

Agenda: 17 December 2025

For the 143rd Meeting of the Office for Legal Complaints

09:15 – 16:05

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, 15 December 2025.

Item presented for information			Paper number	Sponsor						
Board forward plan			143.0	Kay Kershaw						
Item	Timing	Item information	Paper number	Action	Sponsor					
Closed session										
09:15 (30 mins)	Private NED session – with the interim Joint Chief Executives									
09:45 (30 mins)	A pre-Board session with the REACH Staff Network									
10:15 (15 mins)	Break									
Open session										
Governance and related items										
1	10:30 (5 mins)	Welcome attendees, apologies and declarations of interest.	n/a	Note	Elisabeth Davies					
Strategy and Planning										
2	10:35 (25 mins)	2026/27 Budget and Business Plan <ul style="list-style-type: none"> • Feedback on consultation • LSB and MoJ feedback • Verbal update from Performance Sub-Group on the meeting held on 16 December 2025 and what that means for the 	Verbal	Update	Mike Harris Steve Pearson David Peckham Alison Sansome					

		2026/27 Budget and Business Plan							
Closed session: Board Training									
3	11:00 (160 mins)	Board Training Session <ul style="list-style-type: none"> • Strengthen collaboration, effective decision-making and enhance overall team effectiveness. • Explore the current 'stakeholder 'environment and ensure shared understand of opportunities and risks. • Explore and discuss the implications of ethical AI for LeO's business and the wider legal industry. 		PA Consulting					
13:40 (30 mins)		LUNCH							
Open session									
Strategy and Planning									
4	14:10 (10 mins)	Risk management	143.1	Assurance / Update	Laura Stroppolo				
Performance review									
5	14:20 (10 mins)	Update on the PIDCo meeting held on 11 November 2025	143.2	Assurance / Update	Rachel Cerfontyne				
6	14:30 (10 mins)	Update on the RemCo meeting held on 20 November and 16 December 2025	Verbal	Assurance / Update	Alison Sansome				
7	14:40 (15 mins)	Update on the Customer Satisfaction Scheme	143.3	Assurance / Update	Steve Pearson				
8	14:55 (15 mins)	Annual legal update and enforcement report	143. 4	Assurance / Update	Steve Pearson				
15:10 (10 mins)		Break							
Governance and related items									
9	15:20 (20 mins)	Annual Review of Governance documents: <ul style="list-style-type: none"> • OLC Operating Framework • OLC Rules of Procedure 	143.5	Approval	Laura Stroppolo				

		<ul style="list-style-type: none"> • Schedule of Matters Reserved to Board • Scheme of Delegations • ARAC Terms of reference • RemCo Terms of Reference • Public Interests Decision Committee Terms of Reference • Performance Sub- Group Terms of Reference • OLC Governance Framework 			
10	15:40 (5 mins)	<p>Previous minutes, previous actions and matters arising, Including:</p> <ul style="list-style-type: none"> • Board meeting 25 September 2025 • Board meeting 22 October 2025 • PIDCo meeting 4 August <p>Previous actions and matters arising</p>	143.6A	Approval	Elisabeth Davies
11	15:45 (5 mins)	Board paper redactions and non-disclosure report	143.6B	Approval	Kay Kershaw
12	15:50 (10 mins)	<p>Board effectiveness:</p> <ul style="list-style-type: none"> • Feedback on December meeting 	Verbal	Assurance / Update	Elisabeth Davies
13	16:00 (5 mins)	Any other business	Verbal	Input	All
	16:05	Close			

2025 Board and Committee Meeting Dates:

Date of meeting	Meeting Type	Papers to be issued	Office / MS Teams
Wednesday 8 January	Performance Sub-Group	Wednesday 2 January	MS Teams
Monday 13 January	ARAC	Monday 6 January	MS Teams
Wednesday 29 January	Board	Wednesday 22 January	LeO Office
Thursday 27 February	Board Workshop	Thursday 20 February	LeO Office
Thursday 20 March	RemCo	Thursday 13 March	MS Teams
Tuesday 29 April	Board	Tuesday 22 April	LeO Office
Monday 19 May	ARAC	Monday 12 May	MS Teams
Tuesday 20 May	PIDCo	Tuesday 13 May	MS Teams
Wednesday 18 June	ARAC	Wednesday 11 June	MS Teams
Wednesday 18 June	Board	Wednesday 11 June	MS Teams
Wednesday 18 June	RemCo	Wednesday 11 June	MS Teams
Thursday 10 July	Performance Sub-Group	Thursday 3 July	MS Teams
Thursday 24 July	Board	Thursday 17 July	LeO Office
Monday 4 August	PIDCo	Monday 28 July	MS Teams
Tuesday 26 August	Performance Sub-Group	Tuesday 19 August	MS Teams
Thursday 25 September	Board Workshop	Thursday 18 September	LeO Office
Monday 6 October	ARAC	Monday 29 September	MS Teams
Wednesday 22 October	Board	Wednesday 15 October	LeO Office
Tuesday 11 November	PIDCo	Tuesday 4 November	MS Teams
Thursday 20 November	RemCo	Thursday 13 November	MS Teams
Tuesday 16 December	Performance Sub-Group	Tuesday 9 December	MS Teams
Wednesday 17 December	Board	Wednesday 10 December	LeO Office

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
Thursday 12 February	PIDCo Meeting	Monday 9 February	MS Teams
Wednesday 25 February	Board Workshop	Wednesday 18 February	LeO office
Tuesday 14 April	RemCo Meeting	Tuesday 7 April	MS Teams / LeO office
Wednesday 29 April	Board Meeting	Wednesday 22 April	LeO office
Monday 11 May	ARAC Meeting	Tuesday 5 May	MS Teams
Wednesday 20 May	PIDCo Meeting	Friday 15 May	MS Teams
Wednesday 17 June	ARAC Meeting	Wednesday 10 June	LeO office
Wednesday 17 June	Board Meeting	Wednesday 10 June	LeO office
Thursday 9 July	PSG Meeting	Monday 6 July	MS Teams
Wednesday 29 July	Board Meeting	Wednesday 22 July	LeO office
Wednesday 5 August	PIDCo Meeting	Friday 31 July	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