

<b>Meeting</b>	OLC Board Meeting	<b>Agenda Item No.</b>	3
<b>Date of meeting</b>	30 June 2022	<b>Paper No.</b>	121.2
		<b>Time required</b>	10 minutes

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

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

## Action points outstanding from previous OLC Board meetings

### 26 May 2022

Agenda item	Action Required	Owner	Date required	Report on progress
3 Para 24	To provide further information to the Board out of committee on the findings of the external pay benchmarking exercise regarding two operational roles that may not align with comparable national and regional salaries.	The Head of People Services and Strategy	30 June 2022	External pay benchmarking exercise findings was circulated with board members on 23 June 2022. <b>Action completed.</b>
3 Para 25	To provide an out of committee update to the Board on the progress being made to recruit a new Chief Operating Officer and the plans to mitigate any risks associated with the departure of the current Chief Operating Officer	The Chief Ombudsman	27 May 2022.	Full update provided by email 27 May 2022. Further update and discussion to be provided by COO at the private session of June Board meeting. <b>Action completed.</b>
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	20 October 2022	Update to be provided at the June Board meeting. <b>Ongoing.</b>
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	The demonstration on the functionality of Power BI will be completed with most board members before the July Seminar. Except for Jane Martin will have a demo in

				August based on her annual leave schedule. <b>Ongoing.</b>
4 Para 38	To meet to consider the structure of the new reporting dashboards.	The Performance and Quality Task and Finish Group	30 June 2022	The Performance and Quality Task and Finish Group met on 14 June 2022 to review the structure of the new reporting dashboards and will be presented to board in July seminar. <b>Action completed.</b>
4 Para 40	To work with the Board Secretary to schedule into the Board forward plan a session at a future meeting for the Board to agree risk tolerances.	The Business Intelligence Manager	30 June 2022	The agreed forward plan on risk tolerances with OLC chair as below: <ol style="list-style-type: none"> <li>1. Before July seminar - demonstration of Power BI in action.</li> <li>2. At July seminar – review the content of the dashboard.</li> <li>3. At September Board meeting - approval of dashboard.</li> </ol> <b>Action completed.</b>
5 Para 47	To consider whether the ombudsman’s indicative criteria on the application of discretion should be updated further to explicitly reflect that consideration would be given to complaints raised 12 months after the date a retainer had concluded in circumstances where a complainant had been unable to raise their complaint earlier.	Deputy Chief Ombudsman	30 June 2022	The indicative criteria was updated accordingly to explicitly reflect that consideration would be given to complaints raised 12 months after the date a retainer had concluded in circumstances where a complainant had been unable to raise their complaint earlier.

				<b>Action completed.</b>
5 Para 49	As part of the phase 2 of the Scheme Rules changes and to prevent the need for legislative changes, the Executive to consider the viability of using different role titles as an alternative to seeking legislative changes to extend the ombudsman's decision-making powers.	Deputy Chief Ombudsman	30 June 2022	The viability of using different role titles will be considered as we reflect on Stage 2 of the scheme rules consultation as an alternative to a change to the scheme of delegation.  <b>Ongoing.</b>
7 Para 59	To consider how best to engage with the Board in terms of seeking further feedback on the developing Annual Report and Accounts document and notify the Board accordingly.	Stakeholder and External Engagement Manager and HoPM&A	30 June 2022	The Word version of the Draft of Annual Report and Accounts was shared offline with Board members on 30 May 2022 and a Word version was also uploaded to the Board's SharePoint site along with the papers for the June Board meeting.  <b>Action Completed.</b>
7 Para 61	To provide Board members with Word versions of lengthy Board papers, such as the Annual Report and Accounts in future.	The Board Secretary	30 June 2022	The Word version of the Draft of Annual Report and Accounts was shared offline with Board members on 30 May 2022 and a Word version was also uploaded to the Board's SharePoint site along with the papers for the June Board meeting.  <b>Action Completed.</b>
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	The 2022/23 capital will be reflected in the Q1 finance report to be shared offline in July.

				<b>Ongoing.</b>
12 Para 85	Amend and publish the minutes of the OLC Board meeting held on 31 March 2022.  To amend the minutes of the Board meeting held on 27 April 2022.  Publish the minutes of the ARAC meeting held on 7 March 2022.	The Board Secretary	30 June 2022	The minutes of the Board meeting held on 31 March 2022 were amended and published on 21 June 2022.  The minutes for Board meeting on 27 April 2022 were amended.  The minutes of the ARAC meeting held on 7 March 2022 were published on 21 June 2022.  <b>Action completed.</b>
13 Para 89	To close action 5, Paragraph 24 from the March 2022 Board meeting	The Board Secretary	30 June 2022	Action 5, Paragraph 24 from the March 2022 Board meeting was closed.  <b>Action completed.</b>
13 Para 90	To keep action 8, Paragraph 48 from the March 2022 Board meeting open.	The Board Secretary	30 June 2022	Action 8, Paragraph 48 from the March 2022 Board meeting reminded open.  <b>Action completed.</b>
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		Update to be provided once discussion has been arranged between HoPSS & Chair of Remco.  <b>Ongoing.</b>

13 Para 94	To close action 12, Paragraph 74 from the January 2022 Board meeting.	The Board Secretary	30 June 2022	Action 12, Paragraph 74 from the January 2022 Board meeting was closed. <b>Action completed.</b>
13 Para 95	To close action 2, Paragraph 69 from the December 2021 Board meeting.	The Board Secretary	30 June 2022	Action 2, Paragraph 69 from the December 2021 Board meeting was closed. <b>Action completed.</b>
13 Para 96	To close action 14, Paragraph 80 from the December 2021 Board meeting.	The Board Secretary	30 June 2022	Action 14, Paragraph 80 from the December 2021 Board meeting was closed. <b>Action completed.</b>
14 Para 99	To publish the May Board papers in line with the Board's approval of the redactions and items for non-disclosure.	The Board Secretary	30 June 2022	The May Board papers were published on 16 June 2022. <b>Action completed.</b>
15 Para 100	To consider separating decision making items and items for approval on future Board agendas.	The OLC Chair and Board Secretary	30 June 2022	This will now be considered by the OLC Chair and Board Secretary when planning all future agendas for Board meetings. <b>Action completed.</b>
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	This will be considered as part of Executive Team finance discussions at end of quarter 1 when detailed budget forecast position will be considered. Update to be provided to Board after that point. <b>Ongoing.</b>

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	TBC	The OLC Chair to review form, focus and need after Annual Report has been approved. <b>Ongoing.</b>
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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	The Deputy Chief Ombudsman will look to engage with Board members directly to understand what information will be of value to them. <b>June update:</b> This will be integrated into and provided in advance of the July Board seminar <b>Ongoing.</b>

### 31 March 2022

Agenda item	Action Required	Owner	Date required	Report on progress
2 Para 5	To publish the minutes of the: <ul style="list-style-type: none"> <li>• OLC Board meeting held on 26 January 2022.</li> <li>• The ARAC meeting held on 10 January 2022.</li> </ul>	Board Secretary	26 May 2022	The Board and ARAC minutes were sent to the Communications Team to upload to the website on 12 May 2022.  A technical issue with the website was identified which external technical support

				<p>teams are attempting to resolve. The minutes will be published as soon as possible.</p> <p><b>June update:</b> The minutes were published on 8 June 2022.</p> <p><b>Action completed.</b></p>
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><b>June update:</b> Work to commence on comparing LeO's framework to those used across the ombuds sector to provide further assurance.</p> <p><b>Ongoing.</b></p>
5 Para 24	To consider whether the process for reporting potential overspends or underspends to the Board and ARAC could be improved.	The Chief Ombudsman and Head of Finance	26 May 2022	<p>Having considered this, the Executive has proposed to provide the Board with quarterly financial reports, irrespective of Board meeting dates, and to draw the Board's attention to any issues or concerns between reports / meetings. The Head of Finance has contacted Chair of ARAC for his views on this approach.</p> <p><b>June update:</b> A verbal update was provided at the May Board meeting. See 26 May</p>



				2022 meeting minutes for details. <b>Action completed.</b>
5 Para 27	To consider the identification of trends that might lead to an underspend or overspend and report on this to ARAC as part of risk assurance reporting.	The Head of Finance and Risk Manager	30 June 2022	<p>As identified by Finance colleagues, the possible trends that might lead to an underspend or overspend are:</p> <ul style="list-style-type: none"> <li>• Increased or decreased attrition <ul style="list-style-type: none"> <li>○ Inability to retain or recruit staff</li> <li>○ Delays in MoJ approval for recruitment advertising</li> <li>○ lower attrition than forecast</li> </ul> </li> <li>• Impact of inflation on non-staff costs</li> </ul> <p>The above is linked to one of the risks (no. 6) in this year's Strategic Risk Register, which refers to the risk of OLC expenditure budget variance becoming outside of a tolerable position (either forecast overspend or underspend). LeO will monitor this risk and its respective controls/actions as part of Executive meetings and the</p>

				<p>monthly Business Performance review meetings.</p> <p>This will be reported in October ARAC meeting as part of risk assurance reporting.</p> <p><b>Action completed.</b></p>
8 Para 48	To clarify which of the People Strategy actions might need to be rescheduled if delivery could not be achieved within the timescales set out.	The Head of People Strategy and Services	26 May 2022	<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><b>Ongoing</b></p>
14 Para 91	To publish the Q4 transparency reports and the updated Q3 Board member expenses report	Board Secretary	26 May 2022	<p>The Board and Ombudsman Register of Interest and Board member expenses reports were sent to the Communications Team to upload to the website on 18 May 2022.</p> <p>A technical issue with the website was identified which external technical support teams are attempting to</p>

				<p>resolve. The minutes will be published as soon as possible</p> <p><b>June update:</b> The Board and Ombudsman Register of Interest and Board member expenses reports were published on 8 June 2022.</p> <p><b>Action completed.</b></p>
15 Para 94	To publish the March Board papers in line with the Board's approval of the redactions and items for non-disclosure.	Board Secretary	26 May 2022	<p>The March Board papers were sent to the Communications Team to upload to the website on 12 May 2022.</p> <p>A technical issue with the website was identified which external technical support teams are attempting to resolve. The minutes will be published as soon as possible.</p> <p><b>June update:</b> The March Board papers were published on 8 June 2022.</p> <p><b>Action completed.</b></p>
16 Para 97	To arrange for the EDI Manager to share information with the Board on LeO's involvement with Stonewall.	The Chief Ombudsman / EDI Manager	26 May 2022	<p><b>May update:</b> An out of committee update will be provided to the Board ahead of the Board meeting during the week commencing 23 May 2022.</p> <p><b>June update:</b> This will be shared in advance of June's Board meeting.</p> <p><b>Ongoing</b></p>

26 January 2022

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><b>June update:</b> 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><b>Ongoing</b></p>
12 Para 74	To update the Board forward plan for March to reflect that EDI benchmarking data on recruitment would be presented to the Board.	Board Secretary	31 March 2022	<p>The Board forward plan had been updated to include the presentation of EDI benchmarking data on recruitment at the March Board meeting.</p> <p>Due to time constraints and the volume of work involved, the EDI Manager and Head of People Strategy and Services are unable to present this information at the March Board.</p> <p>EDI benchmarking data on recruitment will be presented at the May Board meeting.</p> <p>The Board forward plan has been updated accordingly.</p> <p><b>June update:</b> A verbal update was provided at the May Board meeting. See 26 May</p>

				2022 meeting minutes for details. <b>Action completed.</b>
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	

#### 14 December 2021

Agenda item	Action Required	Owner	Date required	Report on progress
2 Para 69	To consider changing the order of future Board meeting agendas to ensure that EDI was discussed earlier in the meeting.	The OLC Chair and Board Secretary	26 January 2022	Further consideration to be given to this following January's inclusive leadership training. <b>June update:</b> A verbal update was provided at the May Board meeting. See 26 May 2022 meeting minutes for details. <b>Action completed.</b>
14 Para 80	To give further consideration to the suggestion made by the SCA to provide a clearer explain to customers about what the service complaint process and the SCA could and could not do.	The Deputy Chief Ombudsman	31 March 2022	A review of the service complaints policy is scheduled for 2021/22 as part of governance and contracts project. The review of external guidance and communications will follow on from that internal review. <b>June update:</b> A verbal update was provided at the May Board meeting. See 26 May

				2022 meeting minutes for details. <b>Action completed.</b>
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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	<p>GETi investigator workshop delivered.</p> <p>Chief Operating Officer to liaise with OLC Chair on setting up a schedule to provide Board members with increased level so insight into processes</p> <p><b>May Update:</b> July's Board seminar will provide Board members with greater insight into the customer experience and how LeO is responding.</p> <p>Following this 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>

Agenda item	Action Required	Owner	Date required	Report on progress
13 Para 68	To share the findings and proposed actions from the quality assurance framework review with the Board as soon as possible.	The Head of Complex Casework and Deputy Chief Ombudsman	1 July 2021	<p><b>July update:</b> 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><b>October update:</b> 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 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><b>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:</b></p>



			<ul style="list-style-type: none"><li>• 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.</li><li>• 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 and interim recruitment options.</li><li>• 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.</li></ul> <p>A further update on the progress being made to appointment a Quality</p>
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				<p>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><b>June 2022 Update:</b> The progression of a full review of the framework is pending the appointment of a permanent quality manager (interviews are at 2<sup>nd</sup> stage for a Cardiff appointment). In the meantime that new interim quality manager will be comparing 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><b>Ongoing</b></p>
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