



An tÚdarás Rialála
Seirbhísi Dlí
Legal Services
Regulatory Authority

Communications Manager

Higher Executive Officer



Tenure: Permanent

Location: Dublin city centre (hybrid)

Closing Date: Thursday 22nd May, noon

The Legal Services Regulatory Authority seeks to recruit a suitably qualified full-time and permanent Communications Manager (Higher Executive Officer) who will play a key role in the delivery of the communications and stakeholder engagement functions of the LSRA.

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About the Legal Services Regulatory Authority

The Legal Services Regulatory Authority (LSRA) is an independent public body established under the Legal Services Regulation Act 2015 as amended (the Act). It is 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 legal services.

The Authority has a number of functions which are set out below. Applicants should refer to the Act for full details. The Authority was established on 1 October 2016.

The Work of the LSRA

The LSRA undertakes a wide range of statutory functions. It **receives and investigates complaints** about legal practitioners (solicitors and barristers) that relate to inadequate legal services, excessive costs (overcharging) and misconduct. Its independent and impartial complaints service includes a focus on the informal resolution of complaints where possible and appropriate. The LSRA has the power to sanction legal practitioners and order compensation to complainants of up to €5,000. It can also refer complaints to the independent Legal Practitioners Disciplinary Tribunal which investigates complaints of alleged misconduct.

As part of its ongoing work to ensure increased competition in the legal services sector, in September 2024 the LSRA developed the regulatory framework for the introduction of Legal Partnerships as an innovative new business structure for legal services delivery. This new structure allows for greater flexibility and diversity in how legal services are delivered to 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. It **provides high quality information to the public and legal practitioners** about the operation of its complaints service which helps empower consumers and inform good practice in legal services provision. Through regular engagement with the professional bodies for solicitors and barristers, it ensures that legal practitioners are kept informed of relevant regulatory matters.

The LSRA has an **ongoing and challenging programme of research** to fulfil its statutory reporting duties. It regularly provides statistical data on its complaints handling activities. It conducts **extensive stakeholder consultations** and research into national and international practices in the provision of legal services and legal practitioner education and training. The LSRA is currently working on a programme for reform of legal practitioner education and training aimed at **increasing access and diversity** in the solicitor and barrister professions.

The LSRA has established and maintains the Roll of Practising Barristers, a searchable public register of all barristers entitled to provide legal services in the State.

The LSRA's current Strategic Plan 2022-2025 sets out in greater detail its work in these and other areas.

Funding and Organisational Structure

The LSRA's executive function is provided by its Chief Executive Officer. A growing organisation, it currently has more than 60 employees working across six departments. These are:

- The Office of the Chief Executive;
- Legal Services, Levy and Registration Department;
- Complaints, Investigations and Resolutions Department;
- Communications, Research and Innovation Department;
- Legal Practitioners Disciplinary Tribunal Support Unit; and
- Corporate Services.

Since 2019, the LSRA has received income by way of a statutory levy on legal practitioners as well as fees relating to the authorisation of Limited Liability Partnerships.

The LSRA's offices are in Stoneybatter, Dublin 7. Blended working facilities may also be made available to staff subject to business needs.

The Authority

The Authority of the LSRA 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 LSRA's Vision, Functions and Objectives

Our Vision:

"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"

Our Mission:

“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 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 Eleven 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) Establish and 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.

Strategic Priorities 2022-2025

The LSRA is in the final year of delivery of a Strategic Plan for the period 2022-2025. Strategic priorities have been defined which are focused on enhancing operational efficiency and services delivery; promoting professional standards and encouraging innovation; and increasing awareness through communications and engagement. The LSRA will develop a new three year Strategic Plan in 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.

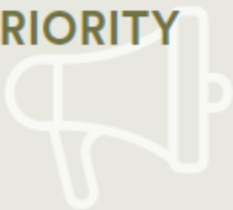
STRATEGIC PRIORITY 2



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.

Job Description

The Communication Manager – Role Details and Context

The LSRA invites applications for the post of Communications Manager in the Communications, Research and Innovation Department. This Department plays an important role in discharging the statutory functions and objectives of the LSRA as set out above.

We are looking for a communications professional with broad experience across stakeholder engagement, digital communications and campaigns, event management and media relations.

Appointment to this position is on a permanent and full-time basis and is subject to satisfactory completion of probation.

The Department is comprised of two units – the Education, Research and Analysis Unit and the Media and Communications Unit.

The Communications Manager (HEO) will be responsible for a diverse and challenging portfolio of internal and external communications responsibilities. This is a strategic role, which involves working closely with senior management in the communication of all LSRA activity to a wide range of stakeholders.

Working with the Head of the Department, the Communications Manager will be responsible for a variety of work streams including strategic communications development, digital content provision, event management, stakeholder engagement, insight and evaluation, and media relations.

The Communications Manager will bring specialist knowledge and expertise to deliver excellent communications materials for a range of target audiences, including legal professionals, consumers of legal services and key domestic and international stakeholders.

The successful candidate will be required to work as part of small team and also on their own initiative, to project manage the development and delivery of both internal and external communication projects and to promote positive relationships with LSRA stakeholders.

Management Structure

The LSRA's Chief Executive leads a Senior Management Team who head up the LSRA's six departments. The Communications Manager will report directly to the Head of Communications, Research and Innovation, who is a member of the LSRA's Senior Management Team.

The Communications Manager will work closely with the Department's Research Manager (HEO) in developing research and policy-related communications outputs and in explaining and sharing the LSRA's substantial and growing body of research and statistical data with the media, key stakeholders and policy makers. They will interact and work closely with colleagues at all levels across the LSRA's six departments.

The main functions of the Communications, Research and Innovation Department are included in Appendix Two.

Duties and Responsibilities

The duties of the Communications Manager will include, but are not limited to:

Strategy Development and Management

- Assist the Head of Department in setting the strategic goals and direction for the communications work of the Department and the wider organisation.
- Develop, execute and project manage multi-channel communications in order to strategically widen and deepen the LSRA's engagement with target audiences including consumers of legal services and legal practitioners (solicitors and barristers).
- Suggest and implement approaches and strategies for the LSRA to communicate and engage innovatively and proactively.

Digital Campaigns and Content

- Develop, implement and evaluate results-driven digital and offline information campaigns, including by using trends and analysis to leverage data and develop engaging content for all channels and stakeholders.
- Develop and implement processes for managing content delivery and tone of voice across a range of communication channels including social media, website, email, e-zines and events.
- Assist with regularly updating the LSRA's website and social media channels with appropriate and engaging content.
- Lead the Department's production of communications materials in a range of formats (print, video and graphic) and tailored for key stakeholder groups including legal practitioners and consumers of legal services.
- Liaise with external suppliers including graphic designers to create key materials including information leaflets, fact sheets, graphics and videos for consumers of legal services and legal professionals.

Stakeholder Engagement and Internal Communications

- Support in co-ordinating stakeholder and outreach events, such as conferences, webinars and report launch events, including procurement and liaison with suppliers. As required, lead in coordinating communications-related activities with other Departments within the LSRA.
- Contribute to managing relationships with third party agencies as needed.
- Work collaboratively with other Departments in developing protocols and tools to drive effective and engaging internal communications.
- Lead in the development and delivery of internal communication projects and materials including plain English house style guides, e-zines and other resources for staff.

Media Relations

- Assist the Department head with regular, proactive media engagement and accurate and timely responses to media queries.
- Assist with regular news releases for national and regional distribution.

- Book and brief photographers, videographers and creative suppliers as required.
- Support the head of Department with reputational risk management.

Team Leadership and Management

- Proactively plan, prioritise and project manage the communications workload of the Department and team members to optimise output and drive outcomes.
- Provide guidance and motivation to direct reports to execute and evaluate tasks.
- Manage the Performance Management Development System for direct reports, identifying personal training and support needs and motivating staff.
- Assist with responses to parliamentary questions, FOI requests and data access requests.

General

- Contribute to the wider work of the Communications, Research and Innovation Department and the LSRA in relation to the delivery of its statutory objectives.
- Build and maintain contacts with all relevant stakeholders to deliver the best possible outcomes consistent with the LSRA's statutory objectives and within existing resources.
- Deputise, when required, for the Department Head.
- Attend and contribute to meetings as appropriate to the role.
- Any other duties relevant to the role that may be identified from time to time.

Essential Criteria

Candidates must, on or before 01 March 2025:

1. A) Hold a Level 7 qualification on the National Framework of Qualifications in a relevant discipline(s)

and

B) Have a minimum of five years' experience in a relevant role involving communications, public affairs and media relations.
2. First-rate organisational and time-management skills, with the ability to plan, prioritise and monitor multiple projects and assign tasks in a busy work environment and working within deadlines.
3. Excellent oral and written communication skills, with a high level of attention to detail and the proven ability to write and present complex information in a concise, accessible and plain English style for different audiences and in a range of formats.
4. Strong interpersonal and team leadership skills with some experience in liaising with senior personnel and a range of stakeholders and an ability to network effectively and build relationships.
5. A track record of excellent judgment and decision making in a pressured environments.
6. Proven experience in the use of information technology including a range of software programmes and digital platforms.
7. Ability to absorb new information quickly, understand complex concepts and translate these into compelling communications outputs.
8. Commitment to public service values and delivery of quality public service.

Desirable Attributes

- Working knowledge of the legal, regulatory, policy making, legislative and public administration system.
- A knowledge or background in advocacy, policy or campaign work.
- A high degree of computer literacy, including knowledge and experience in the use of Microsoft applications and familiarity with design applications and tools.

Capability Framework

The Capability Framework for the Higher Executive Officer grade in the Civil Service and Public Service will be used in the selection process. The key dimensions of this framework are:

- Building Future Readiness;
- Leading & Empowering;
- Evidence Informed Delivery;
- Communicating & Collaborating;

The Capability Framework for the Higher Executive Officer can be found here: [Higher Executive Officer \(publicjobs.ie\)](https://publicjobs.ie/Higher-Executive-Officer)

Principal Conditions of Service

General

Appointments are on a permanent basis as a public servant as per section 25(4) of the 2015 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 Higher Executive Officer (PPC) scale of. The relevant scale is as follows (01/03/2025)

€58,264, €59,967, €61,668, €63,366, €65,072, €66,769, €68,472, €70,928¹, €73,378²

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.

A staff member appointed to this post will agree that any overpayment of salary or travel and subsistence may be deducted from future salary payments due in accordance with the Payment of Wages Act 1991 (as amended). In accordance with that Act, the Head of Corporate Services and HR will advise the staff member in writing of the amount and details of such overpayment and give at least one week's notice of the deduction to take place and will deduct the overpayment, at an amount that is fair and reasonable having regard to all the circumstances, within six months of such notice in accordance with the Act.

¹ After 3 years satisfactory service at the maximum

² After 6 years satisfactory service at the maximum.

Annual Leave

Annual Leave will be 29 working days, rising to 30 days after 5 years' service. 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 on average not less than 41 hours and 15 minutes gross or 35 hours net per week. The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties, subject to the limits set down in the working time regulations. This may include working evenings and weekends. The rate of remuneration payable covers any extra attendance liability that may arise 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.

How to Apply

Application Process

Applications should be made electronically by e-mail to recruit@lsra.ie Email applications must be marked in the subject heading as “HEO Panel – [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 Higher Executive Officer as identified in the ‘Essential Criteria’ and ‘Desirable Criteria’ sections above. Also, that they can demonstrate the required capability dimensions for the role as per the Capability Dimension Framework for Higher Executive Officer (set out in Appendix One).

Guidance on Completing the Application Form

When completing the application form please read the capability dimensions in Appendix One and consider the requirements of the role as set out above and in Appendix Two. For each section, please provide specific examples illustrating how you have displayed the relevant capability dimension 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 Thursday 22 May 2025.**

If you do not receive an acknowledgment of receipt of your application within three working days of the closing date, please contact nxlee@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 **Thursday 22 May 2025** 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 preliminary interview(s);
- A technical test;
- Work simulation/role play/media exercise/presentation, and any other tests or exercises that 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 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 **2 June 2025** however this may be subject to change. The interviews will be held in person in our office in Manor Street, Stoneybatter, Dublin 7.

Interviews will be semi-structured in format, with candidates asked to provide examples of the capability dimensions 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 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 Communications (HEO) in order of merit.

Should future vacancies arise for the role of Communications Manager (HEO) 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 on the number of candidates to 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 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 in 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 records you seek in the greatest possible detail to enable us to identify the relevant records(s).

Eligibility

Eligible Candidates must:

- A citizen of the European Economic Area. The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- A citizen of the United Kingdom (UK); or
- A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- A non-EEA citizen who has a stamp 4 visa; or
- 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
- 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 the UK 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

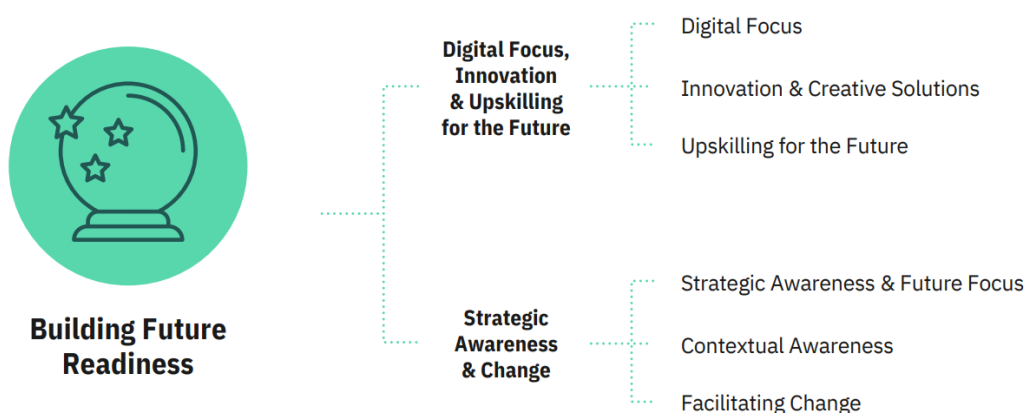
LSRA May 2025

Appendix One

Key capability dimensions for effective performance at the [Higher Executive Officer Level](#):

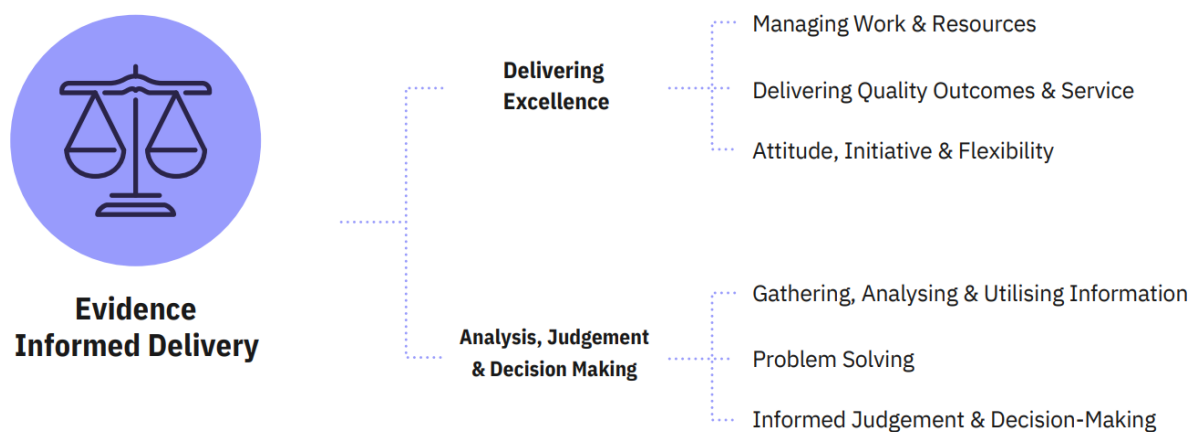
Building Future Readiness

Delivering excellent public policy and services requires us to embrace change and innovation. We strive to create an inclusive customer centric strategy and vision that keeps pace with environmental, social and technological changes. Adopting an agile and digital-first approach, we will continually upskill, change and improve how we do things to meet current and future demands.



Evidence Informed Delivery

Delivering excellent public policy and services requires us to make evidence based and well-informed judgements and decisions, prioritise objectives and effectively manage resources, using relevant information to evaluate the delivered outcome to ensure maximum benefit for the people we serve.



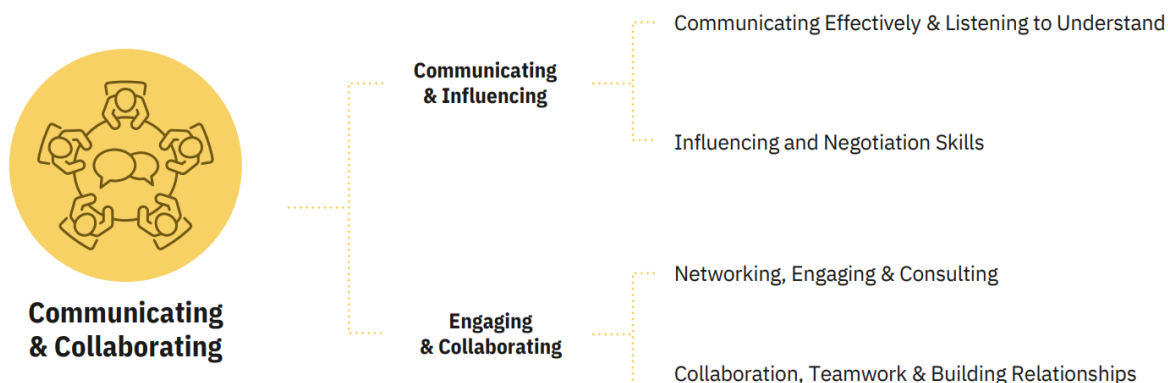
Leading and Empowering

Delivering excellent public policy and services requires us to lead in our areas of expertise, inspire others and create a clear vision. We are committed to developing, supporting, and empowering our colleagues to meet their potential and to creating a positive and inclusive work environment where everyone's contribution is valued.



Communication & Collaborating

Delivering excellent public policy and services requires us to work together, build relationships and collaborate enabling a joined up, whole-of-Government approach. Effective engagement and communication with our customers, clients and colleagues will enhance and build trust in our services.



Appendix Two

Roles and Responsibilities of the Communications, Research and Innovation Department

1. Content Management
<ol style="list-style-type: none"> 1. Contribute to responses to Parliamentary Questions; 2. Manage all media queries; 3. Maintain the LSRA's website content, social media channels and profile; 4. Prepare all LSRA information leaflets and other literature; 5. Monitor and archive all media reporting on LSRA.
2. Publications, Documentation & Reporting
<ol style="list-style-type: none"> 6. Develop and deliver an annual rolling communications and engagement strategy for the LSRA to successfully promote the work of the LSRA with key stakeholders, including the public and the legal profession; 7. Develop and deliver a media strategy (including the use of social media and emerging technologies) to ensure the work of the LSRA has an appropriate platform and profile; 8. Manage the publication of determinations of the Legal Practitioners Disciplinary Tribunal and other necessary information (section 88(3)); 9. Manage the publication of determinations of orders of the High Court and other necessary information (section 88(4)); 10. Manage the publication of notices stating the operative part of any order of the High Court in <i>Iris Oifigiúil</i> and in any other such manner as the Authority may consider appropriate (section 115(3) and (4)); 11. Assist the CEO and the Authority with preparation of the LSRA Annual Report and Strategic Plans;
3. Event Management
<ol style="list-style-type: none"> 12. Plan, manage and evaluate outreach events, public consultations, LSRA conferences and other events;
4. Education
<ol style="list-style-type: none"> 13. Undertake reviews and prepare annual reports in relation to admissions policies to the professions (section 33); 14. Undertake reviews, conduct public consultations and prepare reports in relation to the education and training (including on-going training arrangements in the State for legal practitioners), including the manner in which such education and training is provided (section 34(1)(a)); 15. Lead, maintain and develop professional interface with all legal professional education, training and standard-setting bodies including universities, institutes of technology and all other third level institutions offering, or planning to offer courses in legal education, training and CPD: <ol style="list-style-type: none"> i. In the State ii. Internationally

16. Lead, maintain and develop professional interface with national and international associations of legal practitioners with a view to identifying, promoting awareness of and addressing deficits in legal professional training in conjunction with all relevant educational training bodies;
17. Establish and maintain a system of monitoring compliance with continuing professional development requirements of legal practitioners not otherwise subject to such monitoring by the professional bodies and leading, maintaining and developing professional interface with professional bodies in that regard;
18. Review and regulate professional codes in conjunction with the Legal Services and Regulation Unit (section 23);
19. Assist or draft any Codes of Practice in conjunction with the Legal Services and Regulation Unit (section 22(1));

5. Research & Analysis

20. Assist in the preparation of statistical information on any aspects of the LSRA that may be required by the SMT or the Authority;
21. Undertake reviews, conduct public consultations and prepare reports in relation to any such matters as the Minister for Justice and Equality may request (section 34);
22. Undertake, commission or assist in research projects and other activities in respect of the provision of legal services, which in the opinion of the Authority may promote an improvement in standards for the provision of those services and public awareness of them and make any recommendations to the Minister for Justice and Equality (section 13(2)(i));
23. Monitor and report on the impact of recommendations, innovations or structures implemented to allow legal practitioners to provide services together or with others;
24. Formulate a rolling research strategy designed to assist the LSRA in the achievement of its strategic objectives;
25. Manage and track complaints trends, causes and outcomes to assist in informing risk management and risk focused inspections (Part 3) and a complaints reduction information agenda (Part 6);
26. Assist in preparing reports on a six-monthly basis on the performance of Complaints and Disciplinary Hearings (section 73(1));
27. Undertake reviews and prepare reports as required in relation to the operation of legal partnerships and multi-disciplinary practices (section 121);
28. Develop recommendations, innovations and models which may assist the LSRA with its objective of ensuring the maintenance and improvement of standards in the provision of legal services in the state e.g. The changes to the operation of existing models of legal practice in the State (section 119 (2)(b)).



An tÚdarás Rialála
Seirbhísí Dlí
Legal Services
Regulatory Authority

Legal Services Regulatory Authority
Unit 1-3, Manor Street Business Park
Stoneybatter, Dublin 7

Postcode: D07 K290

Email: lsra-inbox@lsra.ie

Website: www.lsra.ie

Twitter: [@LSRAIreland](https://twitter.com/LSRAIreland)

