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| <b>Meeting</b>         | OLC Board Meeting | <b>Agenda Item No.</b> | 5         |
|                        |                   | <b>Paper No.</b>       | 148.4B    |
| <b>Date of meeting</b> | 29 July 2026      | <b>Time required</b>   | 5 minutes |

|                               |                                             |
|-------------------------------|---------------------------------------------|
| <b>Title</b>                  | <b>Previous Actions and Matters Arising</b> |
| <b>Sponsor</b>                | Kay Kershaw, Board Governance Manager       |
| <b>Status</b>                 | OFFICIAL                                    |
| <b>To be communicated to:</b> | Members and those in attendance             |

| <b>Executive summary</b>                                                                                                                                                                                                                                  |                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| This paper provides the Board with updates on the actions from previous Board meetings.                                                                                                                                                                   |                                  |
| <b>Recommendation/action required</b>                                                                                                                                                                                                                     |                                  |
| Board is asked to <b>note</b> the updates on the actions from previous Board meetings.                                                                                                                                                                    |                                  |
| <b>Equality Diversity and Inclusion</b>                                                                                                                                                                                                                   |                                  |
| <b>EDI implications</b>                                                                                                                                                                                                                                   | <b>Yes</b>                       |
| In keeping with the Legal Ombudsman's commitment to inclusivity, this paper will be published on LeO's website.                                                                                                                                           |                                  |
| <b>Freedom of Information Act 2000 (Fol)</b>                                                                                                                                                                                                              |                                  |
| <b>Paragraph reference</b>                                                                                                                                                                                                                                | <b>Fol exemption and summary</b> |
| N/A                                                                                                                                                                                                                                                       | N/A                              |
| <b>Value for Money (VfM)</b>                                                                                                                                                                                                                              |                                  |
| This regular Board report ensures scrutiny of actions arising from previous Board meetings. Actions may pertain to LeO's financial management and strategic decision making, particularly in relation to the allocation of resources and value for money. |                                  |

## OLC Board Actions Log

### Actions: Ongoing

| Item                                           | Action                                                                                                                                                                                                                                                                                | Owner                        | Delivery Date     | Progress | Revised Delivery Date |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-------------------|----------|-----------------------|
| <b>ACTIONS: OLC Board meeting 17 June 2026</b> |                                                                                                                                                                                                                                                                                       |                              |                   |          |                       |
| 2, para 6                                      | To provide the Board with benchmarking information to the Board on timeliness measures and performance standards used by other ombudsman schemes.                                                                                                                                     | Deputy Chief Ombudsman       | 28 September 2026 |          |                       |
| 2, para 6                                      | To develop and maintain a record of legislative and regulatory constraints that limit potential service improvements or future development opportunities.                                                                                                                             | Deputy Chief Ombudsman       | 28 September 2026 |          |                       |
| 3, para 7                                      | To update the minutes of the Board meeting held on 25 February 2026 and 29 April 2026 in line with the Board's feedback and arrange publication of the minutes from the 28 January, 25 February and 29 April 2026 Board meetings and the minutes of the 9 February 2026 ARAC meeting. | The Board Governance Manager | 31 August 2026    |          |                       |

## OLC Board Actions Log

### Actions: Ongoing

| <b>ACTIONS: OLC Board 29 April 2026</b> |                                                                                                                                                                                                        |                                                              |                   |                                                                                                                                                                                                                                                                                                                                                                                      |                 |
|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 3, para 9                               | To present the benefits realisation framework for the proposed changes to the Scheme Rules, case fees and decision transparency, alongside the consultation responses, for consideration by the Board. | Deputy Chief Ombudsman                                       | 28 September 2026 |                                                                                                                                                                                                                                                                                                                                                                                      |                 |
| 7, para 24                              | To provide clearer reporting of case resolution times across each resolution pathway within the strategic scorecard.                                                                                   | Head of Operations, Business transformation and Intelligence | 29 July 2026      | <b>July update:</b> LeO has started to restructure its strategic scorecard to align to the newly introduced Lean process. This was reviewed at Performance Subgroup in July and will be reviewed in July Board via a PSG update. Amendments to the reporting process, via the Strategic Scorecards will be discussed with both MoJ and LSB post board and will look to be introduced | 28 October 2026 |

## OLC Board Actions Log

### Actions: Ongoing

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|               |                                                                                                                                                                                                                                                                                                                                                                                                            |                            |                   | fully for Quarter 2 update in October. |  |
|               |                                                                                                                                                                                                                                                                                                                                                                                                            |                            |                   | <b>Ongoing</b>                         |  |
| 8-10, para 28 | To present a paper to the Board on readiness for expanded publication of ombudsman decisions at a future Board meeting.                                                                                                                                                                                                                                                                                    | Deputy Chief Ombudsman     | 28 September 2026 |                                        |  |
| 16, para 41   | To review and propose how assurance and Board reporting on performance and customer experience could be strengthened, including options for expanding the SCA's Terms of Reference to enable broader thematic or dip-sample reviews; triangulating qualitative and thematic insight against wider customer experience data; and clearer assurance on the implementation and impact of improvement actions. | The Deputy Chief Ombudsman | 28 October 2026   |                                        |  |

## OLC Board Actions Log

### Actions: Ongoing

| <b>ACTIONS: OLC Board 28 January 2026</b> |                                                                                                                                                                         |                                                                  |                |                                                                                                                                                                                                                                                                                    |                   |
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| 2, para 6                                 | To give further consideration to membership of a transformation sub-group, taking into account Board member availability and meeting requirements.                      | The OLC Chair                                                    | 31 August 2026 |                                                                                                                                                                                                                                                                                    |                   |
| 3, para 13                                | To ensure that the next digital transformation strategy update includes further detail on staff training and operational expectations following the rollout of Copilot. | The Head of Operations, Business transformation and Intelligence | 29 July 2026   | <p><b>June update:</b> The next digital transformation strategy update will be provided in July board meeting.</p> <p><b>July Update:</b> It was agreed at June's Board meeting that this update would be postponed to September's Board meeting to accommodate a full agenda.</p> | 23 September 2026 |

## OLC Board Actions Log

### Actions: Ongoing

| <b>ACTIONS: OLC Board Meeting 25 September 2025</b> |                                                                                                    |                                              |                  |                                                                                                                                |                                                  |
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| 5, para 30                                          | To explore alternative approaches to ensure the Board continued to engage meaningfully with staff. | The OLC Chair and Head of People and Culture | 17 December 2025 | <b>December 2025 update:</b> PA Consulting have been briefed and have been secured for December and February's Board workshop. | <del>28 February 2026</del><br>28 September 2026 |

## OLC Board Actions Log

### Actions: completed or closed

| Item                                           | Action                                                                                                                                                 | Owner                        | Delivery Date | Progress                                                                            | Revised Delivery Date |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|---------------|-------------------------------------------------------------------------------------|-----------------------|
| <b>ACTIONS: OLC Board meeting 17 June 2026</b> |                                                                                                                                                        |                              |               |                                                                                     |                       |
| 2, para 6                                      | To circulate the external benchmarking report to Board members when available.                                                                         | Deputy Chief Ombudsman       | 29 July 2026  | Report circulated to the Board on 18 June 2026.<br><b>Action completed.</b>         |                       |
| 2, para 6                                      | To refine the draft 2027/30 Strategy, taking account of Board feedback, and present a revised version for consideration at the July strategy workshop. | Executive Team               | 29 July 2026  | On the agenda for discussion at July's Board meeting.<br><b>Action completed.</b>   |                       |
| 8, para 27                                     | To arrange for an email to be issued to Board members to remind them to complete the 2026 Board Effectiveness Questionnaire.                           | The Board Governance Manager | 29 July 2026  | Email reminder issued 18 June 2026.<br><b>Action completed.</b>                     |                       |
| <b>ACTIONS: OLC Board 29 April 2026</b>        |                                                                                                                                                        |                              |               |                                                                                     |                       |
| 2, para 4                                      | To present a paper on governance arrangements for the Scheme transformation at July's Board meeting.                                                   | The Executive                | 29 July 2026  | <b>June Update:</b> This paper will also incorporate wider governance arrangements. |                       |

## OLC Board Actions Log

### Actions: completed or closed

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|            |                                                                                                                                                   |               |              | <b>July update:</b> This in on the agenda for discussion at July's Board meeting.<br><br><b>Action completed.</b>                                                                                                                                                                  |  |
| 6, para 19 | To include high level updates on cyber risk and activity in future Chief Ombudsman reports.                                                       | The Executive | 29 July 2026 | <b>June update:</b> This update will be reported as a standing item in the Chief Ombudsman's report with effect from July 2026.<br><br><b>July update:</b> This update has been incorporated into the Chief Ombudsman's report as a standing item.<br><br><b>Action completed.</b> |  |
| 6, para 19 | To provide clarity to the Board on the level of support provided by the MoJ and Board communication arrangements in the event of a cyber incident | The Executive | 29 July 2026 | The operational management of a cyber incident remains with the Executive and the Incident Command structure. The MoJ provides support                                                                                                                                             |  |

**OLC Board Actions Log**  
**Actions: completed or closed**

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|  |  |  |  | <p>through established security and business continuity escalation arrangements, including access to specialist advice, coordination, and wider government reporting channels. The Board does not participate in live operational incident management but is informed at key stages, receives assurance briefings, oversees regulatory and reputational implications, and may be asked to endorse strategic decisions where there are significant financial, regulatory, reputational or continuity impacts.</p> <p>To ensure business continuity, all Executive members have standalone E-</p> |  |
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## OLC Board Actions Log

### Actions: completed or closed

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|            |                                                                      |               |              | <p>readers updated regularly with business continuity plans, policy and procedure and a full list of contacts, so that relevant members can be updated with correct information in the event of a full system outage.</p> <p>This approach aligns with LeO's Cyber Incident Response Plan and Business Continuity arrangements.</p> <p><b>Action completed.</b></p> |  |
| 6, para 20 | To introduce dedicated reporting to the Board regulatory objectives. | The Executive | 29 July 2026 | <p><b>June update:</b> This will become a standing agenda item from July 2026.</p> <p><b>July update:</b> This has been incorporated into the Board forward plan and is on the agenda</p>                                                                                                                                                                           |  |

## OLC Board Actions Log

### Actions: completed or closed

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|             |                                                                                                                                                                        |                              |              | for discussion at July's Board meeting.<br><br><b>Action completed.</b>                                                                                                                                                                      |  |
| 11, para 29 | To arrange for the minutes of the ARAC meeting held on 6 October 2025, and the minutes of RemCo meeting held on 20 November 2025 and 16 December 2025 to be published. | The Board Governance Manager | 29 July 2026 | Minutes published on 16 July 2026.<br><br><b>Action completed.</b>                                                                                                                                                                           |  |
| 13, para 34 | To arrange for the Q4 transparency reports to be published.                                                                                                            | The Board Governance Manager | 29 July 2026 | Reports published on 16 July 2026.<br><br><b>Action completed.</b>                                                                                                                                                                           |  |
| 13, para 35 | To clarify whether Board members must declare on the register of interests whether their other roles are remunerated                                                   | Board Governance Manager     | 29 July 2026 | <b>June update:</b> The Chair confirmed that it is good practice for Board members to declare whether their external roles are remunerated. Board members have been asked to update their Register of Interests entries accordingly in June. |  |

## OLC Board Actions Log

### Actions: completed or closed

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|                                           |                                                                                                                              |                              |              | <b>Action completed.</b>                                                                                                                                                                               |  |
| 14, para 36                               | To arrange for the April Board papers to be published in line with the redactions and non-disclosures approved by the Board. | The Board Governance Manager | 29 July 2026 | April Board pack published on 16 July 2026.<br><br><b>Action completed.</b>                                                                                                                            |  |
| 15, para 39                               | To review arrangements for sharing Board papers with the LSB and MoJ.                                                        | The Chief Ombudsman          | 29 July 2026 | <b>June update:</b> A verbal update on this will be provided at July's Board meeting.<br><br><b>July Update:</b> An update on this was shared at June's Board meeting.<br><br><b>Action completed.</b> |  |
| <b>ACTIONS: OLC Board 28 January 2026</b> |                                                                                                                              |                              |              |                                                                                                                                                                                                        |  |
| 2, para 6                                 | To continue to engage with the LSB and MoJ on the approach to the Scheme transformation.                                     | The Executive                | Ongoing      | <b>June update:</b> Verbal updates will be provided at Board meetings.<br><br><b>Action closed</b>                                                                                                     |  |

**OLC Board Actions Log**  
**Actions: completed or closed**

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| 7, para 24 | To confirm whether there were any rules or restrictions governing the nature or number of external interests that members of staff could hold, and how this was assessed in practice. | The Data Protection and Information Compliance Officer | 29 July 2026 | All prospective employees are required to declare any existing employment arrangements during the recruitment and onboarding process. Whilst secondary employment does not, in itself, constitute a conflict of interest, each secondary employment is assessed on a case by case basis to provide assurance that any actual, potential, or perceived conflicts of interest are appropriately identified and managed and that LeO remains compliant with all relevant legislative requirements, including the Working Time Regulations. |  |
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**OLC Board Actions Log**  
**Actions: completed or closed**

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|  |  |  |  | <p>Existing employees are required to notify their line manager of any proposed or ongoing secondary employment. Each arrangement is similarly assessed on its individual circumstances to provide assurance that there are no conflicts of interest, or issue with working hours. Ongoing assurance is maintained through line management oversight and monitoring.</p> <p>Senior managers and the Ombudsman are required to declare any secondary employment, external appointments, voluntary positions, directorships, consultancy work,</p> |  |
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**OLC Board Actions Log**  
**Actions: completed or closed**

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|  |  |  |  | <p>and other significant responsibilities through the organisation's conflict of interest register. This requirement helps to ensure transparency, maintain public confidence, and identify and manage any conflicts of interest that may arise from activities undertaken outside an individual's primary role.</p> <p>LeO does not maintain a separate policy specifically addressing secondary employment. The relevant expectation and obligations are incorporated within employees' contracts of employment, which set out the standards that staff</p> |  |
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**OLC Board Actions Log**  
**Actions: completed or closed**

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|  |  |  |  | <p>must follow when undertaking work or responsibilities outside their employment with the LeO.</p> <p><b>Action completed</b></p> |  |
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