

Meeting	OLC Board Meeting	Agenda Item No.	3
		Paper No.	141.1
Date of meeting	25 September 2025	Time required	45 Minutes

Title	Stakeholder Mapping
Sponsor	Mike Harris, Interim Head of Communications, Engagement and Impact
Status	OFFICIAL
To be communicated to:	Members and those in attendance

Executive summary
Relationships and collaboration are critical enablers of the OLC's 2024-27 strategy for the Legal Ombudsman (LeO). Effective stakeholder engagement underpins the ambition to increase LeO's impact on driving higher standards and better outcomes across the legal sector. A paper was presented at the OLC Board meeting in October 2024, detailing who LeO's stakeholders are and mapping their respective levels of interest and influence. It summarised some of the key messages and feedback stakeholders had previously shared about LeO's performance, and the ambition to increase its impact via learning and insight. The update provided in this presentation refines this analysis in two ways. It centres our assessment of stakeholders' interest and influence on our impact objective, to give it greater focus. And it adds an additional sentiment analysis, to give a better illustration of how stakeholders currently perceive our learning and insight work and to help us target our engagement more effectively. The presentation will include a case study example of how LeO proposes to develop its stakeholder engagement to generate greater support for our learning and insight objectives.
Recommendation / action required
The Board is asked to note the information provided in the paper and to feed back any observations about challenges and opportunities relating to ongoing and future stakeholder engagement. The Board session will also focus on two key questions:

- What comments and feedback do Board members have about the stakeholder mapping exercise?
- What comments and feedback do Board members have about our proposed approach to engaging with stakeholders?

Equality Diversity and Inclusion

EDI implications

No

Freedom of Information Act 2000 (Fol)

Paragraph reference

Fol exemption and summary

Presentation attached

Exemption or redaction under Section 36(2)(b) as it is likely to inhibit the change of views for the purpose of deliberation and/or 36(2)(c) likely to prejudice the effective conduct of public affairs due to the sensitive advice or views in relation to LeO's relationships with stakeholders.