



**An tÚdarás Rialála
Seirbhísí Dlí**
Legal Services
Regulatory Authority

Second Strategic Plan 2019-2022

Independence

Innovation

Consumer Protection

Accountability and Transparency

October 2019

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Foreword by the Chairperson

I am pleased to introduce the second strategic plan of the Legal Services Regulatory Authority. The first strategic plan of the Authority covered the period 2018-2020, however, under the provisions of the Legal Services Regulation Act 2015, the Authority is required to issue a strategic plan to cover from October 2019 to October 2021 and then to adopt a three year planning cycle thereafter.

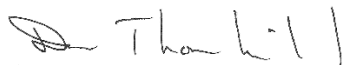
The Authority has come a long way since it was established on 1 October 2016. The eleven Authority members met for the first time on 26 October 2016 and have met on 18 occasions since. In that time, the Authority has issued statutory reports on a wide range of issues as required by the Act. These have required extensive public consultation and research and I am proud to state that we have delivered all of the reports including those on the education and training of legal practitioners, multi-disciplinary practices and legal partnerships, within the challenging deadlines set by the 2015 Act. During the lifespan of our first strategic plan, we also delivered our first statutory review of the operation of the 2015 Act itself. In that review we identified some of the challenges that come with the implementation of the complex and wide reaching legislation that is the 2015 Act. Over the course of this second strategic plan, the Authority will work with the Department of Justice and Equality and with other key stakeholders to implement the findings of the operational review of the Act.

The Authority has achieved a lot in the short time since it was established. We have established the appropriate governance infrastructure required of a modern regulatory agency and developed the key processes required to underpin the work of the Authority. We have recruited key staff and completed the process of transferring staff from the Law Society to the LSRA. We have recently identified a permanent home for the Authority and are in the process of finalising some of the remaining infrastructure required to deliver our functions. It has been an exciting and busy time for the Authority.

As always, I remain very grateful to my colleagues on the Authority for their hard work and enthusiastic engagement in fulfilling the broad remit of the Authority. My thanks also go to the Executive and staff of the LSRA who have worked tirelessly to deliver on our first strategic plan. Despite having met every statutory deadline in the 2015 Act, there were of course instances where, due to

circumstances outside the control of the LSRA team it was necessary to revise the indicative non-statutory deadlines within the 2018-2020 strategic plan and some of that work has necessarily been carried over into the new three-year plan. Nevertheless, the Authority has built a solid foundation on which the roll out of the remaining functions of the Act can take place, in a measured and controlled manner.

We have, however, set a strategic plan that could be considered to be ambitious and demanding. Again, there will be challenges in meeting the indicative timescales set out and a considerable set of tasks lie ahead until we have commenced the entirety of the Authority's regulatory function. However, the exacting deadlines and ambitious targets contained within this Strategic Plan 2019-2021 will drive the work of the Authority over the next three years and I commend it to you.

A handwritten signature in black ink, appearing to read "Dr. Thornhill". The signature is written in a cursive, slightly slanted style.

Dr. Don Thornhill
Chairperson



Foreword by the Chief Executive

As Chief Executive Officer of the Legal Services Regulatory Authority (LSRA), I am pleased to present, as required under section 20 of the Legal Services Regulation Act 2015, our three-year strategic plan covering the period 2019-2021.

The second Strategic Plan of the LSRA comes at an interesting point in the establishment of the new regulatory body. The plan for 2019-2021 will be published at a time when the LSRA will commence the receipt and investigation of complaints against legal practitioners, when the framework enabling the setting up of Legal Partnerships and Limited Liability Partnerships will be introduced and when the LSRA will issue the first levy notices to legal practitioners and the professional bodies.

The LSRA has been engaged in a rapid expansion since the receipt of the required sanction from the Department of Public Expenditure and Reform for our workforce plan. We have, over the months leading up to the publication of this Strategic Plan, been recruiting for a number of senior management and other positions within the LSRA. The response we have had to these job opportunities has been overwhelming and indicative of the interest people have in the new Authority. We have also concluded the transfer of staff from the Law Society under the statutory arrangements within the Act and welcomed our new colleagues to the LSRA.

Over the course of the coming months we will be moving in to our new premises and establishing the last remaining infrastructure elements that are required, including the development of a new case handling system.

There is, as always, a lot to do. I have previously expressed my opinion that much of the external focus on the LSRA has been in relation to the commencement of part 6 of the 2015 Act, which relates to Complaints and Disciplinary Hearings in respect of Legal Practitioners. Now that work has begun, the LSRA must set and attain high standards of efficiency, fairness and service in the delivery of the complaints system. Over the course of this strategic plan, we will benchmark the delivery of the service we provide, we will set demanding targets and high standards and we will work hard to meet and surpass them.

The benchmarking and setting of these high standards of delivery have been reflected in the statement of strategy and incorporated into our first strategic aim which is to establish the LSRA as a fully functioning independent, effective regulatory authority delivering a high level of quality service to identified and benchmarked standards. In doing so, we are expressing a commitment to establishing the LSRA as an efficient and effective regulatory body with a public service focus.

Whilst the LSRA has already published significant research reports into Multi-disciplinary Practices, Legal Partnerships and the education and training of legal practitioners, much more remains to be done. Over the course of the life of this strategic plan, the LSRA will consult and report on whether the professions of barrister and solicitor should be unified. The LSRA will lay the groundwork for further research projects including consideration of the introduction of the profession of conveyancer. The LSRA will also consult on, and introduce, new regulations on the advertising of legal services. For this reason, the LSRA will maintain its focus on innovation in the provision of legal services and other areas as the second strategic aim of the LSRA for 2019-2021.

The LSRA will also maintain the four key values that have guided the formation and establishment of the Authority to date. We remain committed therefore to developing an organisational culture built on the values of independence, transparency and accountability, innovation and consumer protection. We are determined to live these values as an organisation.

The LSRA has maintained a public profile commensurate with its start-up status since its establishment. This has helped the LSRA to build the required infrastructure and resources prior to the full commencement of all of the functions of the Act. With the commencement of the receipt and investigation of complaints against legal practitioners, it is incumbent on the Authority to ensure that both the public and the legal profession are properly informed in relation to the new complaints system and its potential impact on the delivery of legal services. The LSRA also recognises that it has a role to play in informing the legal profession of the causes of complaints and to provide information that could lead to an improvement in the delivery of legal services. The LSRA too has a responsibility to inform the legal profession and the public of its other functions under the Act, including the frameworks for new models for the delivery of legal services and its research and consultation projects. For these reasons, the LSRA will focus on communication and engagement with both the public and the legal profession as the third strategic aim of the new three-year strategic plan.

This strategic plan comes at an exciting time in the evolution of the LSRA. Over the course of the three years of the plan, the LSRA will establish itself as a fully functioning regulatory body building on the solid framework and foundation already established, it will benchmark the delivery of its services and it will reflect upon and strive to ensure the delivery of services of the highest possible standards. The plan is, of course, ambitious and challenging but I am confident that the dedicated team at the LSRA, of whom I am justly proud, will meet those challenges head on.

I commend it to you.



Brian Doherty
Chief Executive Officer

PART 1: Introduction

1.0 This strategic plan outlines the strategic direction of the Legal Services Regulatory Authority for the period 2019-2021 as it seeks to build on the work already undertaken by the Authority towards the complete roll out of all of the Authority’s statutory functions under the 2015 Act. The strategy updates and reaffirms the Authority’s vision and its mission for the future and defines the Authority’s three key strategic objectives for the next three years. The strategic plan outlines the resources required to deliver on the statutory and strategic objectives of the LSRA and describes the key values that will inform the culture of the LSRA as it begins to undertake the investigation and resolution of complaints against legal practitioners.

1.1 About the LSRA

1.2 The Legal Services Regulatory Authority (the Authority) was established by the Minister for Justice and Equality on 1 October 2016 by virtue of S.I. 507 of 2016 in accordance with section 7 of the Legal Services Regulation Act, 2015 (the 2015 Act). The Authority is a body corporate with perpetual succession and a seal. The executive function is provided by a Chief Executive Officer (CEO) and the secretary to the Authority.

1.3 The Authority is comprised of 11 Members nominated in accordance with section 9 of the 2015 Act. The Authority has a lay majority and chair. Authority members are appointed by the Government on the proposal of the Minister for Justice & Equality, following nomination by 10 organisations. This nomination process was designed to ensure the independence of the Authority while also achieving a balance of interests between legal practitioners and those consumers who avail of their services. The nominating organisations are as follows:

Organisation	No. of Nominations
The Citizens Information Board	1
Higher Education Authority (An tÚdarás um Ard-Oideachas)	1
The Competition and Consumer Protection Commission	1
The Irish Human Rights and Equality Commission	1
The Institute of Legal Costs Accountants	1
Consumers’ Association of Ireland	1
Bar Council (Bar of Ireland)	1
Legal Aid Board	1
Honorable Society of the King’s Inns	1
Law Society	2

1.4 Under the provisions of the 2015 Act, the Members of the Authority appointed by the Government must have knowledge and expertise in relation to at least one of the following: the provision of legal services, legal education and legal training, competition law and policy, the maintenance of standards in professions regulated by a statutory body, business and commercial matters and the needs of consumers of legal services.

1.5 The Authority met for the first time on 26 October 2016 following the completion of the nomination process for membership. The Authority met on 18 occasions from 26 October 2016 until 30 September 2019.

The current membership of the Authority is as follows:

Authority Member	Organisation	Term¹ of Appointment
Angela Black	The Citizens Information Board	4 Years
Don Thornhill (Chair)	Higher Education Authority	4 Years
Deirdre McHugh	The Competition and Consumer Protection Commission	3 Years
Gerry Whyte	The Irish Human Rights and Equality Commission	4 Years
Stephen Fitzpatrick	The Institute of Legal Costs Accountants	3 Years
Dermott Jewell	Consumers' Association of Ireland	3 Years
Sara Moorhead	Bar Council (Bar of Ireland)	3 Years
Joan Crawford	Legal Aid Board	4 Years
Eileen Barrington	Honorable Society of the King's Inns	4 Years
James MacGuill	Law Society	4 years
Geraldine Clarke	Law Society	3 Years

¹ Under section 10 of the 2015 Act 5 of the Authority members, selected by the drawing of lots, shall hold office for a period of 3 years with the remaining members, including the Chair holding office for a period of 4 years.

PART 2: Background and Methodology

- 2.0 This strategic plan is prepared in accordance with section 20 of the Legal Services Regulation Act 2015. Section 20 requires that the Authority prepare and submit a three-year plan to the Minister for Justice and Equality within the six months before the third anniversary of the establishment day of 1 October 2016. This strategic plan therefore covers the period from 30 September 2019 until 30 September 2022. From October 2019, the LSRA will then engage in a three-year strategic planning cycle.
- 2.1 The LSRA CEO was tasked by the Authority to commence preparation of a Strategic Plan in compliance with section 20 of the 2015 Act.
- 2.2 Methodology**
- 2.3 The LSRA Executive conducted an analysis of the Statutory and Governance requirements of the LSRA in relation to strategic planning. The results of this analysis were submitted to the Authority and approved in November 2017. The analysis was revisited in preparation for the Authority's second strategic plan.
- 2.4 The LSRA Executive has engaged with other regulatory bodies and comparator agencies in relation to their strategic planning process. The LSRA Executive also reviewed a range of strategic plans from a large number of statutory and non-statutory bodies. The staff of the LSRA were also consulted and given an opportunity to contribute to the strategic planning of the organisation.
- 2.5 The strategic plan was considered and approved by the Authority members at the September 2019 authority meeting.

PART 3: Vision, Mission, Objectives, Functions and Values

Strategic Vision for 2019-2022

“To establish the LSRA as an efficient, effective and accountable regulatory body with the capacity to protect and promote the public interest and the interests of consumers of legal services whilst encouraging an independent, strong, competitive legal profession with high standards of professionalism and integrity.”

Mission:

“The Legal Services Regulatory Authority will regulate the provision of legal services by legal practitioners and will ensure the maintenance and improvement of standards in the provision of legal services in the State.”

Six Statutory Objectives

The Legal Services Regulatory Authority will²

- (1) Protect and promote the public interest.
- (2) Support the proper and effective administration of justice.
- (3) Protect and promote the interests of consumers relating to the provision of legal services.
- (4) Promote competition in the provision of legal services in the State.
- (5) Encourage an independent, strong and effective legal profession.
- (6) Promote and maintain adherence to the professional principles of legal practitioners specified in the 2015 Act.³

² As per section 13(4) of the 2015 Act

³ Section 13(5) of the 2015 Act outlines the professional principles of legal practitioners as follows:

- (a) That legal practitioners shall
 - (i) act with independence and integrity,
 - (ii) act in the best interests of their clients,
 - (iii) maintain proper standards of work,
- (b) that legal practitioners who exercise before any court a right of audience, or conduct litigation in relation to proceedings in any court by virtue of being legal practitioners, shall comply with such duties as are rightfully owed to the court, and

Eleven Key Functions

The Authority will undertake the following specific functions as part of its role:

- (1) Keep under review and make recommendations to the Minister in respect of:
 - a. admission requirements of the Law Society, Bar Council, and Honorable Society of King's Inns;
 - b. availability and quality of education and training including ongoing training for the solicitors' and barristers' professions;
 - c. policies in relation to admission and, or, entitlement to practise of the Law Society, Bar Council and the Honorable Society of the King's Inns;
 - d. professional codes;
 - e. the organisation of the provision of legal services in the State.
- (2) Disseminate information in respect of the education and accreditation requirements and any other matters referred to above as the LSRA thinks fit.
- (3) Specify the nature and minimum levels of professional indemnity insurance required.
- (4) Establish and administer a system of inspection of legal practitioners for the purposes of the Act.
- (5) Receive and investigate complaints.
- (6) Maintain the roll of practising barristers.
- (7) Promote public awareness and disseminate information to the public in respect of legal services, including the cost of such services.
- (8) Keep the Minister for Justice & Equality informed of developments in respect of the provision of legal services including their cost.
- (9) Keep the Minister informed of developments in respect of the provision of legal services and make recommendations to assist the Minister in coordinating and developing policy.
- (10) Undertake, commission or assist in research projects and other activities in respect of the provision of legal services that may increase public awareness and promote an improvement in standards for their provision, and make recommendations to the Minister for Justice & Equality.
- (11) Perform any other functions conferred by the Act or by regulations made under it.

(c) that, subject to any professional obligation of a legal practitioner, including any obligation as an officer of the court, the affairs of clients shall be kept confidential.

Four Core Values:

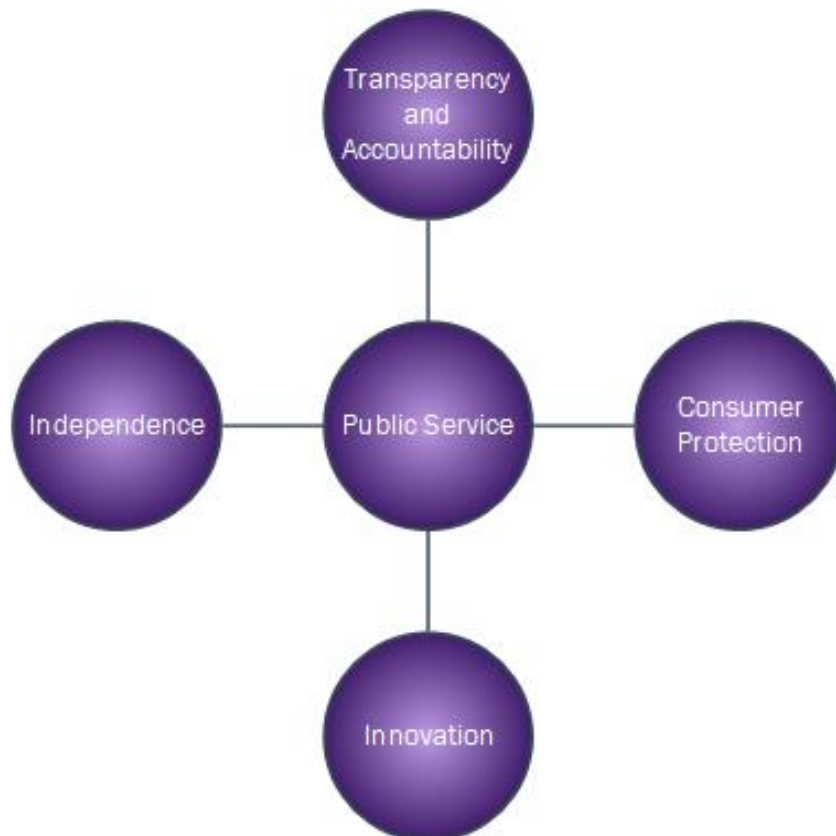
The work of the LSRA as a public service body will be guided by our four core values:

Independence

Consumer Protection

Innovation

Transparency and Accountability



First Core Value : Independence

- 3.1 The LSRA's governing legislation states that the Authority shall be independent⁴ in the performance of its functions. As our first core value, the independence of the LSRA is the cornerstone on which the trust of the public and the legal professions will be built.
- 3.2 In living this value and ensuring that it informs our performance and activities, the Authority will ensure that it is independent in its gathering and consideration of evidence, independent in its decision-making and independent in its reporting. The Authority will adhere to the core principle of independence in drafting regulations, conducting, commissioning or assisting in research, receiving and investigating complaints and reporting the outcome and findings of all our endeavours.
- 3.3 The LSRA will also ensure that the core value of independence is properly reflected in its governance structures and operating procedures.

Second Core Value: Consumer Protection

- 3.4 The Authority has determined that consumer protection and the rights of the consumer are at the heart of all that we do.
- 3.5 The LSRA will strive to ensure that consumers have access to strong, independent and properly regulated legal services working to the highest professional standards in a competitive market.
- 3.6 The LSRA will ensure that consumers are properly and adequately informed of all matters relevant to the provision of legal services including the cost of such services.
- 3.7 We shall ensure that the consumer has recourse to an independent, efficient and open complaints process when things go wrong. The LSRA will also ensure that the processes involved are communicated clearly to consumers and users of legal services.
- 3.8 When we undertake research as part of our remit, we will ensure that consumers of legal services are properly consulted and their views properly reflected in our reports and recommendations.

⁴ Section 13(3) of the LSRA 2015 states that subject to the Act, the Authority shall be independent in the performance of its functions.

Third Core Value: Innovation

- 3.9 The LSRA has already conducted research projects and published reports into a number of subjects including Multi-Disciplinary Practices and the Education and Training of Legal Practitioners. The LSRA recognises that the Authority's recommendations for reform could have wide reaching impact across the State. Therefore, the LSRA will encourage and introduce innovations based on evidence-based research and extensive consultation with key stakeholders.
- 3.10 The LSRA will encourage and introduce innovation and advancement in education and training, admission to the legal profession, legal practice business models, access to justice by the consumer and other areas of legal services where it considers that these are in the public interest and support the proper and effective administration of justice.
- 3.11 The LSRA will also, periodically and within the lifetime of this strategic plan, build on the work we have already undertaken and reflect, review and improve on the performance of the LSRA and the operation of the 2015 Act.

Fourth Core Value: Accountability and Transparency

- 3.11 The LSRA is committed to openness and transparency in decision-making and activity. The LSRA will continue to communicate with our stakeholders and the public in relation to our activity and ensure that we make up-to-date information available about how we operate, the services that we provide and the impact of our work on the public and the legal sector.
- 3.12 Over the term of this strategic plan, the LSRA will increase its communication activity including establishing a social media profile and exploring innovative and new avenues to communicate with both practitioners and the consumers of legal services.
- 3.13 The LSRA is accountable for its actions. We will strive to be a reflective organisation that is willing to reflect on and improve the services we provide. The LSRA will continually seek ways to improve, learn and grow as an organisation.

PART 4: Statement of Strategy

4.1 For the period 2019-2021, the LSRA will have three key strategic priorities:

<p style="text-align: center;">Strategic Priority One: To establish the LSRA as a fully functioning independent, effective regulatory authority delivering a high level of quality service to identified and benchmarked standards.</p>
<p style="text-align: center;">Strategic Priority Two: The LSRA will encourage and introduce innovation and advancement in education and training, admission to the legal profession, legal practice business models, access to justice by the consumer and other areas of legal services.</p>
<p style="text-align: center;">Strategic Priority Three: Increasing Awareness through Communication and Engagement</p>

These three key strategic priorities will run for the three years of this strategic plan. The three years of the plan can be broken down as follows:

Year One: 2019-2020	Implement the remaining sections of the Act and the roll out of the remaining functions of the LSRA in a controlled and effective manner.
Year Two: 2020-2021	Benchmark all areas of service delivery and develop key performance indicators.
Year Three: 2021-2022	Measure and reflect on, and improve performance and efficiency.

Each year of the strategic plan will be underpinned by the annual business planning cycle, which is set out at a high-level overview below.

Strategic Priority One:**To establish the LSRA as a fully functioning independent, effective regulatory authority delivering a high level of quality service to identified and benchmarked standards.**

- 4.2 We will complete the process of building the LSRA so that it is a fully resourced and operational, independent and effective regulatory body. We will review our service delivery across the range of functions of the LSRA. We will benchmark and define high levels of service delivery and we will set ourselves challenging service delivery targets. We will reflect and review our performance to ensure efficiency and cost-effectiveness in all areas.

	Goals	Actions	Key Indicators and Outputs	Indicative Timeline
1.1	To build the staffing resources of the Authority to full compliment.	Recruitment processes to complete the establishment of the LSRA to full staffing levels as approved by DPER.	An LSRA resourced to defined staffing limits.	Quarter 3 2020
1.2	To manage the rollout of the remaining functions of the LSRA over 2019-2020 including the complaints function under Part 6 and the inspections function under Part 3.	Structured rollout of the remaining functions.	Commencement of all sections of the 2015 Act relevant to the LSRA	Quarter 4 2020
1.3	Identify and benchmark all levels of service delivery of the functions of the LSRA under Part 6 (Complaints).	Identify all areas of service level interaction with complainants and legal practitioners and benchmark the quality of service.	Key Performance Indicators defined for all levels of service across the complaints and resolutions process.	Quarter 4 2020

1.4	Establish and administer a system of inspections of legal practitioners under Part 3 of the Act.	Establish and administer a system of inspections of legal practitioners for the purposes of the investigation of complaints or to ensure compliance by legal practitioners with the Act, relevant regulations and Codes of Practice.	Inspectors appointed in accordance with the Act. System of inspections established. Key Performance Indicators defined to ensure quality assurance and appropriate governance of inspections system.	Quarter 4 2019
1.4	Maintain the Roll of Practising Barristers.	Ensure that the roll is maintained accurately and in a timely fashion.	New practising barristers updated to Roll in a timely fashion. Amendments to the public facing roll made accurately and promptly.	Ongoing
1.5	Introduce and maintain framework for Legal Partnerships.	Introduce the Legal Partnership Regulations. Process notifications and maintain the Legal Partnership register.	Regulations published. Register of Legal Partnerships maintained in an accurate and timely manner.	Quarter 4 2019 Ongoing
1.6	Introduce and maintain framework for Limited Liability Partnerships.	Introduce the Limited Liability Partnership Regulations. Process notifications and maintain the Limited Liability Partnership register.	Regulations published. Register of Limited Liability Partnerships maintained in an accurate and timely manner.	Quarter 4 2019 Ongoing
1.7	Introduce the levy to be paid by Law Society, Bar of Ireland and barristers who are	Issue regulations relating to the levy.	The operation of the levy as funding for the LSRA.	Quarter 4 2019

	not members of the Law Library.	<p>Calculate levy accurately and in accordance with the legislation.</p> <p>Issue accurate levy notices to all relevant parties.</p> <p>Collect levy payable and where appropriate issue enforcement proceedings.</p> <p>Report on operation of levy as part of annual reporting obligations.</p>	<p>Financial end of year reports reflecting the operation of the levy.</p> <p>Regulations on the levy in place.</p> <p>Annual report on operation of levy.</p>	
1.8	Issue levy notices and collect the levy in a timely and efficient manner.	Issue levy notices as soon as practicable following approval of end-of-year financial statements.	Levy notices issued promptly and accurately on an annual basis.	Quarter 4 2019 Quarter 2 2020 Quarter 2 2021 And on an annual basis thereafter.
1.9	Benchmark service delivery across the Roll, Levy and Registration functions.	Introduce key performance indicators across all functions related to the maintenance of the Roll of Practising Barristers, the LP and LLP registers and the levy.	<p>A published schedule of KPI's.</p> <p>Regular KPI performance reports.</p>	Quarter four 2020.
1.10	Introduce Regulations in relation to the Advertising of Legal Services	Public consultation and introduction of advertising regulations under section 218 of the 2015 Act.	Regulations put in place.	Quarter two 2020.

1.11	Establish the Advisory Committee on the grant of Patents of Precedence	<p>Establish the Advisory Committee.</p> <p>Advisory Committee to establish the criteria to be met by a legal practitioner in order for a recommendation to be made by the Committee that a Patent be granted.</p> <p>Receipt and consideration of applications.</p>	<p>Advisory Committee established as per part 12 of the 2015 Act.</p> <p>Criteria to be established under section 173 of the 2015 Act.</p> <p>Process implemented for the receipt and consideration of applications.</p>	<p>Quarter four 2020.</p> <p>Quarter one 2021</p> <p>Quarter three 2021</p>
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Strategic Priority Two:

The LSRA will encourage and introduce innovation and advancement in education and training, admission to the legal profession, legal practice business models, access to justice by the consumer and other areas of legal services.

- 4.3 The LSRA will encourage and introduce innovation and advancement in education and training, admission to the legal profession, legal practice business models, access to justice by the consumer and other areas of legal services where it considers that these are in the public interest and support the proper and effective administration of justice.
- 4.4 Over the course of this strategic plan, the LSRA will conclude the research agenda set under section 34 of the 2015 Act. The LSRA will then set its own research agenda for the coming years based on its statutory objectives including protecting and promoting the public interest, supporting the proper and effective administration of justice and encouraging an independent, strong and effective legal profession.

	Goals	Actions	Key Indicators and Outputs	Indicative Timeline
2.1	To submit a further report to the Minister for Justice and Equality and make any recommendations as appropriate in relation to the training and education of legal practitioners in the State.	Further report to the Minister under section 34(1)(a).	Report submitted and appropriate recommendations made.	Quarter One 2020
2.2	To research and report on the admission of persons to the legal professions and whether this is consistent with the public interest in ensuring the availability of such services at a reasonable cost.	Research on admission of solicitors and barristers to the professions. Focused consultation with key stakeholders including the Law Society, Bar of Ireland and Kings Inns.	Report and recommendations on whether levels of admission to the professions is consistent with ensuring availability of services at a reasonable cost.	Quarter 2 2020 ⁵

⁵ Under section 33 of the 2015 Act, a report on the admissions of persons to the legal professions should be submitted to the Minister by 30 April every year.

2.3	To prepare and furnish a report to the Minister for Justice and Equality in consideration of the unification of the solicitor's profession and the barrister's profession.	Public consultation process on the possible unification of the solicitor's profession and the barrister's profession. Review of arrangements in operation in other jurisdictions. Report submitted to Minister with any recommendations thought appropriate.	Wide reaching and extensive public consultation. Detailed and thorough review of arrangements in other jurisdictions. Report with appropriate recommendations to the Minister.	Quarter 4 2021 ⁶
2.4	Six monthly report under section 73 on the number and type of complaints received by the Authority, the general nature and outcome of the complaints and the number and outcome of complaints referred to the Complaints Committee.	Report published on the LSRA website in a timely manner and at intervals no greater than 6 months.	Report with all of the statutory details uploaded to the LSRA website every six months.	Quarter 2 2020 and then ongoing.
2.5	To conduct the second ⁷ review of the operation of the Legal Services Regulation Act 2015 and to report on our findings.	Review of operation of the 2015 Act including any amendments implemented as a result of the first review. Analysis and recommendations on amendments to the 2015 Act, Solicitors Acts 1954-2015. Consultation with Competition and	Report on operation of the 2015 Act. Recommendations for amendments to 2015 Act and other instruments as appropriate.	Quarter 1 2022 ⁸

⁶ Under section 34(4)(a), a report on the unification of the solicitors' profession and barristers' profession should be submitted to the Minister by 1 October 2020.

⁷ The LSRA submitted a section 6 review report on the operation of the 2015 Act to the Minister for Justice and Equality on 29 March 2019. The report made 42 recommendations for legislative amendment.

⁸ Under section 6 of the 2015 Act, the LSRA is required to commence the second review no later 16 February 2021 and to report to each house of the Oireachtas within 12 months of commencing the review.

		Consumer Protection Commission, professional bodies and other stakeholders.		
2.6	Annual review of PII regulations.	The LSRA will conduct an annual review of the PII regulations including engagement with all relevant stakeholders.	Amended PII Regulations where such amendments are required.	Ongoing annually.

Strategic Priority Three:**Increasing Awareness through Communication and Engagement**

4.5 The LSRA will ensure a high level of awareness of its activity and of emerging issues relevant to the legal services sector with the public, legal practitioners and other stakeholders.

	Goals	Actions	Key Indicators and Outputs	Indicative Timeline
3.1	The LSRA will communicate with the public and the legal professions on issues such as the introduction of legal partnerships, the introduction of limited liability partnerships, the Roll of Practising Barristers and public consultations.	Ensure that sufficient information is available in an accessible format for both the public and the legal professions on the roll out of the LSRA's functions.	Feedback from stakeholders on information provided. Monitoring of visits to LSRA website and the number of persons accessing available materials.	Ongoing
3.2	The LSRA will conduct a public survey to gauge public awareness of the services provided by the LSRA.	Conduct an independent public survey, analyse the results and take any steps necessary to ensure the profile of the LSRA is commensurate with a public complaints body.	A robust and reliable public survey with actionable recommendations.	Quarter 4 2020
3.3	The LSRA will conduct a survey of awareness of the LSRA amongst legal practitioners.	Conduct an independent survey of legal practitioners and take any steps required to address any knowledge gaps or issues around awareness that are identified.	A robust and reliable survey of legal practitioners with actionable recommendations.	Quarter 4 2020

3.4	The LSRA will raise awareness of its role through increased engagement on social media.	<p>The LSRA will review and develop its social media profile including consideration of the introduction of a Twitter account.</p> <p>The LSRA will provide regular updates on the progress of implementing the Act on the www.lsr.ie website. The LSRA website will be redesigned and relaunched.</p> <p>The LSRA will issue press releases as appropriate to highlight the work of the LSRA.</p>	Increased awareness of the LSRA.	Ongoing Quarter One 2020
3.5	The LSRA will attend and deliver presentations to a number of stakeholder events involving both legal practitioners and the consumers of legal services.	<p>The LSRA will prepare and deliver a presentation that outlines the scope of the work that we do.</p> <p>The LSRA will also produce appropriate booklets and handouts to support our messaging.</p>	<p>Increased awareness of the LSRA and engagement with the LSRA.</p> <p>The LSRA will attend 12 stakeholder events per year.</p>	Quarter one 2020 and ongoing.

4.5 Indicative Timelines have been included for each of the goals listed above. It is, of course, difficult to predict with certainty how long it will take to deliver the broad remit of the LSRA. In many cases, the achievement of these goals is dependent on external factors outside the control of the LSRA. Other factors such as resourcing and recruitment may also affect delivery of the goals to the indicative timeline set. If necessary, the LSRA will revise the plan as greater clarity emerges as to whether the indicative timeline is achievable. Every effort will also be made to reduce the timelines where feasible.

PART 5: Resources

- 5.0 Over the course of the first strategic plan, the LSRA developed a staffing structure and completed a workforce planning exercise that identified the structure and resources required to deliver the objectives of the Act. The LSRA received sanction from DPER to recruit the necessary resources in June 2019. That recruitment is underway and over the course of the second strategic plan, the LSRA will recruit the staff required to fill the remaining posts.
- 5.1 The staffing structure approved by DPER is attached to this strategic plan at appendix one.

PART 6: Appendices

Appendix One- The LSRA Organisational Structure

Legal Services Regulatory Authority - Organisation Structure

