

Meeting	OLC Board Meeting	Agenda Item No.	3
Date of meeting	20 October 2022	Paper No.	123.2
		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
<p>This paper provides the Board with an update on the actions from previous Board meetings.</p> <p>The Board is asked to review the previous updates provided on the long-standing linked actions relating the Quality Assurance Framework and work to be undertaken by the Quality Manager and consider whether these actions – action 13 paragraph 68 from the May 2021 meeting and action 3 paragraph 8 from the 26 January 2022 meeting - could now be closed and replaced with the following new action, which would have a completion date of Q1 2023/24:</p> <ul style="list-style-type: none"> To commission an independent review of quality assurance across the redress sector to provide a benchmark for the efficacy and proportionality of LeO's own framework and to inform whether a review of LeO's framework is required.
Recommendation/action required
<p>Board is asked to note the update and consider the request to close action 13 paragraph 68 from the May 2021, and action 3 paragraph 8 from the 26 January 2022 meeting and replace then with the new action as set out above.</p>

Action points outstanding from previous OLC Board meetings

15 September 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 30 June 2022.	Board Secretary	20 October 2022	The minutes of the Board meeting held on 30 June 2022 were published on 5 October 2022. Action completed.
3 Para 8	To circulate examples of Ombudsman decision letters ahead of the October Board meeting.	The Deputy Chief Ombudsman	20 October 2022	Decisions will be circulated out of committee in advance of 20 October Board meeting Action completed.
3 Para 8	To update the Board forward plan to reflect that a discussion on Ombudsman Decision letters would take place as part of Q2 Quality reporting at the October Board meeting.	Board Secretary	20 October 2022	Board forward plan updated. Discussion on Ombudsman Decision letters will form part of the Q2 Quality reporting agenda item at the October Board meeting. Action completed
4 Para 14	To share further information on the survey and any follow up actions with the Board.	The Internal Communications Manager	15 December 2022	

4 Para 14	To update the Board forward plan to include a discussion on the Internal Communications survey and follow up actions as part of a pre-Board session or a formal agenda item at a future Board meeting.	Board Secretary	20 October 2022	The Board forward plan has been updated to include a discussion on the Internal Communications survey at the December 2022 Board meeting. Action completed
4 Para 15	To keep the Board updated on the external and Internal communications plan for the Scheme Rules Changes.	The Deputy Chief Ombudsman	Ongoing	Board will be kept updated on planned internal and external communications via the chief Ombudsman's executive report and via planned Scheme Rules updates. Ongoing
5 Para 27	To ensure that updates on FET customer satisfaction are provided to the Board when available as part of quarterly reporting on Quality.	The Deputy Chief Ombudsman	Ongoing	All CSat results (including FET from Q2 onwards) are received 6-8 weeks after quarter end and therefore will be reported retrospectively Q2 results being reported alongside Q3 quality. Ongoing
5 Para 28	To schedule time into the Board forward plan for the Board to consider and discuss the feedback on the report commissioned by LeO on FET customer satisfaction.	Board Secretary	20 October 2022.	With the agreement of the OLC Chair, and following a recommendation from ARAC, a deep dive of FET Customer Satisfaction and Quality of outcomes has been scheduled to take place at the February 2023 Board workshop. Action completed

9 Para 54	To publish the September Board papers in line with the Board's approval of the redactions and items for non-disclosure	Board Secretary	20 October 2022	The September Board papers were published on 5 October 2022. Action completed.
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30 June 2022

Agenda item	Action Required	Owner	Date required	Report on progress
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 Head of Operations, Operations Transformation and Business Intelligence	15 September 2022	<p>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.</p> <p>October update: Pressures from national recruitment throughout October mean that this review cannot start until November. Head of Operations will provide an out of committee update. This review will provide the performance data, including leavers and other assumptions such as Maternity leave, LTS, Closure performance etc.</p> <p>Ongoing</p>

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> <p>October update: Examples of Ombudsman decision letters will be presented for discussion at the October Board meeting.</p> <p>Action completed.</p>

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: 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>

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 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	<p>September Update: This information will be presented at the October Board meeting when the Board will receive a full EDI update.</p> <p>Ongoing</p> <p>October Update: October's EDI Board paper will include details of the specific actions and points for the Board to consider about what it means to be an Inclusive Board.</p> <p>Action completed.</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 Manager to run the quality team and lead the review. Discussions with GIAA and</p>

			<p>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 and interim recruitment options.
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			<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 LeO's QA framework against those of other ombuds</p>
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				<p>schemes over the coming months to provide assurance as to the value of the existing framework.</p> <p>September 2022 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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