

Meeting	OLC Board Meeting	Agenda Item No. Paper No.	For Information 142.0
Date of meeting	22 October 2025		

Title	OLC Board Forward Plan
Sponsor	Kay Kershaw, Board Governance Manager
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary	
The attached paper provides a record of the OLC Board's forward plan.	
Recommendation/action required	
Board is asked to note .	
Equality Diversity and Inclusion	
EDI implications	Yes
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.	
Freedom of Information Act 2000 (Fol)	
Paragraph reference	Fol exemption and summary
N/A	N/A
Value for Money (VfM)	
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 2025										
Date of Meeting	Papers to be issued									
29 JANUARY BOARD MEETING <i>Q3 reporting</i>	22 January 2025	Pre Board Session with Women's Network	Chief Ombudsman's report	Q3 Integrated performance report and balanced scorecard	2025/26 Budget, Business Plan, Budget Acceptance Criteria - approval for submission to the LSB	Update from the Performance Sub-Group	Update from ARAC	EDI Update	Q3 Transparency publications report: *Board member Register of Interests *Ombudsman Register of Interests *Board member and senior manager expenses *Gifts and hospitality report	
27 FEBRUARY BOARD WORKSHOP <i>In Cardiff</i>	20 February 2025	2024/25 Annual Report and Accounts	Tentative: LeO's approach to Learning and Insight							
29 APRIL BOARD MEETING <i>Q4 reporting</i>	22 April 2025	2024/25 Skeleton Annual Report and Accounts and update on progress	LeO's approach to digital technology and AI	Stakeholder management	Annual internal Board effectiveness review	Chief Ombudsman's report	Q4 integrated performance report and balanced scorecard, incorporating the Q4 strategic horizon scanning reporting	Update from RemCo and Civil Service People Survey results	Service Complaint Adjudicator's annual report	Revised of the Welsh language scheme
18 JUNE BOARD MEETING	11 June 2025	Update from ARAC	Approval of 2024/25 Annual Report and Accounts	2026/27 Budget: Programme Plan, for information.						
24 JULY BOARD MEETING <i>Q1 reporting</i>	17 July 2025	Annual strategic risk workshop	Proposed approach to case fees	Update from the Performance Sub Group	Update from ARAC	Update from the Public Interests Decisions Committee	Chief Ombudsman's report	Q1 Integrated performance report and balanced scorecard.	Welsh Language Scheme	EDI update
25 September WORKSHOP	18 September 2025	2026/27 Budget and business plan workshop	Case fee consultation	Stakeholder insight	2025 Annual Board and Committee effectiveness review					
22 OCTOBER BOARD MEETING <i>Q2 reporting</i>	15 October 2025	2026/27 Draft Budget, Business Plan and Budget Acceptance Criteria: •Draft budget 2026/27 •Business Plan deliverables •Approval for consultation •Approval for submission of draft BAC to the LSB	Interim Joint Chief Executives' report	Q2 Integrated performance report	Update from ARAC	Update from PIDCo	Service Complaint Adjudicator's interim report	Q2 2025/26 Transparency Publications Report: *Register of interests - Board members * Register of Interests - Ombudsman and senior managers *Board member and senior manager expenses *Gifts and hospitality report		
17 DECEMBER BOARD MEETING	10 December 2025	Tentative: 2026/27 Budget and Business Plan - Feedback on consultation and progress update.	Update from RemCo	Update from the Performance Sub Group	Update from the Public Interests Decisions Committee	Annual legal and enforcement report	Annual review of governance documents	LeO's approach to digital technology and AI	Revised customer satisfaction scheme	