

Meeting	OLC Board	Agenda Item No.	15
		Paper No.	126.10
Date of meeting	26 April 2023	Time required	20 mins

Title	OLC Strategy 2024-27 – follow up from February Board workshop
Sponsor	Paul McFadden, Chief Ombudsman
Status	OFFICIAL

Executive summary
<p>In February 2023, the OLC Board participated in a workshop to begin the development of the OLC’s strategy for 2024-27.</p> <p>Following the workshop, the facilitators, PA Consulting, provided a summary of the discussion. This included the areas of consensus around future ambitions for the Legal Ombudsman, as well as the potential opportunities, challenges and questions that will need to be considered as part of the strategy development process.</p> <p>The broad areas of ambition captured by PA formed the basis of a discussion at the Executive Team meeting on 19 April 2023. The attached slides outline the key questions addressed in this session, against the backdrop of those set out in the consultation on the 2023/24 Budget and Business Plan and Interim Strategy. A summary of the Executive Team discussions will be provided verbally at the April Board meeting. A further, separate Executive Team discussion will be held on LeO’s transparency, insight and engagement (currently “priority three”) programme, recognising the need to define and shape this work in view of stakeholder demands and LeO’s own previous commitments in this area.</p> <p>Planning is also underway for the internal and external engagement required to support the strategy development process. As summarised in the slides, the plans recognise the need for early and meaningful consultation with LeO’s people and key stakeholders, including the LSB, ahead of the formal public consultation process in the autumn. This includes both making the most of existing engagement opportunities to discuss the OLC’s strategy and creating additional opportunities.</p> <p>The slides also contain a high-level timeline for the strategy development process.</p>
Recommendation/action required
Board is asked to share their thoughts and feedback on these emerging plans.

OLC Strategy 2024-27: progress update

26 April 2023



OLC Board workshop: recap

The workshop captured ambitions around:

- **Service** – service improvements, leader in ADR, value for money, efficient, proportionate
- **Impact** – leader in insight/engagement, improving complaint handling, improving legal services
- With a sustainable **funding** solution that reflects the value of each area of our work
- And with **people** as a key enabler – employer of choice, flexible, rewarding work, the skills we need for what we want to deliver

Key updates

- Outputs from OLC Board's February workshop have been used as the basis for Executive Team discussion on 19 April 2023
- Backdrop of wider legal regulatory agenda and questions set out in the OLC's 2023/24 Business Plan and Interim Strategy
- Discussion covered:
 - Review: recent and longer-term view of LeO's strategy, delivery and performance
 - Forward look and the substance of the new strategy
 - Approach to internal and external engagement
- Further detailed session planned on impact/engagement/transparency - recognising the need to define and explore this in greater depth

Executive team discussion: key questions

Looking back

- What are the lessons we can learn from the last two years?
- Thinking further back – what can we learn from LeO's history? What has been LeO's strategy? What has LeO never got quite right? How can we address that going forward?

Looking ahead

- What do we want achieve by the end of the strategy period?
- What are the building blocks across the three years?
- What are the enablers? Risks?
- What can/should we learn from a wider scan of the strategies of other Ombudsman schemes?

Engagement

- Can we agree a broad approach to internal consultation?
- Can we agree a broad approach to external consultation?

Executive Team discussion: ambitions and building blocks

	Overall ambition	Year 1	Year 2	Year 3
Service				
Impact				
Funding				

Context: regulatory agenda

- The LSB's regulatory objectives and wider sector outcomes provide the backdrop for the OLC's own Strategy
- Essential to take these into account, engaging early and regularly with LSB



Questions we set ourselves: people

- What are the hallmarks of a great place to work – and how might they have changed in five years' or a decade's time? What types of organisations should LeO take inspiration from?
- How can LeO ensure it continues to attract and retain people with the values and skills that it needs? Who will also be looking for these people?
- How might those values and skills change in the future?
- How are expectations likely to change around what it means to be a diverse and inclusive employer?
- How might the demographics and needs of LeO's customers change?

Questions we set ourselves: service

- What does the shift toward greater proportionality mean for how LeO articulates its core service?
- In a future when there is no front-end queue, what standards of service should LeO be held to?
- What might wider social and economic changes mean for the types of cases LeO sees, the parties involved, and what they need and expect from LeO?
- Given these changes, how can LeO remain accessible to everyone who needs it?
- Looking ahead, how can LeO deliver a service that is both agile and high quality? What should be the balance of resources across different areas of its work?

Questions we set ourselves: impact

- How can LeO better articulate, measure and report on the value and impact of its engagement, insight-sharing and transparency work?
- How should this work be funded and resourced?
- What does the shift toward early resolution and greater proportionality mean for the types of data and insight LeO shares?
- What is LeO currently not doing in this space – and who else should LeO be engaging with?
- How can LeO best contribute to sector-wide initiatives going forward?

Questions we set ourselves: funding

- What might the shift toward early resolution and greater proportionality mean for how LeO is funded?
- How can the structure of case fees better enable fair and positive outcomes for both users and providers of legal services?
- What does a radically more flexible and efficient LeO look like, and what do we need to do to deliver it?

External engagement

- Should draw out key feedback/challenges in person – within a constructive forum – so stakeholders have been heard and *feel* they've been heard by the time formal consultation happens.
- Consider what engagement opportunities are already in the diary – LSB, MoJ, LSCP, SPG, CAG, other forums – and identify gaps.
- Consider how we can make existing opportunities feel qualitatively different and/or supplement with other opportunities.

Internal engagement

- Bottom-up, LeO-wide Strategy Fortnight planned for final two weeks of June
- Aims to engage everyone in the development of the strategy, creating a sense of shared ownership, understanding and buy-in
- Structured, supported conversations within teams, with executive team presence.
- Feedback collated and fed into development process.

Strategy development timeline

