

# Questions

1. Do you agree with the analysis of the strategic drivers (pages 3-6)?

We would broadly agree with your analysis, however, we would also make the following points:

- a) You are reporting a reduction in the legal budget, along with a lower than expected volume of complaints from the CMC sector. Whilst we must be happy with both points, it does appear that the CMC sector are subsidising other, less complaint firms under LeO's remit.
- b) The above point is compounded by LeO's drive towards a further efficiency target of 15% by 2019-2020.
- c) We are concerned by the CMA's recommendation that the MOJ look to extend protection from existing redress schemes, to customers using "unauthorised" providers. Does this mean that those of us who are regulated and compliant will be footing the bill for these clients?
- d) We agree that changes to regulation and the transfer of the CMC jurisdiction does make it difficult to foresee future plans.

2. Are the vision, mission and strategic objectives the right ones (pages 7-10)?

Yes, we agree that these are all appropriate.

3. Are our planned activities the right ones to deliver our four proposed objectives? Have we missed any, or are there any we should de-prioritise? (pages 12-16)

We agree with your objectives and the order in which you have set them out.

4. Does the strategy strike the right balance between realism and ambition in maximising the impact of our scheme, modernising the organisation and the changing legal services landscape?

In so far as we understand it, we agree that you have struck the correct balance.

5. Do you have any specific comments on our budget for 2017-18 (pages 17-19) and our business plan (pages 11-22)?

Given the uncertainty of the CMC jurisdiction, we understand that it is difficult to predict future budgets.

However, we would still like to see a “polluter pays” model with CMC funding. As per our comments in point 1, it appears that the largest CMCs, who do not necessarily account for a proportionate volume of complaints to LeO, are largely funding the scheme.

Other than that, we believe you have given due consideration and we cannot think of anything else that needs to be added.