



An tÚdarás Rialála
Seirbhísi Dlí
Legal Services
Regulatory Authority

Candidate Information Booklet

Please Read Carefully

Legal Advisor (Assistant Principal Officer) in the Legal Services, Levy and Registration Department

The Legal Services Regulatory Authority (“LSRA”) is seeking to identify and appoint a suitably qualified Legal Advisor who will play a key role in the delivery of the LSRA’s functions.

Legal Services Regulatory Authority

The Legal Services Regulatory Authority, the LSRA, was established under the Legal Services Regulation Act 2015 (“the Act”) as the new and independent statutory body responsible for the regulation of the provision of legal services by legal practitioners (both solicitors and barristers) and for ensuring the maintenance and improvement of standards in the provision of such services in the State. The LSRA has a number of other functions, some of which are summarised below. Applicants should refer to the Act for full details.

Roll-Out of LSRA Functions

Since its establishment, the LSRA has worked towards an orderly phased roll out of its range of statutory functions. It has established and continues to maintain the Roll of Practising Barristers which is a searchable public-facing register of all barristers entitled to provide legal services in the State. It began receiving and investigating complaints relating to solicitors and barristers in October 2019.

As part of its ongoing work to ensure increased competition in the legal sector, the LSRA introduced a framework that allows partnerships of solicitors to seek authorisation to operate as Limited Liability Partnerships. The introduction of this new business model has the potential to increase competition in the legal services market, reduce professional indemnity insurance costs for Limited Liability Partnerships and, consequently, lower legal costs for consumers.

The LSRA has an ongoing statutory responsibility to promote public awareness and disseminate information to the public in respect of legal services, including the cost of such services. The LSRA also undertakes research projects in respect of the provision of legal services.

Structure

The LSRA executive function is provided by its Chief Executive Officer and a small team. A growing organisation, it currently has over 35 staff working across six departments. These are the Office of the Chief Executive; the Legal Services, Levy and Registration Department; the Complaints, Investigations and Resolutions Department; the Communications, Research and Innovation Department; the Legal Practitioners Disciplinary Tribunal Support Unit and the Corporate Services Department.

The LSRA is funded through a statutory levy on legal practitioners as well as fees relating to the authorisation of Limited Liability Partnerships.

The Authority

The Authority is comprised of 11 Members nominated in accordance with section 9 of the Act. The Authority has a lay majority and chair. Authority members are appointed by the Government following nomination by 10 organisations. This nomination process was designed to ensure the independence of the Authority while also achieving a gender balance and a balance of interests between legal practitioners and those consumers who avail of their services.

The following is the current Authority membership:

- **Don Thornhill (Chair)** - Higher Education Authority
- **Angela Black** - Citizens Information Board
- **Deirdre McHugh** - Competition and Consumer Protection Commission
- **Stephen Fitzpatrick** - Institute of Legal Costs Accountants
- **Dermott Jewell** - Consumers Association of Ireland
- **Sara Moorhead** - The Bar Council
- **Joan Crawford** - Legal Aid Board
- **Eileen Barrington** - The Honorable Society of King's Inns
- **Geraldine Clarke** - The Law Society
- **Simon Murphy** - The Law Society

There is currently a vacancy on the Authority and a nominee from the Irish Human Rights and Equality Commission is expected to be appointed in the near future.

The LSRA Vision, Functions and Objectives

Our Vision:

“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.”

LSRA Statement of Strategy 2019-2022

Our 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.”

Adapted from section 13(1) of the Legal Services Regulation Act 2015

Our Six Statutory Objectives:

The Legal Services Regulatory Authority will

- (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.

Our Four Core Values:

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

1. Independence
2. Consumer Protection
3. Innovation
4. Transparency and Accountability

Our 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 against legal practitioners.
- (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 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, which may increase public awareness and promote an improvement in standards for their provision, and make recommendations to the Minister for Justice.
- (11) Perform any other functions conferred by the Act or by regulations made under it.

Legal Services, Levy and Registration Department

The successful candidate will work as a Legal Advisor in the Legal Services and Regulation Unit of the Legal Services, Levy and Registration Department of the LSRA. The Department is comprised of two units:

- The Legal Services and Regulation Unit and
- The Registration, Levy and Fees Unit.

The Legal Services and Regulation Unit

The Legal Services and Regulation Unit performs a key role in assisting the Authority in achieving its primary functions including the regulation of the provision of legal services, protecting the public interest and supporting the proper and effective administration of justice.

The Legal Services and Regulation Unit provides legal advice to the LSRA Executive on the wide range of activities in which the LSRA is engaged. This can include advising on the LSRA's complaints function under Part 6 of the Act, providing legal advice on statutory reports and advising on potential areas of litigation when they arise.

The roles & responsibilities of the Legal Services and Regulation Unit include the matters set out at Appendix Two.

The Registration, Levy and Fees Unit

The Registration, Levy and Fees Unit has responsibility for the following:

- The maintenance of the Roll of Practising barristers;
- Processing applications for authorisation of existing partnerships of solicitors to operate as limited liability partnerships;
- The maintenance of the register of limited liability partnerships;
- The collection of any fees required under the Act;
- The calculation, implementation, collection and enforcement of the levy..

The unit also has responsibility for fulfilling the LSRA's obligations in relation to professional indemnity insurance under Part 5 of the Act and will have responsibility for maintaining the register of legal partnerships and multi-disciplinary practices in due course.

The Role of the Legal Advisor:

The Legal Advisor will work in the Legal Services and Regulation Unit reporting to the Head of the Legal Services, Levy and Registration Department. The Legal Advisor will be responsible for a challenging volume and range of legal advice tasks, on both a responsive and project basis. The successful candidate will be required to work as part of a small team and also on their own initiative.

Main Duties and Responsibilities:

Amongst the duties assigned to the role, the Legal Advisor will be responsible for:

- Providing practical, sound and timely legal advice on various aspects relating to the Authority's role under the Legal Services Regulation Act 2015 and the Regulations made pursuant to it;
- Providing general in-house legal advice and support as is typically required in a public sector organisation (to include on data protection, freedom of information, protected disclosures, anti-money laundering legislation and procurement law);
- Advising on and managing litigation files;
- Drafting and reviewing Regulations, guidance and other documents to ensure all information is current, legally accurate and clear.
- Undertaking any duties that may be assigned by the Head of Legal Services.

The responsibilities outlined in this job description should not be regarded as comprehensive in scope and may be added to or altered as required.

Essential Criteria:

Candidates must on or before 01 February 2021 have:

1.
 - a. Been called to the Bar of Ireland and/or be enrolled as a barrister in the State, *or*
Been admitted and be enrolled as a solicitor in the State,

and have
 - b. A minimum of 5 years' experience as a practising barrister or practising solicitor in the State, *or*
A minimum of 5 years' experience in a legal advisory capacity in a comparable organisation.
2. Experience providing substantive legal opinions in Irish constitutional law, administrative law and statutory interpretation.
3. Extensive experience in the conduct of litigation or in managing the conduct of litigation, including before the Superior Courts. This should include advising on litigation matters, in depth knowledge of Court rules and procedure, rules of evidence and advising proofs.
4. A track record of analysing complex legal issues under pressure and delivering sound and timely legal advice across a number of areas to tight timelines.
5. A proven ability to organise his/her own time effectively, prioritise workload and set realistic timelines for delivery of required outputs.
6. The ability to communicate complex issues clearly and succinctly.
7. The ability to work independently and to lead a team.
8. Drive & Commitment to Public Sector Values

Desirable skills, experience and qualifications:

Although not essential, the following will also be taken into account:

- A. Regulatory/enforcement law experience;
- B. A legislative drafting qualification and/or legislative drafting experience;
- C. Experience in contract law and employment law;
- D. Have practical experience of providing legal advice to a Government Department, public body or regulated entity on regulatory matters;
- E. Strong drafting skills.

The key competencies relating to effective performance in the role of Legal Advisor (Assistant Principal Officer) are as follows:

- Leadership.
- Analysis and Decision Making.
- Management and Delivery of Results.
- Interpersonal and Communication Skills.
- Specialist Knowledge, Expertise and Self Development.
- Drive and Commitment to Public Service Values.

Further information on Assistant Principal Officer competencies can be found here:
https://www.publicjobs.ie/restapi/documents/Assistant_Principal_Officer_Level.pdf

Principal Conditions of Service:

General

Appointments are on a permanent basis as a public servant as per section 25(4) of the Act, subject to the satisfactory completion of the specified probationary period.

Salary

The salary for the post is based on the starting point on the Assistant Principal Officer (PPC). The relevant scale as follows (DPER Circular 12/2020)

€69,012, €71,506, €73,988, €76,477, €78,959, €80,392, €82,899¹, €85,416²

*Long service increments may be payable after three (LSI-1) and six (LSI-2) years of satisfactory service at the maximum of the scale.

Candidates should note that different pay and conditions may apply if, prior to appointment with the Authority, the appointee is/was a serving civil or public servant

Salary shall be deemed to accrue from day to day and to be payable in the appointed person's bank account by equal instalments fortnightly in arrears by electronic funds transfer.

This rate of pay may be adjusted from time to time in line with Government pay policy. Statutory deductions from salary will be made as appropriate.

Annual Leave

Annual Leave will be 30 working days. This is exclusive of public holidays.

Pension

The LSRA is a Public Service Body and a relevant authority for the Single Public Service Pension Scheme (SPS). Persons employed by the LSRA will become members of the SPS.

Where an employee was already a member of a pre-2013 public service pension scheme, that scheme may apply subject to certain conditions.

More information in respect of the Scheme can be found on the website www.singlepensionscheme.gov.ie

Probation

The appointee must serve a probationary period, which normally will last for twelve months. Should the appointee's services be satisfactory as regards health, attendance, conduct and efficiency generally during the probationary period, the appointee, on completion of the period will be finally appointed. Should the appointee's services be unsatisfactory, the appointment may be terminated at any time during the period. The LSRA may extend the probationary period if necessary.

Duties

The appointee will be expected to perform all acts, duties and obligations as appropriate to this position (which may be revised from time to time.)

Hours of Attendance

Hours of attendance will be as fixed from time to time but will amount to not less than 43 hours and 15 minutes gross per week (37 Hours Net.)

The appointee will be required to work additional hours from time to time.

Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the sick leave circulars.

Appointees will be required to sign a mandate authorising the Department of Employment Affairs and Social Protection to pay any benefits due under the Social Welfare Acts direct to the LSRA and payment during illness will be subject to the appointee making the necessary claims

IMPORTANT NOTICE

Candidates should note that different terms and conditions may apply, if immediately prior to appointment, the appointee is already a serving civil or public servant.

The above outlines the principal conditions of service and is not intended to be a comprehensive list of all terms and conditions of employment which will be set out in the employment contract to be agreed with the successful candidate.

Competition Process

Application Process

Applications should be made electronically by e-mail to recruit@lsra.ie Email applications must be marked in the subject heading as “Legal Advisor Application – [Your Name Here]”. Failure to do so may result in your application being deemed ineligible. Applications will not be accepted after the closing date and time.

Applicants should clearly demonstrate in the application form, by reference to specific achievements in their career to date that they possess the qualities, skills and knowledge required for the role of Legal Advisor as identified in the ‘Essential Criteria’ and ‘Desirable Criteria’ sections above and also that they can demonstrate the required competencies for the role as per the competency framework for Assistant Principal Officer.

Guidelines For Application Form

When completing the application form please read the competencies in Appendix 1 and consider the requirements of the role as set out above. For each section please provide specific examples illustrating how you have displayed the relevant competency during your career to date in order to clearly demonstrate your suitability for this position.

Closing Date

Applications should be made electronically by e-mail to recruit@lsra.ie **Closing date for applications is noon (12 p.m.) on 18 March 2021.**

If you do not receive an acknowledgment of receipt of your application within three working days of the closing date, please contact dbfleming@lsra.ie

It is the LSRA’s strict policy that applications will be not be accepted after the closing date and time. This means that any application received after noon (12 p.m.) on 18 March 2021 will not be considered. You are therefore strongly advised to submit your application form well in advance of the deadline.

Selection Process

The selection process may include:

- Shortlisting of candidates, on the basis of the information contained in their application;
- A competitive interview(s);
- A technical test;
- Work simulation/role play/presentation, and any other tests or exercises that may be deemed appropriate.

Shortlisting

Whilst a candidate may meet the eligibility requirements for the competition, if the numbers applying for the position are such that it would not be practical to interview everyone, the LSRA may decide that a smaller number will be called to the next stage of the selection process. The LSRA will employ a shortlisting process to select a group who, based on the examination of the application form appear to be the most suitable for the position. This is not to suggest that other candidates are necessarily unsuitable or incapable of undertaking

the job, rather than that there are some candidates who, based on their application, appear to be better qualified and/or have more relevant experience.

An expert board will examine the application forms against agreed shortlisting criteria based on the requirements of the position. It is therefore in your own interest to ensure that you provide a detailed and accurate account of your qualifications and experience in your application.

Interviews

The interviews for this post are likely to be held in week commencing 29 March 2021. Due to Covid 19 restrictions, video conferencing software may be used in the interview process.

Interviews will be semi-structured in format, with candidates asked to provide examples and evidence of the competencies required for the role. We will endeavour to give as much notice as possible of interview dates.

Candidates who do not attend for interview as scheduled, or who do not furnish such evidence as required in regard to any matter relevant to their application, will have no further claim to consideration in this process.

Candidates must produce satisfactory documentary evidence of all qualifications claimed by them, on request. Failure to produce such documentary evidence when requested may lead to disqualification from the competition and or/termination of contract. Therefore it is advised that you have this documentation available to you when making your application.

Any candidate who supplies false or misleading information in their application will be disqualified.

Panel

The LSRA aims to establish a panel of the successful candidates for the role of Legal Advisors in order of merit.

Should future vacancies arise for the role of Legal Advisors these may be offered to those on the panel in order of merit.

Any panel created will expire after a designated period from its establishment (usually twelve months), or when it has been exhausted, whichever is sooner.

The LSRA may decide that only a certain number will be placed on any such panel.

Qualification and placement on a panel is **not** a guarantee of appointment to a position. Candidates not appointed at the expiry of the panel will have no claim to a position thereafter because of having been on the panel.

More detailed information regarding establishment of a panel (if any), duration of any such panel and placement on the panel will be provided to successful candidates.

If you are placed on a panel, and are subsequently offered an assignment, you must be available to take up the post as offered. Vacancies may need to be filled with immediate effect and therefore if you are not contactable, the LSRA will immediately move on to the next available candidate.

Health and Character References

Candidates must be in good health, capable and competent of carrying out the work assigned to them, and they must also be of good character. Those under consideration for a position will be required to complete a health and character declaration.

Please be assured that we will only contact referees should you come under consideration after the preliminary interview stage. Please note, that should you be successful at interview, we **will** require a reference from your current employer or most recent employer.

Referees should be able to provide relatively recent information on your performance, character and behaviour in a work context.

Canvassing

Candidates should be aware that any attempts to enlist support for their application through any person except as a referee named on the application forms will result in their application being disqualified.

Equal Opportunities Employer

The Legal Services Regulatory Authority is committed to equality of opportunity in employment and welcomes applicants irrespective of disability, gender, race, age, religious belief / political opinion or sexual orientation. All applications for employment are considered on the basis of merit.

Security Clearance

Some posts within the LSRA may require security clearance and will require completion of a form for Garda vetting purposes. In the event of conflicts of interest, candidates may not be considered for certain posts.

General Data Protection Regulation (GDPR)

The General Data Protection Regulation came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. When your application form is received, we create a computer record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your application. Certain items of information, not specific to any individual, are extracted from records for general statistical purpose. To make a request to access your personal data please submit your request to dpo@lsra.ie ensuring that you describe the personal data you seek in the greatest possible detail to enable us to identify the relevant record(s).

Eligibility

Eligible Candidates must be:

- (a) A citizen of the European Economic Area. The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or

- (b) A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- (c) A non-EEA citizen who is a spouse or child of an EEA or Swiss citizen and has a stamp 4 visa; or
- (d) A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa or
- (e) A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or Switzerland and has a stamp 4 visa

To qualify candidates must meet one of the citizenship criteria above by the date of any job offer.

Note: This document is for information only, and is not intended as a legal interpretation of any other documents, guidelines or legislation

LSRA February 2021

Appendix One

Key competencies for effective performance at Assistant Principal level:



Assistant Principal Officer Level Competencies

Effective Performance Indicators

Leadership	Actively contributes to the development of the strategies and policies of the Department/ Organisation
	Brings a focus and drive to building and sustaining high levels of performance, addressing any performance issues as they arise
	Leads and maximises the contribution of the team as a whole
	Considers the effectiveness of outcomes in terms wider than own immediate area
	Clearly defines objectives/ goals & delegates effectively, encouraging ownership and responsibility for tasks
	Develops capability of others through feedback, coaching & creating opportunities for skills development
	Identifies and takes opportunities to exploit new and innovative service delivery channels
Analysis & Decision Making	Researches issues thoroughly, consulting appropriately to gather all information needed on an issue
	Understands complex issues quickly, accurately absorbing and evaluating data (including numerical data)
	Integrates diverse strands of information, identifying inter-relationships and linkages
	Makes clear, timely and well grounded decisions on important issues
	Considers the wider implications of decisions on a range of stakeholders
Management & Delivery of Results	Takes responsibility for challenging tasks and delivers on time and to a high standard
	Plans and prioritises work in terms of importance, timescales and other resource constraints, re-prioritising in light of changing circumstances
	Ensures quality and efficient customer service is central to the work of the division
	Looks critically at issues to see how things can be done better
	Is open to new ideas initiatives and creative solutions to problems
	Ensures controls and performance measures are in place to deliver efficient and high value services
	Effectively manages multiple projects
Interpersonal & Communication Skills	Presents information in a confident, logical and convincing manner, verbally and in writing
	Encourages open and constructive discussions around work issues
	Promotes teamwork within the section, but also works effectively on projects across Departments/ Sectors
	Maintains poise and control when working to influence others
	Instills a strong focus on Customer Service in his/her area
	Develops and maintains a network of contacts to facilitate problem solving or information sharing
Specialist Knowledge, Expertise and Self Development	Engages effectively with a range of stakeholders, including members of the public, Public Service Colleagues and the political system
	Has a clear understanding of the roles objectives and targets of self and the team and how they fit into the work of the unit and Department/ Organisation
	Has a breadth and depth of knowledge of Department and Governmental issues and is sensitive to wider political and organisational priorities
	Is considered an expert by stakeholders in own field/ area
Drive & Commitment to Public Service Values	Is focused on self development, seeking feedback and opportunities for growth to help carry out the specific requirements of the role
	Is self motivated and shows a desire to continuously perform at a high level
	Is personally honest and trustworthy and can be relied upon
	Ensures the citizen is at the heart of all services provided
	Through leading by example, fosters the highest standards of ethics and integrity

Appendix Two

Roles & Responsibilities of the Legal Services and Regulation Unit include:

1.1 Legal Services (External)

- Instruct and appoint legal counsel as appropriate;
- Represent the LSRA at court hearings of all levels and other forums such as public enquiries;
- Manage or make High Court applications for orders to prohibit contravention of the Act (section 35);
- Manage the prosecution of summary offences under the Act (section 36);
- Manage the prosecution of offences committed by persons during the performance of inspections (section 42);
- Manage any applications to the High Court (sections 85(7), 115, 127, 128);
- Manage any appeals to the Court of Appeal (sections 87, 114(5), 115, 128(7)); and
- Prosecute or manage the prosecution of any unqualified person providing legal services as a practising barrister (sections 136 and 137).

1.2 Legal Services (Internal)

- Provide legal advice required by the LSRA Executive or Authority;
- Assist and advise LSRA Inspectors in the making of High Court applications authorising inspectors to exercise their powers (section 40);
- Assist and advise LSRA Inspectors in the making of High Court applications for directions to comply with requirements considered necessary for the purposes of an inspection (section 41);
- Provide advice on civil litigation including the liability position of legal claims and negotiate as appropriate the settlement of claims at the direction of the Chief Executive;
- Provide advice and analysis on the legal services market generally; and
- Monitor developments in the provision of legal services and the law generally.

1.3 Legal Services Relating to the Legal Practitioners Disciplinary Tribunal and its Committees

- Manage any appeals to the High Court from a direction or determination of the Divisional Complaints Committee (section 72(2));
- Present or supervise the presentation of evidence to the Legal Practitioners Disciplinary Tribunal (section 78 or 81(4));
- Manage any appeals to the High Court from an order of the Legal Practitioners Disciplinary Tribunal (section 80);
- Manage any appeals to the High Court in relation to any determination of the Legal Practitioners Disciplinary Tribunal as regards any finding of misconduct or sanction (sections 83 and 84);

- Manage any applications to the High Court by the Authority in relation to determinations of the Review Committee (section 63); and
- Manage any enforcement applications in relation to section 90 including those relating to:
 - i. A direction of the Authority,
 - ii. A determination of the Review Committee,
 - iii. A direction of the Divisional Committee,
 - iv. An order of the Disciplinary Tribunal.

2. Regulation

- Supervise, assist or draft, review and regulate any Codes of Practice and professional codes in conjunction with the Education, Research and Analysis Unit (Sections 22 and 23);
- Assist in the drafting and maintenance of guidelines in relation to the resolution of complaints by mediation or informal means (section 67);
- Draft or assist in the drafting of regulations on the operation in respect of Section 116:
 - i. (1)(a) – Legal partnerships
 - ii. (1)(b) – Multi-disciplinary practices;
- Draft or assist in the drafting of regulations in relation to the operation and management of limited liability partnerships (section 130);
- Draft or assist in the drafting of regulations advertising by both solicitors and barristers;
- Supervise, assist with or draft any required regulations under the Act; and
- Maintaining and developing professional interfaces with legal bodies including the Bar of Ireland, the Law Society and the Kings Inns.

3. Legislative Contributions

- Review and make recommendations for future legislative changes to improve the statutory foundation of the LSRA;
- Provide expert advice to the Chief Executive and the Authority regarding all aspects of legislation pertaining to the statutory functions of the LSRA, in particular the Legal Services Regulation Act and resulting subordinate regulations; and
- Keep under review and make recommendations to the Chief Executive in relation to developments in respect of the provision of legal services in the State and in relation to international best practice and emerging trends in the provision of legal services.