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| <b>Meeting</b>         | OLC Board Meeting | <b>Agenda Item No.<br/>Paper No.</b> | For Information<br>148.0 |
| <b>Date of meeting</b> | 29 July 2026      |                                      |                          |

|                               |                                       |
|-------------------------------|---------------------------------------|
| <b>Title</b>                  | <b>OLC Board Forward Plan</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>                                                                                                                                                                                            |                                  |
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| The attached paper provides a record of the OLC Board's forward plan.                                                                                                                                               |                                  |
| <b>Recommendation/action required</b>                                                                                                                                                                               |                                  |
| Board is asked to <b>note</b> .                                                                                                                                                                                     |                                  |
| <b>Equality Diversity and Inclusion</b>                                                                                                                                                                             |                                  |
| <b>EDI implications</b>                                                                                                                                                                                             | <b>Yes</b>                       |
| 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.                               |                                  |
| <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>                                                                                                                                                                                        |                                  |
| 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                        |                                                                    |                                                                                                                                                                             |                                                 |                                                  |                                                                         |                                                                       |                                                                                                                                                                                               |                                                          |                                                                                 |
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| Date of Meeting                                           |                                                                    |                                                                                                                                                                             |                                                 |                                                  |                                                                         |                                                                       |                                                                                                                                                                                               |                                                          |                                                                                 |
| <b>28 JANUARY</b><br><b>BOARD MEETING</b><br>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:<br>*Board member Register of Interests<br>*Ombudsman Register of Interests<br>*Board member and senior manager expenses<br>*Gifts and hospitality report |                                                          |                                                                                 |
| <b>25 FEBRUARY</b><br><b>BOARD WORKSHOP</b><br>In Cardiff | Developing the 2027/30 OLC Strategy                                | Engaging the Board in the 2025/26 Annual Report and Accounts                                                                                                                |                                                 |                                                  |                                                                         |                                                                       |                                                                                                                                                                                               |                                                          |                                                                                 |
| <b>29 APRIL</b><br><b>BOARD MEETING</b><br>Q4 reporting   | Chief Ombudsman's report                                           | Q4 integrated performance report and balanced scorecard                                                                                                                     | Updates from:<br>*ARAC<br>*PIDCo<br>*RemCo      | Service Complaint Adjudicator's annual report    | 2025/26 Skeleton Annual Report and Accounts and update on progress      | Proposed changes to case fees, scheme rules and decision transparency | Launch 2026 Board Effectiveness Review                                                                                                                                                        | Leadership Structure                                     | Update on the Budget Acceptance Criteria and Scheme Transformation Review bids. |
| <b>17 JUNE</b><br><b>BOARD MEETING</b>                    | For Information: 2026/27 Budget and Business Plan: Lessons learned | For Information: 2027/28 Budget: Planning and timetable                                                                                                                     | Developing the 2027/30 OLC Strategy             | 2025/26 Annual Report and Accounts               | Update on Scheme Rules, case fee arrangements and decision transparency |                                                                       |                                                                                                                                                                                               |                                                          |                                                                                 |
| <b>29 JULY</b><br><b>BOARD MEETING</b><br>Q1 reporting    | Developing the 2027/30 OLC Strategy                                | Strategic risk update                                                                                                                                                       | Governance refresh                              | Feedback from the OLC Committees                 | Chief Ombudsman's report                                                | Integrated performance report                                         | Regulatory objectives                                                                                                                                                                         | Public Sector Equality Duty Bi- annual compliance update | Q1 Transparency publications reports                                            |
| <b>23 September</b><br><b>WORKSHOP</b>                    | Pre Board Session with the Disability and Carers Network           | Developing the 2027/30 OLC Strategy - Benefits realisation framework for changes to the Scheme Rules, cases fees and decision transparency - Medium term financial planning | Digital transformation strategy                 | Annual 2027/28 Budget and business plan workshop | Update from OLC Committees                                              | Session with the Legal Manager                                        | Tentative: Report on the Welsh language scheme                                                                                                                                                | Regulatory objectives                                    | 2025 Board effectiveness review                                                 |

| High Level Board Forward Plan 2026                        |                                           |                                                                                                                                                   |                                                                     |                                       |                                            |                          |                                  |                       |                                                |                                              |  |
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| Date of Meeting                                           |                                           |                                                                                                                                                   |                                                                     |                                       |                                            |                          |                                  |                       |                                                |                                              |  |
| <b>28 OCTOBER</b><br><b>BOARD MEETING</b><br>Q2 reporting | Pre Board Session with REACH Network      | 2027/28 Draft Budget, Business Plan and Budget Acceptance Criteria (BAC)<br>- Approval of BAC for submission to LSB<br>- Approval of consultation | Developing the 2027/30 OLC Strategy<br>- Approval of draft Strategy | Assurance Framework proposal          | Updates from OLC Committees                | Chief Ombudsman's report | Q2 Integrated performance report | Regulatory objectives | Service Complaint Adjudicator's interim report | Q2 2025/26 Transparency Publications Reports |  |
| <b>16 DECEMBER</b><br><b>BOARD MEETING</b>                | Pre Board Session with the LGBTQ+ Network | 2027/28 Budget and Business Plan                                                                                                                  | Updates from OLC Committees                                         | Annual review of governance documents | Annual legal update and enforcement report |                          |                                  |                       |                                                |                                              |  |