

# The Leasehold Advisory Service

## Business Plan

2025/2026





The background of the page features a photograph of a modern, multi-story building with a light-colored facade and numerous windows. The building is situated next to a canal, which reflects the sky and the building. The sky is blue with scattered white clouds. The right side of the page is covered by a solid dark blue overlay where the text is located.

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# Chair's foreword

I was appointed to help LEASE make a radical transformation to be more impactful for consumers as we begin the journey towards commonhold and the beginning of the end of the feudal leasehold system.

We have new joint CEOs and an entirely new board to help implement this change.

Historically the organisation focused on helping leaseholders understand complex and sometimes broken leasehold law. We will introduce a new set of digital tools to help make that advice more effective for more users. Improving the core service is our primary goal. Our individual assistance to 30,000 leaseholders a year is limited by our resources. The digitised service will be able to help many more people as well as providing a more focused service to the over one million consumers who use our website every year.

A key change for LEASE is our data collection and analysis. As everyone now accepts, there are fundamental problems in the sector. LEASE's role will help highlight those problems to government on an ongoing basis. We will publish regular data reports. The new government has tasked LEASE with helping ensure consumers are better informed about redress options as well as helping to provide better data to allow everyone to make informed decisions. This will happen this year.

We will be improving our online learning support and services, particularly help for volunteer directors at Resident Management Company (RMC), Right To Manage (RTM) and Commonhold sites. For the LEASE staff, this means a fundamental change in the help we offer, and consequently their roles. Previously we have only given advice on what the law says. As we go forward, we will offer more advice on how to use the law as well as pointing to other sources of help for leaseholders, shared owners, park homeowners and commonholders.

LEASE is unique as an arm's length body: we deal with legislation across at least 3 government departments and 2 parliamentary jurisdictions. We also deal with multiple pieces of primary legislation and multiple ombudsmen and regulators. Over recent years our workload has increased with two major pieces of primary legislation. We also work closely with the government, supporting the implementation of the Leasehold and Freehold Reform Act 2024 (LFRA) through our expertise, experience, and data.

Perhaps the most fundamental change at LEASE is our new work with and in support of other groups, especially on building safety matters where we now work with the Health and Safety Executive (HSE), Building Safety Regulator (BSR), Homes England, consumer groups and The Property Institute (TPI) as well as the UK and Welsh governments to help ensure affected leaseholders get better help.

This is a very important journey and the biggest change in LEASE's role in 30 years. I end by thanking the staff for their dedication and willingness to accept the challenge to achieve these changes.



**Martin Boyd**  
Chair of the Leasehold Advisory Service





# CEO's introduction

We joined LEASE in January 2024. A new Chair – Martin Boyd – had been appointed three months before, and by March we had a full new and expert Board. A huge amount has happened in the last year to bring about the fundamental change that the Board and MHCLG have demanded. We have brought new expertise into the organisation; embarked on the digital transformation which will overhaul our website and support a personalised advice service; and, put in place modern and compliant back-office and HR systems to ensure an efficient, effective and well-run organisation.

This is a pivotal time for LEASE. In February, the Minister for Housing and Planning set out his priorities for LEASE in his [letter to our Chair](#) and the publication of this business plan sets out our plan to meet these. Alongside this, the implementation of the Leasehold and Freehold Reform Act 2024 – and the wider leasehold and commonhold reform ambitions set out by the Government – makes our work more important than ever.

We have brilliant foundations to build on. We have been so impressed with the commitment, compassion and expertise that this organisation holds. We are looking forward to this important new chapter, working with the new government, our Board and our brilliant team to develop LEASE over this year and into the future.

LEASE has a real opportunity to help more people understand their rights and feel empowered to manage their own homes. This includes leaseholders, shared owners, commonholders and park homeowners and this will be our core focus over the next three years. It will be achieved in a number of ways including: transforming the way we deliver our service through fundamentally reforming our digital offer; making people more aware of the service we offer; and, making better use of the data and insight we have, working across the sector and with government.

Good, people-centred leadership is a passion for us both. We want to make LEASE's change journey a positive and collaborative one for our staff and partners. We feel we have started this journey well and intend to ensure that for staff, LEASE is a dynamic, forward-thinking organisation with public service at its heart; known for its specialist expertise and investing in its people.



# Executive summary

LEASE exists to support future and current leaseholders, commonholders, shared owners and park homeowners, by offering free expert advice – empowering consumers to make informed decisions about managing their homes.

Our vision is for LEASE to be the go-to advice service for leaseholders, commonholders and park homeowners and the trusted source of information for the broader housing, advisory, and voluntary sectors. Empowering consumers by providing personalised, accessible advice that helps them understand their rights and responsibilities so they can make informed decisions. We will be a digital first organisation, using high quality data and insights to be an authoritative voice on the leasehold experience for government and serve as an influential voice across the leasehold and commonhold sector.

The Minister for Housing and Planning has set out his key priorities for LEASE in a letter to our Chair. These are to:

- 1. improve and modernise the core advice service and increase the reach of the service,**
- 2. improve the quality of the organisation's data and analysis and become an authoritative voice on leasehold data,**
- 3. to lead the effective join up of the redress landscape to find ways to add value to the consumer journey.**



**To achieve these we are planning significant changes to the way LEASE operates and how it works for consumers. Our priorities for 2025/26 are:**

### **1a. Improve and modernise the core advice service**

97% of our customers access our service through our website. We will modernise our service using technology and innovation to help meet demand. We will help more people with an automated, self-service advice that feels personalised and timely.

### **1b. Increase the reach and accessibility of our core service**

We want more people to know about us and benefit from our information and advice. We will make it easier to find us online and improve our triage system, so that consumers can be supported through guidance, e-learning, web advice or are quickly signposted to the right place to access the information they need. We will focus on giving our 'direct advice' to the consumer in the best way to meet their needs.

### **2. Become an authoritative voice on leasehold data**

We will use our data to become an authoritative voice in respect of leasehold – providing insights for both government and the sector, including analysing how effectively government guidance, policy announcements and reforms are reaching consumers. Our planned digital transformation will allow for greater data collection and insights. In 2025/26 we will invest in better systems to collect and store data, undertake more primary data collection and publish quarterly insight reports highlighting key issues and trends.

### **3. Clarify and improve the redress landscape**

Redress is an important part of consumers' ability to act on their rights, both through redress schemes and, where necessary, the courts. Leaseholders should be able to easily identify the best route for reaching resolution of an issue. We will ensure more consistent consumer messaging and develop ways to help consumers better understand and access routes for redress in various scenarios.



To hold us accountable in achieving these objectives and to measure our success we are publishing performance metrics. These are set out in full at the bottom of the document but include measures to track our reach, the effectiveness of our services and our impact. As our new website is developed we will publish updated metrics on its reach and impact.

# Introduction

LEASE was established in 1994. We are an Executive non-Departmental Public Body (or 'Arm's Length Body'), sponsored by the Ministry for Housing, Communities and Local Government (MHCLG). We exist to support future and current leaseholders, commonholders, shared owners and park homeowners. We empower consumers to make informed decisions about managing their homes.

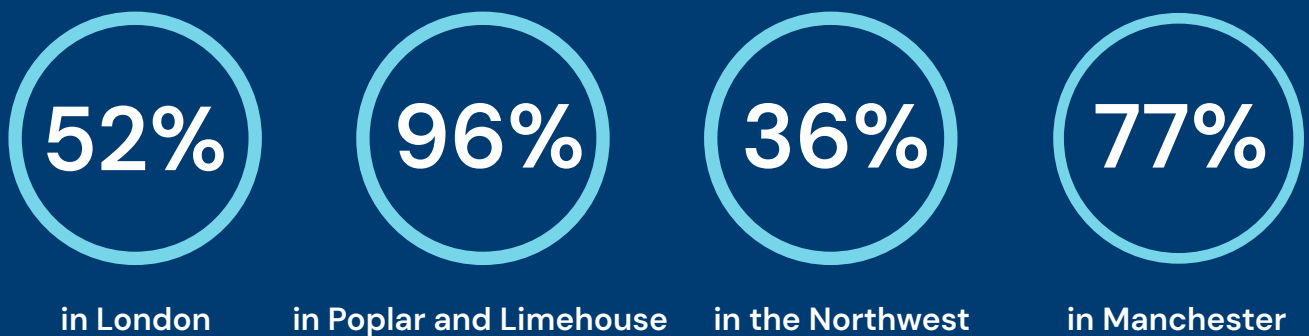
There are an estimated 4.77 million leasehold homes in England, 72% are flats and 28% are houses.<sup>1</sup> These figures are based on 2023 government figures from the House of Commons Library. In addition, there are an estimated 235,000 leasehold properties in Wales.<sup>2</sup> This means there are over 5 million leasehold homes, across England and Wales. Leasehold has become the dominant form of tenure in all larger urban conurbations.



<sup>1</sup> [Leasehold dwellings, 2022 to 2023 - GOV.UK](https://www.gov.uk/government/statistics/leasehold-dwellings-2022-to-2023)

<sup>2</sup> <https://www.gov.wales/research-sale-and-use-leaseholds-wales-summary-html#:~:text=Leasehold%20accounts%20for%20around%2016.%2C%20very%20approximately%2C%20235%2C000%20properties.>

Analysis by the House of Commons library showed that 24% of sales in England and Wales in 2022 were leasehold. The proportion in urban areas was much higher. For instance, 52% in London and 36% in the Northwest.




The tenure is undergoing significant reform. The Leasehold Reform (Ground Rent) Act 2022 put an end to ground rents for most new residential leasehold properties in England and Wales. The Leasehold and Freehold Reform Act 2024, when fully implemented, will make it cheaper and easier for leaseholders to extend their lease, buy their freehold and take over management of their building. The Act will also improve transparency over leaseholders' service charges. The Government has committed to taking steps to make commonhold the default tenure and recently published a Commonhold White Paper outlining how it will do so.

As reforms are implemented LEASE has a vital role to play in guiding consumers through this period of transition by providing advice and information they can trust.

# Our work and vision

LEASE offers free advice to support leaseholders to make informed decisions. LEASE supports well over a million leaseholders, commonholders, shared owners and park homeowners each year. We provide general information and guidance on our website and personalised direct written and telephone advice. This includes advice on complex leasehold, park home and commonhold legislation and issues. We also provide advice on building safety law, the demand for which has increased significantly since 2017. Our advice helps leaseholders engage confidently with freeholders, managing agents and park home site owners, and helps maximise their chances of achieving satisfactory resolutions.





Over the last year LEASE  
provided support via:



**LEASE website** – received 1.6 million  
visits from 1.5 million unique visitors



**our advice guides** –  
received 700,000 views



**bespoke advice** – we helped 19,892  
customers, with 27,493 enquiries



**outreach** – we delivered 16 events



**e-learning** – we supported  
1,182 new users

We are proud of our tradition of offering impartial legal advice and will continue to work to ensure advice is as clear, effective and accessible as possible. We also recognise the need to grow as an organisation, modernising the way we work by increasing our capabilities through new technology to support leaseholders and increase efficiency. This is especially important given constrained public finances.

Our vision is for LEASE to be the go-to advice service for leaseholders, commonholders and park homeowners and the trusted source of information for the broader housing, advisory, and voluntary sectors. Empowering consumers by providing personalised, accessible advice that helps them understand their rights and responsibilities so they can make informed decisions. And using high quality data and insights to be an authoritative voice on the leasehold experience for government and serve as an influential voice across the leasehold and commonhold sector.

The Minister for Housing and Planning set out his key priorities for LEASE in a letter to our Chair. These are to:

- Improve and modernise the core advice service and increase its reach received nearly 700,000 views
- Improve the quality of the organisation's data and analysis and become an authoritative voice on leasehold data
- To lead the effective join up of the redress landscape to find ways to add value to the consumer journey.

We will transform LEASE and how it operates, including reimagining how we provide advice. Our future service will have a significantly improved website with accessible information, more options for self-service and we are developing a chatbot – together these will meet the needs of most consumers at the first point of contact. Consumers requiring more detailed help will have their questions triaged and will receive a tailored written response or a phone call. As a result, we will no longer be thinking about written and phone advice as distinct services but rather 'direct advice' that we provide to the consumer. This will ensure customers get the most useful and tailored response possible and allow us to best target our resources.



# Our priorities for this year

We are committed to transforming our advice offer within the next 1–3 years. In recent years the overwhelming focus of LEASE’s budget, time and resources has been on the direct advice service we provide via phone and writing. This direct advice will remain a core part of our offer – but the LEASE website reaches well over a million people a year, 97% of our contact with the consumer, and most of our customers access our support through our website. Therefore, ensuring our website is accurate, accessible and user-friendly stands to improve the user experience for at least a million people. LEASE will be investing time, money and adviser expertise on this in the coming year. Our new metrics reflect this timely shift in focus and resources.



## 1a. Improve and modernise the core advice service

We intend to modernise our service using technology and innovation to help meet demand. We will be able to help more people with a self-service advice offer that feels personalised and timely. 2025/2026 will be a key year to begin delivering that change: we plan to significantly improve our website, introduce a chatbot feature and expand our e-learning offer. This will ensure that we offer the best possible advice service to our customers,

To address this in 2025/26 we will:

- Significantly improve the LEASE website, updating the build and design to improve the layout and usability to make our digital advice personalised by design. This refreshed website will ensure that users can more easily find relevant content, materials and advice and more people will be able to find what they need without submitting an enquiry.
- Introduce the use of chatbot and trial live chat features to our websites making it easier for customers to access information tailored to their specific needs.
- Expand our e-learning offer by launching new products such as more 'bitesize' information and hosting webinars.



## 1b. Increase the reach and accessibility of our core service

Feedback shows that consumers place value on the reliable, expert information they get from us. We want more people to know about us and benefit from our information and advice. We will do this by making it easier to find us online but also ensuring partner organisations are signposting to LEASE much more.

We know that our customers also value and often need direct contact from our expert staff to manage the complexity of leasehold law. We want to ensure that more customers that need direct advice can access it quickly – and that will mean we need to triage our direct advice service better, so that those that can be supported through guidance, e-learning, web advice or partner organisations are quickly signposted to the right place and supported to access the information they need.

To address this in 2025/26 we will:

- Improve our approach to triaging and manage our direct advice service to reduce wait times, ensure time critical cases and clients who need it receive the support they need and to improve the customer experience.
- Introduce a refreshed communications strategy using different mediums to promote the services LEASE offers. This will include using the media, social media and other networks to highlight leaseholder issues and our services.
- Improve our website and digital tools – making it easier for people – and partner organisations – to access our advice in a way that suits them.
- Continue to invest in the capability and skills of our staff to ensure we are providing the best possible service. By improving our training and revamping our staff structure and performance systems we will be better able to deal with enquiries across the wide range of areas that clients require.
- Continue to develop and improve our suite of metrics to ensure we capture the organisation's impact and track performance.

## 2. Become an authoritative voice on leasehold data

Our planned digital transformation will allow for greater data collection and insights. LEASE already has access to a huge amount of data and information on what is happening to the commonhold, leasehold and park home consumer.

We will use this data to become an authoritative voice in respect of leasehold – providing insights for both government and the sector, including analysing how effectively government guidance, policy announcements and reforms are reaching consumers.

To address this in 2025/26 we will:

- Improve our evidence base and data collection. We will create better systems to capture, store and analyse the rich data and insights we receive from consumers.
- Publish quarterly data insight reports using LEASE's data, expertise and position in the sector to explore the key issues and trends facing consumers.
- We will increase our primary data collection and analysis, more readily utilising surveys and consumer focus groups.

## 3. Clarify and improve the redress landscape

Redress is an important part of consumers' ability to act on their rights, both through redress schemes and, where necessary, the courts. Leaseholders should be able to easily identify the best route for reaching resolution of an issue. LEASE has a key role as a trusted voice for consumers to support people in understanding the options available.

To address this in 2025/26 we will:

- Develop strong relationships with relevant stakeholders and redress providers. This will allow us to more effectively share data, insights and signpost to each other's material as relevant.
- Develop clear, concise and collectively agreed messaging on the various routes to leaseholder redress – ensuring alignment with the work of the government, so the public receives consistent information on their options from the whole ecosystem.
- Develop and publish roadmaps to help consumers better understand and access routes for redress in various scenarios.



# How our impact and performance will be assessed

As we transform LEASE into a digital first organisation with a vastly improved website and self-service offering, interactions with our service will be easier and more effective. Helping more people this way will allow us to focus our direct advice resource on the smaller number of people who need that support. And this support will lean towards written advice which is often more helpful to our clients and can be revisited. Our metrics reflect this shift.



Objective	Metric
<b>Objective 1:</b> Delivering high quality information and advice to leaseholders, commonholders, homeowners on freehold estates and park home owners in England and Wales, including on building safety	<b>LEASE website</b> <ul style="list-style-type: none"> <li>• 1.5 million visits to the LEASE website</li> <li>• 750,000 visits to the specific “Advice Guide” site</li> <li>• Improve self-service by redirecting at least 25% of contact enquiries to information that meets their needs</li> <li>• Improve our advice so that LEASE pages are one of the top 5 results on at least 10 frequent search engine queries, ensuring consumers receive advice that is accurate and helpful advice</li> <li>• Ensure the website meets accessibility standards meaning that more than 50% of the population can read and understand pages that cover 80% of website traffic</li> <li>• Achieve a rating of 4 out of 5 on satisfaction with the LEASE website (including with new self-service tools as they come online this year)</li> </ul>
	<b>Online learning resources (e-learning, webinars and workshops)</b> <ul style="list-style-type: none"> <li>• Receive 1,400 e-learning registrations</li> <li>• Deliver 700 e-learning certificates</li> <li>• Average 85% grades for completed e-learning</li> <li>• Deliver 2 webinars/workshops this year</li> <li>• Achieve an average of 7 out of 10 on a survey collected immediately during or after the course/workshop</li> </ul>
	<b>Outreach events</b> <ul style="list-style-type: none"> <li>• Hold 10 outreach events in different regions (mix of virtual and in-person).</li> <li>• Achieve an average of 7 out of 10 on a survey collected immediately during or after the outreach event/workshop.</li> </ul>

Objective	Metric
	<p><b>Clearly Highlight Welsh/English Policy Differences</b></p> <ul style="list-style-type: none"> <li>• Highlight the differences in policies between Wales and England in any articles or newsletters we publish to the public</li> </ul>
	<p><b>Individual, direct advice</b></p> <ul style="list-style-type: none"> <li>• Respond to a minimum of direct enquiries annually: <ul style="list-style-type: none"> <li>– 20,000 Leasehold enquiries</li> <li>– 1,000 Park homes enquiries</li> <li>– 2,000 Building safety enquiries</li> <li>– 500 Wales enquiries</li> </ul> </li> <li>• Response time (monthly): <ul style="list-style-type: none"> <li>– 70% of direct advice enquiries responded to within 10 working days and 100% in 20 working days</li> </ul> </li> <li>• Maintain a complaint rate on direct advice enquiries at below 1%</li> <li>• Reduce the average processing time of a written enquiry to 30 minutes through automation, triage and technology</li> </ul>
	<p><b>Individual advice customer feedback surveys</b></p> <ul style="list-style-type: none"> <li>• On a scale of 5 – survey respondents likely to recommend LEASE to a friend or colleague rate above 4 on average.</li> <li>• Achieve an average monthly survey feedback score of 4 out of 5 for telephone enquiries (Leasehold, Fire safety, Park homes separately)</li> </ul>

Objective	Metric
	<p><b>Informative website</b></p> <ul style="list-style-type: none"> <li>• Ensure the website clearly highlights – within 5 days – where the law has changed or is going to change as a result of the LFRA 2024 and future reforms</li> <li>• Promptly publish quarterly data releases on the LEASE Website in 2024/25 on the issues we receive queries on.</li> </ul>
<p><b>Objective 2:</b> Using information and data to understand the householder’s experiences of these tenures and the issues they face</p>	<p><b>Insight reports and newsletters</b></p> <ul style="list-style-type: none"> <li>• Produce and publish quarterly insight reports that draw on data collected through LEASE’s advice services, website analytics and primary data collection in 2025/26</li> <li>• Publish accompanying newsletters containing updates on relevant laws, signposting to joint working and leasehold tips to inform customers and stakeholders (local authorities, developers, and industry companies).</li> <li>• Establish at least one data sharing agreement with ALBs/OGDs/sector organisations to improve data insights</li> </ul>
	<p><b>Redress</b></p> <ul style="list-style-type: none"> <li>• Collate information to help consumers better understand and access routes for redress in various scenarios in Summer 2025.</li> <li>• To explore metrics to understand the extent to which the tool solves online users’ needs and the extent to which our work has reduced consumers contacting the inappropriate redress providers.</li> <li>• Engage redress stakeholders and agree consistent consumer messaging and signposting on redress, establishing LEASE’s position as a key part of the redress journey</li> </ul>

# Strategy Roadmap

Ongoing central government leasehold reforms expected

