

Meeting	OLC Board Meeting	Agenda Item No. Paper No.	For Information 144.0
Date of meeting	28 January 2026		

Title	OLC Board Forward Plan
Sponsor	Kay Kershaw, Board Governance Manager
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary	
The attached paper provides a record of the OLC Board's forward plan.	
Recommendation/action required	
Board is asked to note .	
Equality Diversity and Inclusion	
EDI implications	Yes
The Board Forward Plan highlights dedicated Board sessions on EDI and in keeping with the Legal Ombudsman's commitment to inclusivity, this paper will be published on LeO's website.	
Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	N/A
Value for Money (VfM)	
The Board Forward Plan highlights dedicated Board sessions that ensure regular scrutiny of LeO's financial management and strategic decision making in relation to the allocation of resources and value for money.	

High Level Board Forward Plan 2026

Date of Meeting								
28 JANUARY BOARD MEETING Q3 reporting	Pre Board Session with Women's Network	2026/27 Budget, Business Plan, Budget Acceptance Criteria - approval for submission to the LSB	Update on LeO's digital transformation strategy	Joint Interim Chief Executive's report	Q3 Integrated performance report and balanced scorecard	EDI Update	Q3 Transparency publications report: *Board member Register of Interests *Ombudsman Register of Interests *Board member and senior manager expenses *Gifts and hospitality report	
25 FEBRUARY BOARD WORKSHOP In Leeds	Developing the 2027/30 OLC Strategy	Engaging the Board in the 2025/26 Annual Report and Accounts						
29 APRIL BOARD MEETING Q4 reporting	Tentative: Pre-Board session with the Legal Team	Chief Ombudsman's report	Q4 integrated performance report and balanced scorecard	Updates from: * ARAC *PIDCo *RemCO	Service Complaint Adjudicator's annual report	2025/26 Skeleton Annual Report and Accounts and update on progress	The case for increasing case fees	Tentative: Launch annual internal Board effectiveness review
17 JUNE BOARD MEETING	Update from ARAC on 2025/27 annual accounts	Approval of 2025/26 Annual Report and Accounts	For Information: 2027/28 Budget: Programme Plan					
29 JULY BOARD MEETING Q1 reporting	Annual strategic risk workshop	Chief Ombudsman's report	Q1 Integrated performance report and balanced scorecard.	Updates from: *ARAC *PSG	EDI update	Annual report against the Welsh Language Scheme	Q1 Transparency publications report: *Register of interests - Board members * Register of Interests - Ombudsman and senior managers *Board member and senior manager expenses *Gifts and hospitality report	Tentative: 2026 Annual Board and Committee effectiveness review, collated findings

<p>23 SEPTEMBER WORKSHOP</p>	<p>Pre Board Session with LGBTQ+ Network</p>	<p>2027/28 Budget and business plan workshop, to include: *update from PSG on reflections from July's meeting and update on demand trajectories * stakeholder mapping / insight *Horizon scanning</p>						
<p>28 OCTOBER BOARD MEETING Q2 reporting</p>	<p>Pre Board Session with REACH Network</p>	<p>Chief Ombudsman's report</p>	<p>Q2 Integrated performance report</p>	<p>2027/28 Draft Budget, Business Plan and Budget Acceptance Criteria: •Draft budget 2027/28 •Business Plan deliverables •Approval for consultation •Approval for submission of draft BAC to the LSB</p>	<p>Updates from: * ARAC</p>	<p>Service Complaint Adjudicator's interim report</p>	<p>Q2 2025/26 Transparency Report: *Register of interests - Board members * Register of Interests - Ombudsman and senior managers *Board member and senior manager expenses *Gifts and hospitality report</p>	
<p>16 DECEMBER BOARD MEETING</p>	<p>Pre Board Session with Disability and Carers Network</p>	<p>2027/28 Budget and Business Plan - Feedback on consultation</p>	<p>Updates from: *Performance Sub Group *RemCo</p>	<p>Annual review of governance documents</p>	<p>Annual legal update and enforcement report</p>			