

## Agenda: 25 September 2025

### For the 141<sup>st</sup> Meeting of the Office for Legal Complaints

**09:00 - 15:00**

Any comments to be tabled in respect of the papers or items for AoB are to be forwarded to the Board Governance Manager by noon on 22 September 2025.

| Item presented for information            |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Paper number |        | Sponsor                                                                      |
|-------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|--------|------------------------------------------------------------------------------|
| Board forward plan                        |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 141.0        |        | Kay Kershaw                                                                  |
| Item                                      | Timing                | Item information                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Paper number | Action | Sponsor                                                                      |
| Board meeting closed session              |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |        |                                                                              |
| 09:00<br>(30 mins)                        |                       | Private NED session with the Chief Ombudsman                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |        |                                                                              |
| 09:30<br>(30 mins)                        |                       | Pre-Board workshop session with the LGBTQ+ staff network                                                                                                                                                                                                                                                                                                                                                                                                                         |              |        |                                                                              |
| 10:00<br>(15 mins)                        |                       | Break                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |              |        |                                                                              |
| Board meeting open session                |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |        |                                                                              |
| Governance                                |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |        |                                                                              |
| 1                                         | 10:15<br>(5 mins)     | Welcome attendees, apologies and declarations of interest.                                                                                                                                                                                                                                                                                                                                                                                                                       | n/a          | Note   | Elisabeth Davies                                                             |
| Closed session                            |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |        |                                                                              |
| 2026/27 Budget and Business Plan workshop |                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |              |        |                                                                              |
| 2                                         | 10:20<br>(60 minutes) | Annual Horizon Scanning linked to the OLC’s Strategic objectives for 2024/27. <ul style="list-style-type: none"><li>• Introduction (5 mins)</li><li>• Setting the scene – current &amp; future demand trends, cross-sector analysis and emerging drivers (10 mins)</li><li>• Break-out session – horizon scanning through a PESTLE lens (25 mins)<ul style="list-style-type: none"><li>o Does the PESTLE analysis capture the key issues LeO should monitor?</li></ul></li></ul> |              |        | Elisabeth Davies<br><br>Paul McFadden<br><br>Mike Harris<br><br>Dave Peckham |

|                              |                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                       |                    |                  |
|------------------------------|--------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|--------------------|------------------|
|                              |                    | <ul style="list-style-type: none"><li>o What other factors might influence complaint volumes and customer experience?</li><li>• Report back – break out groups reconvene to share their thinking (15 mins)</li><li>• Wrap up – summarise feedback and suggested improvements (5 mins)</li></ul>                                                 |                                                                                                       |                    |                  |
|                              | 11:20<br>(5 mins)  | Break                                                                                                                                                                                                                                                                                                                                           |                                                                                                       |                    |                  |
|                              | 11:25<br>(50 mins) | 2026/27 Budget and Business Plan <ul style="list-style-type: none"><li>• Update on demand and trajectories</li><li>• Reflections from PSG</li><li>• Wider Budget considerations</li><li>• Budget options for 2026/27</li><li>• Draft Business Plan deliverables to be refined in readiness for approval at the October Board meeting.</li></ul> | Paul McFadden<br>Alison Sansome<br>Mike Harris<br>Dave Peckham<br>Blessing Simango<br>Laura Stroppolo |                    |                  |
| 12:15<br>(45 mins)           |                    | Lunch with staff                                                                                                                                                                                                                                                                                                                                |                                                                                                       |                    |                  |
| Board meeting                |                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                       |                    |                  |
| Open session                 |                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                       |                    |                  |
| Strategy and Planning        |                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                       |                    |                  |
| 3                            | 13:00<br>(45 mins) | Stakeholder mapping update                                                                                                                                                                                                                                                                                                                      | 141.1                                                                                                 | Update             | Mike Harris      |
| 4                            | 13:45<br>(20 mins) | Case Fee Consultation <ul style="list-style-type: none"><li>• Consultation feedback</li><li>• Finalising proposal to LSB</li></ul>                                                                                                                                                                                                              | 141.2                                                                                                 | Update / Approval  | Steve Pearson    |
| Governance and related items |                    |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                       |                    |                  |
| 5                            | 14:05<br>(20 mins) | 2025 Board and committee effectiveness Review                                                                                                                                                                                                                                                                                                   | 141.3                                                                                                 | Assurance / Update | Elisabeth Davies |
| 6                            | 14:25<br>(5 mins)  | Previous minutes, previous actions and matters arising, Including: <ul style="list-style-type: none"><li>• Board meeting 24 July 2025</li></ul>                                                                                                                                                                                                 | 141.4A<br>141.4B                                                                                      | Approval           | Kay Kershaw      |

|   |                    |                                                                                                      |               |                    |                  |
|---|--------------------|------------------------------------------------------------------------------------------------------|---------------|--------------------|------------------|
|   |                    | <ul style="list-style-type: none"> <li>PIDCo meeting 20 May 2025</li> </ul>                          |               |                    |                  |
| 7 | 14:30<br>(5 mins)  | Board paper redactions and non-disclosure report                                                     | <b>141.5</b>  | Approval           | Kay Kershaw      |
| 8 | 14:35<br>(10 mins) | Board effectiveness: <ul style="list-style-type: none"> <li>Feedback on September meeting</li> </ul> | <b>Verbal</b> | Assurance / Update | Elisabeth Davies |
| 9 | 14:45<br>(15 mins) | Any other business, recognising this is the Chief Ombudsman's last meeting                           | <b>Verbal</b> | Input              | All              |
|   | <b>15:00</b>       | <b>Close</b>                                                                                         |               |                    |                  |

## 2025 Board and Committee Meeting Dates

| Date of meeting       | Meeting Type          | Papers to be issued   | Office / MS Teams |
|-----------------------|-----------------------|-----------------------|-------------------|
| Wednesday 8 January   | Performance Sub-Group | Wednesday 2 January   | TBC               |
| Monday 13 January     | ARAC                  | Monday 6 January      | MS Teams          |
| Wednesday 29 January  | Board                 | Wednesday 22 January  | LeO Office        |
| Thursday 27 February  | Board Workshop        | Thursday 20 February  | LeO Office        |
| Thursday 20 March     | RemCo                 | Thursday 13 March     | MS Teams          |
| Tuesday 29 April      | Board                 | Tuesday 22 April      | LeO Office        |
| Monday 19 May         | ARAC                  | Monday 12 May         | MS Teams          |
| Tuesday 20 May        | PIDCo                 | Tuesday 13 May        | MS Teams          |
| Wednesday 18 June     | ARAC                  | Wednesday 11 June     | MS Teams          |
| Wednesday 18 June     | Board                 | Wednesday 11 June     | MS Teams          |
| Wednesday 18 June     | RemCo                 | Wednesday 11 June     | MS Teams          |
| Thursday 10 July      | Performance Sub-Group | Thursday 3 July       | MS Teams          |
| Thursday 24 July      | Board                 | Thursday 17 July      | LeO Office        |
| Monday 4 August       | PIDCo                 | Monday 28 July        | MS Teams          |
| Tuesday 26 August     | Performance Sub-Group | Tuesday 19 August     | MS Teams          |
| Thursday 25 September | Board Workshop        | Thursday 18 September | LeO Office        |
| Monday 6 October      | ARAC                  | Monday 29 September   | MS Teams          |
| Wednesday 22 October  | Board                 | Wednesday 15 October  | LeO Office        |
| Tuesday 11 November   | PIDCo                 | Tuesday 4 November    | MS Teams          |
| Thursday 20 November  | RemCo                 | Thursday 13 November  | MS Teams          |
| Tuesday 16 December   | Performance Sub-Group | Tuesday 9 December    | MS Teams          |
| Wednesday 17 December | Board                 | Wednesday 10 December | LeO Office        |

## 2026 Board and Committee Meeting Dates\*

| Date of meeting        | Meeting Type   | Papers to be issued    | Office / MS Teams     |
|------------------------|----------------|------------------------|-----------------------|
| Wednesday 28 January   | Board Meeting  | Wednesday 21 January   | LeO office            |
| Monday 9 February      | ARAC Meeting   | Monday 2 February      | MS Teams              |
| Wednesday 25 February  | Board Workshop | Wednesday 18 February  | LeO office            |
| Tuesday 14 April       | RemCo Meeting  | Tuesday 7 April        | MS Teams / LeO office |
| Wednesday 29 April     | Board Meeting  | Wednesday 22 April     | LeO office            |
| Monday 11 May          | ARAC Meeting   | Tuesday 5 May          | MS Teams              |
| Wednesday 17 June      | ARAC Meeting   | Wednesday 10 June      | LeO office            |
| Wednesday 17 June      | Board Meeting  | Wednesday 10 June      | LeO office            |
| Wednesday 29 July      | Board Meeting  | Wednesday 22 July      | LeO office            |
| Wednesday 23 September | Board Workshop | Wednesday 16 September | LeO office            |
| Monday 19 October      | ARAC Meeting   | Monday 12 October      | MS Teams              |
| Wednesday 28 October   | Board Meeting  | Wednesday 21 October   | LeO office            |

|                       |               |                       |                       |
|-----------------------|---------------|-----------------------|-----------------------|
| Wednesday 18 November | RemCo Meeting | Wednesday 11 November | MS Teams / LeO office |
| Wednesday 16 December | Board Meeting | Wednesday 9 December  | LeO office            |

2026 Dates for PSG and PIDCo meetings have not yet been confirmed