

Minutes of the One Hundred and Fourth Meeting of the Office for Legal Complaints (OLC)

Monday 27 April 2020, 11:00 – 16:30, by video call

Present:

Elisabeth Davies, Chair

Lis Bellamy

Rod Bulmer

Rebecca Hilsenrath

Shrinivas Honap

Annette Lovell

Jane Martin

Board Secretary:

Kay Kershaw

Apologies:

Michael Letters,
Financial controller

In attendance:

Rebecca Marsh, Chief Ombudsman

Brendan Arnold, Director of Corporate Services

Steve Pearson, Head Ombudsman

Mariette Hughes, Head Ombudsman

Kerensa Scott, Executive Assistant

Marcus Passant, Head of HR

Siobhan Fennell, Head Ombudsman (items 7, 8 and 14)

Laura Stroppolo, Business Planning Manager (items 11 and 12)

Sarah Ritzenthaler, Parliamentary and Policy Officer (items 12 and 13)

Alex Moore External Affairs Team Leader (item 12)

David Anderson – (items 9 to 18)

Preliminary issues:

The Board meeting was quorate.

Item 1 – Welcome, apologies and declarations of interest

1. The Chair welcomed attendees to the meeting.
2. There were no apologies.
3. There were no declarations of interest reported.

Item 2 – Previous Minutes

4. The minutes of the OLC Board meeting held on 13 March 2020 were **approved** for accuracy and **approved** for publication.

ACTION: Board Secretary to publish the minutes of the OLC Board meeting held 13 March 2020.

5. The minutes of the OLC Board meeting held on 26 March 2020 were **approved** subject to a minor amendment and **approved** for publication.

ACTION: Board Secretary to amend and publish the minutes of the OLC Board meeting held on 26 March 2020.

6. The Chair of RemCo asked the Executive to consider how matters relating to paragraphs 76 to 80 and 84 of the minutes of the meeting held on 26 March would be taken forward and advise RemCo accordingly.

ACTION: The Executive to consider how matters relating to paragraphs 76 to 80 and 84 of the minutes of the 26 March would be taken forward and advise RemCo accordingly.

Item 3 – Matters arising and outstanding actions from previous meetings

7. The Board **ratified** a unanimous decision made out of committee on 30 March to adopt a standstill budget of £12.663m.
8. The Board **ratified** a decision made out of committee to approve a response to the SRA's compensation fund consultation.
9. It was **agreed** that a follow up discussion on LeO's post consultation transparency agenda would take place at the June Board meeting.

ACTION: Board Secretary to add the transparency agenda - post consultation to the Board forward plan for discussion at the June Board meeting.

10. The Chair reported that she would be seeking to clarify the process for responding to external consultations with the Executive.

ACTION: The Chair to clarify the process for responding to external consultations with the Executive.

11. At the March ARAC meeting it was agreed that an updated Business Continuity Plan would be shared with the Board at its April meeting before being submitted to ARAC in May for further discussion. The Board was advised that, in response to the COVID-19 pandemic, it had been necessary to invoke the current BCP and the Executive proposed incorporating the learning from this into the work on updating the BCP. The Board **agreed** therefore that the updated BCP should now be presented at the September Board meeting and subsequently at the following ARAC meeting for further discussion.

ACTION: Board Secretary to add Business Continuity Plan to the Board forward plan for the September meeting and the ARAC forward plan for discussion at the October meeting.

12. The Board **noted** the following updates on two outstanding actions from the previous meeting:

- Action 14, para 88: The papers for the March Board meeting were sent for publication on 22 April 2020.
- Action 6, para 36: The telephone call between the DCS and ARAC Chair had taken place on 23 April.

13. Following discussion, it was **agreed** that the response to the previous action 6, para 35 about the time investigators were spending on administrative tasks, would now also consider the current COVID-19 situation. The Executive would consider whether this up-date could be circulated to RemCo out of committee before the next RemCo meeting in July.

ACTION: Head Ombudsman, Mariette Hughes, to ensure that a response to the previous outstanding action 6, para 35 would also consider the current COVID-19 situation and consider whether this update could be circulated to RemCo out of committee before its July meeting.

14. The Chair of RemCo advised that she would be considering RemCo's role in the proposed pay benchmarking exercise referred to in the previous action 5, para 28 and advise the Executive accordingly.

15. **ACTION: The Chair of RemCo to consider RemCo's role in the proposed pay benchmarking exercise referred to in the previous action 5, para 28 and advise the Executive accordingly.**

16. The Board provided feedback on the Board papers and made recommendations for improvement, including a request to ensure that key information is highlighted in the executive summary.

ACTION: The Executive to implement improvements to the quality of Board papers and ensure that key information is highlighted in the executive summary.

17. The Board **noted** the update on matters arising and actions from previous meetings.

Item 4 – Executive Report

18. The Chief Ombudsman (CO) presented her Executive Report.
19. The report highlighted the CO's concerns around the impact of COVID-19 on performance, finance and staff. LeO continues to operate in line with its Business Continuity Programme, with staff working flexibly from home whilst balancing caring responsibilities. This has resulted in a significant number of FTE time lost, which has impacted on performance due to the reduction in productive capacity. This is despite only a small number of staff being unable to work at all and low levels of sickness absence.
20. Engagement with Service Providers has reduced due to lack of availability and their lack of ability to access evidence required by LeO to progress investigations. The CO warned that this would have inevitable long-term implications for the organisation.
21. The CO reported her concerns about the findings of two internal audit reports and the Independent Review, their implications and the challenges faced by Senior Managers who are dealing with several significant issues simultaneously.
22. The Board **noted** the Executive Report.

Item 5 – Update on Business Continuity - COVID-19 planning

23. Head Ombudsman, Mariette Hughes, updated the Board on the key actions that had been taken in preparation for lockdown, the governance and risk management processes now in place and the forward planning being undertaken to ensure that operations could return to normal once lockdown ends.

24. It was confirmed to the Board that learning from COVID-19 would be reflected in the updated business continuity plan to be presented to Board in September and ARAC in October.
25. The Board **noted** the approach being taken by other Ombudsman Schemes at this time. The Board reflected on LeO's decision to continue to take cases. The CO assured the Board that this decision would be kept under constant review and would consider any learning from other Ombudsman schemes.
26. Board Members discussed their concerns about the impact of the pandemic on service demand and the organisation's ability to progress cases at this time. Overall, Board Members felt that the demand risks were insufficiently understood and there was currently inadequate management information available to provide the level of assurance required by the Board.
27. The Board **recommended** that better modelling and scenario planning should be undertaken in order to determine the early indicators on demand. Scenario planning should consider the impact of a second wave of COVID-19, the impact on the capacity of staff to balance work and caring responsibilities over a prolonged period and the impact of attrition in light of the SRA's current recruitment campaign.
- ACTION: The Executive to consider identifying a proportionate and useful way of giving the Board a level of assurance on Management Information around demand risks.**
28. Oversight of the risk register falls within the ARAC Terms of Reference, but due to the enormity of organisational risk associated with the pandemic it was felt appropriate to present the COVID-19 risk register to the Board. The COVID-19 risk register was also shared with the MoJ on a weekly basis in line with its requirements for all Arms Length Bodies to do so.
29. The Chair of ARAC **requested** that the COVID-19 risk register should include finance and budget risks. The DCS **confirmed** that these risks would be incorporated into the risk register.
- ACTION: The Business Planning Manager to include finance and budget risks in the COVID-19 risk register.**
30. The Chair of ARAC also **requested** that the COVID-19 risks were incorporated into the risk register before being presented to ARAC at its next meeting in May.
- ACTION: The Business Planning Manager to incorporate the COVID-19 risks into the risk register presented to ARAC at its next meeting in May.**
31. The Chair of ARAC advised that some of the mitigations for risks set out in the COVID-19 risk register were actions that needed to happen, not mitigations. He **requested** that this was reviewed and updated before the combined risk register was presented to ARAC at its May meeting.
- ACTION: The Business Planning Manager to review and update the mitigations set out in the COVID-19 risk register before it was presented to ARAC at its next meeting in May.**
32. The Board was advised that the risk score associated with the inability to access IT systems was high because of the organisation's reliance on third parties. The Chair of ARAC requested that this be explained in the risk register.

ACTION: The Business Planning Manager to update the COVID-19 risk register to explain that the risk score associated with the inability to access IT systems was high because of the organisation's reliance on third parties.

33. The Chair of ARAC advised that he would provide further comments on the COVID-19 risk register directly to Head Ombudsman, Mariette Hughes.
34. A discussion took place about planning for the end of lockdown. The Board was assured that careful consideration would be given to returning to business as usual and this would include requirements for staff to maintain social distancing whilst in the office.
35. The Board was interested to understand the extent to which staff were currently cancelling annual leave and the potential impact this might have on performance when business returns to normal and staff start requesting leave again. The Head of HR advised that, in line with the changes to working time guidance introduced by the Government, staff were now allowed to carry leave forward for two years. The organisation would be monitoring this to ensure that organisational performance was not adversely affected. Staff were being encouraged to take time off during the pandemic to ensure their well-being, but would continue to be allowed to cancel, buy and sell leave in the usual way.
36. An update on planning for the end of lockdown would be provided to the Board at its meeting in June.

ACTION: Head Ombudsman, Mariette Hughes to present an update on planning for the end of lockdown at the June Board meeting.

37. The Board **noted** the update on Business Continuity and COVID-19 planning, acknowledged the extent of work that had taken place to ensure that the business was able to continue to operate during lockdown and thanked those staff involved for their hard work.

Item 6 – Performance report

38. The Head Ombudsman, Steve Pearson, presented the performance report for March 2020 which included a year- end review of KPIs.
39. Performance in March was below plan. This reflected the impact of disruption in the final two weeks of the month when staff, service providers and complainants were transitioning to home working and lockdown. As a result of the lower than planned level of case closures, unit cost was outside of tolerance.
40. Case closures for the year were below target. The end of year position reflected an ongoing reduction in customer journey times, but with a standstill budget this position would be difficult to maintain.
41. Performance against key KPIs remained broadly consistent with previous quarters. Two KPIs relating to timeliness were out of tolerance; both related to high complexity cases where very low numbers affected reporting.
42. The KPI for attrition remained outside of tolerance, however during quarter 4, attrition had improved despite a downturn in March. It was hoped that this would be an early indicator of a reducing trend.
43. The Board was advised that the unknown impact of the pandemic made it difficult to provide certainty at this stage on future performance and attrition. Ongoing monitoring to track levels of demand, the number of cases suspended, the number of extensions requested and the impact

of the pandemic on staffing levels would enable the Executive to provide the Board with more assurance at future meetings.

44. The Board stressed that there was a need to ensure that there was a clear distinction between performance issues relating to COVID-19 and those relating to business as usual.
45. Board Members discussed their strong concerns about the overall integrity of performance modelling and the assumptions being made. They explained that greater assurance on this, and all management information, was needed.
46. Additionally, Board papers did not currently provide the level of detail the Board required. In discussion, Board Members explained that they needed more detailed information to explain such things as the fundamental drivers for the performance uplift during the summer, the underlying factors for its subsequent downturn and the main reasons why the performance forecast for 2019/20 had not been met.
47. The Chair **agreed** to work with the Executive to identify a process for ensuring that the Board received greater assurance on performance modelling and delivery models going forward.
ACTION: OLC Chair to work with the Executive and Board to identify a process for ensuring that the Board has greater assurance on performance modelling.
48. The Board **noted** the performance report and end of year review of KPIs.

Item 7 – Annual Service Complaint Adjudicator’s Report

49. The Independent Service Complaint Adjudicator (SCA) presented her annual report to the Board. This report will be published at the same time as the OLC’s Annual Report and Accounts later in the year.
ACTION: Board Secretary to ensure that the annual SCA report is published at the same time as the OLC’s Annual Report and Accounts.
50. Following discussion, the Executive **agreed** to consider how the SCA report could be contextualised to ensure greater visibility and understanding of the issues and the progress made in service provision throughout 2019/20.
ACTION: The Executive to consider how to contextualise the SCA report to ensure greater visibility and understanding of the issues and the progress made in service provision during 2019/20.
51. The Chair thanked the Independent Service Complaint Adjudicator for her detailed report and for the work that she had done throughout the year.

Item 8 – Quality Update, Including Customer Experience

52. Head Ombudsman, Siobhan Fennell, presented a paper highlighting the key trends identified from the Quality Assurance Framework in quarter 4.
53. Performance against quality measures remained broadly stable, with the level of risk generally low. Positive improvements had been seen in relation to the resolution of service complaints and performance against quality measures. Customer satisfaction for complainants and service providers remained strong and consistent throughout the year.

54. The Board sought assurance on the impact of COVID-19 on quality. The Head Ombudsman agreed to ensure that this was provided to the Board at the October meeting.

ACTION: Head Ombudsman, Siobhan Fennell, to ensure that the Board is given assurance on the impact of COVID-19 on quality at the October meeting. Board Secretary to update the Board forward plan accordingly.

55. A general discussion took place about comments made on social media about the quality of service provided by LeO, the organisation's approach to dealing with such comments and how the external narrative on quality needed to be clearer and more comprehensive. It was agreed that further thought should be given to improving the external narrative around quality.

ACTION: Head Ombudsman, Siobhan Fennell, to consider how to improve the external narrative on quality.

56. The Board **noted** the quality update and the update on customer experience.

Item 9 – Update from RemCo

57. The RemCo Chair updated the Board on discussions that had taken place at two RemCo meetings on 16 April. The OLC Chair had been in attendance for both meetings.

58. The first meeting was held in private and the Committee reviewed the draft report issued following the recent independent review. The Committee had identified a factual error and some typographical errors which were to be corrected before the report was finalised.

59. The Committee discussed how the recommendations and actions arising from this review and other reviews would be taken forward. It was **agreed** that, due to the cross-cutting nature of the findings, a further discussion on this would take place at the June Board. The Board requested that a high-level Management Team response was presented at this meeting setting out how the Management Team proposed to deal with the main issues identified.

ACTION: The Executive to prepare a high-level Management Team response for discussion at the June Board meeting. Board Secretary to add to the Board forward plan.

60. The agenda for the open meeting had focused on the People Plan and Delivery Plan. The RemCo Chair reported that the Delivery Plan was well aligned to key corporate documents, included measurable actions within defined timescales and gave the Committee assurance on who was accountable for dealing with them.

61. The Board was advised of three items within the delivery plan, relating to increased investigative staff and senior management capability, that were on hold due to the standstill budget.

62. The Management Team was asked to conduct a final review of the delivery plan to ensure that it was sufficiently precise and that the actions were specific and achievable within the timeframes specified.

63. The Board was advised that the Delivery Plan would require updating from time to time according to need. The plan had been drawn up prior to COVID-19 and so appropriate

updates would be made. The Board was assured that COVID-19 will not be an excuse for not delivering the plan.

64. RemCo suggested it would maintain overall oversight of the implementation of the People Plan and Delivery Plan, but the plans would be presented to Board periodically and whenever there were any significant concerns about risks.

ACTION: Board Secretary to add People Plan and Delivery Plan to the Board forward plan periodically throughout the year.

65. The Board **noted** the update on the RemCo meetings.

Item 10 – Finance – Provisional Outturn report 2019/20.

66. The Director of Corporate Services (DCS) presented a paper setting out the financial position at the end of month 12.

67. The DCS reported a provisional outturn figure of £12.336m for revenue expenditure, an underspend of £10000 against a revenue budget and a provisional underspend of £7702 against capital budget. The Board was advised that, had it not been for a delay in the delivery of laptops due to the COVID-19 emergency, the capital budget would have been fully spent and that there would be no issues in expensing these items in the current year. Following discussion, the DCS agreed to check on the revised government guidelines to ascertain whether these items could still be expensed from the 2019/20 budget.

ACTION: The DCS to check on the revised government guidelines to ascertain whether the laptops could be expensed from the 2019/20 budget.

68. The Board thanked the DCS and Finance Team for their efforts to ensure that the budget underspend was within acceptable parameters.

69. DCS advised that an incomplete balance sheet had been included in his report and **agreed** to circulate a complete version to the Board after the meeting.

ACTION: DCS to circulate a complete balance sheet to the Board and Board Secretary to ensure that a complete balance sheet is included in the published finance paper.

70. The DCS advised the Board of changes to the format of future finance reports. The Board asked that the revised report included an improved commentary of the key issues and provided an appropriate up-front steer on all key issues.

ACTION: The DCS to ensure that the revised format of the finance report included an improved commentary of the key issues and provided an appropriate up-front steer on all key issues.

71. The Board was pleased to note that the acquisition of additional laptops and subsidiary equipment provided to staff working from home during lockdown has had a positive impact on LeO becoming a more agile and mobile organisation.

72. The ARAC Chair sought assurance on the steps being taken to ensure data security whilst staff were working from home. It was **agreed** that the Head of ICT and Information Governance would contact him outside of the meeting to discuss this.

ACTION: The Head of ICT and Information Governance to arrange to speak to the ARAC Chair to discuss the steps being taken to ensure data security during lockdown.

73. The DCS advised that he would be issuing a note after the meeting to update the Board on a previous action relating to the salary variance.

ACTION: the DCS to issue a note to the Board by way of an update on a previous action relating to the salary variance.

The Board **noted** the finance provisional outturn 2019/20 paper.

Item 11- Revised budget, Revised Draft Business Plan and Operational Plans.

74. The DCS presented a paper setting out the revised budget, a revised draft business plan and operational plans based on the OLC's adoption of a standstill budget.
75. The Board was advised that careful thought had been given to making the revised budget work, that it had been balanced and that there would be a small unallocated balance remaining. In setting the budget, priority had been given to the People Plan and to filling posts that would sustain its delivery.
76. The Business Plan had been adjusted to reflect the standstill budget and, as a result of this, plans to introduce improvements to feeding back to the profession, the attainment of the green end to end KPIs and improvements to the customer journey time can no longer proceed.
77. In order to mitigate the impact of attrition throughout 2020/21, priority had been given to increasing the number of investigators. The DCS was pleased to report that plans to front-load the resource pool, originally set out in the application for a growth budget, have been able to go ahead and 18 new investigators have been recruited.
78. The DCS reported that the Management Team would soon commence work on developing a detailed capital programme within the available capital budget. The Board would have an opportunity to review and comment on this in the coming weeks.
79. The Board was advised that the impact of COVID-19 on service delivery was still emerging and this would continue to be kept under close review; current indications suggest that customer journey time would deteriorate.
80. Board Members and the Executive discussed their views on applying to the LSB for an in-year budget increase, the timescales in which this might be done and the implications of doing so.
81. Following discussion, the Board concluded that before a final decision on how to proceed would be made, it would first be necessary for the 2020/21 business plan to be agreed and for delivery against the plan to commence. The Executive would then need to provide the Board with robust assurance on its modelling so that a shared understanding could be developed on what the organisation would be capable of achieving if it were to have an in-year increase in budget. The findings of the Budget Learning Review and any learning from the COVID-19 pandemic on service delivery and performance would also need to be taken into account and timing implications would need to be considered to ensure that the Board was confident that any in-year budget increase would be used effectively before year end.
82. The Board was asked to consider seeking additional budget for the extra roles that directly relate to delivering feedback to the profession if it were to decide to submit an in-year budget application.

83. Considering the current uncertainty around demand and operational performance, and that this had been the basis for seeking a standstill budget, Board Members discussed their views on whether targets against external KPIs should currently be included in the revised 2020/21 Business Plan.
84. It was suggested that targets should not be included in the Business Plan until the organisation had sufficiently understood the implications of the pandemic as to do so would be inconsistent with the rationale for seeking a standstill budget. Until the impact of the pandemic was understood, it was felt that the Business Plan should set out the level of performance the organisation was aiming to achieve (based on the information that was currently available) with KPI targets pending until the impact of COVID-19 on performance was sufficiently understood. In the meantime, performance should continue to be closely monitored and any lead indicators identified in order to ensure that targets could be set as soon as the Board was sufficiently comfortable to do so. At that point, the OLC could re-engage with the LSB on whether to seek an increased budget. It was felt that by taking this approach, the organisation would also have time to address some of the underlying concerns that Board and LSB had about fast track performance and attrition that were raised during the budget application process.
85. In contrast, some Board Members felt that targets for external KPIs should be included in the business plan, but with an explanation that they were based on the best information available at the time, and were subject to change as the organisation's knowledge on the impact of COVID-19 grows over the months ahead.
86. Following a detailed discussion, the Board **noted** the revised budget, articulated a process for the budget re-submission criteria and **approved** the revised 2020/21 Business Plan, subject to strengthening the narrative and consideration of the implications for the inclusion of the external KPI targets.

Item 12 – 2019/20 Annual Report and Accounts Update

87. A paper was presented to the Board providing an update on the progress being made for the preparation for the 2019/20 Annual Report and Accounts.
88. The Board was advised of some challenges around the timing of May's ARAC meeting, which would mean that some substantive information may not be available for the Committee to review. The Board therefore suggested that the ARAC meeting was further rescheduled to bring it back into line with the original meeting date and to ensure the appropriate information would be available.
- ACTION: Board Secretary to reschedule the May ARAC meeting to bring it back in line with the original meeting date.**
89. The Board, having reviewed the Annual Report and Accounts timetable, felt that an additional Board meeting should be convened following the ARAC meeting on 1st July for the Board to give final approval and sign off the 2019/20 Annual Report and Accounts.
- ACTION: Board Secretary to arrange a Board meeting after the ARAC meeting on 1 July for the Board to give final approval of the 2019/20 Annual Report and Accounts.**
90. It was **agreed** that the foreword would be sent to the Chair for review in order to check the balance of current and past information. It was also agreed that the Chair would review the section written by the Chair of ARAC and reflect on the consistency of narrative throughout.

ACTION: The External Affairs Team Leader to send the Annual Accounts foreword and the section written by the Chair of ARAC to the OLC Chair for review.

Item 13 – Horizon Scanning

91. The Parliamentary and Policy Officer presented a paper setting out an update on developments in the external operating environment during April 2020. Issues of transparency were prominent, and many developments pointed to a desire to reshape the way regulation of legal services operate in the UK in the future.
92. The LSB was considering changes to reserved activity, especially regarding will writing which has seen a spike in usage due to the pandemic. The LSB was also looking at the governance of BSB, following its decision to withdraw from funding Legal Choices, and the Faculty Office, regarding poor transparency of their operations.
93. The SRA had announced that solicitors would be able to qualify even if they hadn't completed the Professional Skills Course (PSC) or Legal Practice Course (LPC) and could defer taking these for up to 12 months in light of lockdown restrictions.
94. In discussion, it was suggested that further consideration should be given to the findings of the Consumer Panel's latest Consumer Impact Report and whether the Consumer Panel should be invited to a future Board meeting to discuss this further.

ACTION: External Affairs Team Leader to consider inviting the Consumer Panel to a future Board meeting to discuss the findings of the recent Consumer Impact Report.

95. The Board was interested to know whether more CMCs were moving to legal regulation and if so why.

ACTION: External Affairs Team Leader to report back to the Board on whether there were more CMCs moving to legal regulation and if so why.

96. The Board **noted** the horizon scan.

Item 14 – Budget Learning Review

97. The Chair reported on the findings of the budget learning review.
98. In discussion, it was acknowledged that the lessons learnt from this review would need to be fully considered by LeO and the OLC and that collaborative solutions would need to be identified in order to improve future budget application processes.
99. It was **agreed** that a further discussion on this would take place at the June Board meeting.

ACTION: Board Secretary to add budget learning to the agenda for the June Board meeting.

Item 15 – Quarter 4 Transparency Reports

100. The Board Secretary presented the quarter four transparency reports and reported that the Finance Team had not been able to prepare the Board Member and Senior Manager Expenses Report because the information required was not accessible during lockdown.

This information is to be reported at the earliest opportunity once lockdown restrictions have been lifted.

ACTION: Board Secretary to commission the Board Member and Senior Manager Expenses Report for presentation at the next Board meeting after lockdown has ended.

- 101.** The Board **approved** the Ombudsman Register of Interests and the Gifts and Hospitality Report for publication.
- 102.** One Board member provided some updated information for inclusion in the Board Member Register of Interests. Subject to this update, the Board **approved** the publication of the Board Member's Register of Interests.

ACTION: Board Secretary to publish the Ombudsman Register of Interests and the Gifts and Hospitality Report, update the Board Member Register of Interests and publish once updated.

Item 16 – Board Paper Redactions and Non-Disclosure report

- 103.** The Board reviewed a paper setting out the redactions and items for non-disclosure proposed in respect of the April Board papers.
- 104.** The Board **approved** the items identified for redaction and non-disclosure.

ACTION: Board Secretary to publish the April Board papers subject to the approved redactions and items for non-disclosure.

Item 17 – Board Effectiveness

- 105.** The Board provided feedback on the meeting, which they felt had gone well.
- 106.** Board members expressed their preference not to use Skype for future Board meetings and asked the Executive to explore alternative ways of conducting remote Board meetings.

ACTION: The Executive to explore alternative ways to conduct remote Board meetings.

- 107.** The Board provided feedback on improvements to Board papers.

Item 18 – Any Other Business

- 108.** The Chair reported that further thought would be given to streamlining Board agendas going forward.