



An tÚdarás Rialála
Seirbhísí Dlí
Legal Services
Regulatory Authority

Strategic Plan 2022-2025



2022-2025

Independence

Innovation

Consumer Protection

*Transparency &
Accountability*



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Legal Services
Regulatory Authority

2022
-2025

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Foreword by the Chairperson

It is my pleasure to introduce the third Strategic Plan of the Legal Services Regulatory Authority (LSRA). The last strategic plan of the Authority covered the period 2019-2022 and this one sets out our ambitions for the LSRA's regulation of the legal services sector from 2022 to 2025.

In bringing forward this strategy, we have identified new and challenging priorities that build momentum while delivering on our wide statutory mandate over the next three years.

The Authority has come a very long way since it was established on 1 October 2016 to regulate the provision of legal services by legal practitioners and to ensure the maintenance and improvement of standards in the delivery of such services.

Our two previous strategic plans necessarily focused on getting the LSRA established and sufficiently resourced to ensure the effective roll out of all of the Authority's functions under our founding legislation, the Legal Services Regulation Act 2015.



◀ Dr Don Thornhill

The successful delivery of those plans was achieved through the huge effort and commitment of the LSRA's staff and my fellow Authority members, for which they have my sincerest thanks. We have achieved much and have a substantial body of work to reference and build upon.

The strategic priorities identified in this plan map out our ambition to evolve and innovate not only internally as an organisation but also in our services delivery and in how we exercise our mandate, with a strong focus on delivering for consumers of legal services and legal practitioners.

The work that we do in no small way depends on the continuing active engagement of stakeholders, and we have worked to ensure that this strategy takes into account their views and experiences.

Over the course of this plan, the Authority very much looks forward to engaging closely with the Department of Justice and others to deliver on its recommended reforms to open up legal practitioner education and training and encourage greater entry and diversity into the legal professions.

The Authority will also engage closely with the professional bodies and other stakeholders around the statutory introduction of Legal Partnerships in the period of this Strategic Plan. Legal Partnerships are a new model of practice for solicitors and barristers provided for in the Legal Services Regulation Act 2015.

Their introduction may have an important influence on the market in which legal services are delivered, and the Authority is committed to creating a regulatory framework that allows legal practitioners to work together and provide efficient and competitively priced legal services to consumers.

Core to the success of this plan is the availability of appropriate human resources as identified in the Authority's independent workplace review. I am confident that with the appropriate resources, the Authority and its staff have the vision and drive to deliver the ambitious targets contained within this Strategic Plan, and I commend it to you.

Dr Don Thornhill
Chairperson

Introduction by the Chief Executive Officer

I am pleased to submit the third Strategic Plan of the Legal Services Regulatory Authority to the Minister for Justice in accordance with section 20 of the Legal Services Regulation Act 2015.

The preparation of a new Strategic Plan has provided a timely opportunity for our stakeholders and ourselves to reflect on the direction that our organisation should take over the next three years. We have used the occasion to redefine our vision and to reaffirm the core values that underpin the work that we do as a public service body.

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 continue to live these values as an organisation.

The LSRA has successfully completed the transition from its establishment phase to being a fully functioning regulatory body with robust systems in place for complaints handling, registration, policy development and self-governance.

Building on these foundations, the LSRA must now set and attain high standards of efficiency and fairness in the delivery of the complaints handling system and across all the services we provide. Over the course of this Strategic Plan, we will benchmark the delivery of the services we provide, we will set demanding targets and high standards and we will work hard to meet and surpass them.



Dr Brian J. Doherty

This plan identifies the following areas which we believe deserve to be the strategic priorities within the context of our work and where we are as a regulator in the legal services sector and as an organisation:

Strategic Priority 1:

We will enhance operational efficiency to deliver our core regulatory operations and services effectively and independently and to identified and benchmarked standards.

Strategic Priority 2:

We will promote professional standards and encourage innovation and advancement in education and training, legal practice business models, admission to the legal professions, access to justice and consumer protection.

Strategic Priority 3:

We will improve awareness of the LSRA's regulatory activities and services as well as other issues relevant to the legal services sector through enhanced communications and engagement with the public, legal practitioners and other stakeholders.

To measure our progress against our strategic priorities, this plan is supported by a detailed framework of goals, actions and key deliverables. The plan will form the basis of our annual business planning process and our performance management and development activities over its lifetime.

Securing and retaining suitably qualified and experienced staff remains a significant challenge for the LSRA as we move into the period of our third Strategic Plan. Much depends on us successfully addressing this challenge in a way that delivers a fully resourced, experienced and resilient staff complement.

The LSRA engaged in a rapid expansion following the receipt of the required sanction from the Department of Public Expenditure and Reform (DPER) for our workforce plan in 2019. This Strategic Plan is published at a time when the LSRA is in the process of requesting further sanction from DPER for increased staff particularly for our complaints handling operations. I am confident that, given the necessary human resources, the LSRA will deliver the best possible service to consumers and legal practitioners alike, despite ever-increasing demands.

I offer my sincere thanks to all who contributed to the creation of this Strategic Plan and I look forward to working with the LSRA's dedicated staff and to collaborating with stakeholders to ensure its successful implementation.

Dr Brian J. Doherty
Chief Executive Officer

About the LSRA

The Legal Services Regulatory Authority (the Authority) was established by the Minister for Justice and Equality on 1 October 2016 under Part 2 of the Legal Services Regulation Act 2015 (the Act).

The Authority is comprised of 11 members appointed in accordance with section 9 of the Act. Authority members are appointed by the Government following nomination by the following ten organisations:

- **Citizens Information Board**
- **Higher Education Authority**
(An tÚdarás um Ard-Oideachas)
- **Competition and Consumer Protection Commission**
- **Irish Human Rights and Equality Commission**
- **Institute of Legal Costs Accountants**
- **Consumers' Association of Ireland**
- **Bar Council (now the Bar of Ireland)**
- **Legal Aid Board**
- **Honorable Society of the King's Inns**
- **Law Society of Ireland**

The nominating bodies nominate one person each to the Authority, apart from the Law Society which nominates two members. The nomination process is designed to ensure the independence of the Authority while also achieving a gender balance and a balance of interests between legal practitioners and consumers. The Authority has a lay majority and chair. The Authority is required under the Act to be independent in the performance of its functions.

When appointing a person to be a member of the Authority, the Government must be satisfied that he or she has knowledge of, 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;
- dealing with complaints against members of the professions regulated by a statutory body;
- business and commercial matters;
- the needs of consumers of legal services.

The current membership of the Authority is as follows:

Authority Member	Nominating Organisation
Dr Don Thornhill – Chair	Higher Education Authority
Eileen Barrington SC	Honorable Society of King’s Inns
Angela Black	Citizens Information Board
Geraldine Clarke	Law Society of Ireland
Joan Crawford	Legal Aid Board
Shane Galligan	Institute of Legal Costs Accountants
Dermott Jewell	Consumers’ Association of Ireland
Deirdre Malone	Irish Human Rights and Equality Commission
Sara Moorhead SC	Bar Council (Bar of Ireland)
Simon Murphy	Law Society of Ireland
Síona Ryan	Competition and Consumer Protection Commission

The executive function of the LSRA is provided by a Chief Executive Officer, the Secretary to the Authority and the staff of the LSRA. The Chief Executive Officer is **Dr Brian Doherty** and the Secretary is **Ultan Ryan**.

What We Do

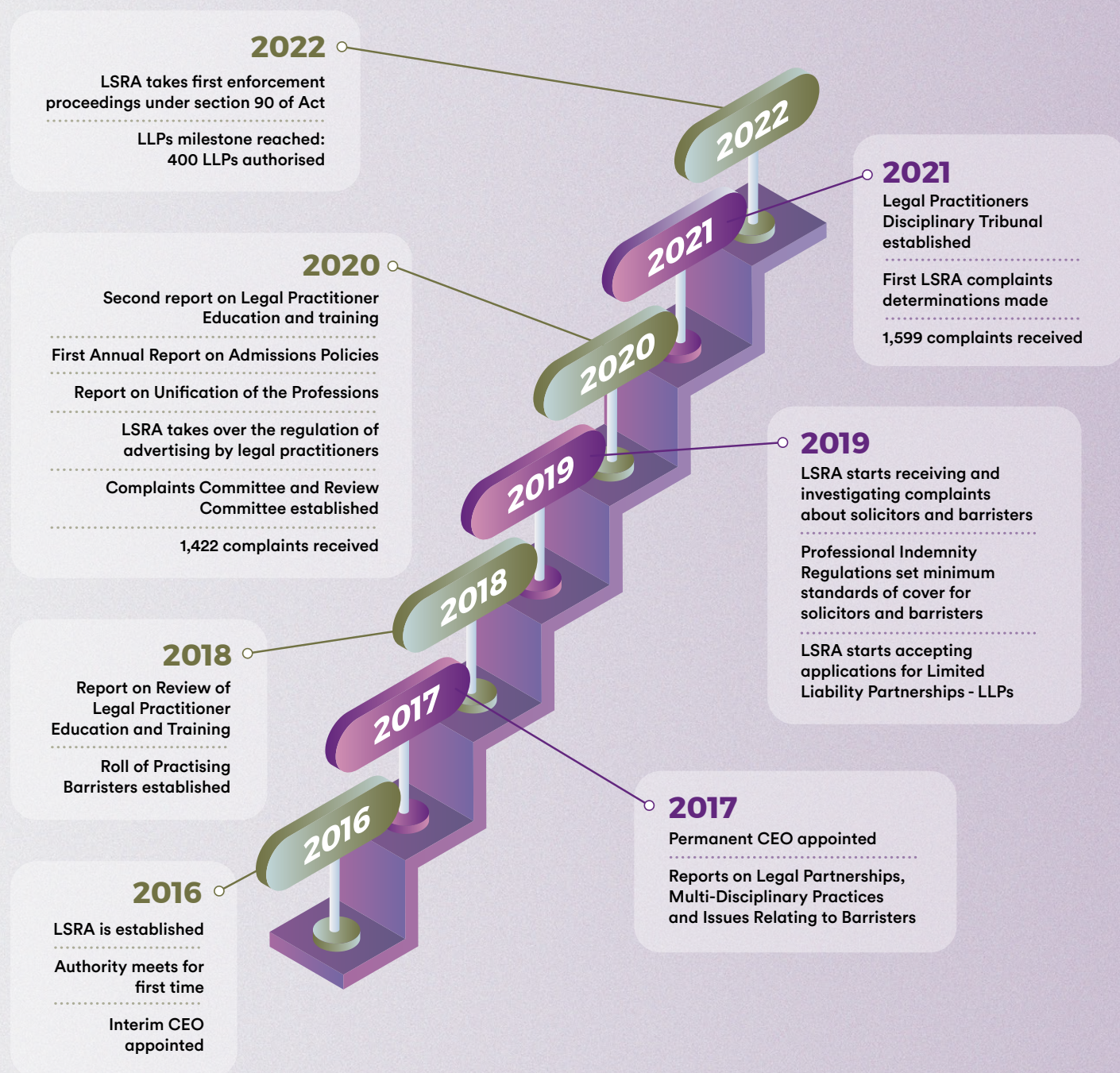
The Legal Services Regulatory Authority is tasked with regulating the provision of legal services by legal practitioners and ensuring the maintenance and improvement of standards in the provision of those services in the State.

The Authority has eleven functions under section 13 of the Act. These are to:

1. Regulate the provision of legal services by legal practitioners and ensure the maintenance and improvement of standards in the provision of such services in the State.
2. Keep under review and make recommendations to the Minister in respect of:
 - i) admission requirements of the Law Society, Bar Council, and Honorable Society of King's Inns;
 - ii) availability and quality of education and training including ongoing training for the solicitors' and barristers' professions;
 - iii) 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;
 - iv) professional codes;
 - v) the organisation of the provision of legal services in the State.
3. Disseminate information in respect of the education and accreditation requirements and any other matters referred to above as the Authority thinks fit.
4. Specify the nature and minimum levels of professional indemnity insurance in accordance with the Act.
5. Establish and administer a system of inspection of legal practitioners for the purposes of the Act.
6. Receive and investigate complaints against legal practitioners.
7. Maintain the Roll of Practising Barristers.
8. Promote public awareness and disseminate information to the public in respect of legal services, including the cost of such services.
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 and other activities in respect of the provision of legal services which may promote an improvement in standards in services provision and promote public awareness of such services, and make recommendations to the Minister.
11. Perform any other functions conferred by the Act or by regulations made under it.

LSRA Timeline

Key milestones since the establishment of the Legal Services Regulatory Authority



Development of Strategic Plan

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 each third anniversary of the establishment day of 1 October 2016. This Strategic Plan therefore covers the period from 1 October 2022 until 30 September 2025.

The LSRA CEO was tasked by the Authority to commence preparation of a Strategic Plan in compliance with section 20 of the 2015 Act. The LSRA executive conducted an analysis of the statutory and governance requirements of the LSRA in relation to strategic planning. The analysis was revisited in preparation for the Authority's third strategic plan. The LSRA executive 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 number of statutory and non-statutory bodies.

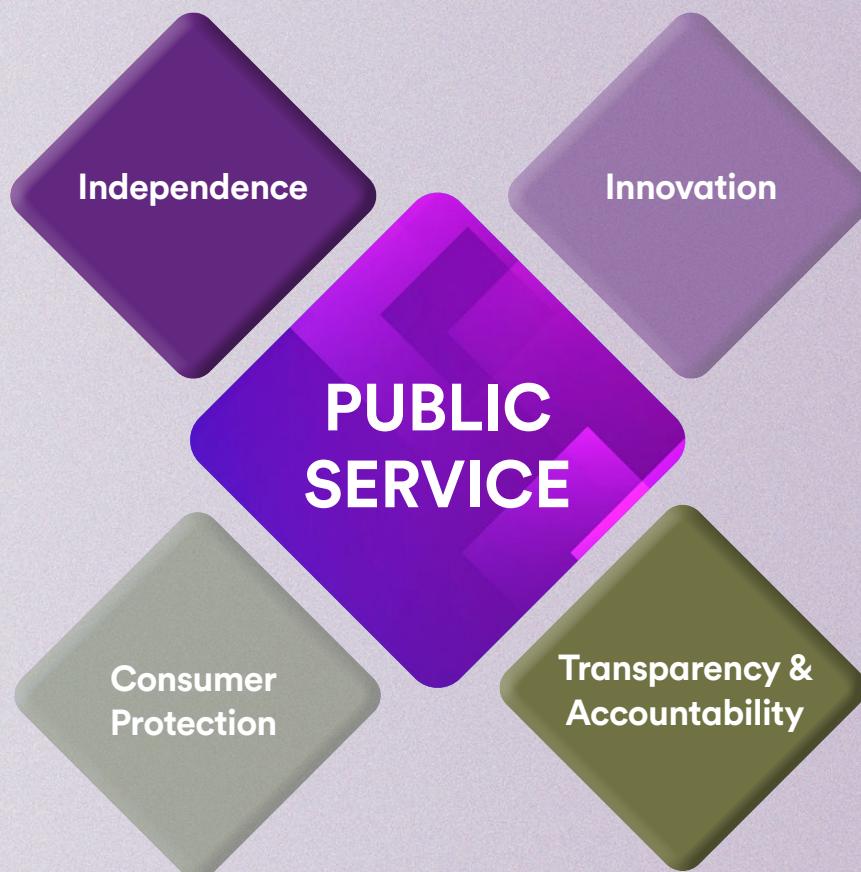
The staff of the LSRA were consulted and given an opportunity to contribute to the strategic planning of the organisation. Employees were first surveyed about how the organisation currently interacts with both the public and legal professionals and then a number of staff workshops took place where the priorities for the organisation over the next three years were discussed.

A survey was sent to key stakeholders as well as members of the public to gather their views on what the organisation's third strategic plan should look like.

The Strategic Plan was considered and approved by the Authority members at the September 2022 meeting.

Vision, Mission and Values

The work of the LSRA as a public service body is guided by core values:



Our MISSION is:

To regulate the provision of legal services by legal practitioners and ensure the maintenance and improvement of standards in the provision of legal services in the State.

Our VISION is:

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.

Strategic Priorities and Goals 2022-2025

STRATEGIC PRIORITY 1



Enhance Operational Efficiency and Service Delivery

We will enhance operational efficiency to deliver our core regulatory operations and services effectively and independently and to identified and benchmarked standards.

STRATEGIC PRIORITY 2



Promote Professional Standards and Encourage Innovation

We will promote professional standards and encourage innovation and advancement in education and training, legal practice business models, admission to the legal professions, access to justice and consumer protection.

STRATEGIC PRIORITY 3



Increase Awareness through Communication and Engagement

We will improve awareness of the LSRA's regulatory activities and services as well as other issues relevant to the legal services sector through enhanced communications and engagement with the public, legal practitioners and other stakeholders.

STRATEGIC PRIORITY 1

Enhance Operational Efficiency and Service Delivery



We will enhance operational efficiency to deliver our core regulatory operations and services effectively and independently and to identified and benchmarked standards.

The following goals and actions will support the achievement of this priority:

GOAL 1.1: Ensure the LSRA is appropriately resourced with suitably qualified, experienced and skilled staff.

Actions	Key Indicators/Deliverables
Complete external review of staffing levels and requirements necessary to deliver the Authority's mandate and strategic objectives.	<ul style="list-style-type: none"> > External review completed
Work to secure increased staff levels and reorganisation.	<ul style="list-style-type: none"> > Staffing levels increased subject to required sanctions.
Ongoing recruitment to maintain full staffing levels and ensure efficiency of services for legal practitioners and consumers.	<ul style="list-style-type: none"> > LSRA resourced to new defined staffing limits. > Additional Complaints Resolution Officers recruited for complaints handling. > External mediators engaged for complaints handling. > Increased resilience and adaptability in organisational structure.

GOAL 1.2: Manage the efficient roll out of the LSRA's remaining functions and embed structures and systems to ensure the LSRA's effectiveness as an independent regulator.

Actions	Key Indicators/Deliverables
<p>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 any code of practice.</p>	<ul style="list-style-type: none"> > Inspectors appointed in accordance with Part 3 of Act. > Support staff for inspectors recruited. > Inspections system commenced. > System to administer inspections established. > Key performance indicators for inspections regime defined. > Appropriate governance of inspections system introduced.
<p>Introduce and maintain framework for Legal Partnerships, including ensuring that sufficient information is available in an accessible format for legal practitioners on the introduction of Legal Partnerships and what they mean.</p>	<ul style="list-style-type: none"> > Regulations introduced. > Register of Legal Partnerships established. > Take up of Legal Partnerships monitored. > Information events provided for legal practitioners. > Professional bodies engaged and informed. > Communications activities undertaken, including editorial content in appropriate publications and fora.

Actions	Key Indicators/Deliverables
<p>Enhance existing core supports for Corporate, Governance, Financial and HR functions to support staff and ensure compliance with LSRA's obligations as an independent statutory body.</p>	<ul style="list-style-type: none"> > Develop and implement blended working policy. > Further development of FOI, Data Protection and Protected Disclosures functions. > Review of Health and Safety Statement and contingency planning. > Review of the LSRA's delivery on obligations relating to sustainability, Public Sector Climate Action Mandate (PSCAM), Green Procurement, and energy saving targets. > High level review to ensure ongoing compliance with the DPER Code of Practice for the Governance of State Bodies. > Development of policy and procedures in respect of LSRA compliance with the Official Languages Act. > Review of the LSRA's obligations under Anti-Money Laundering legislation.
<p>Continue to ensure the provision of effective administrative and logistical support under the existing Service Level Agreement with Legal Practitioners Disciplinary Tribunal (LPDT).</p>	<ul style="list-style-type: none"> > LPDT sufficiently supported and resourced to operate effectively. > LPDT has appropriate infrastructure and governance procedures for payroll, training, accounting and payments processing.

GOAL 1.3: Continue to enhance our complaints handling to ensure we are efficiently and effectively meeting service demand and protecting consumers.

Actions	Key Indicators/Deliverables
<p>Utilise external audit information to verify that our complaints structures and processes are returning expected efficiencies and enhancing capacity.</p>	<ul style="list-style-type: none"> > Independent external audit of complaints handling process completed. > All recommendations of external audits of complaints handling processes implemented.
<p>Develop a new effective bespoke complaints management ICT system.</p>	<ul style="list-style-type: none"> > Development of new complaints management ICT system completed. > Staff training in complaints handling system completed.
<p>Further improve complaints handling timelines and quality of decision-making.</p>	<ul style="list-style-type: none"> > Complaints handling target timelines set. > Increase in complaints closed/concluded. > Increase in number of complaints resolved through mediation. > Complaints arrears reduced and managed effectively. > Duration of processing of complaints reduced. > Transparent review of outcomes of Ombudsman findings to improve service delivery for complaints.

Actions	Key Indicators/Deliverables
Enhance statistical reporting to facilitate better analysis of trends for complaints management, reporting and analysis, public service accountability and outreach purposes.	<ul style="list-style-type: none"> > Review of ongoing statistical analysis completed. > Improved statistical data collection.
Analyse complaints process against industry standards to ensure compliance with recognised best practice	<ul style="list-style-type: none"> > Identify and attain relevant Quality Assurance Certification.
Review communications and communications protocols between complaints department, complainants and legal practitioners to drive efficiencies, improve services quality and reduce delays.	<ul style="list-style-type: none"> > Review of communications in all aspects of complaints processing completed. > New materials produced.

GOAL 1.4: Improve operational efficiencies to achieve maximum impact and enhance the overall level of service provided to legal practitioners and consumers of legal services.

Actions	Key Indicators/Deliverables
<p>Benchmark service delivery and quality of service across all functions, and set and report on ambitious service delivery targets.</p>	<ul style="list-style-type: none"> > Benchmarking completed. > A published schedule of Key Performance Indicators (KPIs) for all functions. > Regular KPI performance reports carried out. > Details of our performance against our KPIs published in our Annual Reports.
<p>Maintain system of authorisation of Limited Liability Partnerships (LLPs) in an accurate and timely manner.</p>	<ul style="list-style-type: none"> > Applications for LLP authorisation continue to be handled in a timely manner. > LLPs Register is maintained and updated as appropriate.
<p>Maintain the Roll of Practising Barristers in an accurate and timely manner.</p>	<ul style="list-style-type: none"> > Roll of Practising Barristers updated weekly on the LSRA website. > Individuals on the Roll are communicated with at appropriate intervals.
<p>Undertake a review of the operation of the Roll of Practising Barristers in line with the Authority's objectives.</p>	<ul style="list-style-type: none"> > Consultations undertaken with barristers on Roll of Practising Barristers and key stakeholders. > Operational review of Roll completed and potential reforms identified.

Actions	Key Indicators/Deliverables
<p>Continue to administer levy on professions in a fair, transparent and efficient manner.</p>	<ul style="list-style-type: none"> > Levy notices issued promptly and accurately on an annual basis. > Levy collected. > Audit of levy calculated completed each year and audit report created. > Barristers removed from the Roll of Practising Barristers for non-payment of levy. > Implementation of new levy process following the introduction of Courts and Civil Law (Miscellaneous Provisions) Bill 2022.
<p>Continue to support the Advisory Committee on the grant of Patents of Precedence.</p>	<ul style="list-style-type: none"> > Patents applications process effectively managed. > Advisory Committee deliberations and recommendations facilitated. > LSRA website updated to reflect annual patents process. > LSRA to work with the Chief Justice, Advisory Committee, Department of Justice and other relevant stakeholders for the introduction of Regulations by the Minister under section 175(12) of the LSR Act 2015 to prescribe the form of application, the information to accompany an application and any fee to cover the administrative expenses involved in the annual process.

GOAL 1.5: Continue to create a workplace culture where staff are valued, skilled, empowered and enabled to innovate.

Actions	Key Indicators/Deliverables
Conduct a training needs analysis across all LSRA functional areas and introduce a three year training programme for all staff and committee members.	<ul style="list-style-type: none"> > Training needs analysis completed and implemented. > Development of programme of activities and training with a focus on staff wellbeing, resilience and support.
Continue to support staff in carrying out their work in a challenging and ever changing environment.	<ul style="list-style-type: none"> > Development of programme of activities and training with a focus on staff wellbeing, resilience and support.
Enable effective move to hybrid working in the organisation in line with Government policy.	<ul style="list-style-type: none"> > Implement and review the effectiveness of hybrid working in the delivery of operational needs.
Be a learning organisation committed to continually improving what we do.	<ul style="list-style-type: none"> > Introduce reflective practice and organisational learning structures.
Enhance measures to promote an open and transparent organisational ethos.	<ul style="list-style-type: none"> > Regular staff listening events and communications.

STRATEGIC PRIORITY 2

Promote Professional Standards and Encourage Innovation



We will promote professional standards and encourage innovation and advancement in education and training, legal practice business models, admission to the legal professions, access to justice and consumer protection.

The following goals and actions will support the achievement of this priority:

GOAL 2.1: Build our understanding of emerging trends, opportunities and challenges for the legal services sector and our role in effectively regulating the provision of legal services.

Actions	Key Indicators/Deliverables
<p>Conduct research and deliver reports requested by the Minister for Justice on innovation and diversity in the legal sector.</p>	<ul style="list-style-type: none"> > Report on the creation of new profession of conveyancer with recommendations submitted to Minister and published. > Report on barriers for early career solicitors and barristers with recommendations submitted to Minister and published. > Produce any other reports as may be requested by the Minister for Justice.

GOAL 2.1: Build our understanding of emerging trends, opportunities and challenges for the legal services sector and our role in effectively regulating the provision of legal services.

Continued

Actions	Key Indicators/Deliverables
Furnish quality statutory reports as required under the Act.	<ul style="list-style-type: none"> > Statutory public consultations carried out in timely and appropriate manner and in compliance with DPER guidelines. > Reports submitted to Minister and Oireachtas and published.
Develop a multi-annual research strategy and an own-initiative research agenda that addresses strategically important themes that align with our strategic objectives.	<ul style="list-style-type: none"> > Stakeholders engaged in identifying priority areas for research agenda. > The development of legal services related research is stimulated and promoted. > Own-initiative research strategy produced. > Work commenced in undertaking or commissioning research.
Continue to monitor areas of legal services that may require reform and future areas of innovation, including monitoring complaints trends and statistics to identify areas for improvement.	<ul style="list-style-type: none"> > Monitoring methodology developed. > Complaints statistics collected and analysed.
Continue to interact with colleagues on the international stage in order to share experiences, identify best practice and continue to innovate.	<ul style="list-style-type: none"> > Ongoing engagement with counterparts in other jurisdictions.

GOAL 2.2: Actively monitor and encourage progress in implementing LSRA recommendations to open up legal practitioner education and give more people clear pathways to working in the legal services sector.

Actions	Key Indicators/Deliverables
<p>Actively engage with stakeholders on LSRA proposals to open up legal practitioner education and training, increase diversity and encourage continual improvement.</p>	<ul style="list-style-type: none"> > Regular meetings held with key stakeholders including Department of Justice, professional bodies and others. > Assist with the implementation of previous LSRA recommendations made in relation to legal education and training including the introduction of the Legal Practitioner Education and Training (LPET) Committee.
<p>Proactively work with stakeholders to implement LSRA recommended reforms to break down barriers for early career legal professionals.</p>	<ul style="list-style-type: none"> > Focused consultations with professional bodies and other key stakeholders. > Events and meetings held to raise awareness of recommendations among key stakeholders. > Work commenced on implementing recommendations which are for LSRA itself to undertake.

GOAL 2.3: Actively monitor the introduction of new legal practice business models that would promote the interests of consumers, encourage competition and support access to justice.

Actions	Key Indicators/Deliverables
Monitor the uptake of Legal Partnerships to identify opportunities and challenges.	<ul style="list-style-type: none"> > Report on the uptake of Legal Partnerships. > Review of the operation of Legal Partnerships commenced within lifetime of Strategic Plan.
Engage with Legal Partnerships and key stakeholders following their establishment to review opportunities and challenges	<ul style="list-style-type: none"> > Host workshops. > Host a conference, Legal Partnerships – One Year On.
Give further consideration to the introduction of Multi-Disciplinary Practices.	<ul style="list-style-type: none"> > Stakeholders engaged on issue of introduction of MDPs. > LSRA report with recommendations to Minister for Justice.
Further engagement with stakeholders on the introduction of enhanced direct access to barristers.	<ul style="list-style-type: none"> > Stakeholders engaged on issue of enhanced direct access to barristers. > Authority consideration of issue and report with recommendations to Minister for Justice.

STRATEGIC PRIORITY 3

Increase Awareness through Communication and Engagement



We will improve awareness of the LSRA's regulatory activities and services as well as other issues relevant to the legal services sector through enhanced communications and engagement with the public, legal practitioners and other stakeholders.

The following goals and actions will support the achievement of this priority:

GOAL 3.1: Listen to and engage with the public and legal practitioners to drive increased awareness of the LSRA's role and objectives.

Actions	Key Indicators/Deliverables
Develop and implement a communications and engagement strategy that reflects stakeholders' needs, builds greater awareness of the LSRA and delivers targeted and consistent messaging about the organisation and its activities.	<ul style="list-style-type: none"> > Engagement and communications strategy agreed and implementation underway on priority areas.
Conduct a survey to gauge public awareness of the services provided by the LSRA and inform actions to increase profile as appropriate for a public complaints body.	<ul style="list-style-type: none"> > A robust and reliable survey conducted with actionable recommendations. > Profile-raising activities undertaken based on survey findings and recommendations.
Conduct a survey of legal practitioners to identify and target gaps in awareness of the role of the LSRA and inform actions to address gaps.	<ul style="list-style-type: none"> > A robust and reliable survey conducted with actionable recommendations. > Targeted awareness-raising activities carried out based on survey findings and recommendations. > Materials produced and awareness raising events held.

GOAL 3.1: Listen to and engage with the public and legal practitioners to drive increased awareness of the LSRA's role and objectives.
Continued

Actions	Key Indicators/Deliverables
Actively engage with our key stakeholders to ensure achievement of strategic priorities.	<ul style="list-style-type: none"> > Target number of outreach events held. > Regular meetings held with key stakeholders. > Engagement with relevant Oireachtas committees.
Increase press and social media engagement and develop our website and our use of social media to optimise key messages.	<ul style="list-style-type: none"> > Increased number of social media posts. > Increased social media followers and engagement. > Website regularly updated and reviewed for ease of navigation. > Specialist journalists briefed routinely on our work. > Press releases issued as appropriate to highlight our work and key messages to legal practitioners and consumers.
Ensure that sufficient information is available in accessible formats about our activities and services for consumers and legal practitioners including complainants.	<ul style="list-style-type: none"> > Consumer-focused complaints booklets and leaflets published. > Plain-language standards verified. > Guidelines, videos and graphics produced to support our messaging. > Assessment undertaken of appropriate additional languages for consumer information materials.

GOAL 3.2: Raise public awareness of legal services, including their costs, and how to use them.

Actions	Key Indicators/Deliverables
<p>Conduct a survey to identify and target gaps in public/consumer awareness about legal services and how to use them, and their cost.</p>	<ul style="list-style-type: none"> > Public survey conducted. > Survey results analysed to inform communications strategy.
<p>Actively engage with legal services providers and professional bodies on issues related to how legal services are provided and costed.</p>	<ul style="list-style-type: none"> > Programme of engagement completed and material used to inform website content.
<p>Develop a standalone website for consumers around legal services and their cost.</p>	<ul style="list-style-type: none"> > Collaboration with key stakeholders on standalone website for consumers. > Website established. > Targeted communications campaign developed and outreach undertaken to raise awareness of website as a resource for consumers > Evaluation of campaign conducted for future learning.

GOAL 3.3: Enhance engagement with legal practitioners and representative bodies on the key issues arising from LSRA's complaints handling to drive awareness and behavioural change.

Actions	Key Indicators/Deliverables
Produce a complaints casebook summarising complaints upheld and not upheld to help legal practitioners learn from our examination of complaints.	<ul style="list-style-type: none"> > Analysis of complaints completed. > Complaints casebook produced and regularly updated on website.
Directly engage with legal practitioners and their representative bodies to deliver key messages on complaints-generating behaviours and how to avoid them and listen to feedback.	<ul style="list-style-type: none"> > Complaints-related outreach events held – CPD, Law Society, Bar of Ireland events and webinars. > Talks delivered to trainee solicitors and barristers. > Feedback from events incorporated into casebook and messaging.
Connect with consumer groups and legal advocacy and support bodies to help build a better understanding of what we do, and how people can best access and make use of our service should they need us.	<ul style="list-style-type: none"> > Guidelines and a range of materials and resources for complainants produced. > Improved information and signposting of our services for complainants

GOAL 3.4: Listen to and engage with complainants to deepen our understanding of consumer concerns and drive improvements in service delivery.

Actions	Key Indicators/Deliverables
Carry out a survey of complaints service users to obtain feedback on service-delivery and inform necessary changes.	<ul style="list-style-type: none"> > Complainants survey produced and results analysed. > Improvements introduced based on survey feedback.
Review how we directly communicate with all parties to optimise accessibility and create clear template documents in plain language that reflects our organisational values.	<ul style="list-style-type: none"> > Review of complaints letters and standard correspondence undertaken. > Improvements identified and acted upon.

Our Commitment to Human Rights and Equality

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a duty on public bodies such as the Authority to have regard to the need to eliminate discrimination, promote equality of opportunity and protect the human rights of staff and people to whom services are provided.

As part of its Strategic Plan, the Authority is required to set out an assessment of the human rights and equality issues it believes to be relevant to its functions and purpose, and the policies, plans and actions in place or proposed to address these issues. The Authority is further required to report in a manner than is accessible to the public on developments and achievements in that regard in its Annual Report.

In preparing this strategy, the LSRA executive has assessed our current policies and procedures in the context of relevant domestic legislation and human rights law. These include the Equal Status Acts 2000-2015, the Employment Equality Acts 2000-2015, the Disability Act 2005 and United Nations Convention on the Rights of Persons with Disabilities (CRPD). Specifically, we have examined our corporate services, customer service, communications, events and stakeholder engagement activities.

From this, we have identified the following areas for improvement during the period of this Strategic Plan:

- **Updating our Customer Service Charter and how we respond to enquiries from the public in all its diversity.**
- **Increasing the accessibility of our communications to ensure that consumers and legal practitioners are enabled to understand our regulatory role and services, particularly in relation to receipt and investigation of complaints.**
- **Upgrading our website in line with the European Union (Accessibility of Websites and Mobile Applications of Public Sector Bodies) Regulations 2020.**
- **Expanding our ongoing programme of events and stakeholder engagement to ensure that consumers of legal services, legal practitioners and their representative bodies and other stakeholders can share their views and inform our regulatory functions and statutory objectives.**
- **Report on progress in our Annual Report.**

In addition, as part of our commitment to the equality, diversity and inclusion, the Authority endorses the Our Public Service 2020 Vision Statement, Commitments and Maturity Model, which we are confident will enrich our workplace and foster public trust and confidence in our organisation.



An tÚdarás Rialála
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