

Meeting	OLC Board Meeting	Agenda Item No.	3
Date of meeting	15 September 2022	Paper No.	122.2
		Time required	10 minutes

Title	Actions from previous meetings
Sponsor	Kay Kershaw, Board Secretary
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary
This paper provides the Board with an update on the actions from previous Board meetings.
Recommendation/action required
Board is asked to note the update.

Action points outstanding from previous OLC Board meetings

30 June 2022

Agenda item	Action Required	Owner	Date required	Report on progress
2 Para 4	To publish the minutes of the OLC Board meeting held on 26 May 2022.	Board Secretary	15 September 2022	The minutes of the Board meeting held on 26 May 2022 were published on 10 August 2022. Action completed.
4 Para 12	To arrange for the Board to be informed of the percentage of new Investigators that achieved the expected productivity ramp up during their first 12 months in role before they became established.	The COO	15 September 2022	September update: A quarter two review of performance is to be undertaken. This will include a review of Grad Bay once the new Investigators have completed their first 12 months in role – see September Performance paper for further information. Ongoing
4 Para 17	To ensure that the lessons learned on the Hub Strategy were assessed and fed into progress and development of the wider Hubs strategy including the Leeds Hub; to ensure that regular updates on the Hub Strategy were provided to the Board, and to consider the best way of providing the Board with this information.	The Chief Ombudsman	15 September 2022	A paper setting out the lessons learned and providing the Board with an update on the Hub Strategy and is to be issued to Board before the September meeting. Action completed

8 Para 46	To publish the transparency reports subject to a minor amendment to the Board member Register of Interests.	Board Secretary	15 September 2022	The transparency reports were published on 10 August 2022. Action completed.
9 Para 48	To review the Executive report and consider whether any redactions were required.	The Chief Ombudsman	15 September 2022	The Executive report was reviewed and information redacted prior to the report being published. Action completed.
9 Para 49	To publish the June Board papers in line with the Board's approval of the redactions and items for non-disclosure and any redaction to the Executive report.	Board Secretary	15 September 2022	The June Board papers were published on 18 August 2022. Action completed.

26 May 2022

Agenda item	Action Required	Owner	Date required	Report on progress
3 Para 33	At the next full Board meeting, the COO or Operations Managers to provide an update to the Board on the work of the autonomy pilot, which is testing whether giving established investigators wider discretion to manage and progress cases, and where they believe they could more efficient and improve overall performance, is better for the individual customers.	The COO or Operations Managers	30 June 2022	June update: At the June Board meeting the COO advised that this information would be provided at the September Board meeting. September update: A full review has now been completed of the Autonomy pilot. The data reviewed indicates that this is not a pilot that operations will be recommending we continue into BAU. Quality, outcome and customer journey issues have been raised and there

				<p>has not been a significant impact on improved performance. The review has identified some areas that have already been implemented into BAU as part of the wider efficiency initiatives. The Executive will be briefed in September on the full review and this will be shared with the Board after the outcome of Executive comments.</p> <p>Action completed</p>
4 Para 37	To provide a demonstration on the functionality of Power BI and an overview the new performance reporting dashboards to the Board.	The Business Intelligence Manager	14 July 2022	<p>June update: A demonstration on the functionality of Power BI will be completed with most Board members before the July Seminar.</p> <p>September Update: Additional demonstrations had been scheduled during August for those Board members unable to attend the June demonstrations.</p> <p>Most Board members have now received a demonstration of the functionality of Power BI and provide an overview the new performance reporting.</p> <p>Action completed.</p>

8 Para 65	To issue a report to the Board setting out how the 2022/23 capital would be spent and the expected timing of this expenditure	The Head of Finance	31 July 2022	<p>May Update: The 2022/23 capital will be reflected in the Q1 finance report to be shared offline in July.</p> <p>September update: An update on capital spend is to be included in the Quarter one finance report.</p> <p>Action completed</p>
13 Para 90	The HoPS&S and Chair of RemCo to give further consideration to the most appropriate way of keeping the Board fully sighted on the prioritisation of the People strategy actions and how this relates to the information that would be presented to RemCo.	The HoPS&S and Chair of RemCo	15 December 2022	<p>June Update: Update to be provided once discussion has been arranged between HoPSS & Chair of Remco.</p> <p>September update: Meetings held with RemCo Chair and HoPS&S to discuss re-prioritisation of People Strategy in context of HR resource challenges and key priorities to be progressed.</p> <p>HoPS&S will provide a general update at the September Board and prepare detailed OOC paper to RemCo outlining priorities and timescales for 22/23 prior to its November meeting.</p> <p>Action completed</p>
15 Para 100	To consider the affordability of a Board tool to assist Board members with accessing and navigating Board papers.	The Executive	31 July 2022	<p>June update: This will be considered as part of Executive Team finance</p>

				<p>discussions at end of quarter 1 when detailed budget forecast position will be considered. Update to be provided to Board after that point.</p> <p>Ongoing.</p> <p>September update: This has been assessed and considered as part of consideration of underspend options. This will be part of a suite of a number of potential options available to the Executive to progress should an emerging underspend emerge. This will also take into account impact of recurring expenditure on future years budgets. Any decision to progress further will be assessed in full consultation with the OLC Chair.</p> <p>At this stage there is no forecast underspend so we will not be progressing further with procurement at this point.</p> <p>Action completed</p>
15 Para 100	To consider drafting a document that captures LeO's improvement journey, including the key changes that had been introduced by the Executive, future planned improvements and the impact and effectiveness of the Executive and Non-Executive relationship.	The OLC Chair	15 September 2022	May Update: The OLC Chair to review form, focus and need after Annual Report has been approved.

				<p>September update: The Annual Report (including the infographics) has now been published and provides a timely overview of the improvement journey from 2021/22.</p> <p>Action closed.</p>
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27 April 2022

Agenda item	Action Required	Owner	Date required	Report on progress
2 Para 47	To collate examples of Ombudsman’s decisions to be shared with the OLC Chair for review before being shared more widely with the Board.	The Executive	26 May 2022	<p>The Deputy Chief Ombudsman will look to engage with Board members directly to understand what information will be of value to them.</p> <p>June update: This will be integrated into and provided in advance of the July Board seminar</p> <p>September update: Work is ongoing to provide Board with a representative sample of decisions from across the business and different decision types – this will be circulated to Board out of committee as soon as possible.</p>

				Ongoing.
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31 March 2022

Agenda item	Action Required	Owner	Date required	Report on progress
4 Para 17	To consider a two-stage approach to reviewing the Quality Assurance Framework; the first stage to provide assurance to the Board that the existing Framework was good enough, and the second stage to consist of a more formal review at an agreed future date.	The Executive	26 May 2022	<p>A verbal update was provided in May Board meeting. See May 2022 meeting minutes for details.</p> <p>June update: Work to commence on comparing LeO's framework to those used across the ombuds sector to provide further assurance. Ongoing.</p> <p>September update:</p> <p>The July Board session provided an update as to the extensive nature of assurance that can be derived from the existing Quality Assurance Framework – work is ongoing to commission external research on the nature of quality assurance at other Ombuds schemes and a comparative assessment of LeO's framework.</p>

<p>8 Para 48</p>	<p>To clarify which of the People Strategy actions might need to be rescheduled if delivery could not be achieved within the timescales set out.</p>	<p>The Head of People Strategy and Services</p>	<p>26 May 2022</p>	<p>Timescales within People Strategy action plan currently being reviewed. Meeting held with EDI Manager to identify overlap/complementary activity between People Strategy and new EDI strategy. Action plan to be updated accordingly, timescales and priorities to be reviewed at that point.</p> <p>Ongoing</p> <p>September update: Meetings held with RemCo Chair and HoPS&S to discuss re-prioritisation of People Strategy in context of HR resource challenges and key priorities to be progressed. Out of committee paper to be issued prior to November RemCo meeting outlining priorities to end of year.</p> <p>Action completed.</p>
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Agenda item	Action Required	Owner	Date required	Report on progress
3 Para 8	To update the Board on the progress being made to appointment a Quality Manager and the revised timescale for sharing the findings of the Quality Assurance Framework review at the March Board meeting.	The Deputy Chief Ombudsman	31 March 2022	<p>We have not been able to appoint a new Quality Manager since last updating Board. However, we are now looking at two potential options. Firstly is to offer an internal secondment opportunity (at Team Leader level or upwards) to start undertaking some of the initial groundwork and benchmarking on the quality framework review (as well as providing added resilience to the team. We are also looking at recruiting for a permanent Quality Manager role in the proposed Cardiff hub.</p> <p>The work to build on the initial high level review of the Quality Framework and to consider the need for substantive changes will not be able to commence until this vacancy has been filled.</p> <p>Further, given the size and scale of the Quality Framework Review it is envisaged that the review</p>

				<p>would take at least 6 months to conduct.</p> <p>June update: Interim quality manager is now in post and they will begin comparing LeO quality against other ombuds schemes. This will form the initial stage of the quality framework review and will be picked up when a permanent appointment is made.</p> <p>September update:</p> <p>An Interim Quality Manager (QM) is in place and the role has been extended to 12 months. Recruitment for a permanent QM will resume later in the year.</p> <p>Due to ongoing resource constraints the team's focus has been on delivering the existing Quality Assurance Framework and developing measure to assess the quality of FET work. Work is in progress to commission external research as to the best practice across the ombudsman sector and a comparative assessment of LeO's existing framework. The intention is to have this concluded within the current financial year if possible.</p>
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12 Para 81	To prepare a paper setting out suggestions for specific actions and points for the Board to consider about what it meant to be an Inclusive Board.	The EDI Manager	15 September 2022	September Update: This information will be presented at the October Board meeting when the Board will receive a full EDI update. Ongoing
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18 October 2021

Agenda item	Action Required	Owner	Date required	Report on progress
3 Para 8	To arrange for dates to be identified for Board Members to shadow Investigators to gain a better understanding of the investigative process.	Chief Operating Officer	14 December 2021	GETi investigator workshop delivered. Chief Operating Officer to liaise with OLC Chair on setting up a schedule to provide Board members with increased level so insight into processes May Update: July's Board seminar will provide Board members with greater insight into the customer experience and how LeO is responding. Following this, Board members will be asked to suggest shadowing opportunities that will be of greatest interest and these will then be set up by the Operations Managers.

				<p>September update: As part of the Board effectiveness programme, and the commitment to making best use of in person meetings around each Board meeting and seminar, it is proposed that individual opportunities to shadow will not be explored. The emphasis will rather be on enhancing collective and shared understanding of LeO's practices along with providing the Board opportunities to hear directly from staff.</p> <p>Action closed</p>
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17 May 2021

Agenda item	Action Required	Owner	Date required	Report on progress
13 Para 68	To share the findings and proposed actions from the quality assurance review with the Board as soon as possible.	The Head of Complex Casework and Deputy Chief Ombudsman	1 July 2021	<p>July update: A summary of the current position in relation to the Quality Framework Review will be included in the Chief Ombudsman's Executive report at the July Board meeting.</p> <p>October update: The capacity to commence the quality framework review has been limited by the departure of the former Senior Ombudsman and the lack of success in sourcing a Quality</p>

				<p>Manager to run the quality team and lead the review. Discussions with GIAA and ARAC Chair have concluded that a revised timescale for the quality framework review will be provided once a new Quality Manager is recruited.</p> <p>Update provided at the January Board meeting, where clarity was sought on the revised timescale for sharing the findings and proposed actions from the Quality Assurance Framework review:</p> <ul style="list-style-type: none"> • A preliminary review of the Quality Assurance Framework had been completed in 2021; this had highlighted the need for a more detailed and wider ranging review to be undertaken. • Completion of this wider ranging review was dependent on the appointment of a Quality Manager. Appointing to this role had been challenging and the Executive was now considering a range of alternative permanent
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				<p>and interim recruitment options.</p> <ul style="list-style-type: none">• Once appointed, the Quality Manager would expedite the detailed review of the Quality Assurance Framework. The Executive would then be able to confirm the revised timescale for sharing the findings and proposed actions arising from this review. <p>A further update on the progress being made to appointment a Quality Manager and the revised timescale for sharing the findings of the Quality Assurance Framework review would be provided at the March Board meeting – see action 3, para 7 from the January Board meeting above.</p> <p>June 2022 Update: The progression of a full review of the framework is pending the appointment of a permanent quality manager (interviews are at 2nd stage for a Cardiff appointment). In the meantime that new interim quality manager will be comparing</p>
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				<p>LeO's QA framework against those of other ombuds schemes over the coming months to provide assurance as to the value of the existing framework.</p> <p>September update: The ability to progress the quality framework review remains constrained by resource issues. Assurance around existing quality framework was provided at July Board session. The need to review the existing framework is acknowledged and recorded on the BU risk register. However current focus given resource constraints remains around delivering on existing framework.</p>
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