

Reform and Customer Experience Committee: terms of reference

(July 2026)

1. Constitution

1.1. The Reform and Customer Experience Committee is constituted as a committee of the Board of the Financial Ombudsman Service Limited.

1.2. The committee's terms of reference ("ToR") may be amended at any time by the Nomination Committee.

2. Authority

The committee is authorised by the Board to:

2.1. Undertake business within its ToR.

2.2. Seek any information it requires from any employee (all employees are directed to cooperate with any request made by the committee).

2.3. Obtain legal (either internal or external) or other professional advice.

2.4. Secure the attendance of anyone it considers has relevant experience, expertise or knowledge, enhancing the committee with independent members as appropriate.

3. Membership

3.1. The committee shall be appointed by the Nomination Committee from amongst the Board membership and shall consist of not less than three members.

3.2. The Chair of the committee shall be appointed by the Nomination Committee.

3.3. In the absence of the committee Chair, the remaining members present shall elect one of their number to chair the meeting.

3.4. A member of the Chief Ombudsman's team shall provide secretariat support to the committee.

4. Meetings

4.1. Meetings shall be held bi-monthly (every two months) at appropriate times in line with the cycle of the regular business it considers, and as otherwise required.

4.2. The quorum necessary for the transaction of the business of the committee shall be at least two committee members.

4.3. Only members of the committee have the right to attend committee meetings. Other individuals, including other Board, executive and staff members, may be invited by the Chair to attend all or part of any meeting as and when appropriate.

4.4. Unless otherwise agreed, notice of each meeting confirming the venue, time and date, together with an agenda of items to be discussed and the supporting papers, shall be forwarded to each member of the committee and any other person required to attend, no later than five working days before the date of the meeting.

5. Minutes of meetings

5.1. A member of the Chief Ombudsman's team shall minute the proceedings and decisions of all committee meetings, including the names of those present.

5.2. Where possible, the minutes shall be prepared for the Chair's review within five working days of the meeting.

5.3. The Chair will provide an oral update on Reform and Customer Experience Committee business at the next Board meeting, a summary note and minutes will be shared, once approved.

6. Responsibilities

The committee shall be responsible for:

Macro-policy development oversight

6.1. Ensuring proposed macro-policy changes are appropriately informed by feedback from the various 'reform' external consultations and other stakeholder engagement.

6.2. Ensuring any other relevant policy or operational strategy matters are considered alongside (e.g. motor finance commission and mass redress event management).

Customer experience blueprint oversight

6.3. Overseeing the strategic customer experience blueprint for the future of the organisation which informs the key requirements for change in respect of our systems and people

6.4. Overseeing high-level process design and proposed changes to ways of working and culture to achieve this customer experience blueprint

6.5. Note that delivery of the changes is to be tracked in the Technology, data and process and People subcommittees respectively

Risk management

6.6. Identifying and monitoring reform-related risks and mitigations

Political and stakeholder landscape

6.7. Ensuring effective monitoring of the external landscape and identify where there may be a need for enhancement of our activities

6.8. Reputation and external stakeholder management (including re-set of relationship with the FCA)

Regulatory interface

6.9. Governance over regulatory referrals, mass redress event identification, thematic reporting and Lead Complaints (performance tracked at Board)

7. Approval and reporting procedures

The committee shall:

- 7.1. Make recommendations to the Board on matters requiring Board approval.
- 7.2. Make recommendations to the Board on any area within its remit where action or improvement is needed.
- 7.3. Approve policies or changes which fall within the responsibilities of the Reform and Customer Experience committee and delegations agreed by the Nomination Committee.
- 7.4. Produce an annual summary on its activities for submission to the Board and for inclusion in the Directors' annual report.

8. Other matters

The committee shall:

- 8.1. Have access to sufficient resources to carry out its duties, including access to the Chief Ombudsman's team for assistance, as required.
- 8.2. Ensure members have appropriate skills and expertise, enhancing the committee with independent members as appropriate.
- 8.3. Oversee any investigation of activities which are within its ToR.
- 8.4. Review its performance, constitution and ToR periodically (at least annually), and put forward any changes to its ToR to the Nomination Committee for approval.