

<b>Meeting</b>	OLC Board Meeting	<b>Agenda Item No. Paper No.</b>	For Information 143.0
<b>Date of meeting</b>	17 December 2025		

<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>	
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> the forward plan.	
<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, 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 2025										
Date of Meeting										
<b>29 JANUARY</b> <b>BOARD MEETING</b> Q3 reporting	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		
<b>27 FEBRUARY</b> <b>BOARD WORKSHOP</b> In Cardiff	2024/25 Annual Report and Accounts	Tentative: LeO's approach to Learning and Insight								
<b>29 APRIL</b> <b>BOARD MEETING</b> Q4 reporting	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	Q4 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
<b>18 JUNE</b> <b>BOARD MEETING</b>	Update from ARAC	Approval of 2024/25 Annual Report and Accounts	2026/27 Budget: Programme Plan, for information.							
<b>24 JULY</b> <b>BOARD MEETING</b> Q1 reporting	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	Q1 Transparency Publications Reports
<b>25 September</b> <b>WORKSHOP</b>	2026/27 Budget and business plan workshop	Case fee consultation	Stakeholder insight	2025 Annual Board and Committee effectiveness review						
<b>22 OCTOBER</b> <b>BOARD MEETING</b> Q2 reporting	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			
<b>17 DECEMBER</b> <b>BOARD MEETING</b>	2026/27 Budget and Business Plan - Feedback on consultation	Board Training Session	Risk Management	Update from the Public Interests Decisions Committee	Updates from: *Public Interests Decision Committee *Performance Sub Group *RemCo	Update on Customer Satisfaction Scheme	Annual legal update and enforcement report	Annual review of governance documents		

High Level Board Forward Plan 2026								
Date of Meeting								
<b>26 JANUARY</b> BOARD MEETING Q3 reporting	Pre Board Session with Women's Network	Joint Chief Executive's report	Q3 Integrated performance report and balanced scorecard	Update On December PSG meeting and what it means for the approval of the 2026/27 budget	2026/27 Budget, Business Plan, Budget Acceptance Criteria - approval for submission to the LSB	EDI Update	LeO's approach to digital technology and AI	Q3 Transparency publications report: *Board member Register of Interests *Ombudsman Register of Interests *Board member and senior manager expenses *Gifts and hospitality report
<b>25 FEBRUARY</b> BOARD WORKSHOP In Cardiff	Developing the 2027/30 OLC Strategy	Engaging the Board in the 2025/26 Annual Report and Accounts						
<b>29 APRIL</b> BOARD MEETING Q4 reporting	Tentative: Pre-Board session with the Legal Team	Chief Ombudsman's report	Q4 integrated performance report and balanced scorecard	Updates from: * ARAC *PIDCo *RemC0	Service Complaint Adjudicator's annual report	2025/26 Skeleton Annual Report and Accounts and update on progress	The case for increasing case fees	Tentative: Launch annual internal Board effectiveness review
<b>17 JUNE</b> BOARD MEETING	Update from ARAC on 2025/27 annual accounts	Approval of 2025/26 Annual Report and Accounts	For Information: 2027/28 Budget: Programme Plan					
<b>29 JULY</b> BOARD MEETING Q1 reporting	Annual strategic risk workshop	Chief Ombudsman's report	Q1 Integrated performance report and balanced scorecard.	Updates from: *ARAC *PSG	EDI update	Annual report against the Welsh Language Scheme	Q1 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	Tentative: 2026 Annual Board and Committee effectiveness review, collated findings
<b>23 September</b> WORKSHOP	Pre Board Session with LGBTQ+ Network	2027/28 Budget and business plan workshop, to include: *update from PSG on reflections from July's meeting and update on demand trajectories * stakeholder mapping / insight *Horizon scanning						
<b>28 OCTOBER</b> BOARD MEETING Q2 reporting	Pre Board Session with REACH Network	Chief Ombudsman's report	Q2 Integrated performance report	2027/28 Draft Budget, Business Plan and Budget Acceptance Criteria: •Draft budget 2027/28 •Business Plan deliverables •Approval for consultation •Approval for submission of draft BAC to the LSB	Updates from: * ARAC	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	
<b>16 DECEMBER</b> BOARD MEETING	Pre Board Session with Disability and Carers Network	2027/28 Budget and Business Plan - Feedback on consultation	Updates from: *Performance Sub Group *RemCo	Annual review of governance documents	Annual legal update and enforcement report			