

Agenda: 28 January 2026

For the 144th Meeting of the Office for Legal Complaints

09:15 – 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, 26 January 2026.

Item presented for information			Paper number	Sponsor	
Board forward plan			144.0	Kay Kershaw	
Item	Timing	Item information	Paper number	Action	Sponsor
Board meeting closed session					
09:15 (30 mins)	Private NED session				
09:45 (30 mins)	A pre-Board session with the Women’s Network				
10:15 (15 mins)	Break				
Board meeting open session					
Governance and related items					
1	10:30 (5 mins)	Welcome attendees, apologies and declarations of interest.	n/a	Note	Elisabeth Davies
Strategy and Planning					
2	10:35 (60 mins)	2026/27 Budget, Business Plan and Budget Acceptance Criteria, to include: <ul style="list-style-type: none"> Consultation feedback Approval of Budget and Business Plan and Budget Acceptance Criteria for submission to the LSB 	144.1	Update/ Assurance / Approval	Executive Team

3	11:35 (30 mins)	An update on LeO's digital transformation strategy	144.2	Update/ Assurance	David Peckham
12:05 (10 mins)		Break			
Performance review					
4	12:15 (30 mins)	Joint Interim Chief Executive Report	144.3	Assurance	David Peckham Steve Pearson
5	12:45 (30 mins)	Integrated Performance Report	144.4	Assurance	Executive Team Leanne Brookes Jodie Handley
13:15 (45 mins)		Lunch			
Experiencing LeO					
6	14:00 (35 mins)	EDI Update: <ul style="list-style-type: none"> • EDI strategy – year 2 action plan progress • Customer EDI information – measuring the success and impact of changes we made to the online complaint form • Transitioning at work policy • Race at Work Charter progress review • Race equality week • Social mobility 	144.5	Assurance / Update	Mark Persard Patricia Tueje
Governance and related items					
7	14:35 (5 mins)	Quarterly Transparency Publications reporting: <ul style="list-style-type: none"> • Board Register of Interests • Ombudsman and Senior Manager Register of Interests • Gifts and Hospitality Report • Ombudsman and Senior Manager expenses report 	144.6	Approval	Kay Kershaw

8	14:40 (5 mins)	Previous minutes, previous actions and matters arising, Including: <ul style="list-style-type: none"> • Board meeting 17 December 2025 • RemCo meeting 20 March 2025 • RemCo meeting 18 June 2025 	144.7A 144.7B	Approval	Elisabeth Davies
9	14:45 (5 mins)	Board paper redactions and non-disclosure report	144.8	Approval	Kay Kershaw
10	14:50 (5 mins)	Board effectiveness: Feedback on meeting	Verbal	Input	Elisabeth Davies
11	14:55 (5 mins)	Any other business	Verbal	Input	All
	15:00	Close			

2026 Board and Committee Meeting Dates

Date of meeting	Meeting Type	Papers to be issued	Office / MS Teams
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Wednesday 28 January	Board Meeting	Wednesday 21 January	LeO office
Monday 9 February	ARAC Meeting	Monday 2 February	MS Teams
Thursday 12 February	PIDCo Meeting	Monday 9 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 20 May	PIDCo Meeting	Friday 15 May	MS Teams
Wednesday 17 June	ARAC Meeting	Wednesday 10 June	LeO office
Wednesday 17 June	Board Meeting	Wednesday 10 June	LeO office
Thursday 9 July	PSG Meeting	Monday 6 July	MS Teams
Wednesday 29 July	Board Meeting	Wednesday 22 July	LeO office
Wednesday 5 August	PIDCo Meeting	Friday 31 July	MS Teams
Tuesday 1 September	PSG Meeting	Thursday 27 August	MS Teams
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 12 November	PIDCo Meeting	Friday 7 November	MS Teams
Wednesday 18 November	RemCo Meeting	Wednesday 11 November	MS Teams / LeO office
Tuesday 1 December	PSG Meeting	Thursday 26 November	MS Teams
Wednesday 16 December	Board Meeting	Wednesday 9 December	LeO office

2027 Board and Committee Meeting Dates*

Date of meeting	Meeting Type	Papers to be issued	Office / MS Teams
Wednesday 27 January	Board Meeting	Wednesday 20 January	LeO office
Friday 12 February	ARAC Meeting	Friday 5 February	MS Teams
Wednesday 24 February	Board Workshop	Wednesday 17 February	LeO office
Wednesday 17 March	RemCo Meeting	Wednesday 10 March	MS Teams / LeO office
Wednesday 28 April	Board Meeting	Wednesday 21 April	LeO office
Monday 17 May	ARAC Meeting	Monday 10 May	MS Teams
Wednesday 16 June	ARAC Meeting	Wednesday 9 June	LeO office
Wednesday 16 June	Board Meeting	Wednesday 9 June	LeO office
Wednesday 21 July	Board Meeting	Wednesday 14 July	LeO office
Wednesday 22 September	Board Workshop	Wednesday 15 September	LeO office
Monday 11 October	ARAC Meeting	Monday 4 October	MS Teams
Wednesday 27 October	Board Meeting	Wednesday 20 October	LeO office
Wednesday 24 November	RemCo Meeting	Wednesday 17 November	MS Teams / LeO office
Wednesday 15 December	Board Meeting	Wednesday 8 December	LeO office

*2027 Dates for PIDCo and PSG meetings have not yet been confirmed