

Meeting	OLC Board Meeting	Agenda Item No.	5
		Paper No.	149.4B
Date of meeting	23 September 2026	Time required	5 minutes

Title	Previous Actions and Matters Arising
Sponsor	Kay Kershaw, Board Governance Manager
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary	
This paper provides the Board with updates on the actions from previous Board meetings.	
Recommendation/action required	
Board is asked to note the updates on the actions from previous Board meetings.	
Equality Diversity and Inclusion	
EDI implications	Yes
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)	
This regular Board report ensures scrutiny of actions arising from previous Board meetings. Actions may pertain to LeO's financial management and strategic decision making, particularly in relation to the allocation of resources and value for money.	

OLC Board Actions Log

Actions: Ongoing

Item	Action	Owner	Delivery Date	Progress	Revised Delivery Date
ACTIONS: OLC Board meeting 29 July 2026					
2, para 9	To develop, by the end of the financial year 2026/27, proposals for potential legislative and policy reform to support future opportunities to strengthen the organisation's role.	The Executive	24 February 2027		
2, para 10	To present a paper, by the end of the financial year 2026/27, to the Board on sector adoption of the MCRP, barriers to implementation, comparative complaint handling arrangements, and the quality, robustness, and accessibility of complaint handling data.	The Executive	28 April 2027		
4, para 22	To present LeO's digital and AI ethical framework to the Board	The Executive	16 December 2026		
8, para 35	To develop a communications and	The Executive	Ongoing		

OLC Board Actions Log

Actions: Ongoing

	stakeholder engagement approach to support publication of the revised performance reporting framework and share with the Board for further consideration				
9, para 45	To present a revised misconduct referrals framework to the Board	Chief Operating Officer	28 October 2026	September Update: Delivery date revised from October 2026 to December 2026 following agreement between the OLC Chair and Chief Ombudsman.	16 December 2026
10, para 47	To explore opportunities to strengthen EDI considerations within procurement and supplier oversight arrangements and provide an update to the Board.	EDI Manager	27 January 2027		
ACTIONS: OLC Board meeting 17 June 2026					
2, para 6	To provide the Board with benchmarking information to the Board on timeliness	Deputy Chief Ombudsman	23 September 2026	September Update: This information will be presented at	12 November 2026

OLC Board Actions Log

Actions: Ongoing

	measures and performance standards used by other ombudsman schemes.			November's Board meeting following the completion of the Scheme Transformation discovery phase.	
ACTIONS: OLC Board 29 April 2026					
3, para 9	To present the benefits realisation framework for the proposed changes to the Scheme Rules, case fees, and decision transparency, alongside the consultation responses, for consideration by the Board.	Deputy Chief Ombudsman	23 September 2026	September Update: The delivery date for presenting the benefits realisation of the proposed changes to Scheme Rules, case fees and decision transparency has been revised to October 2026 to align with the Board's consideration of the associated consultation outcomes.	28 October 2026
8-10, para 28	To present a paper to the Board on readiness for expanded publication of	Deputy Chief Ombudsman	23 September 2026	September update: A revised delivery date is currently being considered and	To be confirmed.

OLC Board Actions Log

Actions: Ongoing

	ombudsman decisions at a future Board meeting.			will be confirmed once agreed.	
				Ongoing	
16, para 41	To review and propose how assurance and Board reporting on performance and customer experience could be strengthened, including options for expanding the SCA's Terms of Reference to enable broader thematic or dip-sample reviews; triangulating qualitative and thematic insight against wider customer experience data; and clearer assurance on the implementation and impact of improvement actions.	Deputy Chief Ombudsman	28 October 2026		

OLC Board Actions Log

Actions: Completed or closed

Item	Action	Owner	Delivery Date	Progress	Revised Delivery Date
ACTIONS: OLC Board meeting 29 July 2026					
2, para 8	To further refine the 2027/30 OLC Strategy and present the next iteration to the Board in September 2026.	The Executive	23 September 2026	The next iteration of the OLC Strategy is being presented for consideration at September's Board meeting. Action completed.	
4, para 24	To update the Board Transformation Sub-Group's Terms of Reference to reflect that the Group operates within the delegated authority approved by the Board.	The Head of Programme Management and Assurance	23 September 2026	The Board Transformation Sub-Group's Terms of Reference were updated in August 2026 to reflect that the Group operates within the delegated authority approved by the Board. Action completed.	
5, para 26	To arrange for the publication of the minutes of the Board meeting held on 17 June 2026, the	Board Governance Manager	23 September 2026	The minutes were published on 17 August 2026.	

OLC Board Actions Log

Actions: Completed or closed

	ARAC meeting held on 11 May 2026, and the PIDCo meetings held on 11 November 2025 and 27 February 2026.			Action completed.	
11, para 52	To update the Board Member Register of Interests to reflect declarations notified before and during the July Board meeting.	Board Governance Manager	23 September 2026	Board Member Register of Interests has been updated. Action completed.	
11, para 53	To arrange for the Q1 transparency reports to be published.	Board Governance Manager	23 September 2026	The Q1 transparency reports were published on 17 August 2026. Action completed.	
ACTIONS: OLC Board meeting 17 June 2026					
2, para 6	To provide the Board with benchmarking information to the Board on timeliness measures and performance standards used by other ombudsman schemes.	Deputy Chief Ombudsman	23 September 2026	September Update: This information will be presented at November's Board meeting following the completion of the Scheme Transformation discovery phase.	12 November 2026

OLC Board Actions Log

Actions: Completed or closed

2, para 6	To develop and maintain a record of legislative and regulatory constraints that limit potential service improvements or future development opportunities.	Deputy Chief Ombudsman	23 September 2026	A record of legislative and regulatory constraints that limit potential service improvements or future development opportunities has been developed and will be maintained. Action completed.	
3, para 7	To update the minutes of the Board meeting held on 25 February 2026 and 29 April 2026 in line with the Board's feedback and arrange publication of the minutes from the 28 January, 25 February and 29 April 2026 Board meetings and the minutes of the 9 February 2026 ARAC meeting.	Board Governance Manager	31 August 2026	Board minutes (25 February and 29 April 2026) were updated in line with Board feedback and published on 17 August 2026 together with the minutes of the 28 January 2026 Board meeting and 9 February 2026 ARAC meeting. Action completed.	
8, para 27	To arrange for an email to be issued to Board members to remind them to complete the 2026 Board	Board Governance Manager	29 July 2026	Email reminder issued 18 June 2026.	

OLC Board Actions Log

Actions: Completed or closed

	Effectiveness Questionnaire.			Action completed.	
ACTIONS: OLC Board 29 April 2026					
7, para 24	To provide clearer reporting of case resolution times across each resolution pathway within the strategic scorecard.	Chief Operating Officer	29 July 2026 (This action links to action 8, para 35 from July 2026 Board meeting)	July update: LeO has started to restructure its strategic scorecard to align to the newly introduced Lean process. This was reviewed at Performance Subgroup in July and will be reviewed in July Board via a PSG update. Amendments to the reporting process, via the Strategic Scorecards will be discussed with both MoJ and LSB post board and will look to be introduced fully for Quarter 2 update in October. September Update: Strategic scorecard for new operational process has now	

OLC Board Actions Log

Actions: Completed or closed

				been developed and assured at PSG. Each area of the new process has further transparency around both wait times and closure or progression to the next stage of the process. None of the existing customer journey metrics are being proposed to be removed, new metrics are in addition to give further transparency of all areas. Action completed	
ACTIONS: OLC Board 28 January 2026					
2, para 6	To give further consideration to membership of a Board Transformation Sub-Group, taking into account Board member availability and meeting requirements.	The OLC Chair	31 August 2026	Membership of the Board Transformation sub-group was confirmed on 12 August 2026. Action completed.	

OLC Board Actions Log

Actions: Completed or closed

3, para 13	To ensure that the next digital transformation strategy update includes further detail on staff training and operational expectations following the rollout of Copilot.	The Head of Operations, Business transformation, and Intelligence	29 July 2026	June update: The next digital transformation strategy update will be provided in July board meeting. July Update: It was agreed at June's Board meeting that this update would be postponed to September's Board meeting to accommodate a full agenda. September Update: A digital transformation update paper is on the agenda for discussion at September's Board meeting and includes a section documenting the training that has happened within the AI space for all staff.	23 September 2026
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OLC Board Actions Log

Actions: Completed or closed

				Action Completed	
ACTIONS: OLC Board Meeting 25 September 2025					
5, para 30	To explore alternative approaches to ensure the Board continued to engage meaningfully with staff.	The OLC Chair and Head of People and Culture	17 December 2025	December 2025 update: PA Consulting have been briefed and have been secured for December and February's Board workshop. September 2026 update: As 'Knowing LeO' becomes a regular agenda item at OLC Board meetings, consideration will be given to showcasing areas of the business that do not routinely receive Board attention, creating further opportunities for Board engagement with staff across the Birmingham office and hub locations. In	~~28 February 2026~~ 23 September 2026

OLC Board Actions Log
Actions: Completed or closed

				addition, plans are being developed for some Board meetings to be held at hub locations where feasible, enabling Board members to engage directly with colleagues across the organisation. Action closed	
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