

Agenda: 24 July 2025

For the 140th Meeting of the Office for Legal Complaints

09:30 – 15:30

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 July 2025.

Item presented for information			Paper number		Sponsor
Board forward plan			140.0		Kay Kershaw
Item	Timing	Item information	Paper number	Action	Sponsor
Board meeting closed session					
09:30 (30 mins)		Private NED session with the Chief Ombudsman			
10:00 (15 mins)		Break			
Board meeting open session					
Governance					
1	10:15 (5 mins)	Welcome attendees, apologies and declarations of interest.	n/a	Note	Elisabeth Davies
Strategy and Planning					
Annual Strategic Risk Workshop					
2	10:20 (90 mins)	Strategic Risk Workshop: <ul style="list-style-type: none">Approval of strategic risks and issues 2025/26Approval of risk appetite statementApproval of risk appetite and tolerances	Assurance / Approval		Laura Stroppolo
11:50 (10 mins)		Break			

3	12:00 (30 mins)	Proposed approach to the consultation on case fees	140.1	Approval	Steve Pearson
4	12:30 (10 mins)	Update from Performance Sub- Group: <ul style="list-style-type: none">Feedback on the meeting held on 10 July 2025 and the assumptions underpinning the 2026/27 business plan and trajectories	140.2	Assurance / Update	Alison Sansome/ David Peckham
5	12:40 (10 mins)	Update from ARAC Feedback on the meetings held on19 May and 18 June 2025 meeting	140.3	Assurance / Update	Hari Punchihewa/ Laura Stroppolo
12:50 (40 mins)		Lunch with staff			
Performance review					
6	13:30 (10 mins)	Update from PIDCo Feedback on the meeting held on 20 May 2025	140.4	Assurance / Update	Rachel Cerfontyne / Steve Pearson
7	13:40 (15 mins)	Chief Ombudsman’s report	140.5	Assurance	Paul McFadden
8	13:55 (30 mins)	Integrated performance report	140.6	Assurance / Update	Executive Team
14:25 (5 mins)		Break			
Experiencing LeO					
9	14:30 (10 mins)	Welsh language scheme: <ul style="list-style-type: none">Approval of revised Welsh Language SchemeApproval of 2024/25 annual report against the Welsh Language Scheme	140.7	Approval	Mike Harris
10	14:40 (20 mins)	EDI Update <ul style="list-style-type: none">EDI action plan updateEDI Impact and success performance pack	140.8	Assurance/ Update /Approval	Mark Persard / Patricia Tueje
Governance and related items					

11	15:00 (5 mins)	Transparency publications report: <ul style="list-style-type: none"> • Board member Register of Interests • Ombudsman and Senior Manager Register of Interests • Gifts and Hospitality Report • Ombudsman and Senior Manager expenses report 	140.9	Approval	Kay Kershaw
12	15:05 (5 mins)	Previous minutes, previous actions and matters arising, Including: <ul style="list-style-type: none"> • Board meeting 18 June 2025 • ARAC meeting 19 May 2025 	140.10A 140.10B	Approval	Kay Kershaw
13	15:10 (5 mins)	Board paper redactions and non-disclosure report	140.11	Approval	Kay Kershaw
14	15:15 (10 mins)	Board effectiveness: <ul style="list-style-type: none"> • Feedback on July meeting 	Verbal	Assurance / Update	Elisabeth Davies
15	15:25 (5 mins)	Any other business	Verbal	Input	All
	15:30	Close			

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
Wednesday 18 March	RemCo Meeting	Wednesday 11 March	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 Performance Sub-Group meetings have not yet been agreed