to discuss the OLC strategy and business plan consultation	OLC 2020-2022 strategy and business plan	Positive meeting and discussions. Law Soc policy officer to provide RM with list of questions, answers to inform Law Soc response to Consultation
08/01/2020	Head Ombudsman Mariette Hughes, accompanied by Alex Moore, met with Ewan McCleod (Head of policy) and Alfonso Tucay (Head Conduct Assessment) Bar Standards Council	OLC 2020-2022 strategy	Supportive of the strategy and no substantive questions/challenges Keen to see to what extent we can gather intelligence on chambers rather than entities when this would support complaints handling.
08/01/2020	Head Ombudsman Mariette Hughes, accompanied by Alex Moore, met with CLC, Sheila Kumar (Chief Executive) and Stephen Ward (Director of Strategy and External Relations)	OLC 2020-2022 strategy	Sought clarity on staffing levels for years 2 and 3 of the strategy Further discussion on the levy and case fees. General discussion about transparency and the need for the sector to understand what information consumers need
08/01/2020	Head Ombudsman Mariette Hughes, accompanied by Alex Moore, met with SLC, Simon Law (Past chair) and Laura Burkinshaw (Director and Head of Legal Practice Dezrezlegal), Sam Hawking (Principal Sam Hawking Property Lawyers)	OLC 2020-2022 strategy	Strategy covered the right areas and supportive of feedback work. Noted: previous poor performance and members experience of our service has damaged views of us. Discussed whether there should be more engagement with firms about their experience of LeO.

08/01/2020	Head Ombudsman Mariette Hughes, accompanied by Alex Moore, met with Lola Bello, Panel Manager at LSCP	OLC 2020-2022 strategy	Strategy well written/structured and gave better sense of direction than previously Would like more detail around work plans / key outputs so they can see where they can work with us.
24/01/2020	CO attended Delivering Justice Conference hosted by Christopher Hodges and the Centre for Socio-Legal Studies.	Summarising the findings of <i>'Delivering Dispute Resolution'</i> . Introducing three challenges: Assistance in problem solving Dispute resolution and Learning and improving	To follow (not happened at time of writing)