LeO's Vision 2030

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LEGAL OMBUDSMAN

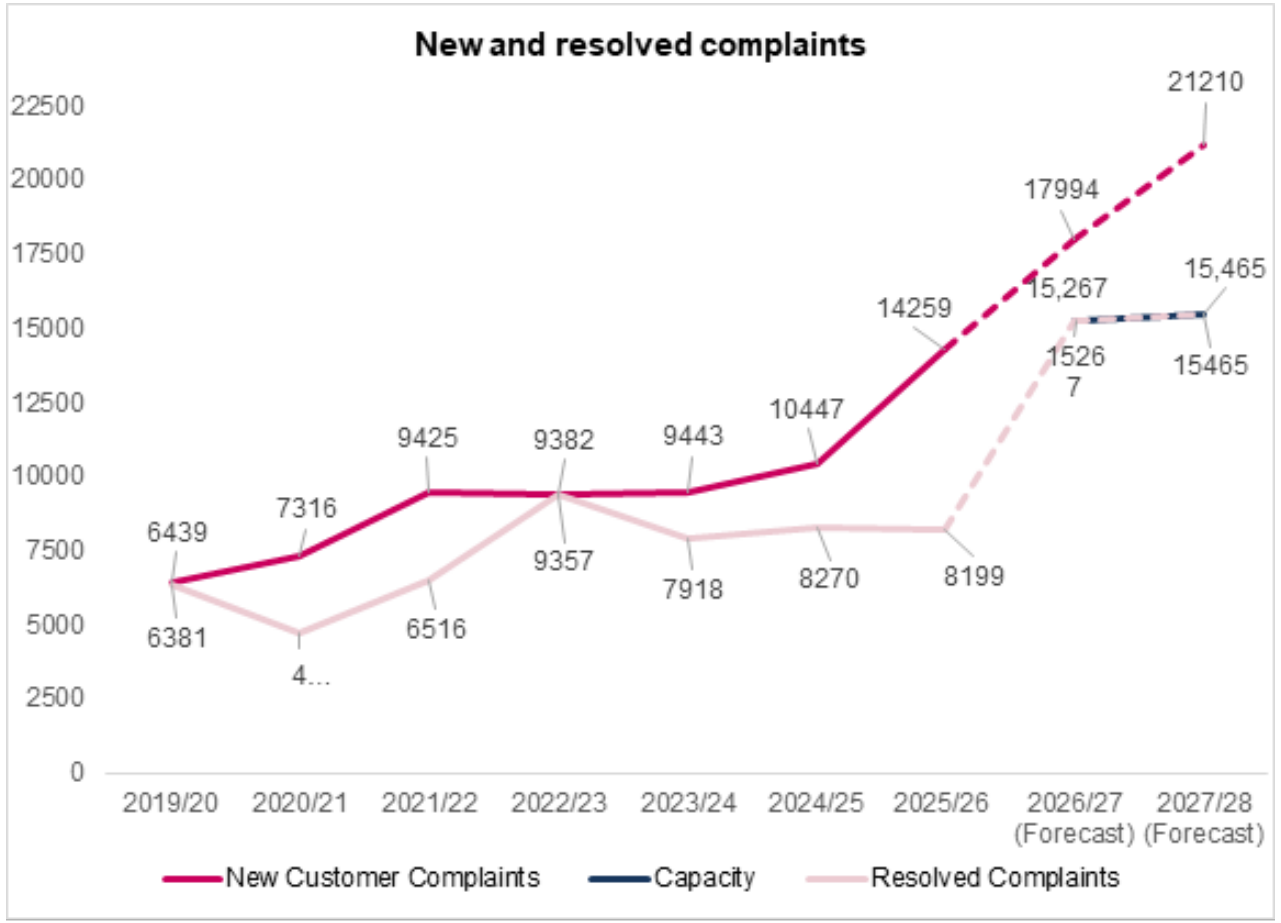
Agenda

1. The current landscape
2. A new strategy: Achieving Vision 2030
3. Residential Conveyancing in LeO’s casework
4. Have your say



The current landscape

- New complaints increased by 37% in 2025/26 and are forecast to rise by a further 20%.
- LeO is capable of resolving 15,000 – 15,500 complaints but expects to receive almost 18,000 new customer complaints in 2026-27, rising to over 21,000 in 2027-28.
- 179% increase in new customer complaints compared to 2019-20.



A new strategy: Achieving Vision 2030

The independent Legal Ombudsman will underpin consumer confidence in legal services. As a trusted and influential partner to the regulated legal sector, it strengthens the profession by advancing high-quality complaint resolution and sharing insight-led learning.

At the heart of a digitally-enabled, agile and innovative organisation, we will continue to deliver fair, impartial, proportionate and evidence-based outcomes.

Proposed Strategic Objectives		
Create an ombudsman service fit for the future	Improve user experiences through fair, timely and proportionate complaint resolution	Maximise LeO's insights, expertise and tools to help strengthen trust and confidence in legal services

An ombudsman service fit for the future

- Progress the comprehensive and externally-led **Scheme Transformation Review** (STR) undertaken with an external delivery partner to strengthen LeO's agility in its new demand environment.

- Enhance LeO's **use of automation and AI** to streamline processes and improve efficiency and accessibility.

- Continue to implement **'Lean' review** insights to streamline workflows.

Improving user experiences

- Implement **Scheme Rule changes** (subject to LSB and Lord Chancellor approval) to ensure LeO focuses its resources on complaints it can investigate and where its involvement can make a difference

- Adopt a new **case fee regime** (subject to LSB and Lord Chancellor approval) to encourage resolution at the earliest possible opportunity and reduce unnecessary escalation.

- Use **customer feedback** and insight to continuously improve the accessibility and fairness of LeO's service.

Maximising LeO's insights, expertise and tools

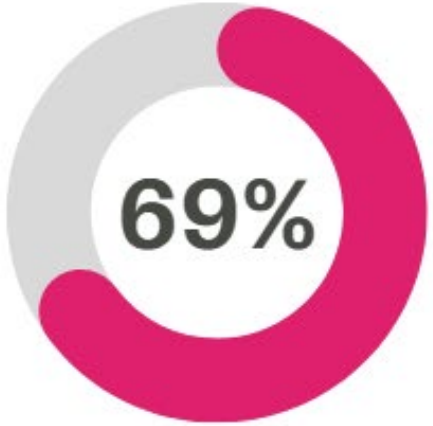
- Undertake targeted engagement with regulators, representative bodies and priority provider groups to support early adoption of the Model Complaints Resolution Procedure.
- Establish structured intelligence-sharing arrangements with key regulators and oversight bodies.
- Use an evidence-led approach to engage with service providers to focus support and improvement activity where it is most needed.

LeO's casework

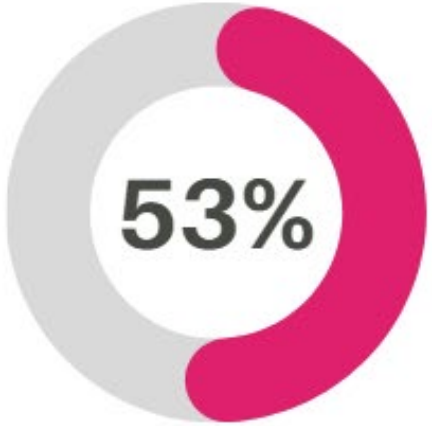
Of the Residential Conveyancing complaints in 2025/26…



of customers reported that they had not received a final response



of complaints were resolved via early resolution



of complaints assessed had evidence of poor complaints handling

Evidence of poor complaints handling is only assessed in cases that require investigative outcomes

What support we already provide

- Model Complaints Resolution Procedure
- Technical Advice Desk
- Tailored Support
- AI and Complaints Research Briefing
- Digital Online Learning Platform
- Spotlight Series

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Have your say

We want to hear your views on our draft proposals

Consultation is open until **23 December 2026**

