

Agenda: 23 September 2026

For the 149th Meeting of the Office for Legal Complaints

09:00 – 15:25

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 21 September 2026.

Item presented for information			Paper number		Sponsor
Board forward plan			149.0		Kay Kershaw
Item	Timing	Item information	Paper number	Action	Sponsor
09:00 (30 mins)		Arrival and refreshments			
Board meeting closed sessions					
09:30 (30 mins)		Private NED Session with the Chief Ombudsman			
10:00 (30 mins)		Pre-Board session with the Disability and Carers Network			
Board meeting open session					
Governance					
1	10:30 (5 mins)	Welcome attendees, apologies and declarations of interest.	n/a	Note	Ric Blakeway
Strategy and Planning					
2	10:35 (60 mins)	Developing the 2027/30 OLC Strategy Draft Strategy	149.1	Assurance / Update	Phil Cain
11:35 (5 mins)		Break			
3	11:40 (60 mins)	2027/28 Budget and business planning: - Medium term financial planning - BAC	149.2	Assurance / Update	Ric Blakeway Phil Cain and Executive Team

		• 2027/28 Business Plan; direction of travel			
4	12:40 (20 mins)	Digital transformation update	149.3	Assurance / Update	David Peckham
13:00 (30 mins)		Lunch			
Governance					
5	13:30 (5 mins)	Previous minutes, previous actions and matters arising, Including: • Board meeting 27 July 2026 • RemCo meeting 12 March 2026	149.4A 149.4B	Approval	Kay Kershaw
Performance review					
6	13:35 (15 mins)	Feedback from Committees	Verbal	Assurance / Update	Committee Chairs
Experiencing LeO					
7	13:50 (20 mins)	Knowing LeO: An opportunity for the Board to meet with the Legal Manager	Verbal	Assurance/ update	Louise Arnold
Governance and related items					
8	14:10 (10 mins)	Report on the Welsh Language Scheme	149.5	Approval	Mike Harris
9	14:20 (15 mins)	Board effectiveness review 2025/2026 • Findings and action planning	149.6	Assurance / Update	Ric Blakeway
10	14:35 (10 mins)	Voluntary assurance letter	Verbal	Input	Ric Blakeway
11	14:45 (5 mins)	Approval for publication and external distribution of September’s Board papers	Verbal	Approval	Kay Kershaw
12	14:50 (10 mins)	Board effectiveness: • Feedback on September meeting	Verbal	Assurance / Update	Ric Blakeway

13	15:00 (5 mins)	Any other business	Verbal	Input	All
	15:05	Close			
15:05 (5 mins)		Break			
Closed session					
15:10 (15 mins)		Private NED Session: Reflections on the meeting			
	15:25	Meeting concludes*			

* Board meetings will normally conclude by 16:00, including any contingency time.

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
Friday 27 February	PIDCo Meeting	Tuesday 24 February	MS Teams
Thursday 12 March	RemCo Meeting	Thursday 5 March	MS Teams
Wednesday 29 April	Board Meeting	Wednesday 22 April	LeO office
Monday 11 May	ARAC Meeting	Tuesday 5 May	MS Teams
Monday 15 June	PIDCo Meeting	Wednesday 10 June	MS Teams
Wednesday 17 June	ARAC Meeting	Wednesday 10 June	LeO office
Wednesday 17 June	Board Meeting	Wednesday 10 June	LeO office
Tuesday 7 July	RemCo Meeting	Tuesday 30 June	MS Teams
Thursday 9 July	PSG Meeting	Monday 6 July	MS Teams
Wednesday 29 July	Board Meeting	Wednesday 22 July	LeO office
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	Extra-ordinary Meeting	Wednesday 5 November	MS Teams
Wednesday 12 November	PIDCo Meeting	Friday 7 November	MS Teams
Wednesday 18 November	RemCo Meeting	Wednesday 11 November	MS Teams
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 (B'ham)
Friday 12 February	ARAC Meeting	Friday 5 February	MS Teams
Wednesday 24 February	Board Meeting / Workshop	Wednesday 17 February	LeO office (Leeds)
Wednesday 17 March	RemCo Meeting	Wednesday 10 March	MS Teams
Wednesday 28 April	Board Meeting	Wednesday 21 April	LeO office (B'ham)
Monday 17 May	ARAC Meeting	Monday 10 May	MS Teams
Wednesday 16 June	ARAC Meeting	Wednesday 9 June	LeO office (B'ham)
Wednesday 16 June	Board Meeting	Wednesday 9 June	LeO office (B'ham)
Wednesday 21 July	Board Meeting	Wednesday 14 July	LeO office (B'ham)
Wednesday 22 September	Board Meeting / Workshop	Wednesday 15 September	LeO office (Leeds)
Monday 11 October	ARAC Meeting	Monday 4 October	MS Teams
Wednesday 27 October	Board Meeting	Wednesday 20 October	LeO office (B'ham)
Wednesday 24 November	RemCo Meeting	Wednesday 17 November	MS Teams
Wednesday 15 December	Board Meeting	Wednesday 8 December	LeO office (B'ham)

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

