

LEGAL SERVICES CONSUMER PANEL

Annual Report

2025/26

Reporting on activity from 1 April 2025 to 31 March 2026

The LSCP's role is to provide high quality, independent advice to the Legal Services Board about what matters to legal services consumers so they can make decisions shaped around the needs of users.

www.legalservicesconsumerpanel.org.uk

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Foreword from the Chair

I am pleased to introduce the Panel's Annual Report for the period 1 April 2025 to 31 March 2026. Throughout the year, we have remained focused on our core purpose: ensuring that consumers' interests are central to legal services regulation, and that our work is grounded in evidence that reflects consumers' journeys, needs and perspectives. Much of the year has been spent following through on the consequences of the collapse of Axiom Ince. In June 2025 we responded to the Legal Services Board's (LSB) proposed enforcement action against the Solicitors Regulation Authority (SRA) following its intervention into the firm. The SRA published its draft Business Plan for 2026/27 later in the year. We welcomed the frankness of its new leadership's acknowledgement of just how badly things had gone.



We commissioned research into consumers' experience of the compensation fund process. First-hand testimony from consumers will strengthen the evidence base for our future advocacy in this area.

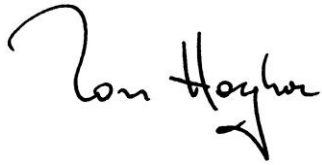
We also published our Regulatory Leadership on Access to Justice report at the start of this reporting year, making the case that being able to resolve legal problems quickly and affordably is central to accessing justice. Consequently, legal regulators must consider innovative and creative solutions to widen access.

One piece of good news this year has been the launch of the Regulatory Information Service on the Legal Choices website. The Competition and Markets Authority recommended this tool back in 2016 to help consumers check a legal provider's regulatory status and permitted activities. After a decade applying pressure on the LSB to address delay and weak governance of this project, the Panel is pleased to see it finally reach consumers. We intend to support the LSB by monitoring how well it actually serves the people it was built for, highlighting any shortcomings in its delivery and identifying where it can be developed and improved.

We also drew on our existing evidence to keep up pressure on complaint handling and on the Legal Ombudsman in June 2025, continuing to argue, this time in the strongest terms yet, for radical reform of the Ombudsman itself.

As this reporting year closed, the debate about the future of legal regulation continued to move ahead with the wider Public Bodies Review of the Legal Services Board being published with its recommendations for the sector. The evidence set out in this report, on Ombudsman transparency, on regulatory failures, and on the everyday experience of consumers, is the foundation for the case we make in our position paper, *A Regulatory Framework for the Future*. We argue for a single, properly resourced regulator to replace the current fragmented model. Although the paper was published in July 2026, after the end of the reporting year, we are reporting on it in full

here because it draws directly on evidence gathered, tested and developed during 2025/26, including Axiom Ince, the Mazur judgment, the delayed Regulatory Information Service and sustained failures in complaint handling. The paper is covered in detail later in this report because it represents the point towards which much of this year's work was building.

A handwritten signature in black ink, reading "Tom Hayhoe". The signature is written in a cursive, flowing style with a large initial 'T' and a stylized 'H'.

Tom Hayhoe

Chair, Legal Services Consumer Panel

About the Panel

The Legal Services Consumer Panel is the independent, statutory voice for consumers within legal services regulation in England and Wales. We were established under the Legal Services Act 2007 and operate as an independent arm of the Legal Services Board (the LSB), while also engaging where relevant with the Office for Legal Complaints (the OLC) and the frontline regulators, including the Solicitors Regulation Authority (SRA), the Bar Standards Board (BSB), the Council for Licensed Conveyancers (CLC), the Chartered Institute of Legal Executives (CILEX Regulation), the Intellectual Property Regulation Board (IPReg), the Institute of Chartered Accountants in England and Wales (ICAEW), and the Faculty Office and the Costs Lawyer Standards Board.

The Panel is made up of lay members, appointed by the LSB and approved by the Lord Chancellor whose experience spans consumer research, advice provision, regulation and compliance, competition and consumer protection, and direct experience of issues facing legal services consumers. No Panel member is a practising lawyer. This independence from the profession is central to our ability to fulfil our role effectively.

Our key activities are, in no order of priority:

- helping the LSB and front line regulators understand and act on the interests of consumers in their policy development and decisions
- responding to relevant consultations from regulators, government and other bodies
- carrying out and commissioning research into consumer experience of legal services
- publishing our own advice, position papers and research where we identify a gap that needs addressing

The Panel has an advisory role and does not have decision making powers of its own. Our influence comes from the strength of our evidence, the independence of our analysis and our willingness to speak plainly when the system is not working for consumers.

Governance and Panel Members

The Panel organises its work through working groups, each made up of three or more Panel members, who lead on specific projects and provide oversight, challenge and direction across the year. The secretariat is responsible for turning the Panel's priorities into delivery: producing research specifications and papers, drafting consultation responses and correspondence, coordinating press activity, and supporting Panel members in their engagement with regulators and stakeholders.

The Year in Numbers

The following summary illustrates the reach of the Panel's work between April 2025 and March 2026.

Measure	This year	Last year
Policy and research reports	10	4
Consultation responses	15	19
Speeches and presentations	15	12
Ongoing committees and working groups	6	6
Events hosted by the Panel	6	6
News releases	6	3
Blog posts, videos and podcasts	9	7
Stakeholder meetings	70	71

Scrutinising Our Own Impact

As a Panel with no powers of our own, we make a point of constantly scrutinising our own impact, and how we use our limited resources to best effect for consumers. Over the last year the LSB has rightly challenged us to demonstrate that impact, and we welcome the challenge.

We judge our impact in two ways. First, did we correctly identify and clearly call out the right problem, whether or not it was acted on straight away. Second, where we advocated for a specific change, did that change happen, and did it improve things for consumers. Collapsing these into a single measure risk judging the Panel only on the second question, which depends heavily on decisions made by others, and says little about the quality and accuracy of our own analysis. We are glad to be judged on both, and this report tries to be honest about the difference between them.

One clear example this year is the LSB's own business plan for 2026/27. After our Chair challenged its draft budget as not reflecting the scale of the task ahead, the LSB reversed course in its final plan, increasing the budget and stating explicitly that it agreed with the Panel that effective oversight could not be delivered with declining resources.

But a regulator visibly changing course is not the only fair measure of whether we are doing our job well. What is in our gift is to identify the right problems early and describe them accurately, whether or not anyone acts on that immediately. Our warnings about complaint handling, set out well before the SSB Law collapse made the point unavoidably, and our years of pressing on the governance of the Regulatory Information Service before it eventually launched, are both examples of the Panel fulfilling that role.

Compensation fund arrangements are a further example, and in some ways a more troubling one. For more than a decade, the Panel has called for a proper review of how compensation funds are structured across the different legal regulators. We have specifically urged the LSB and others to examine the consumer journey, worsening fragmentation, and the lack of transparent data on claims. For most of that period, little action was taken on the areas we highlighted. It has taken the failures of Axiom Ince and SSB Law to bring the adequacy of these arrangements into serious question. We have commissioned our own research into consumers' experience of the compensation fund process this year, described later in this report. We regard the decade long gap between our first call for a review and this year's events as itself a finding: this is a case where the Panel identified the risk early and clearly.

It is also worth noting that not everything the Panel does is aimed at a single regulator or a single decision. Our Tracker Survey dashboard, published on our website and covering data back to 2012, is used across the sector by regulators, researchers and commentators as a standing reference point for how consumers actually experience legal services. Resources like this do not show up neatly in a list of policy wins, but they shape the evidence base the whole sector draws on, year after year, and we think that kind of quiet, sustained infrastructure is also part of what the Panel should be judged on.

Making the Case for Stronger Consumer Protection

Axiom Ince and the case for stronger enforcement

In June 2025 the Panel responded to the Legal Services Board's proposed enforcement action against the Solicitors Regulation Authority¹ following its intervention into Axiom Ince, pressing for the action to reflect the real scale of consumer harm and to drive lasting change in supervision, not just a one-off sanction. The firm's collapse continued to shape the regulatory agenda throughout the year.

Later in the year the SRA published its draft Business Plan for 2026/27, and we welcomed the frankness of its new leadership in acknowledging the extent of the failures, and the need for change. In our response we emphasised the need for candour to be matched with delivery, and for genuine, measurable change in supervision to the benefit of consumers.

High-volume claims: towards better information for consumers

In our blog Fixing the Broken Promise of High-Volume Claims², we set out how the growth of high-volume claims driven by no win no fee advertising is adding further pressure to the system and argued that consumers signing up to these claims need clearer, more consistent information about what they are agreeing to before they commit. In July 2026 the SRA opened a consultation on requiring firms to give consumers a prescribed funding information document before they sign a third-party litigation funding agreement, alongside new requirements to notify the SRA when funding is arranged and to keep a funding risk assessment. We see this as a step towards the clearer information for consumers that our blog called for, though the consultation was published after this reporting year closed and its outcome is not yet known.

Compensation funds: research underway

Firm failures like Axiom Ince have once again highlighted, to the Panel, how fragmented and inconsistent compensation fund arrangements are across the different legal regulators, with the level of protection a consumer receives varying depending on which regulator happens to oversee their lawyer.

This is not a new concern for the Panel. We have continued to call for a proper review of compensation fund arrangements for over a decade, and it has taken these recent failures to bring the question back into serious focus. In 2025 we commissioned research into consumers' own experience of the compensation fund process, from first realising they may have a claim through to any payment received. That research is being finalised, so whilst taking care not to draw firm conclusions yet, indications are emerging of a system that does not work for

¹ <https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2025/06/Enforcement-action-against-the-SRA-LSCP-response.pdf>

² <https://www.legalservicesconsumerpanel.org.uk/blog/fixing-the-broken-promise-of-high-volume-claims>

consumers. What we can say now is that earlier work and recent failings, have already left us asking whether the current patchwork of separate funds, each with its own rules and resourcing, is serving consumers as well as a more consistent, aligned approach might. We intend to set out a considered position once the research is complete and we have had the chance to weigh the evidence properly.

Championing an Open and Accountable Complaints System

Complaint handling still falling short.

In June 2025³, we drew on our existing research to call for improvement in how consumer complaints are handled, highlighting that too many consumers are still let down at the first stage of the complaints process, before a case ever reaches the Legal Ombudsman. We used this evidence to press regulators to treat complaint handling performance as a core measure of firm conduct, not an administrative afterthought.

The Model Complaints Resolution Procedure: standardisation, at last

For many years, the Panel has argued that first tier complaint handling needs to be standardised⁴, and that consumers need clear, consistent, well tested information on how and when they can complain. This year, we were pleased to see the Legal Ombudsman take up the challenge directly, announcing in June 2025 the development and pilot of a Model Complaints Resolution Procedure (MCPR)⁵, a standard template, together with supporting guidance, letters and toolkits, that any legal service provider in England and Wales can adopt, developed in collaboration with regulators across the sector.

We have supported this work and fed into it directly, including through workshops and through our own advocacy for mandatory, standardised complaints communication at every key point in a matter, not just at the outset. Throughout, we have been clear that the effectiveness of this piece of work would depend on consumer testing, both of the process itself and of the information that needs to be standardised. It is one thing to standardise a template; it is another to make sure the wording and format genuinely help someone who does not know how, or feel able, to complain. We will continue to press the Ombudsman and the regulators supporting it to keep consumer testing at the centre of the Model Complaints Resolution Procedure as it moves from pilot to wider adoption. More importantly, we will continue to make the case for its mandatory adoption with regulators.

³ <https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2025/06/25.06.06-Briefing-on-First-Tier-Complaints.pdf>

⁴ <https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2022/10/22.10.19-Standarisation-of-Consumer-Information-in-Legal-Services.pdf>

⁵ [New Model Complaints Resolution Procedure launched to improve legal sector complaint handling | Legal Ombudsman](#)

Is it time to align what happens after first tier complaints?

Looking ahead, the Panel is now starting to ask a broader question, not about first tier complaint handling itself, but about what happens next. We think it is right that firms and providers get the first opportunity to put things right, and that this stage should remain with them. Our question is about what should happen once a consumer has complained to their provider and the required period for a response has passed. At that point, should there be a clear, aligned route into the next stage of redress, regardless of whether the issue is classed as a service complaint or a conduct matter? We are considering whether consumers would be better served by a single portal at this post first tier stage, so that once someone has done the right thing and complained to their provider first, finding the correct place to take an unresolved complaint is simple and consistent, rather than dependent on correctly identifying which type of complaint they have.

This is not only a question of making the system easier to navigate, although that matters a great deal. As we set out in our blog⁶, *The SSB Law Collapse: A Predictable Failure and the Blueprint for Reform*, the collapse of SSB Law showed how the current split between service and conduct complaints can obscure risk rather than manage it. More than one hundred reports about the firm were made over five years, but because they were logged separately as service or conduct issues and reviewed in isolation, no one was able to see the pattern until the firm had already failed, leaving clients facing around two hundred million pounds in debt. We argued that what is needed is a centralised risk and intelligence function, bringing together service complaints, conduct reports, whistleblower submissions and financial data on firms, so that a cluster of seemingly minor complaints can be read alongside other warning signs and trigger proactive supervision before harm escalates.

A single portal after first tier would not by itself create that intelligence function, but it would generate something we do not currently have: one consistent data point for every unresolved complaint, rather than complaints scattered across separate service and conduct channels that are difficult to bring together and analyse as a whole. We think that is worth exploring properly, both for what it would do for consumers trying to find the right door, and for what it could do for regulators trying to spot the next SSB Law before it happens, rather than after. We will continue to consider and engage with these issues in the year ahead to shape our proposals for what a better model would look like.

The case for radical reform of the Ombudsman

We set out the case for more fundamental change to the Legal Ombudsman in our blog, *Transforming the Legal Ombudsman: The Case for Radical Reform*⁷, describing a complaints system under real strain from the sustained failure of first tier complaint handling. We argued

⁶ <https://www.legalservicesconsumerpanel.org.uk/blog/the-ssb-law-collapse-a-predictable-failure-and-the-blueprint-for-reform>

⁷ <https://www.legalservicesconsumerpanel.org.uk/blog/transforming-the-legal-ombudsman-the-case-for-radical-reform>

that incremental fixes are no longer enough, and that the structure and governance of the Ombudsman itself needs to change if consumers are to get timely, fair and cost effective redress.

Sustaining the momentum for RIS implementation/delivery

Ten years ago, the Competition and Markets Authority's 2016 legal services market study⁸ recommended that the Legal Services Board oversee the creation of a Regulatory Information Service, giving consumers clear, accessible information about their legal provider's regulatory status and permitted activities. For most of that decade, the project stalled. In our December 2025 blog we set out our assessment of the lack of progress, pointing to weak governance and delegation by the LSB to frontline regulators without robust oversight or accountability.

This year, the Regulatory Information Service launched on the Legal Choices website, giving consumers a route to check a provider's regulatory status and permitted activities in one place for the first time. We have continued to press for this outcome, and without sustained pressure from the Panel we believe the project would likely have been delayed even further. We are glad to see it delivered.

Delivery is not the end of the story. We will be watching closely to understand how consumers engage with the service, whether it is kept up to date by regulators, and whether it actually changes behaviour in a market where, as our own Tracker Survey shows, most consumers still do not shop around or compare providers before instructing a lawyer. A service that exists is not the same as a service that works, and we intend to hold the LSB to that distinction in the year ahead.

Transparency and Consumer Experience

What our evidence tells us

Our ongoing Tracker Survey work, most recently gathering evidence from approximately 3,750 consumers who had used legal services in the previous two years, continues to inform our understanding of transparency in the market. Alongside this, our research found that use of unbundled legal services, where consumers instruct a lawyer for a specific task rather than full representation, reached its highest recorded level in 2025 at 21 per cent, before easing slightly to 19 per cent in 2026, a clear sign of continuing affordability pressure in the market.

What good service delivery looks like: our Service Delivery Research

We commissioned research in 2024/25, published this year, into consumer experiences of family, probate and conveyancing services, gathering insights from an online community of 30

⁸ <https://www.gov.uk/cma-cases/legal-services-market-study>

service users, in depth interviews with 15 more, and conversations with legal professionals⁹. The research found that the structure and delivery of legal services, including a lack of clear guidance and reactive rather than proactive communication, can create real difficulties for consumers. Participants were consistent about what good service looks like: they wanted to feel informed, supported and respected throughout, whatever channel they were using. We concluded that even as services become more digital, providers need to keep sight of the need for support that is responsive, ethical and empathetic, not just efficient.

Off the back of this research, we convened a workshop with regulators and representative bodies to discuss what good service delivery should look like in a digital future. A companion report from that work, *Driving Features for Future Delivery*, set out five features of good service, the first and most important being a genuinely consumer centric approach designed around the client journey. We were clear that a digital system which saves time for providers but leaves clients confused or alienated is not truly consumer centric, however efficient it looks from the provider's side. Our recommendation going forward, is that regulators and providers use these features as a practical benchmark as they design or update service delivery models, rather than treating digitisation and good consumer outcomes as automatically the same thing.

Understanding and Championing Access to Justice

Regulatory Leadership on Access to Justice

At the start of this reporting year, we published our Regulatory Leadership on Access to Justice report, commissioned to explore how legal regulation can use innovative approaches to widen access to justice for individuals and small businesses.

Among the ideas set out in that report was a question about client money: firms routinely hold client funds during a transaction and earn interest on them. Drawing on research into approaches taken in other jurisdictions, we set out the case that this interest could instead be directed towards consumer benefit and wider access to justice. As part of our Advancing Access to Justice through Regulatory Leadership series, we also held a workshop in Cardiff in November 2025, taking the report's wider recommendations on regulatory leadership and innovation to stakeholders in Wales.

In January 2026 the Ministry of Justice launched its own consultation on an Interest on Lawyers' Client Accounts scheme, proposing to redirect a share of the interest earned on client money towards funding the justice system. We followed this with a workshop in London on 4 March 2026 to explore the detail of the government's proposal directly with stakeholders and to make sure the consumer perspective, not just the profession's, was represented in that debate. We

⁹ https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2025/12/05-LSCP-Service-Delivery_Guideline-Development_Final-Report.pdf

see this as a clear example of the Panel's role: staying engaged as a relevant policy idea is worked through in practice.

Taking the Consumer Voice to Parliament

We have also engaged directly with Parliament on these issues to ensure the consumer voice is heard by decision-makers. In September 2025 we submitted written evidence to the Justice Committee's Access to Justice inquiry. We drew on findings from our 2025 Tracker Survey to set out how consumers experience the legal services market and where the current system falls short. On 24 February 2026 our Chair, Tom Hayhoe, gave oral evidence to the Committee in person, appearing alongside Dr Liz Curran from Nottingham Law School (Nottingham Trent University) to answer MPs' questions directly on regulation, access and the consumer experience.

Shaping Policy Through Consultation

Consultation responses remain one of the most direct ways the Panel translates consumer experience and evidence into regulatory decisions. Over 2025/26 we responded to 15 consultations and calls for evidence across the regulatory landscape. Taken together, these responses show the Panel's consumer perspective reaching well beyond the largest regulators, into specialist and smaller bodies.

Our responses to the LSB on Axiom Ince enforcement and to the SRA on first tier complaints are discussed in more detail earlier in this report. All are available on our website and include:

Body	What we responded to
Legal Services Board	The LSB's proposed enforcement action against the Solicitors Regulation Authority following its intervention into Axiom Ince Limited, pressing for action that reflects the scale of consumer harm
Solicitors Regulation Authority	Changing our requirements on first tier complaints, arguing for standards that measure real consumer outcomes rather than process compliance
Bar Standards Board	Its consultation on first tier complaints handling, extending our complaint handling advocacy beyond solicitors to barristers
Intellectual Property Regulation Board	IPReg's proposed 2026 Business Plan, practice fees and budget, ensuring the consumer voice is present even in smaller, specialist regulators
Justice Committee	Written evidence to the Access to Justice inquiry, followed by the Chair's oral evidence session on 24 February 2026, taking the year's consumer evidence directly to Parliament

A Regulatory Framework for the Future

The clearest evidence of the Panel's impact this year is the case we built for a fundamentally different model of legal services regulation. Each of the issues documented in this report, Axiom Ince, the Mazur judgment, the decade long fight to deliver the Regulatory Information Service, weak complaint handling, was treated by the Panel not as an isolated problem but as a data point in a wider argument: that the current fragmented system of eight separate regulators is structurally unable to deliver consistent consumer protection.

That argument was set out in full in our position paper, A Regulatory Framework for the Future, a 32 page report making the case that the regulatory framework for legal services in England and Wales is structurally incapable of delivering the objectives set out in the Legal Services Act 2007. The paper calls for the current model to be replaced by a single, properly resourced regulator responsible for authorisation, supervision, enforcement, redress and compensation across the sector, with specialist divisions preserving expertise within a unified structure.

The paper used the Solicitors Disciplinary Tribunal as a case study in the complexity our current system produces. No equivalent tribunal exists for barristers, costs lawyers or legal executives, each of whom is subject to a different disciplinary pathway. We argued that this patchwork, rather than any single regulator's failings, is what leaves consumers exposed.

We were direct about the evidence behind this conclusion, citing Axiom Ince and SSB Law as examples where fragmentation across the regulatory landscape, had allowed harm to go unspotted, and the Mazur judgment as a separate example of fragmentation leaving basic questions of regulatory responsibility unresolved.

The Mazur judgment and what it reveals

We also examined the implications of the Mazur judgment in a dedicated blog¹⁰, using it as a case study in what we consider a damning indictment of regulatory failure. Unlike Axiom Ince and SSB Law, Mazur was not a firm failure, but it exposed the same underlying weakness: a fragmented regulatory landscape in which different regulators govern who may conduct litigation, leaving confusion for firms and consumers alike about where responsibility sits.

Our Regulatory Framework paper¹¹ was published within days of the wider Public Bodies Review of the Legal Services Board. The Public Body Review, recommended that the Ministry of Justice examine the wider regulatory framework, with new arrangements in place by 2029. Chair, Tom Hayhoe welcomed that alignment publicly, noting that the Panel stood ready to be a close partner in the new focus the report identified, while continuing to press the case for deeper structural reform ahead of the next Parliament.

¹⁰ <https://www.legalservicesconsumerpanel.org.uk/blog/the-mazur-judgment-a-damning-indictment-of-regulatory-failure>

¹¹ https://www.legalservicesconsumerpanel.org.uk/wp-content/uploads/2026/08/LSCP_Position_Paper_amended.pdf

Although the paper itself was published just after the close of this reporting year, it could not have been written without the groundwork laid during 2025/26: the consultation responses, the case study evidence, and the sustained public interventions set out throughout this report. We see it as the clearest single expression of what the year's work was building towards.

Looking Ahead to 2026/27

The year ahead opens with the regulatory debate more active than at any point in recent years, following the Public Bodies Review and the Panel's own position paper on the future shape of regulation. Our priority for 2026/27 is to keep the consumer experience and evidence base at the centre of that debate as government, the LSB and individual regulators consider next steps.

We will also continue our core work: the next wave of the Tracker Survey, monitoring how the newly launched Regulatory Information Service is being used and kept up to date, continued scrutiny of complaint handling and Ombudsman reform, and close attention to how regulators translate frank admissions of past failure into measurable change for consumers.

We are encouraged by the growing momentum behind regulatory reform, and we will continue to push for a legal system that is not only fit for the future but built around what consumers actually need from it.

Policy and consumer research reports

1 April 2025	Regulatory Leadership on Access to Justice Report
12 June 2025	Tracker Survey 2024 First-Tier Complaints Briefing
30 June 2025	Consumer Focused Regulation Workshop 3 Summary
10 July 2025	Tracker Survey report on how consumers choose legal services
10 July 2025	Tracker Survey report on how consumers are using legal services
10 July 2025	Tracker Survey Wales Briefing
4 December 2025	Cardiff Workshop Summary: Advancing Access to Justice through Regulatory Leadership
9 December 2025	Service Delivery Research Report
9 December 2025	Service Delivery Research – Driving Features for Future Delivery
10 December 2025	Consumer Focused Regulation Workshop 4 Summary

Speeches and presentations by the Chair, Panel Members, and Secretariat

1 April 2025	LSCP – Launch of the Regulatory Leadership on Access to Justice research report
3 April 2025	Westminster Legal Policy Forum keynote seminar – Next steps for legal professional ethics
23 April 2025	LSCP – Consumer Focused Regulation Workshop
29 April 2025	LSB – Presentation to the LSB Board on the Panel’s new Work Programme

4 June 2025	LSCP – Service Delivery Research Workshop
24 June 2025	SRA – Presentation to the Legal Regulators’ Research Forum
August 2025	CLSB – Presentation to CLSB Board meeting
16 September 2025	LSB – Presentation to LSB Board at their strategy meeting on their new Work Programme
5 November 2025	LSCP – Regulatory Leadership on Access to Justice Workshop in Cardiff
10 December 2025	LSCP – Consumer Focused Regulation Workshop
24 February 2026	JSC - Justice Select Committee Access to Justice Inquiry Oral Evidence Session
25 February 2026	SRA – Presentation to the Legal Regulators’ Research Forum
26 February 2026	Westminster Legal Policy Forum – Conference on AI in the Justice System
4 March 2026	LSCP – Regulatory Leadership on Access to Justice Workshop in London
13 March 2026	Access to Justice Foundation – Conference on Interest on Lawyers’ Client Accounts (ILCA)

Ongoing committees and working groups

Legal Choices Steering Group
Law Society’s 21st Century Justice Advisory Group
CLC Consumer Reference Group
IPReg Education Review Expert Advisory Group
Legal Regulators Research Forum
Consumer Panel Chairs meetings

Events hosted by the Panel

23 April 2025	Consumer Focused Regulation Workshop 3
4 June 2025	Service Delivery Workshop
24 June 2025	Tracker Survey Webinar with MEL
5 November 2025	Access to Justice through Regulatory Leadership Workshop
10 December 2025	Consumer Focused Regulation Workshop 4
4 March 2026	Access to Justice through Regulatory Leadership Workshop

News releases

1 April 2025	Regulatory Leadership on Access to Justice Report
12 June 2025	Legal Services Consumer Panel Calls for Improvement in Handling Consumer Complaints
10 July 2025	Unbundled legal services used at highest rate yet
20 October 2025	Legal Services Consumer Panel calls for urgent regulatory reform following SSB investigation
9 December 2025	Consumer Panel vision for future-ready legal services: empathy, choice and digital pathways that put people first
10 March 2026	The Legal Services Consumer Panel's response to the Ministry of Justice's review of the Legal Services Board: Outdated Legal Regulation Demands Immediate Modernisation

Blog posts

30 April 2025	Regulatory Leadership is Needed on Access to Justice David Abbott
8 July 2025	Consumer focused regulation: Two years on Liz Owen
30 July 2025	The Transparency Deficit: Why the Legal Ombudsman Must Publish Decisions in Full Tom Hayhoe
22 October 2025	A Tale of Two Markets: Why Legal Services Must Heed the CMA's Warning Tom Hayhoe
5 November 2025	The SSB Law Collapse: A Predictable Failure and the Blueprint for Reform Paul Crook
25 November 2025	The Mazur Judgement: A Damning Indictment of Regulatory Failure Tom Hayhoe
3 December 2025	Fixing the Broken Promise of High-Volume Claims Liz Coll
17 December 2025	Transforming the Legal Ombudsman: The Case for Radical Reform Adhir Ramdarshan
18 December 2025	A Decade of Delay: Why Consumers Still Wait for the Regulatory Information Service Tom Hayhoe

The list of the stakeholders the Panel has met throughout the year

Access to Justice Foundation
Bar Council
Bar Standards Board
Chartered Institute of Legal Executives
CILEx Regulation
Consumer Panel Chairs Group
Cost Lawyers Standard Board
Council for Licensed Conveyancers
Institute of Chartered Accountants in England and Wales
Intellectual Property Regulation Board
Legal Ombudsman
Legal Services Board
The Ministry of Justice
Solicitors Regulation Authority
The Law Society