

Agenda: 29 July 2026

For the 148th Meeting of the Office for Legal Complaints

09:15 – 16:15

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 27 July 2026.

Item presented for information			Paper number		Sponsor
Board forward plan			148.0		Kay Kershaw
Pay and Grading Structure Review			148.10		Zoe Grainger
Item	Timing	Item information	Paper number	Action	Sponsor
09:15 (30 mins)		Arrival and refreshments			
Board meeting closed session					
09:45 (30 mins)		Private NED session with the Chief Ombudsman			
10:15 (10 mins)		Break			
Board meeting open session					
Governance					
1	10:25 (5 mins)	Welcome attendees, apologies and declarations of interest.	n/a	Note	Ric Blakeway
Strategy and Planning					
2	10:30 (135 mins)	Developing the 2027/30 OLC Strategy - Strategic objectives - What does this mean by 2030? - Strategic measures - Enablers	148.1	Assurance / Update	Phil Cain

12:45 (30 mins)		Lunch			
Strategic Risk update					
3	13:15 (30 mins)	Strategic Risk update: • Approval of 2026/27 strategic risks and issues • Approval of 2026/27 OLC Risk appetite statement	148.2	Assurance / Approval	Laura Stroppolo
Governance					
4	13:45 (30 mins)	Governance Refresh: • Scheme Transformation review of governance	148.3	Update / Approval	Laura Stroppolo
14:15 (5 mins)		Break			
Governance					
5	14:20 (5 mins)	Previous minutes, previous actions and matters arising, Including: • Board meeting 17 June 2026 • ARAC meeting 11 May 2026 • PIDCo meeting 11 November 2025 • PIDCo meeting 27 February 2026	148.4A 148.4B	Approval	Kay Kershaw
Performance review					
6	14:25 (15 mins)	Feedback from Committees	Verbal	Update	Committee Chairs
7	14:40 (15 mins)	Chief Ombudsman’s report	148.5	Assurance/ update	Phil Cain
8	14:55 (10 mins)	Integrated performance report	148.6	Assurance / Update	Executive Team
9	15:05 (10 mins)	Regulatory objectives	148.7	Assurance / Update	Phil Cain
15:15 (5 mins)		Break			

Experiencing LeO					
10	15:20 (20 mins)	Public Sector Equality Duty bi-annual compliance update • EDI performance pack update	148.8	Assurance/ Update	Mark Persard / Georgina Philippou
Governance and related items					
11	15:40 (5 mins)	Transparency publications report: • Board member Register of Interests • Ombudsman and Senior Manager Register of Interests • Gifts and Hospitality Report • Board Members and Senior Manager's Expenses report	148.9	Approval	Kay Kershaw
12	15:45 (10 mins)	Board effectiveness: • Feedback on July meeting	Verbal	Assurance / Update	Ric Blakeway
13	15:55 (10 mins)	Voluntary Assurance Letter	Verbal	Input	Ric Blakeway
14	16:05 (5 mins)	Approval for publication and external distribution of July's Board papers	Verbal	Approval	Kay Kershaw
15	16:10 (5 mins)	Any other business	Verbal	Input	All
	16:15	Close			

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 / LeO office
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
Monday 17 August	PIDCo Meeting	Wednesday 12 August	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