

<i>Meeting</i>	OLC	<i>Agenda Item No.</i>	4
		<i>Paper No.</i>	97.3
<i>Date of meeting</i>	17 July 2019	<i>Time required</i>	10 Minutes

<i>Title</i>	Executive Report
<i>Sponsor</i>	Rebecca Marsh, Chief Ombudsman
<i>Status</i>	OFFICIAL
<i>To be communicated to:</i>	Members and those in attendance

Executive summary
<p>This paper updates Board on key issues from the Chief Ombudsman.</p> <p>Interim performance and finance updates are covered in separate items on today's Board agenda.</p> <p>Appendix 1 provides a summary of the Chief Ombudsman and Chair's engagement with key stakeholders.</p>
Recommendation/action required
Board is asked to NOTE the issues highlighted in the paper.

24 June 2019

Executive report

1. Period since last Board

In line with our strategic risks and our key focus on delivery, the following matters are brought to Boards attention:

- **Maintaining trust and confidence in LeO**

The Chair, Chief Ombudsman (CO) and Director of Corporate Services (DCS) met with Lord Keen and MoJ officials to discuss the annual report. The CO and DCS then went on for the business assurance meeting with the MoJ ALB team, which focussed in more detail on similar issues. A verbal update on these will be provided at Board.

The OLC is currently meeting almost all its KPIs, making good progress on those it is not yet achieving, is in tolerance on the delivery plan and delivering its business plan. However, until the end to end experience of customers is where we want it to be, the external narrative is likely to remain less positive than desired and the channels that can be further exploited are few.

Board's reflections on the rate of improvement of the overall customer experience have been the primary focus for the business in the short period between meetings. A paper summarising the overall position with regard to the pre-assessment pool, the workstreams underway, the timeline with expected progress at key points during the year and the ultimate objective will be shared with members in the next few weeks, subject to Board's discussions on the mediated solutions work proposed on this agenda.

The other significant factor in the wider stakeholder community remains the unhelpful measure of unit cost, which is a function of agreed budget (fixed) and delivery output, with no clear external understanding of what constitutes a "unit". As spending rounds begin, the focus on this becomes greater and will be a feature in our upcoming engagement on new strategy and business plan.

- **Resource, capacity and capability**

The performance profile across the business shows a lack of consistency in improvement. June performance was not at the level required in particular. The key issues impacting performance are:

- Number of staff performing at required level
- Quantity of available resource – vacancy, speed of new starters achieving productive output, absence

Managers, supported by HR, are actively addressing these issues. There has been an increased focus on absence management with significant interventions across the business.

A review of absence and working practices/patterns is being undertaken to determine if there is an overall positive or negative impact on productivity or a delta between expected and actual performance arising in particular cohorts.

Both our recruitment offer and the interface with reward, progression and development are being reviewed by the DCS and the HR team, supported by Operational Transformation, to take the learning from recent recruitment rounds and the experiences of other organisations recruiting locally.

Performance overall is showing an improving trend across all areas, but the consistency and variability remains a concern, as does the rate at which we are achieving the necessary outcomes.

- **Staff engagement**

The response to the annual award nominations was excellent with 33 nominations received across the areas of, Values, Quality, Delivery and Team. The awards will be announced shortly, with payments in July payroll.

The CO has been personally actively reinforcing our values and expectations across the business and the Chair spoke at this month's staff wide face to face, which was well received.

2. Other matters

Board should note that the Head of IT is leaving in September, enabling the DCS to consider our requirements for the future in corporate services.

Following Board's input in June, the executive are also considering the extent to which resource and focus are aligned to the key risks and issues highlighted above.

Appendix 1 summarises stakeholder engagement by Chair and CO since the last paper.

Appendix 1 – list of key external meetings and events

Date	Meeting/engagement activity	Scope/key issues
20/06/2019	The Chair attended the Law Society Excellence Award judging session	The Chair was a judge of the Excellence in Client Service category.
01/07/2019	LSB/OLC CEO catch up	CO 's regular catch up with LSB CEO
04/07/2019	Chair attended Law Society Presidential Inaugural Speech and Drinks Reception	Simon Davis Inauguration
09/07/2019	The Chair attended the 125th anniversary of the foundation of the Bar Council of England and Wales	
10/07/2019	Chair, CO and DCS meet with Lord Keen	Meeting to discuss last year's performance with Lord Keen prior to accounts being laid.
10/07/2019	OLC Business Assurance Meeting	CO, as accounting officer, and DCS regular meeting with MoJ
15/07/2019	CO meeting with Professor Stephen Mayson	Meeting Prof Mayson on progress on review