



An tÚdarás Rialála  
Seirbhíse Dlí  
Legal Services  
Regulatory Authority

# ANNUAL REPORT 2024



Independence

Innovation

Consumer Protection

Transparency &  
Accountability

OUR VISION is:



To develop the LSRA into 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.

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.



An tÚdarás Rialála  
Seirbhísí Dlí  
Legal Services  
Regulatory Authority

CONTENTS

1. INTRODUCTION

Who We Are, What We Do, Our Objectives	5
Foreword from the Chairperson	8
Introduction by the Chief Executive Officer	10
Strategic Plan 2022-2025	14
2024 at a Glance	16

2. HOW WE REGULATE

Complaints, Investigations and Resolutions	18
Legal Services, Levy and Registration	30

3. HOW WE ENGAGE AND INNOVATE

Research Reports and Recommendations	36
Communications and Engagement	40

4. GOVERNANCE AND MANAGEMENT

Authority Members	44
Authority Structure	48
Authority's Activities	50
Governance Arrangements	54
Organisational Developments	61
Senior Management Team	67

APPENDICES

Appendix 1: Key Activities in 2024	70
------------------------------------	----

# OUR VALUES

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



## Annual Report for year ended 31 December 2024

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

This Annual Report on the performance of the Authority’s functions in 2024 is made to the Minister for Justice and to the Oireachtas Joint Committee

on Justice in accordance with section 21(1) of the Act. This report covers the period 1 January 2024 to 31 December 2024.

Under section 21(1) of the Act, this Annual Report must be made no later than 30 April each year. This is the LSRA’s ninth Annual Report.

# 1. INTRODUCTION

## Who We Are

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 professions regulated by a statutory body;
- business and commercial matters;
- the needs of consumers of legal services.

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.

# ABBREVIATIONS AND TERMS USED IN THIS REPORT

- Legal Practitioner:** A practising solicitor or barrister (including a former solicitor or barrister and a firm of solicitors).
- LPs:** Legal Partnerships
- LPDT:** Legal Practitioners Disciplinary Tribunal
- LSRA:** Legal Services Regulatory Authority
- LLPs:** Limited Liability Partnerships
- The Act:** The Legal Services Regulation Act 2015 (as amended)
- Probate:** The process of applying to the court for a grant that entitles a person or persons to administer a deceased’s estate.
- Undertaking:** A legally binding promise to do or not do something. In the context of complaints, these are specific agreements confirmed in writing by solicitors.
- Failure to hand over:** A failure to hand over files, title deeds etc. when required.
- Failure to account:** An omission by a legal practitioner to provide proper or complete accounts of monies held and received.
- Failure to pay counsel’s fees:** A solicitor either not paying a barrister (counsel) their fees (where the client has paid the solicitor) or not using their best endeavours to recover fees owed to a barrister by their client.



# FOREWORD FROM THE CHAIRPERSON

On behalf of the Authority, I am pleased to submit this Annual Report of the Legal Services Regulatory Authority to the Minister for Justice and the Oireachtas Joint Committee on Justice in accordance with section 21(1) of the Legal Services Regulation Act 2015.

Tom Boland



This is the LSRA’s ninth annual report since its establishment and my first since being appointed as the Authority Chairperson. In the short time since my appointment, I have been struck by the breadth of the remit of the LSRA, the huge amount that has been achieved by the organisation since it was established and by its challenging, ongoing workload.

Indeed, this report outlining the work undertaken in 2024 evidences the challenging workload and broad remit of what remains a small regulatory body. The report covers the work of the LSRA in the processing and investigation of complaints throughout the year, the introduction of a new model of legal service delivery, and the successful delivery of a number of detailed research reports into diverse subjects which make significant recommendations for reform.

Achieving these outcomes is crucially dependent on the engagement and support of our stakeholders including the Minister for Justice, Department officials and the three professional bodies, the Law Society, the Honorable Society of King’s Inns and the Bar of Ireland. I thank them for their positive engagement and support. I also want to acknowledge, and express the appreciation of the Board, for the leadership of our Chief Executive, Dr Brian Doherty and the great work done by him and the executive.

Finally, I want to express my appreciation and gratitude to the LSRA’s first Chairperson, my predecessor, Dr Don Thornhill and his colleagues Eileen Barrington SC, Angela Black, Geraldine Clarke SC, Joan Crawford and Dermott Jewell for their eight years of leadership and guidance which has brought the LSRA so far in a short period of time.

They, and their colleagues on the Authority, established a sound bedrock for the LSRA and built a strong and stable organisation capable of delivering its challenging workload year on year. It now remains for me and my colleagues on the Authority, working closely with the executive, to carry forward their work and success.

Tom Boland  
Chairperson

*In the short time since my appointment, I have been struck by the breadth of the remit of the LSRA, the huge amount that has been achieved by the organisation since it was established and by its challenging, ongoing workload.*



# INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER

In preparing this, the LSRA’s ninth annual report, and reflecting on our activities in 2024, it has become clear exactly how challenging a year 2024 was in terms of workload and how much has been achieved by what is still a relatively small organisation.

Dr Brian J. Doherty



We introduced the regulatory framework for a new model of legal services delivery, we submitted critical research reports to the Minister for Justice on a range of topics, we reflected on the fifth anniversary of the LSRA commencing the handling of complaints about solicitors and barristers, and we exercised our powers of inspection for the first time.

It was also a significant year for Authority members themselves. The first Chairperson of the Authority, Dr Don Thornhill, stepped down from the role in September 2024 alongside fellow members Eileen Barrington SC, Angela Black, Geraldine Clark SC, Joan Crawford and Dermott Jewell. All had completed a total of eight years’ service.

I would like to thank Dr Don Thornhill for his support and leadership. He led the Authority in delivering on its challenging mission to regulate the provision of legal services by legal practitioners and to ensure the maintenance and improvement of standards in the provision of legal services in the State. It was an honour to serve as CEO during Dr Thornhill’s tenure as Chairperson. The LSRA’s new Chairperson Dr Tom Boland was appointed in December 2024.

*I am pleased to report that, for the third year in a row, there was an increase in the total number of complaints closed during the year, at 1,474 complaints.*

## Increase in complaints handling

This report covers what was the LSRA’s fifth full year as the independent complaints handling body for complaints about solicitors and barristers.

The number of complaints received was 14% up on the previous year, at 1,476 compared to 1,290 in 2023. This was largely due to a high volume of complaints by banks in relation to failures by solicitors to comply with undertakings. Increases in complaints numbers, of course, brings challenges in relation to resourcing and delivering our services in a timely manner.

The breakdown in the types of complaint received once again shows a consistent trend, with the majority of complaints relating to alleged misconduct, followed by inadequate legal services and excessive costs (overcharging).

I am pleased to report that, for the third year in a row, there was an increase in the total number of complaints closed during the year, at 1,474 complaints. This high closure rate is the direct result of a sustained and focused effort by both LSRA staff and members of its regulatory committees who strive to improve efficiencies and refine complaints handling processes.

The number of complaints resolved between the parties remains consistently high. The LSRA understands of course that informal resolution may not be appropriate in every type of complaint. Our mediation service is safe, confidential and voluntary and we see from the evidence that informal resolution can be a very effective and efficient way for both parties to work through their issues or disputes.

On a less positive note, the LSRA was required to take court enforcement proceedings against legal practitioners in an increased number of cases in 2024. A total of 18 High Court orders were granted in

2024 compared to 11 in 2023. These applications are made by the LSRA to enforce compliance by legal practitioners where the LSRA has made a direction following a complaint. The LSRA should not have to go to the High Court to force legal practitioners to comply with a direction made by their regulator. This is time and money that could be best spent on other activities.

In other areas, the LSRA saw increases in the number of applications made to the Legal Practitioners Disciplinary Tribunal and welcomed the publication by the Tribunal of its first findings. Finally, the year also saw an increase in activity for the Complaints Committee which was established in 2020 to investigate complaints of alleged misconduct. The Complaints Committee sat on more occasions than in any previous year and closed a total of 327 complaints, up from 233 in 2023.

## Breaking Down Barriers recommendations and implementation work

One of the major milestones and achievements in the year was the publication in September of a set of detailed proposals for reform to deal with the economic and other barriers facing aspiring and early career solicitors and barristers. These proposals followed an extensive multi-year research programme undertaken by the LSRA with the assistance and input of multiple key stakeholders.

The *Breaking Down Barriers* reports contained 32 recommendations for reforms to improve equity of access and entry to the legal professions and increase diversity within the professions. The recommendations included reforms to open up pathways to qualification, reduce the costs of joining the legal professions, to address workplace culture and to increase diversity and inclusion.

The LSRA was pleased when the Minister for Justice welcomed the reports and the recommendations and requested a detailed Implementation Plan, which we published in October 2024. This paved the way for the establishment of a multi-stakeholder Breaking Down Barriers Implementation Working Group which includes representatives of the Law Society of Ireland, The Bar of Ireland and the Honorable Society of King’s Inns. The LSRA is extremely grateful for the assistance.

Conveyancing report advocates competition and transparency

In April 2024, the LSRA published an independent expert report and made recommendations for reforms to enhance competition and increase efficiencies and transparency in the delivery of conveyancing services for the benefit of consumers. The recommendations were contained in the Authority’s report, *Consideration of a new profession of conveyancer: Report to the Minister for Justice*. The LSRA made recommendations designed to digitalise the conveyancing system and ensure greater use of technology; introduce enhanced transparency requirements for solicitors on the costs of conveyancing services; and increase awareness among consumers to enable them to make informed decisions when seeking conveyancing services from solicitors.

Following the publication of the report, the LSRA was pleased to be invited to contribute to the important work of the Department of the Taoiseach’s Housing For All Implementation Working Group.

Fake law firms pose threat to consumers

In 2024, the LSRA had cause to issue public warning notices about five unregulated or “fake” Irish law firms. These fake firms had created websites where they purported to be genuine practising Irish lawyers but were instead involved in fraudulent activity, largely targeting members of the Irish diaspora. The LSRA is aware that by warning consumers about these fake law firms in the national and regional media we helped to prevent members of the public from engaging with them and being defrauded out of large sums of money.

Legal Partnerships regulatory framework

Another major achievement of the LSRA in 2024 was the introduction of the regulatory framework to allow legal services to be provided by legal partnerships. This meant that for the first time solicitors could go into partnership with barristers and barristers could also form partnerships with other barristers. The introduction of the new framework involved drafting of a number of regulatory instruments, including, for the first time, a Code of Practice for Practising Barristers as well as the introduction of a notification process and the publication of a register of legal partnerships. Legal partnerships were officially launched at an event at the National Gallery with Justice Michael Twomey as our guest speaker. In November, Simmons and Simmons (Ireland) LLP became the first legal partnership in the State.

Outreach and acknowledgment

The year in review was another busy one for stakeholder engagement. Along with my senior colleagues, I was delighted to speak directly to legal practitioners and aspiring legal practitioners at a range of events and fora. Thanks in particular go to the Dublin Solicitors Bar Association for its assistance in organising a joint information webinar on the LSRA’s complaints process, and to the Law Society of Ireland and the Honorable Society of King’s Inns for inviting speakers from the LSRA to present at a number of events.

The LSRA in 2024 also engaged in new ways of reaching both legal practitioners and consumers. We produced a series of animated videos to explain elements of the complaints process which were posted on our YouTube channel. The LSRA also hosted its first webinar on the topic of Legal Partnerships.

Significant engagement took place throughout the year on our Breaking Down Barriers research and reports and I thank the management and staff of the Law Society, The Bar of Ireland and the Honorable Society of King’s Inns for their ongoing interest and engagement in this work and their own constant efforts to drive improvements in legal practitioner training and legal services delivery.

Finally, I would also like to take this opportunity, as in previous annual reports, to express my heartfelt gratitude and appreciation to the small and hardworking team at the LSRA. The demanding work that the LSRA team does requires compassion, patience and sensitivity and is often required to be delivered at a pace and while dealing with competing priorities.

The LSRA team knows that their work impacts upon legal practitioners and consumers and they take their responsibilities and their role seriously. That they continue work with commitment and enthusiasm, while all the while creating a supportive and collegiate workplace, is a credit to them all.

For all the hard work that they do, and for the positive manner in which they do it, they have, as always, my heartfelt gratitude.

Dr Brian J. Doherty  
Chief Executive Officer

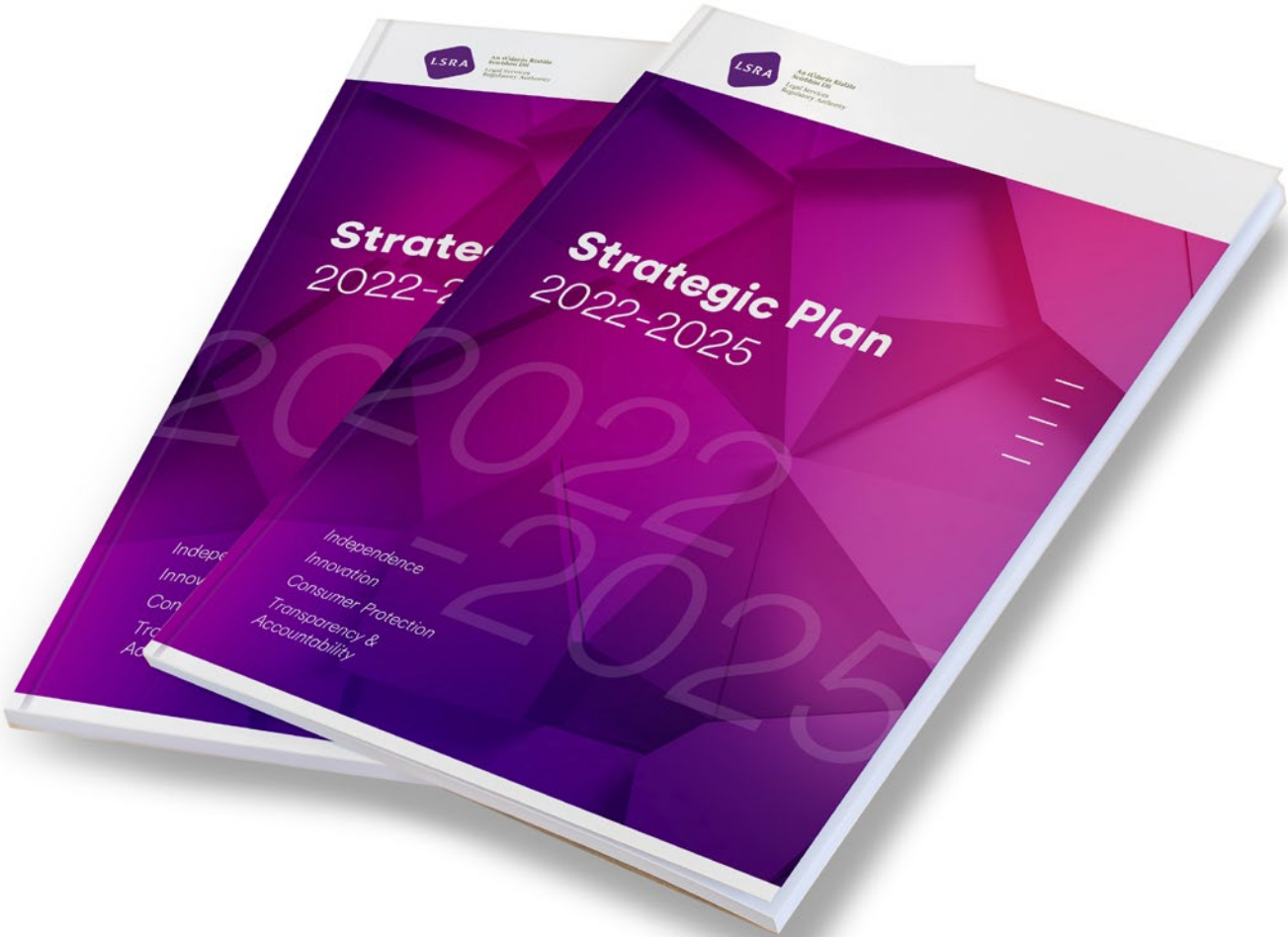


# STRATEGIC PLAN 2022-2025

The Strategic Plan 2022-2025 sets out three strategic priorities for the LSRA. This Annual Report documents how the LSRA performed against these priorities during 2024.

These strategic priorities form the basis of our work in the following areas:

- Complaints, Investigations and Resolutions
- Legal Services, Levy and Registration
- Research and Reporting
- Communications and Engagement
- Governance and Management



## 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.



# 2024 AT A GLANCE

2,820

PHONE CALLS AND EMAILS  
REQUESTING INFORMATION  
AND/OR COMPLAINT FORMS



1,476

COMPLAINTS  
RECEIVED



1,410

RELATING TO  
SOLICITORS

66

RELATING TO  
BARRISTERS

14% INCREASE IN  
COMPLAINTS

1,474

COMPLAINTS  
CLOSED



324

RESOLVED  
(22%)

143

UPHELD  
(10%)

621

INADMISSIBLE  
(41%)

## COMPLAINTS AND REVIEW COMMITTEES

57

MEETINGS



3,071

BARRISTERS ON ROLL OF  
PRACTISING BARRISTERS

UP 20 FROM 2023



2,134 LAW LIBRARY  
BARRISTERS

937 BARRISTERS PRACTISING  
OUTSIDE LAW LIBRARY

142,322

WEBSITE VISITORS  
WITH 24,816 UNIQUE  
DOWNLOADS



1,915

LINKEDIN  
FOLLOWERS

UP 93% ON 2023

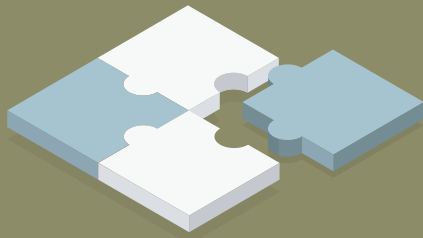
NEW LSRA  
You Tube  
ACCOUNT

3 CONSUMER  
VIDEOS



26

LIMITED LIABILITY  
PARTNERSHIPS (LLPS)  
AUTHORISED



16 IN  
DUBLIN

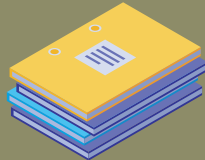
2 EACH IN GALWAY  
AND LIMERICK

509 TOTAL NUMBER OF LLPS  
AUTHORISED SINCE 2019

NEW LEGAL  
PARTNERSHIPS  
REGULATORY  
FRAMEWORK



5 STATUTORY  
REPORTS



6 NEW  
AUTHORITY  
MEMBERS



## 2. HOW WE REGULATE

# COMPLAINTS, INVESTIGATIONS AND RESOLUTIONS

This is the sixth year that the LSRA has reported on its complaints handling activities in its Annual Report. The LSRA began receiving and investigating complaints about solicitors and barristers on 7 October 2019, following the commencement of Part 6 of the Legal Services Regulation Act 2015.

The number of complaints received in 2024 was 1,476, while the number of complaints closed in the year was 1,474. Of the total complaints, 1,410 were about solicitors and 66 related to barristers. Multiple complaints can be made about an individual legal practitioner or firm.

The number of complaints received in 2024 represented a 14% increase on 2023, when the total number of complaints received was 1,290. The number of closed complaints in 2024 was 42 more than in 2023 when a total of 1,432 complaints were closed.

*This matter has been successfully resolved. I salute your efficiency. Thank you.*

### Types of Complaint the LSRA investigates

Under Part 6 of the Act, the LSRA can receive and investigate three types or grounds of complaint:

- that the legal services provided were of an inadequate standard;
- that an amount of costs sought by the legal practitioner for legal services was excessive;
- that an act or omission of a legal practitioner constitutes misconduct under the Act.

Misconduct is broadly defined in the Act and includes an act or omission which involves fraud or dishonesty, or which is likely to bring the profession into disrepute. It also includes the provision of legal services which were of an inadequate standard to a substantial degree, or the seeking of grossly excessive costs.

Only a client – or a person acting on behalf of a client – can bring a complaint to the LSRA where the client considers that the legal services provided were of an inadequate standard or that the amount of costs sought were excessive (overcharging). When it comes to alleged misconduct by a legal practitioner, any person can make a complaint to the LSRA.

### Complaints Recording Method

As stated above, the LSRA can receive and investigate three types or grounds of complaints: inadequate legal services, excessive costs (overcharging) and misconduct. In reality, a single complaint often contains a number of different grounds. For example, in a complaint that is primarily about inadequate legal services, the complainant may also consider that they have been overcharged. Similarly, in a complaint of alleged misconduct, the complainant may also consider that the legal services they received were inadequate. These are called mixed complaints.

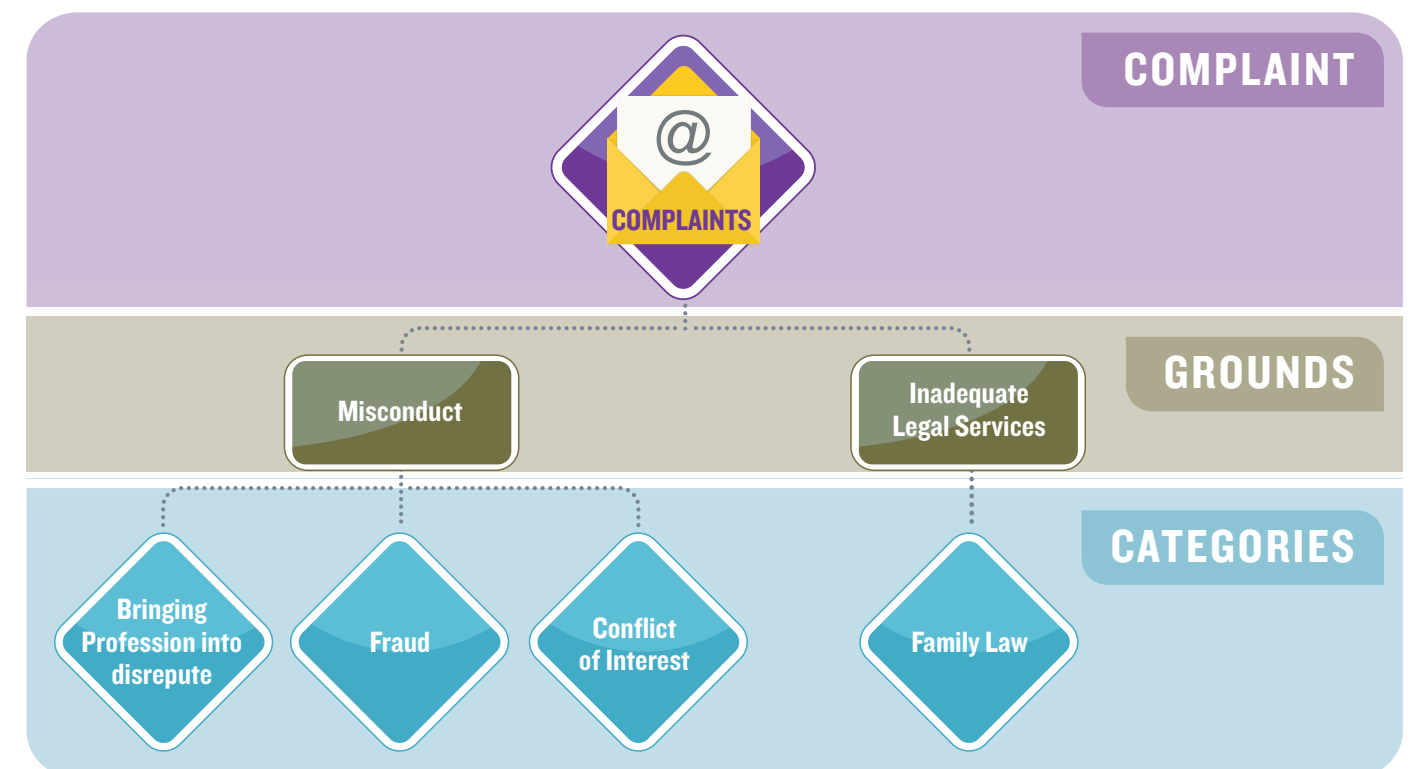
This report reflects the way that individual complaints are recorded and classified. Since the beginning of 2023, the LSRA has recorded each individual complaint as relating to either one, two or all three of the statutory complaints grounds, where appropriate.

This replaced the previous system whereby an individual complaint was recorded under only the primary ground presented in the complaint. The aim of the new more sophisticated recording method is to better reflect the complexity of complaints that the LSRA receives, which often do not fit neatly into a single statutory ground.

A second change introduced in 2023 and also captured in this report relates to how complaints under the Act's three grounds are classified by the LSRA into a range of categories as part of an administrative process to aid our reporting.

There are a total of 36 available categories. Services and costs complaints are recorded by areas of law, such as litigation, conveyancing, probate and family law. Complaints alleging misconduct are recorded under categories that relate to the nature of the act or omission that gives rise to the complaint such as, for example, fraud or dishonesty or failure to communicate.

### HOW A MIXED COMPLAINT CAN BE RECORDED AND CLASSIFIED



Prior to 2023, an individual complaint was recorded as relating to one category only. For example, a complaint of inadequate legal services was classified only under family law, even if it also involved a component of probate. Likewise a single complaint alleging misconduct was classified only under dishonesty even if it also included a failure to communicate component. In both cases, only the primary component was categorised and recorded.

Under the new recording system, a single complaint is now classified into one or more categories as appropriate. This reflects the reality that a single complaint frequently contains one or more issues or areas of law.

This change also better shows the complexity of the complaints received by the LSRA. The number of complaints we report on remains the same, but we are now able to report on the different components contained within those complaints and provide better data and analysis of the issues and the areas of law to which they relate.

Combined, these two changes give a more accurate sense of the work involved in considering and investigating complaints by both the LSRA's Complaints and Resolutions Officers and its two regulatory committees. The LSRA will continue to improve and refine the data that it collects and reports in fulfilment of its statutory objectives.

## Complaints Reporting

The LSRA is required under section 73 of the Act to report on the performance of its complaints function every six months. In 2024, two complaints reports were published:

- **Report 1-2024, published on 26th April, covering the period 2 September 2023 to 1 March 2024.**
- **Report 2-2024, published on 30th October, covering the period 2 March to 6 September 2024.**

As those reports deal exclusively with complaints, they provide a more detailed analysis of the statistics than are provided here. All complaints reports are available on the LSRA website.

## Receiving and Investigating Complaints

The Act and associated Regulations set out detailed statutory processes for the handling of complaints about legal practitioners, including a series of statutory deadlines which must be observed.

Complaints handling begins with files opened initially as queries. Complaints staff then scrutinise these files to decide whether a query meets the criteria for a complaint. This process is an important stage in the complaints handling process; in some cases it can generate a considerable amount of correspondence between complaints staff and complainants to clarify details of issues raised.

## Preliminary Review for Admissibility of Complaints

Once a query is classified as a complaint, the LSRA is required under the Act to conduct a preliminary review to determine whether or not the complaint is admissible. As part of this process, the LSRA must notify the legal practitioner of the complaint in writing, provide the legal practitioner with a copy of the complaint, and request a written response with observations. Complaints staff may also at this preliminary review stage request additional information in writing from either the complainant or the legal practitioner. In complex complaints, this process may require several rounds of communication between the parties.

## Informally Resolving Complaints

The LSRA encourages early resolution of complaints where appropriate. After a complaint is determined to be admissible, the Act requires the LSRA to invite the parties to make efforts to resolve matters in relation to admissible complaints that relate to:

- **legal services of an inadequate standard;**
- **excessive costs; or**
- **misconduct which, if substantiated, would constitute legal services of an inadequate standard to a substantial degree.**

Staff who work to help the parties to resolve complaints informally through the LSRA's informal resolution process are qualified mediators accredited by the Mediators' Institute of Ireland.

Depending on the type of complaint, where the parties decline an LSRA invitation for informal resolution, or where a complaint cannot be informally resolved, the complaint will proceed to be determined and investigated by the LSRA or, in the case of a misconduct complaint, be referred to the Complaints Committee. A complaint which straddles more than one of the three statutory grounds, even if one part of it can be resolved, will also be referred to the Complaints Committee if it includes alleged misconduct.

It is encouraging that each year more complainants and legal practitioners engage with the informal resolution process. In 2023, 93 complainants and legal practitioners engaged in the process, compared to 2022 when 61 did so and 2021 when 38 did so.

*You got results where my months of phone calls and two hand delivered written requests were completely ignored. You are a wonderful service.*

### Complaints Committee and Review Committee

Both the Complaints Committee and the Review Committee were established in 2020.

Both committees have a majority of lay members. The Complaints Committee has 27 members appointed by the Authority. These are comprised of not fewer than eight members nominated by the Law Society; not fewer than four members nominated by the Bar of Ireland (formerly the Bar Council); and the balance made up of lay members appointed following a competitive selection process.

The Complaints Committee may sit in Divisional Committees of three or five members. Complaints of alleged misconduct that have been found to be admissible by the LSRA's Complaints and Resolutions Officers are referred to the Complaints Committee for investigation. The Complaints Committee has the power to impose sanctions on legal practitioners itself or refer complaints to the separate Legal Practitioners Disciplinary Tribunal. The Complaints Committee cannot make findings of misconduct.

In 2024, the Complaints Committee sat on 43 occasions compared to 38 in the previous year. The number of complaints closed by the committee was significantly higher (327 in 2024, up from 233 in 2023).

The Review Committee also has 27 members who are nominated and appointed in the same way as the Complaints Committee, and it sits in groups of three. The Review Committee reviews determinations made by the LSRA's Complaints and Resolutions Officers on complaints that relate to inadequate legal services and/or excessive costs. The Review Committee reviewed 79 complaints at 14 sittings in 2024 (up from ten sittings in 2023). During the course of the year, 87 requests for reviews were made by both legal practitioners and complainants (up from 70 in 2023).

### Enforcement of LSRA Directions

In all complaints where legal practitioners do not comply with directions or determinations of the LSRA, the LSRA brings enforcement proceedings under section 90 of the Act. When such applications to the High Court are considered necessary, the LSRA will also seek to obtain payment by the legal practitioner of the costs it incurs.

## COMPLAINTS RECEIVED IN 2024

### Overview

In 2024, the Complaints, Investigations and Resolutions Department received a total of 2,820 phone calls and e-mails requesting information and/or complaint forms.

A total of 1,877 query files were opened by complaints staff. Following an assessment of these files, 1,476 were subsequently classified as complaints and were then subject to the statutory pre-admissibility assessment process. The remaining 397 query files were dealt with as queries with staff providing information or assistance. Even though they are not classified as complaints, addressing these queries can involve substantial work by LSRA staff.

As in previous years, far more complaints were received about solicitors than barristers in 2024, reflecting their higher numbers and greater level of contact with consumers. Of the 1,476 complaints received, 1,410 related to solicitors while 66 related to barristers. Figure 1 on page 26 shows the breakdown of complaints received by county, based on the office locations of the legal practitioners. Taken together, legal practitioners in Dublin and Cork account for just over half (51%) of the total number of complaints received.

### Complaints Received

As outlined above, the LSRA records individual complaints as relating to one, two or all three of the Act's grounds where appropriate. The report includes a full breakdown of grounds across all of the 1,476 complaints received in 2024. This breakdown shows that a total of 1,135 complaints contained only one statutory ground, while a further 341 were mixed complaints combining more than one of the three grounds.

In 2024, 762 complaints received (52%) were about alleged misconduct only. However, misconduct was also a ground for complaint in a further 262 complaints, bringing the total to just under 70% of all complaints received.

A total of 350 complaints (24%) were about inadequate standards of legal services only. However, inadequate services was also a ground for complaint in a further 328 complaints. Likewise, 23 complaints (1%) were about excessive costs only, with excessive costs grounds also raised in 147 other complaints.

*Many thanks for your efforts to resolve this issue as without your much valued work we are sure that we would not have received the money we were owed.*

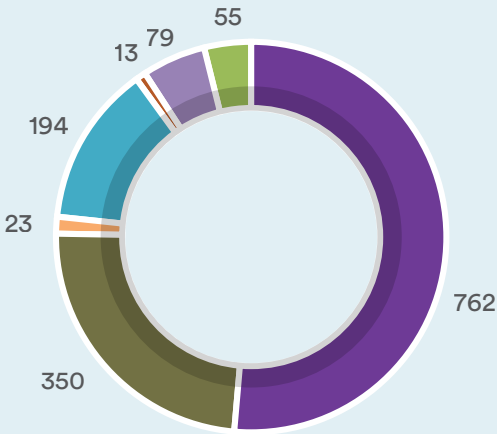


# COMPLAINTS CATEGORIES IN 2024

## All Grounds for Complaints

Complaints under the Act’s three grounds are classified by the LSRA into a range of categories as part of an administrative process to aid our reporting. As stated above, the recording of complaints has been enhanced to reflect the reality that a single complaint may include several different components across a total of 36 available categories.

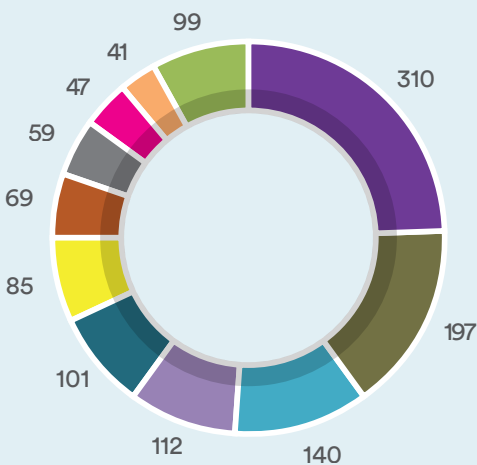
The 1,476 individual complaints received in 2024 contained a total of 2,150 components across the available categories.



Misconduct only	762	(52%)
Inadequate services only	350	(24%)
Excessive costs only	23	(1%)
Misconduct and inadequate legal services	194	(13%)
Misconduct and excessive costs	13	(1%)
Inadequate legal services and excessive costs	79	(5%)
Misconduct, inadequate legal services and excessive costs	55	(4%)
TOTAL	1,476	

## Misconduct

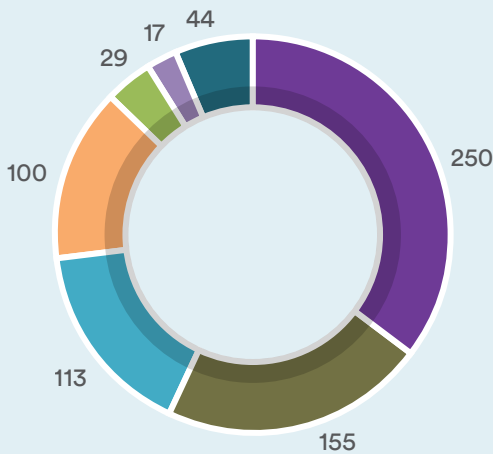
A total of 1,267 components of misconduct were recorded across all complaints received in 2024. These were classified under a range of categories based on the alleged acts or omissions of the legal practitioners. Of these, 461 (36%) related to conduct likely to bring the profession into disrepute, and 168 (13%) involved a failure to comply with an undertaking given to a colleague or financial institution. A further 114 (9%) involved a failure to communicate, 113 (9%) related to a failure to hand over a file or other deeds and documents, 92 (7%) involved fraud or dishonesty and 69 (5%) related to a conflict of interest.



Bringing profession into disrepute	461	(36.4%)
Undertaking	168	(13.3%)
Failure to communicate	114	(9.0%)
Failure to hand over	113	(8.9%)
Fraud or dishonesty	92	(7.3%)
Conflict of interest	69	(5.4%)
Failure to account	54	(4.3%)
Substantial inadequate services	51	(4.0%)
Misleading the court	37	(2.9%)
Delay	33	(2.6%)
Other misconduct	75	(5.9%)
TOTAL	1,267	

## Inadequate Legal Services

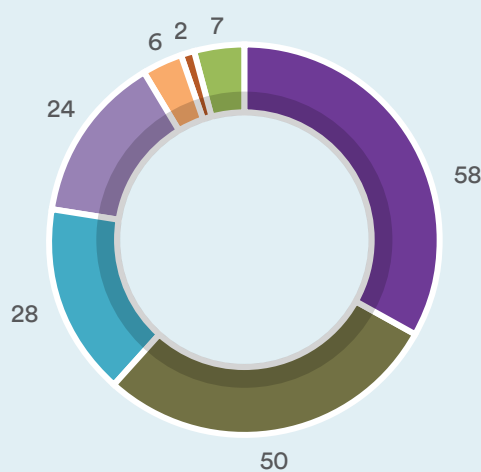
A total of 708 components of inadequate legal services were recorded across all complaints received in 2024. These were classified under a range categories based on the area of law that the complaint related to. Of these, 250 (35%) related to litigation, 155 (22%) related to conveyancing, with 113 (16%) related to family law, and 100 (14%) related to probate and the administration of estates.



Litigation	250	(35.3%)
Conveyancing	155	(21.9%)
Family	113	(16.0%)
Probate	100	(14.1%)
Crime	29	(4.1%)
Employment	17	(2.4%)
Other	44	(6.2%)
TOTAL	708	

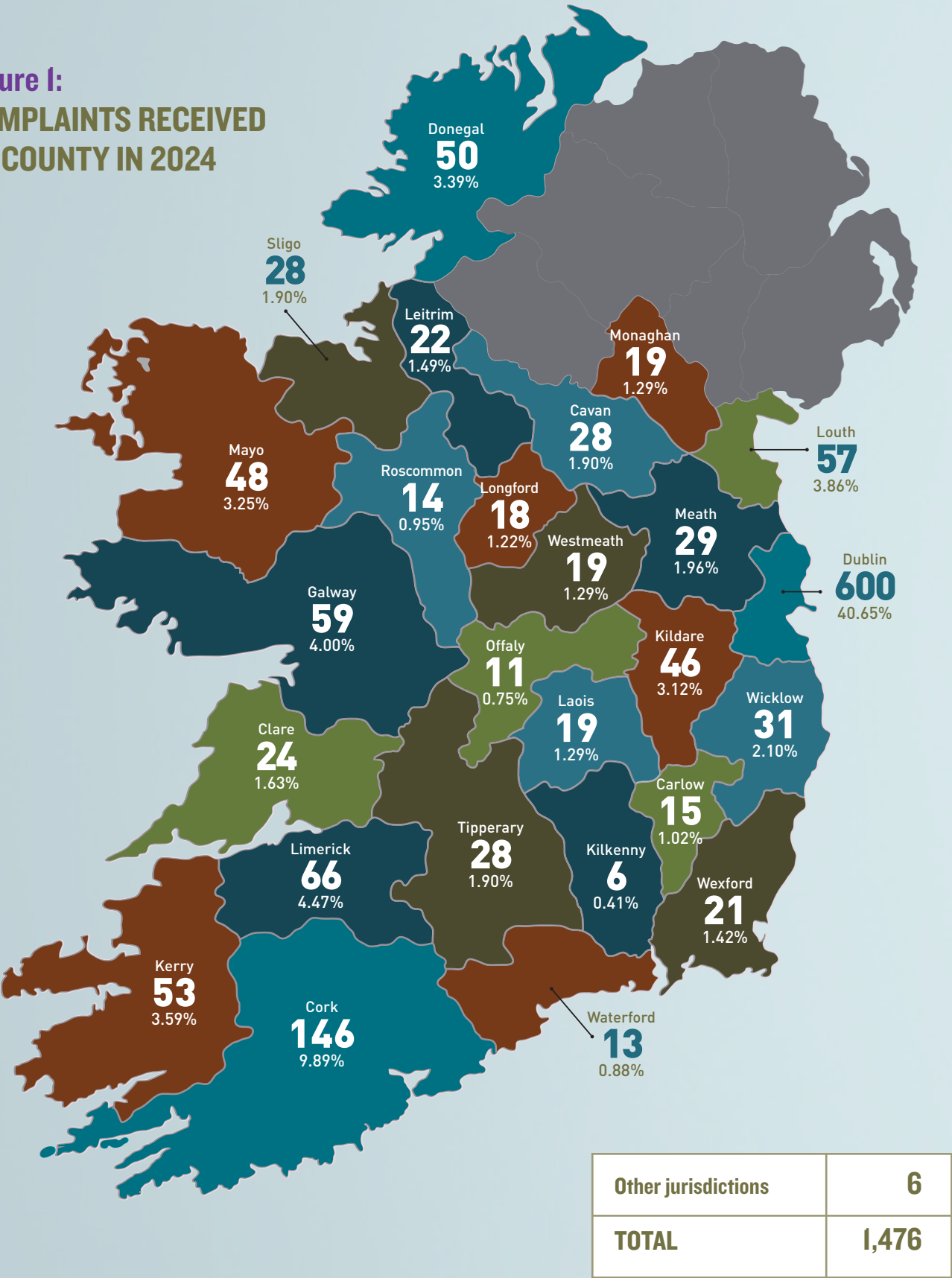
## Excessive Costs

A total of 175 components of excessive costs were recorded across all complaints received in 2024. These were classified under a range of categories based on the area of law that the complaint related to. Of these, 58 (33%) related to litigation, with 50 (29%) related to family law, 28 (16%) related to conveyancing, and 24 (14%) related to probate and the administration of estates.



Litigation	58	(33.1%)
Family	50	(28.6%)
Conveyancing	28	(16.0%)
Probate	24	(13.7%)
Employment	6	(3.4%)
Crime	2	(1.1%)
Other	7	(4.0%)
TOTAL	175	

Figure 1:  
COMPLAINTS RECEIVED  
BY COUNTY IN 2024



# COMPLAINTS CLOSED IN 2024

## Overview

A total of 1,474 complaints were closed during 2024. Four in ten (621 complaints, 41%) were closed because they were deemed to be inadmissible following a statutory assessment.

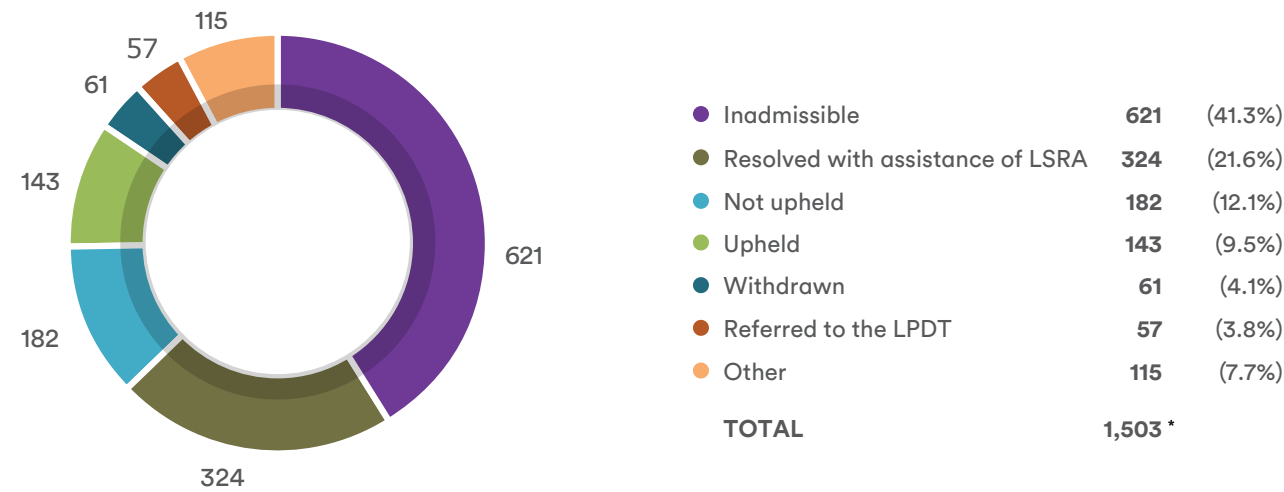
A total of 324 complaints (22%) were resolved between the parties, including 62 complaints which were successfully resolved and closed with the assistance of the LSRA's trained mediators.

A total of 61 complaints (4%) were withdrawn. It should be noted that where complaints are either withdrawn or resolved between the parties themselves, the LSRA may determine that it is in the public interest for an investigation to continue. The LSRA continued with one complaint on this basis in 2024.

A total of 143 complaints (10%) were upheld. This was comprised of 107 complaints about legal services and excessive costs and 36 complaints of alleged misconduct upheld by the Complaints Committee. A total of 57 complaints (4%) of alleged misconduct were referred by the Complaints Committee on to the Legal Practitioners Disciplinary Tribunal (LPDT).

A total of 115 complaints (8%) were closed because they could not proceed for other reasons. Complaints may be unable to proceed because a legal practitioner has ceased practice or has been suspended or struck off. An investigation might also be deferred because there are court proceedings ongoing.

## Complaints Closed



\* There are 1,503 outcomes in the above Complaints Closed statistics, 29 more than the total number of closed complaints, which is 1,474. That is because 29 complaints were on mixed grounds (they contained more than one of the three statutory grounds) which can have multiple outcomes.

# COMPLAINTS HANDLING ACTIVITIES IN 2024

## Enforcement in the High Court

During the course of 2024, the LSRA issued 18 applications to the High Court under section 90 of the Act for orders to enforce its directions in complaints against legal practitioners. A total of 18 High Court orders were made.

In 10 of those applications, the legal practitioner complied with the LSRA’s directions. In one application, the perfected Court order was not received before the end of 2024 therefore enforcement of the Court order was not possible in 2024. In seven other applications, the legal practitioner did not comply with the High Court order and it was necessary for the LSRA to consider different approaches to enforce the order.

*Just to say thank you all in the LSRA for your courtesy, patience and professionalism throughout this process.*

## Complaints to the Ombudsman in 2024

Complainants who feel they were unfairly treated by the LSRA can bring a complaint to the Office of the Ombudsman. The Ombudsman’s staff examine complaints about the administrative actions of public bodies including the LSRA. The role of the Ombudsman in LSRA cases is to consider whether a complaint has been dealt with in accordance with the procedures set out in the Legal Services Regulation Act 2015. The Ombudsman cannot investigate the actions of the legal practitioner but can simply review the administrative actions of the LSRA in dealing with a complaint. The Ombudsman process is not an appeal of the LSRA decision, but an investigation of the procedures followed by the LSRA.

The Ombudsman only requests a copy of the LSRA file in complaints which it considers require further investigation. In 2024, the LSRA received requests for a copy of a file on 56 occasions, which is up on the 46 reported in 2023, but fewer than the 63 requested in 2022. The LSRA acts on all feedback provided by the Ombudsman following an investigation. In 2024, only 2% of the complaints closed by the Ombudsman regarding the LSRA were upheld.

## Legal Practitioners Disciplinary Tribunal

The Legal Practitioners Disciplinary Tribunal is an independent statutory body established by the Legal Services Regulation Act 2015. Its role is to hear complaints of misconduct about solicitors and barristers. Applications are brought to the Tribunal from the LSRA’s Complaints Committee and the Law Society of Ireland.

The Tribunal succeeded from previous disciplinary bodies for the legal professions, the Solicitors Disciplinary Tribunal and the Barristers’ Professional Conduct Tribunal.

In 2024, the LSRA made a total of 22 inquiry applications to the Tribunal, up from six in 2023. Of the 22 applications, 21 related to solicitors and one related to a barrister.

While the LPDT is a separate entity to the LSRA with its own premises, the LSRA provides it with administrative and technical support. The LPDT’s support staff are LSRA employees and its Registrar is a member of the LSRA’s Senior Management Team.

*Thank you for all your essential help and assistance, without which I am certain I would have gotten nowhere.*



# LEGAL SERVICES, LEVY AND REGISTRATION

## Introduction of Legal Partnerships

In September 2024, the LSRA introduced the framework for legal partnerships which consists of a suite of regulations and a code of practice for practising barristers. A legal partnership is a partnership formed under the law of the State by written agreement by two or more legal practitioners (solicitors or barristers) for the purpose of providing legal services. At least one partner in a legal partnership must be a practising barrister.

Legal partnerships may be:

- **Solicitor-barrister legal partnerships, where at least one practising solicitor and one practising barrister are partners.**
- **Barrister-only legal partnerships, where only practising barristers are partners.**

A legislative amendment was required to section 1 of the Legal Services Regulation Act 2015 in order to introduce legal partnerships and this amendment was introduced by the Courts and Civil Law (Miscellaneous Provisions) Act 2023.

Legal partnerships are an innovation in the legal services market introduced in the Act and subsequent amendments with the aim of modernising the delivery of legal services in Ireland. Partnerships are a common form of business arrangement in Ireland, but in the legal services sector to date, solicitors were only permitted to form partnerships with other solicitors.

On 21 November 2024, Simmons & Simmons (Ireland) LLP notified the LSRA that it intended to commence as a legal partnership on 26 November 2024. The LSRA maintains a Register of Legal Partnerships which was updated to reflect this development. Information on legal partnerships, including how to set up a legal partnership, is available on the LSRA website.

Information on the LSRA's events and communications and outreach activities about legal partnerships in 2024 can be found in the 'Communications and Engagement' section below.



Simmons & Simmons' Derek Lawlor and Rachel Stanton with the LSRA's CEO Dr Brian Doherty

## Steady Growth of Limited Liability Partnerships

The number of relevant businesses authorised by the LSRA to operate as Limited Liability Partnerships (LLPs) in 2024 was 26. This brought the total number of LLPs authorised since November 2019 to 509. Section 99 of the Legal Services Regulation Act 2015 defines a relevant business as a partnership of solicitors or a legal partnership.

A total of 11 LLPs notified the LSRA in 2024 that they intended to cease operating as an LLP (42 LLPs have ceased operating since November 2019). This brought the figure on the Register of LLPs to 467 at the end of the year. The LSRA maintains and regularly updates the Register of LLPs, which lists relevant businesses authorised to operate as LLPs. The Register is available on the LSRA website.

The LSRA received 122 membership alteration forms from LLPs in 2024 resulting in the addition of 166 partners to LLPs on the register and the removal of 99. All of the alterations were processed in a timely fashion.

The LLP authorisation framework, the Legal Services Regulation Act 2015 (Limited Liability Partnerships) Regulations 2024 (S.I. No. 488 of 2024), was issued on 26 September 2024. These regulations replace the previous 2019 LLP regulations and their purpose is to take account of the fact that legal partnerships may also seek LLP status.

An authorisation to operate with limited liability under the Act permits a relevant business to limit its personal liability. For example, its personal assets are protected from actions arising due to the negligence of other partners in the LLP. A partner may still be liable for a debt, obligation or liability arising from, for example, an act or omission of the partner which involves fraud or dishonesty and which was the subject of either a misconduct finding or a criminal conviction.

The limiting of personal liability by legal practitioners comes with responsibilities, including maintaining appropriate professional indemnity insurance and communicating effectively with clients and creditors as to the impact of the LLP operating model.

Throughout 2024, LSRA staff addressed queries from firms related to LLPs and various processes under the Regulations. These included applications to operate as LLPs, to cease operating and where there was a change in the partners of an LLP. LSRA staff responded to 122 queries relating to LLPs in 2024.

Section 125(9) of the Act requires the LSRA to make a decision on whether to authorise a relevant business to operate as an LLP no later than 60 days following receipt of a valid application form and fee. The average processing time for LLP applications during 2024 was 17 days, down from 23 in 2023.



# INSIGHTS ON NEW LLPS IN 2024

LSRA data on the 26 relevant businesses that were authorised to operate as LLPs during 2024 provides useful insights. A total of 16 LLPs were authorised

in county Dublin, two in Galway and Limerick and one each in six other counties. A total of 21 of the 26 relevant businesses authorised as LLPs had between two and 5 partners.

TABLE 1: LLPs Authorised in 2024 by County

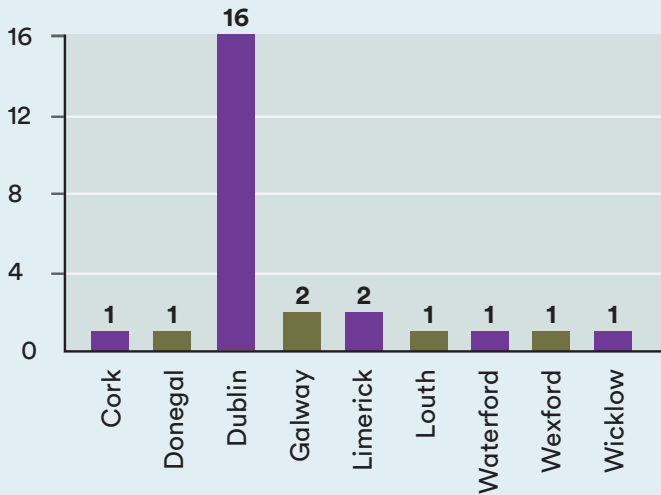
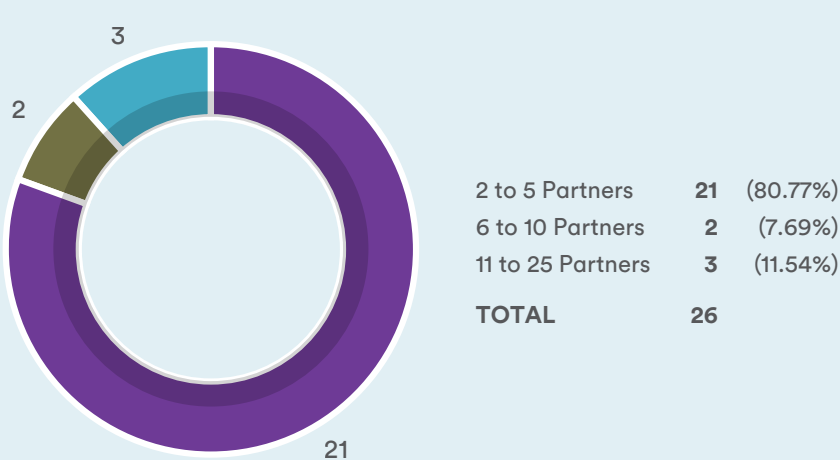


TABLE 2: LLPs Authorised in 2024 by Number of Partners



## Maintaining the Roll of Practising Barristers

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

The Roll is available on the LSRA’s website. It is an important tool by which members of the public can be assured that the barrister providing legal services on their behalf is lawfully entitled to do so. It is also necessary for the calculation and proper administration of the levy on barristers.

A barrister’s practising status on the Roll (as a Law Library member or not, or as being in the full-time service of the State) is relevant for the levy calculation process. It also impacts on a barrister’s liability to pay the annual levy. For these reasons, it is important that the details of all barristers listed on the Roll are accurate and up-to-date. Qualified barristers are prohibited under section 136 of the Act from providing legal services if their names are not entered on the roll.

Since 31 July 2023, under the Courts and Civil Law (Miscellaneous Provisions) Act 2023, barristers on the Roll are required to:

- **Update the LSRA with a change to their details, including their name, postal/email address and practising status (whether they are in the full-time service of the State and whether or not they are members of the Law Library).**
- **Apply to the LSRA to have their name removed from the Roll where they no longer wish to provide legal services.**

Section 135(5l) of the Act provides that a practising barrister’s failure to comply with the new obligations may constitute misconduct under section 50(1)(m) of the Act which provides that an act or omission may be considered as misconduct where it ‘consists of a breach of this Act or regulation made under it.’

Over the course of the year, the details of 154 practising barristers were added to the Roll. The average turnaround time for applications was 2 working days. A total of 183 queries related to the Roll were dealt with in 2024.

The Roll numbers grew from 3,051 on 1 January 2024 to 3,071 on 31 December 2024. Of these, 2,134 were members of the Law Library and 937 were not members of the Law Library. Over the course of the year, the LSRA received 252 requests for amendments to their details. A total of 134 barristers were removed from the roll in 2024.

## Levy on the Professions

The LSRA issued its sixth annual levy assessment notices in June 2024. The Law Society of Ireland, the Bar Council (now the Bar of Ireland) and barristers who are not members of the Law Library are subject to the levy, under Part 7 of the Act. The levy is the LSRA’s principal funding mechanism.

The levy amount is determined each year by the LSRA with the consent of the Minister for Justice. The amount is calculated in accordance with the provisions of Part 7 of the Legal Services Regulation Act 2015 Act, as amended. The levy provisions of the Act were amended by the Courts and Civil Law (Miscellaneous Provisions) Act 2023.

The LSRA, with the consent of the Minister, determined the levy amount owed for the 2023 levy year. The LSRA then calculated the proportion of the levy payable by the Law Society, the Bar of Ireland and barristers who were not members of the Law Library. Legal practitioners in the full-time service of the State are exempt from the levy under section 97 of the Act. The number of complaints made against solicitors and barristers is a factor used in the calculation of the levy. The LSRA began accepting complaints in relation to legal practitioners on 7 October 2019, following commencement of Part 6 of the Act.



The levy for the 2023 levy year was €339.94 per barrister who was not a member of the Law Library, €373.83 per Law Library member and €504.08 per solicitor. The LSRA also received and responded to 176 queries regarding the levy in 2024. This was an increase of 107 queries on the previous year.

The reason for this increase is because the levy assessments notices for the 2022 levy year were issued in November 2023 and so the LSRA responded to queries in relation to two levy processes in 2024.

On 27 June 2024, the LSRA, as required under section 95D(1) of the Act, issued Levy Assessment Notices to the two professional bodies as well as 643 individual barristers who are not members of the Law Library.

In total 99.18% of the levy for the 2023 levy year had been paid to the LSRA by 31 December 2024. A further 11.62% of the levy for the 2022 levy year was received in 2024, bringing the overall total of the 2022 levy paid to 98.86%.

**TABLE 3:**  
**Advisory Committee's Patents of Precedence Recommendations 2024**

PATENTS OF PRECEDENCE 2024 RECOMMENDATIONS			
TOTAL 34			
BARRISTER		SOLICITOR	
27		7	
FEMALE	MALE	FEMALE	MALE
9	18	2	5

**The LSRA and Senior Counsel Applications**

In April 2020, the Authority established the Advisory Committee on the grant of Patents of Precedence under section 172(1) of the Act. The role of the Advisory Committee is to make recommendations to the Government to grant Patents of Precedence to solicitor and barrister applicants. A solicitor or barrister who is granted a Patent of Precedence is entitled to use the title of senior counsel. In addition, a barrister who is granted a Patent of Precedence is entitled to be called to the Inner Bar. Prior to the applications system created in the Act, only barristers were entitled to seek the title senior counsel.

The seven-member Advisory Committee is chaired by the Chief Justice. The Chairperson of the Authority, Dr Don Thornhill, was nominated by the Minister for Justice to the Advisory Committee in 2020 and reappointed in April 2023 to end September 2024. The LSRA provided clerical and administrative assistance to the Advisory Committee during 2024. The Secretary to the Authority has acted as Secretary to the Advisory Committee since its establishment.

The Advisory Committee issued its fifth call for applications for recommendations in February 2024. The Advisory Committee's call for applications was made via the LSRA website, which posted detailed information for applicants, including guidance and application forms in both Irish and English. It received a total of 84 applications: 23 from solicitors and 61 from barristers. At its meeting of 9 July 2024, the Government approved the granting of the title of senior counsel to 27 barristers and 7 solicitors, based on the Advisory Committee's recommendations.

**LSRA ALL STAFF DAYS**



An tÚdarás Rialála  
Seirbhísí Dlí  
Legal Services  
Regulatory Authority

LSRA and LPDT staff came together for two All Staff Days in Dublin in 2024. Invited speakers provided information and guidance to staff on a range of topics including workplace wellbeing. These events provide an important opportunity for staff to learn about others' areas of work and get to know each other better.





# 3. HOW WE ENGAGE & INNOVATE

## Research, Reports and Recommendations for Reform

The LSRA’s research and statutory reporting activities reflect the range of the Authority’s functions and its regulatory responsibilities. The year in review was a particularly productive one with the publication of comprehensive reports with recommendations to open up access to the legal professions and increase efficiencies and transparency in conveyancing services. Both reports had been requested by the Minister for Justice under section 34 of the Act.

### Breaking Down Barriers Reports and Implementation Plan

#### Tackling economic and other barriers to build more accessible and diverse legal professions

The LSRA’s multi-year research programme exploring economic and other barriers facing aspiring and early career solicitors and barristers reached a significant milestone in September 2024 with the publication of a set of detailed reform proposals.

The *Breaking Down Barriers* reports contained 32 recommendations for reforms to improve equity of access and entry to the legal professions and increase diversity within the professions. The recommendations included themes such as opening up pathways to qualification, the costs of joining the legal professions, workplace culture and diversity and inclusion.

Welcoming the reports and the LSRA’s recommendations, the Minister for Justice requested a detailed Implementation Plan for the *Breaking Down Barriers* recommendations. The LSRA published this plan in October 2024, paving the way for the establishment of a multi-stakeholder Implementation Working Group.





Complaints Reports 2024

Highlighting trends in complaints to raise awareness and drive improved standards

The LSRA is required under section 73 of the Act to publish a report on the operation of its independent complaints handling function every six months. These bi-annual reports highlight emerging themes in complaints and identify areas where it may be possible to learn lessons and to raise standards in legal services delivery.

The reports include anonymised case studies which are aimed at helping both consumers and legal services providers learn from the LSRA's examination of individual complaints.

In October 2024, the LSRA published its tenth Complaints Report, marking a milestone of five years of independent complaints handling during which time almost one in four of all closed complaints were successfully resolved by the parties, often with the assistance of the LSRA's complaints handling staff.

COMPLAINTS REPORT 1 2024  
– 26 APRIL

Reporting period 2 September 2023  
to 1 March 2024

637 complaints received  
796 complaints closed

COMPLAINTS REPORT 2 2024  
– 30 OCTOBER

Reporting period 2 March 2024  
to 6 September 2024

740 complaints received  
735 complaints closed



Pathways to the Professions Annual Report 2023

Tracking and analysing admissions trends in the legal professions

The Authority's fifth annual report on the admission policies of the legal professions was submitted to the Minister for Justice in April 2024. The *Pathways to the Professions* report presented comprehensive data on the number of persons admitted to practise as solicitors and barristers during 2023. The report found that the year 2023 saw a continuation of the generally upward trend in the numbers enrolling on professional training: courses/programmes for solicitors and barristers. There were also more notable increases in the numbers of new entrants to both professions, but a decrease in the number of barristers starting pupillage in the Law Library.



Consideration of a New Profession of Conveyancer

Recommendations to enhance competition and increase efficiencies and transparency

In April 2024, the LSRA published an independent expert report and made recommendations for reforms to enhance competition and increase efficiencies and transparency in the delivery of conveyancing services for the benefit of consumers. The recommendations were contained in the Authority's report, *Consideration of a new profession of conveyancer: Report to the Minister for Justice*.

The LSRA identified three priority areas of reform of how Ireland's complex conveyancing system operates and how conveyancing services are provided by solicitors to consumers. Its recommendations aimed to:

- Digitalise the conveyancing system and ensure greater use of technology;
- Introduce enhanced transparency requirements for solicitors on the costs of conveyancing services; and
- Increase awareness among consumers to enable them to make informed decisions when seeking conveyancing services from solicitors.



# COMMUNICATIONS AND ENGAGEMENT

In line with our Strategic Plan 2022-25, the LSRA actively engages with our stakeholders to raise awareness of our regulatory activities and services. A key priority for the LSRA is to ensure that consumers can access reliable information when they need it about our complaints handling services through a variety of accessible channels.

In the first quarter of 2024, the LSRA set up a YouTube account to host a series of three animated consumer information videos about how the complaints service operates and what to expect if you have made a complaint about a solicitor or barrister. By the end of 2024, the account had accumulated over 1,200 views across its videos.

In 2024, the LSRA also had cause to issue public warning notices about five unregulated or “fake” Irish law firms, MSD Law, Lake Business Law, Farnam Law, Rowan and Walsh Law, and Hamil Law. The individuals behind these false entities had been carrying out fraudulent activities, largely targeting members of the Irish diaspora. The LSRA warnings notified consumers

that the entities were not law firms registered with the Law Society of Ireland and their staff were not lawyers listed on the LSRA’s Roll of Practising Barristers or the Law Society’s Roll of Solicitors. The LSRA’s warning notices were posted to the LSRA’s website and social media channels and also received coverage in the national media.

The LSRA prioritises maintaining clear and regular direct engagement with legal professionals and their representative bodies to ensure that solicitors and barristers are kept informed of their regulatory obligations.

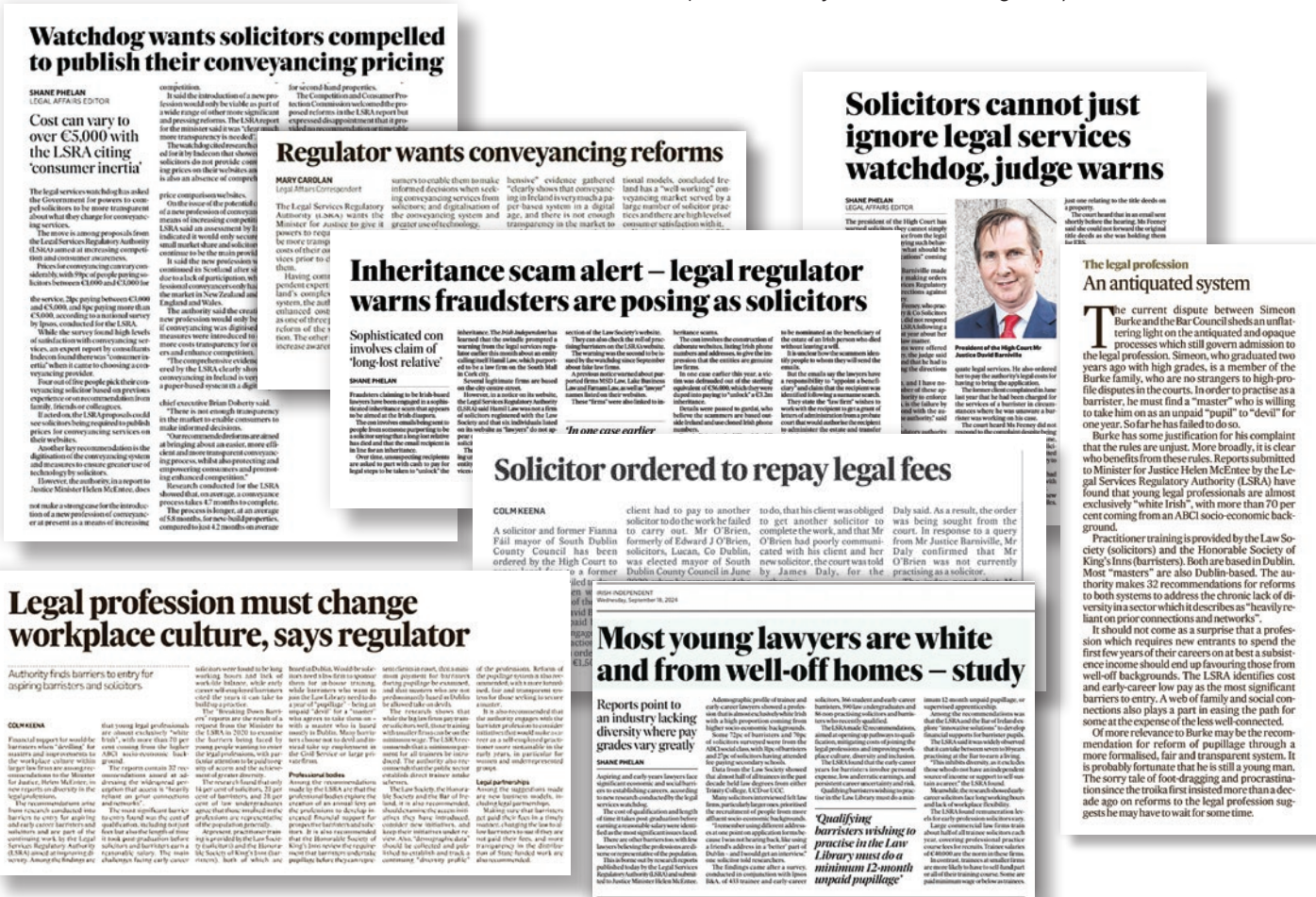
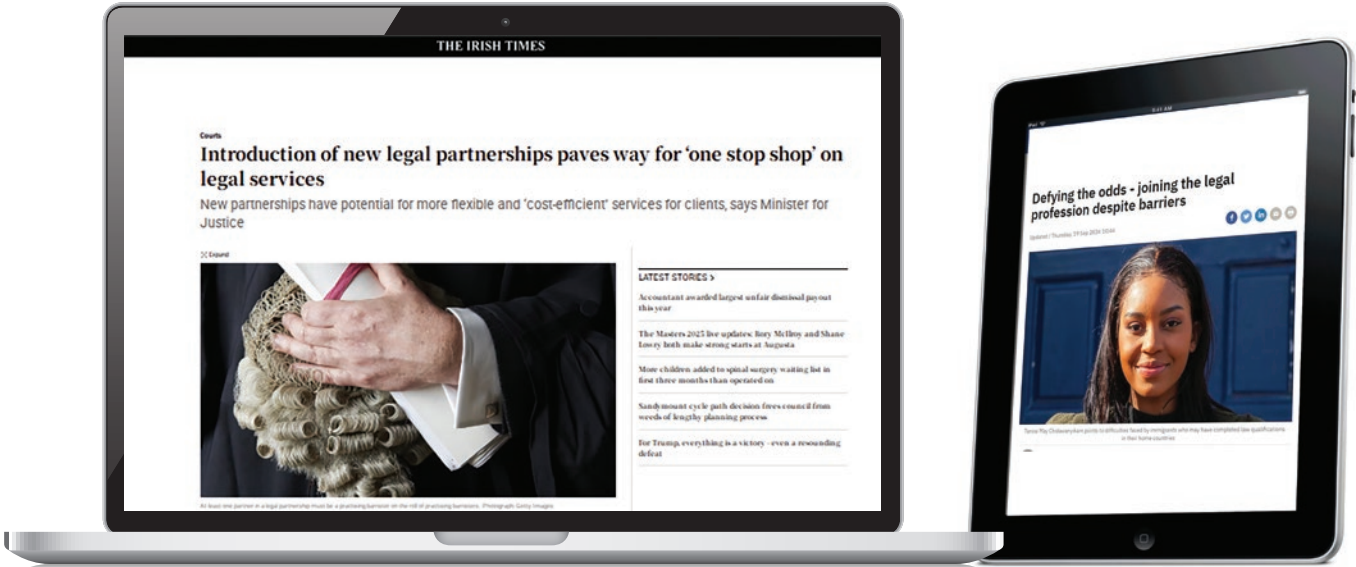
The introduction of legal partnerships in September 2024 as an innovative new business model for legal services providers saw the LSRA roll out its first multi-channel information campaign aimed at legal practitioners. The introduction of Legal Partnerships, in particular accounted for a significant boost in followers and engagement on the LSRA’s LinkedIn business social media platform during the year.

## Outreach Events

Across the reporting year, the LSRA’s Chief Executive Dr Brian Doherty engaged regularly with representatives of the Law Society, The Bar of Ireland and the Honorable Society of the King’s Inns.

Dr Doherty delivered talks on the work of the LSRA to solicitor members of the Dublin Solicitors Bar Association, student barristers and graduates of the Honorable Society of King’s Inns as well as presenting a webinar open to all legal practitioners on the Legal Partnership framework. The LSRA’s Head of Complaints, Tony Watson, delivered presentations to trainee solicitors on Ethics and Conduct at the Law Society’s Blackhall Place law school in Dublin.

A list of these and other activities are included in a Key Activities table in Appendix 1.





# LEGAL PARTNERSHIPS AWARENESS CAMPAIGN 2024

The introduction of legal partnerships in September 2024 saw the LSRA’s biggest multi-channel communications campaign to date aimed at raising awareness among legal practitioners about the innovative new business structure.

The campaign included:

- The cover story in the August/September edition of the Law Society Gazette magazine for solicitors which has a circulation of 39,000.
- A digital advertising campaign aimed at both solicitors and barristers in Gazette.ie and the Irish Legal News online news service for lawyers.
- LinkedIn advertising aimed at solicitors and barristers.
- An Ipsos B&A survey of law firms which found that some 1 in 5 firms said it was likely their firm would become a solicitor-barrister legal partnership in the next 5 years.

- A launch event in the National Gallery in October with a total of 40 invited attendees and guest speaker, High Court judge Mr Justice Michael Twomey.
- A CEO talk at a King’s Inns pre-dining event in November.
- A live online webinar in December for qualified solicitors and barristers with more than 100 attendees.
- A new LSRA website section and content, including a comprehensive FAQs document.
- A joint press release and photo opportunity to mark the first legal partnership to be formed in November, Simmons & Simmons Ireland.



# WEBSITE HIGHLIGHTS

**142,322**  
website visitors at end 2024

**24,816**  
unique downloads

## Most visited web pages in 2024

- Roll of Practising Barristers
- How to make a complaint
- What you can complain about
- Limited Liability Partnerships
- Legal Partnerships

## Social Media Highlights

LinkedIn -  
**1,915** followers at end 2024  
Up **93%** on 2023  
**165,000** impressions





## 4. GOVERNANCE AND MANAGEMENT

### AUTHORITY MEMBERS AND NOMINATING BODIES

*The Authority members and their nominating bodies under the Act are:*



**Tom Boland, Chairperson**  
**Higher Education Authority**

Tom Boland is currently joint Managing Partner in BH Associates, Education Consultants. For 12 years up to August 2016, he was Chief Executive of the Higher Education Authority. In the previous 10 years, he served as Legal Adviser and Director of Strategic Policy to the Department of Education. He holds degrees in civil engineering and law and was called to the Bar of Ireland in 1989. He was awarded a Doctorate in Education (Hon. Causa) by the National University of Ireland in 2017.

Tom currently chairs the Board of the National Youth Orchestra of Ireland and is a member of the Quality Committee of the Royal College of Surgeons in Ireland. He has previously held board positions in the Denham Fellowship, Science Foundation Ireland, the Fulbright Commission, the Medical and Health Sciences Board (RCSI), chaired the boards of Benefacts and HeaNet and was a vice president of the OECD sub-committee on higher education.



**Eilis Barry**  
**Irish Human Rights and Equality Commission**

Eilis Barry is the Chief Executive of FLAC (Free Legal Advice Centres), an independent legal, equality and human rights non-governmental organisation which exists to promote access to justice. She was a barrister specializing in all aspects of employment law, anti-discrimination and equality. She is a certified mediator. She was the legal adviser of the Equality Authority and head of its legal section from 2000 to 2009. She is a former board member of the Citizens Information Board. She is a member of the Chief Justice's Access to Justice Committee. She is an Adjunct Professor of the law school in University College Cork.



**Shane Galligan**  
**Institute of Legal Costs Accountants**

Shane Galligan is a partner with Behan & Associates, Legal Costs Accountants, a fellow of the Institute of Legal Costs Accountants, Chair of the Education Committee and, since 2012, a member of the six-person Governing Council of the Institute.

Shane is also a member of the Chartered Institute of Arbitrators and an Accredited Mediator (CI Arb).



**Paul McGarry SC**  
**Honorable Society of King's Inns**

Paul McGarry SC was Chair of the Bar of Ireland from 2016 to 2018. He is a Bencher of the King's Inns and a Master of the Bench at Middle Temple in London. His practice is mainly in commercial, public and European law. He previously served as Chair of the EU Bar Association (2017-2019) and the Sports Law Bar Association (2017-2020) and as head of the Irish delegation to the Council of European Bars (2016-2023).

Paul is an accredited mediator and experienced arbitrator, he was President of Arbitration Ireland from 2022 to 2024.



**Sarah Moorhead SC**  
**Bar of Ireland**

Sarah Moorhead is a Senior Counsel and a Centre for Effective Dispute Resolution (CEDR) Accredited Mediator. She is primarily a trial lawyer/courtroom advocate. She has extensive expertise in the areas of Judicial Review, Personal Injuries, Administrative and Contract Law, Medical Negligence, Professional Negligence, Insurance Law, non-Jury, Asylum and Immigration law.

Sarah has represented the Government in proceedings before the European Court of Justice. She has also advised the Office of Parliamentary Legal Advisers and acted as Legal Counsel in a number of Tribunals of Inquiry.



**Simon Murphy**  
**Law Society of Ireland**

Simon Murphy is a partner in JRAP O'Meara LLP Solicitors in Cork. He is a qualified Arbitrator and Mediator. He has previously chaired the main Law Society of Ireland Regulatory Committees and currently holds a number of regulatory roles across various professions.

Simon served as an elected member of the Council of the Law Society of Ireland for many years and was President of the Law Society of Ireland in 2015-2016. He is also a former president of the Southern Law Association.



**Michele O'Boyle SC**  
**Law Society of Ireland**

Michele O'Boyle SC is a solicitor and is an Adjunct Assistant Professor of Law at Trinity College, Dublin. Michele is the Civil Litigation partner in O'Boyle Solicitors, Sligo, where she has extensive experience in Personal Injuries, Family Law and Employment Law. She has acted for multiple claimants in various CPO schemes and in Planning and Environmental Law matters.

She was an elected member of the Council of the Law Society of Ireland for over 20 years and served as President of the Law Society in 2019-2020. She serves on Law Society committees and, as a nominee of the Law Society, she serves on the Superior Courts Rules Committee having previously served on the Circuit Court Rules Committee.

Michele is a Council member of the International Bar Association and is a member of Sligo Solicitors Bar Association and a former President. She is also a Director of Irish Rule of Law International and a Director of Benburb Street Property Company Limited. Michele previously held a Board position with the Courts Service.



**Bríd O'Donovan**  
**Citizens Information Board**

Bríd O'Donovan is the founder and a director of Comhairle Consulting, a company which provides consulting and coaching support to senior leadership teams in the areas of strategy, internal operating model development, governance, and board effectiveness. Bríd previously held several senior leadership roles with AIB.

Bríd has a BA in Economics, is a qualified accountant and holds an MBA from Smurfit Business School. She is a certified Bank Director, and an accredited Mediator with the Mediation Institute of Ireland.

Bríd is a member of the Citizens Information Board and Belvedere Youth Club. She is a member of the audit committee of Tailte Eireann. She has previously held board positions with the Mediation Institute of Ireland and the Government Interim Procurement Reform Board and was a member of the diversity and inclusion committee of the Irish Fund Directors Association.



**Paul O'Donovan**  
**Consumers Association of Ireland**

Paul O'Donovan is currently CEO of O'Donovan Associates. Starting his career with Arthur Andersen & Co., Paul has worked as a management consultant for over 30 years and specialises in strategic and operations projects and advisory services to financial institutions, representative bodies and regulators.

Paul holds a degree in commerce from UCC and a CIMA Advanced Diploma in Management Accounting and has lectured full-time at UCC and part-time at UCD. He is a former Senior Independent Director of the State's Investor Compensation Company Limited, a Director of the Irish League of Credit Unions and a Council Member of the Irish Computer Society.



**Síona Ryan**  
**Competition and Consumer Protection Commission**

Síona Ryan is the Director of Digital and Data Regulation at the Competition and Consumer Protection Commission having headed up the Policy, Research and International Division previously. Síona has extensive public policy experience operating across Irish, European and international institutions.

She has been instrumental in the development of public policy and evolving legislation in Ireland including in the areas of Competition Law, Company Law and Intellectual Property Law. Síona holds both an MA in International Relations and an MA in Law.



**Emily Sherlock**  
**Legal Aid Board**

Emily Sherlock qualified as a solicitor in England & Wales in 2005, working initially in general practice in England and Wales. Emily is admitted to the Roll of Solicitors in Northern Ireland and then in the Republic of Ireland and has spent most of her career specialising in Family, Childcare Law and Civil Litigation.

Emily joined the Legal Aid Board in 2011 and was appointed Director of Internal Service Delivery (Civil) with the Legal Aid Board in December 2023. She holds a Master of Laws and was previously a Committee member of the Family and Child Law Committee of the Law Society. Emily is a member of a number of Committees with the Department of Justice and Court Service. As Director of Internal Service Delivery (Civil) Emily is responsible for the Legal Aid Board's network of Law Centres who deliver legal services on behalf of the Legal Aid Board as well as being part of the Senior Management Team within the organisation.



# AUTHORITY STRUCTURE

The Authority consists of a Chairperson and ten ordinary members, all of whom are appointed by the Minister for Justice. The members of the Authority were appointed for a period of three to four years and meet at least once every three months. Authority Members can serve for an aggregate of eight years in total. As a result of this requirement, six of the Authority members terms expired at end September 2024. Those members were:

- Eileen Barrington SC
  - Angela Black
  - Geraldine Clarke SC
  - Joan Crawford
  - Dermott Jewell
  - Don Thornhill (Chairperson)

Six new members were appointed to the Authority by the Minister for Justice with effect from 11 December 2024. Those members are:

- Tom Boland (Chairperson)
  - Paul McGarry SC
  - Michele O’Boyle SC
  - Bríd O’Donovan
  - Paul O’Donovan
  - Emily Sherlock

Two existing members (Éilis Barry and Simon Murphy) were reappointed to the Authority with effect from that date.

The Membership of the Authority at the end of 2024 was as follows:

TABLE 4: Authority Members at end 2024

MEMBER	NOMINATING BODY
Tom Boland (Chairperson)	Higher Education Authority (HEA)
Éilis Barry	Irish Human Rights & Equality Commission (IHREC)
Shane Galligan	Institute of Legal Costs Adjudicators (ILCA)
Paul McGarry SC	Honorable Society of King’s Inns (HSKI)
Sara Moorhead SC	Bar Council (Bar of Ireland)
Simon Murphy	Law Society of Ireland (LSI)
Michele O’Boyle SC	Law Society of Ireland (LSI)
Bríd O’Donovan	Citizens Information Board (CIB)
Paul O’Donovan	Consumers’ Association of Ireland (CAI)
Síona Ryan	Competition and Consumer Protection Commission (CCPC)
Emily Sherlock	Legal Aid Board (LAB)

TABLE 5: Authority Members’ Terms of Office

The table below details the appointment period for current members and includes those who were members in 2024:

AUTHORITY MEMBER	ORGANISATION	1 <sup>ST</sup> TERM OF APPOINTMENT <sup>1</sup>	2 <sup>ND</sup> TERM OF APPOINTMENT <sup>2</sup>	3 <sup>RD</sup> TERM OF APPOINTMENT
Eileen Barrington SC <sup>3</sup>	Honorable Society of the King’s Inns	4 Years	4 Years	-
Angela Black <sup>4</sup>	Citizens Information Board	4 Years	4 Years	-
Geraldine Clarke SC <sup>5</sup>	Law Society of Ireland	3 Years	3 Years	2 Years
Joan Crawford <sup>6</sup>	Legal Aid Board	4 Years	4 Years	-
Shane Galligan <sup>7</sup>	Institute of Legal Costs Accountants	14 months	3 Years	-
Dermott Jewell <sup>8</sup>	Consumers’ Association of Ireland	3 Years	3 Years	2 Years
Éilis Barry <sup>9</sup>	Irish Human Rights and Equality Commission	5 months	4 Years	-
Sara Moorhead SC <sup>10</sup>	Bar Council (Bar of Ireland)	17 months	3 Years	3 Years
Simon Murphy <sup>11</sup>	Law Society of Ireland	4 Years	-	-
Síona Ryan <sup>12</sup>	Competition and Consumer Protection Commission	7 months	3 Years	-
Don Thornhill (Chair) <sup>13</sup>	Higher Education Authority	4 Years	4 Years	-
Tom Boland <sup>14</sup>	Higher Education Authority	4 Years	-	-
Paul McGarry SC <sup>15</sup>	Honorable Society of King’s Inns	4 Years	-	-
Michele O’Boyle SC <sup>16</sup>	Law Society of Ireland	3 Years	-	-
Bríd O’Donovan <sup>17</sup>	Citizens Information Board	4 Years	-	-
Paul O’Donovan <sup>18</sup>	Consumers’ Association of Ireland	3 Years	-	-
Emily Sherlock <sup>19</sup>	Legal Aid Board	4 Years	-	-

<sup>1</sup> Under section 10 of the Act, five of the Authority members, selected by the drawing of lots, shall hold office for a period of 3 years, with the remaining members, including the Chair, holding office for a period of 4 years. Members can be reappointed to the Authority, however the aggregate term of appointment shall not exceed 8 years.

<sup>2</sup> Members on three year terms agreed to extend their terms by a further three years under section 10 of the 2015 Act.

<sup>3</sup> Term of office ended 30 September 2024.

<sup>4</sup> Term of office ended 30 September 2024.

<sup>5</sup> Term of office ended 30 September 2024.

<sup>6</sup> Term of office ended 30 September 2024.

<sup>7</sup> Shane Galligan was appointed to the Authority with effect from 22 July 2021 to 30 September 2022 for the remaining term vacated by Stephen Fitzpatrick on his resignation and reappointed for a further 3 years from 1 October 2022.

<sup>8</sup> Term of office ended 30 September 2024.

<sup>9</sup> Éilis Barry, on nomination of IHREC, was appointed to the Authority in April 2024 for the remaining term of the original appointment of Deirdre Malone (who resigned in 2023) to end September 2024 and was

reappointed for a term of four years from 11 December 2024.

<sup>10</sup> Sara Moorhead was appointed to the Authority in May 2018 following the appointment of David Barniville to the High Court. This appointment was for the remaining term of the original appointment and was renewed from 1 October 2019. Ms Moorhead was reappointed for a further three years from 1 October 2022.

<sup>11</sup> Simon Murphy was appointed to the Authority from 1 October 2020 to 30 September 2024 following his nomination by the Law Society and was reappointed with effect from 11 December 2024 for a period of four years.

<sup>12</sup> Síona Ryan was appointed to the Authority from 23 February 2022 to 30 September 2022 to replace Deirdre McHugh for the remainder of that term. Ms Ryan was reappointed from 1 October 2022 for a three year term.

<sup>13</sup> Appointed with effect from 11 December 2024.

<sup>14</sup> Appointed with effect from 11 December 2024.

<sup>15</sup> Appointed with effect from 11 December 2024.

<sup>16</sup> Appointed with effect from 11 December 2024.

<sup>17</sup> Appointed with effect from 11 December 2024.

<sup>18</sup> Appointed with effect from 11 December 2024.

<sup>19</sup> Appointed with effect from 11 December 2024.

# AUTHORITY'S ACTIVITIES

The Authority met on four occasions during the year, bringing through a significant body of work to continue to build and execute the functions of the Legal Services Regulatory Authority. The minutes of all Authority meetings are published on the LSRA website.

## Authority Meeting 1

At its first meeting of the year on 18 January 2024, the Authority was updated on the Section 34 ‘Barriers’ Report, which was to be submitted to the Minister in January, and the establishment of the Section 16 Education and Training Committee. The Authority was informed that the Section 34 ‘Conveyancer’ Report had been submitted to the Minister. The Authority approved the LSRA Business Plan 2024 and the LSRA Communications and Engagement Work Plan 2024. Draft Regulations for the framework for Legal Partnerships were presented to the Authority by the CEO. A number of members of the statutory Complaints Committee were reappointed by Resolution of the Authority. Updates were also provided on staffing and recruitment, stakeholder engagement, communications and outreach and anti-money laundering. Updates on the levy, finances and risk register of the LSRA were reviewed. Comprehensive statistical reports and updates were provided in respect of the Complaints & Resolutions function and on the operation of the LPDT.

## Authority Meeting 2

At its second meeting of the year on 21 March 2024, the Authority was updated on the working group established to develop a system and process in respect of the implementation of the LSRA’s inspections function. The Authority was provided with a further update on the establishment of the Section 16 Education and Training Committee, the core function of which will be to put the competency framework in place for the statutory Legal Practitioners Education & Training (LPET) Committee. The Authority discussed the LSRA Communications activity including the information videos recently launched by the LSRA on its website and YouTube channel. The Authority was updated on the Section 34 ‘Conveyancer’ Report and noted that the CEO would be meeting with the Housing For All group in the coming weeks. The Finance, Audit & Risk (FAR) Committee Chairperson updated the Authority on the Committee’s work including the analysis of the LSRA’s draft Financial Statements for 2023. The Authority approved the LSRA’s Draft Financial Statements 2023 subject to the completion of the FAR Committee review of those statements at its meeting of 22 March 2024. The CEO presented the Draft Budget 2024 for the LSRA/LPDT to the Authority. Updates were also provided on staffing and recruitment, stakeholder engagement, communications and outreach and anti-money laundering. Updates on the levy, finances and risk register of the LSRA were reviewed. Comprehensive statistical reports and updates were provided in respect of the Complaints & Resolutions function and on the operation of the LPDT.

## Authority Meeting 3

At its third meeting of the year on 20 June 2024, the CEO briefed the Authority on the LSRA’s appearance before the Joint Oireachtas Committee on Justice on 18 June 2024. The CEO updated the Authority on progress with the process for nominations to the Authority, with six Authority Members set to complete their terms of office on 30 September 2024. The Authority was updated on and noted the publication of the following reports since the previous meeting:

- **LSRA Annual Report 2023**
- **Annual Report on the Admission Policies of the Legal Professions**
- **First Bi-Annual Section 73 Complaints Report for 2024**

The 2024 Report on Internal Controls for the LSRA/LPDT, completed by Internal Audit Unit (IAU) at the Department of Justice for the LSRA was reviewed and approved by the Authority. The Chairperson of the FAR Committee provided an update from the last meeting of the Committee. The CEO updated the Authority on the development of the framework for the introduction of Legal Partnerships including the consultation process and the development of information material on the new business model for legal practitioners. The Authority approved the draft Regulations and Code of Practice for Practising Barristers required for the legal partnerships model, subject to minor amendments. Updates were also provided on staffing and recruitment, stakeholder engagement, communications and outreach and anti-money laundering. Updates on the levy, finances and risk register of the LSRA were reviewed. Comprehensive statistical reports and updates were provided in respect of the Complaints & Resolutions function and on the operation of the LPDT.

## Authority Meeting 4

At its fourth meeting of the year on 12 September 2024, the CEO presented an overview of the activities and achievements of the LSRA since its establishment in October 2016. The Authority reviewed and approved the Report on the External Assessment of the Authority’s Governance Performance. The LSRA Executive was tasked with putting an implementation plan in place to address the recommendations in the Report. The CEO briefed the Authority on progress with the introduction of the framework for Legal Partnerships.

The Authority noted the progress and that the CEO and Chairperson were scheduled to sign the necessary regulations in late September with a formal launch event for the new business model to take place on 8 October 2024. The CEO updated the Authority on the establishment of the Section 16 Education and Training Committee, with the Authority noting that a submission had issued to the Minister for Justice on membership, fees etc. The Authority noted that in parallel to this activity and in line with the agreed programme of work, two reports which will feed into the Committee had already been completed. The first report is a review (with recommendations) of the existing competency frameworks of the Law Society, the Honorable Society of King’s Inns and the Bar of Ireland. The second report is a review of the 2015 Act with recommendations in respect of the Statutory Instrument required to establish the Legal Practitioners Education and Training (LPET) Committee. The Authority noted that the LSRA Chairperson received correspondence from the Minister for Justice on 29 August 2024 accepting the recommendations made in the “Barriers” report and requesting that the LSRA prepare an implementation plan for the recommendations in the report. The CEO informed the Authority that the LSRA Executive had commenced work on the implementation plan which would be submitted to the Department prior to the 30th of September. Updates were also provided on staffing and recruitment, stakeholder engagement, communications and outreach and anti-money laundering. Updates on the levy, finances and risk register of the LSRA were reviewed. Comprehensive statistical reports and updates were provided in respect of the Complaints & Resolutions function and on the operation of the LPDT.

Financial Statements and Procurement

In 2024, the Authority submitted its seventh set of Financial Statements for the period from January 2023 to December 2023, to the Comptroller and Auditor General for audit. On 13 December 2024, the Comptroller and Auditor General certified the accounts and reported that the LSRA Financial Statements gave a true and fair view of the assets, liabilities and financial position of the LSRA at 31

December 2023 and of its income and expenditure from 1 January 2023 to 31 December 2023 in accordance with Financial Reporting Standard (FRS) 102.

The Authority undertook procurement exercises in 2024 with the advice and assistance of the Office of Government Procurement (OGP) where relevant. The procurement exercises employed the existing All-of-Government Frameworks or for smaller procurements, were carried out in line with OGP Procurement Guidelines.

TABLE 6: LSRA Authority Meeting Attendance 2024

MEMBERS	18/01/24	21/03/24	20/06/24	12/09/24
Eileen Barrington SC	✓	✗	✓	✓
Angela Black	✓	✓	✓	✓
Geraldine Clarke SC	✓	✓	✓	✓
Joan Crawford	✓	✗	✓	✓
Shane Galligan	✗	✓	✓	✓
Dermott Jewell	✓	✓	✓	✓
Éilis Barry*	n/a	n/a	✗	✓
Sara Moorhead SC	✓	✗	✓	✗
Simon Murphy	✓	✓	✓	✓
Síona Ryan	✓	✓	✓	✓
Don Thornhill (Chair)	✓	✓	✓	✓

\* Éilis Barry appointed to the Authority from 22 April 2024.

Finance, Audit & Risk Committee

The LSRA's Finance, Audit and Risk (FAR) Committee was Chaired by Authority member, Angela Black. Authority member Geraldine Clarke SC also sat on the committee along with the independent external members of the committee who were Peter O'Brien and Claire Byrne. The Secretary to the Authority is also Secretary to the FAR Committee.

The FAR Committee met three times in 2024. It was not possible to hold a fourth meeting due to the terms of office of Committee members coming to an end in the second half of the year. At each meeting, the

FAR Committee received a briefing from the Chief Executive Officer and formally reviewed the LSRA's Risk Register, examining all steps taken by the LSRA executive to mitigate those risks. The FAR Committee also reviews Financial Statements, up-to-date management accounts and associated financial information at each meeting. The FAR Committee also reviews audit reports, both internal and external, for the LSRA. The oversight remit of the FAR Committee includes the Legal Practitioners Disciplinary Tribunal (LPDT) which is funded by the LSRA and is included in its accounts. The LSRA Risk Register, audit reports, budget and financial statements are also considered and evaluated at Authority meetings.

TABLE 7: LSRA Finance, Audit & Risk (FAR) Committee Attendance 2024

MEMBERS	02/02/23	12/09/24	12/09/24	12/09/24
Angela Black (Chair)	✓	✓	✓	✓
Claire Byrne	✓	✓	✓	✓
Geraldine Clarke SC	✗	✓	✓	✓
Peter O'Brien	✓	✓	✗	✓

# GOVERNANCE ARRANGEMENTS

The Legal Services Regulatory Authority is a statutorily independent body. Under section 13(3) of the Legal Services Regulation Act 2015, the Authority is required to be independent in the performance of its functions.

The LSRA’s governance framework is guided by:

- the Legal Services Regulation Act 2015 (as amended);
- the DPER Code of Practice for the Governance of State Bodies (2016) which has been adopted by the Authority;
- the DPER Code of Practice for the Governance of State Bodies: Business and Financial Reporting Requirements (2016);
- Public Financial Procedures including the Public Spending Code.

The LSRA has developed a suite of governance documents including:

- Code of Conduct for Authority members;
- Code of Conduct for staff of the Authority;
- Terms of Reference for the Authority;
- Schedule of delegations and matters reserved to the Authority;
- Protected Disclosures Policy;
- Data Protection Policy;
- Risk Register and Risk Management Strategy;
- Financial Policies and Procedures;
- Policy and Procedure for the Disclosure of Interests;
- Strategic Plan 2022-2025;
- Corporate Governance Assurance Agreement 2020-2023 between the LSRA and the Department of Justice;

- Duly Authorised Register of staff authorised to perform section 13(7) functions under the Act;
- Quality Service Charter;
- Quality Service Action Plan.

Where appropriate, these documents have been made available on the LSRA’s website.

## The Role of the Authority and the Chief Executive

The Authority has approved a terms of reference for the LSRA which sets out the respective roles of the Authority and of the Chief Executive as follows:

### The Authority:

The Authority is responsible for

- i. Reviewing and guiding the strategic direction and major plans of action of the LSRA;
- ii. Ensuring compliance with all applicable statutory objectives;
- iii. Holding the CEO and senior management to account for the effective performance of their responsibilities;
- iv. Risk management policies and procedures;
- v. Annual budgets and business plans;
- vi. Setting performance objectives;
- vii. Monitoring implementation and performance;
- viii. Overseeing major capital expenditure and investment decisions.

### The Chief Executive:

The Authority delegates operational responsibility for the day-to-day running of the LSRA to the Chief Executive Officer and the LSRA’s senior management team. The Chief Executive Officer attends Authority meetings at the invitation of the Authority Chairperson and provides regular reports on all aspects of the operation of the LSRA as required by Authority members. The Chief Executive Officer also attends the FAR Committee meetings for the purpose of providing an update on risk and financial management.

The Chief Executive Officer’s role and responsibilities are set out in the Act. Section 24(3) of the Act states that the Chief Executive Officer shall:

- i. implement the policies and decisions of the Authority,
- ii. manage and control generally the Authority’s staff, administration and business,
- iii. be responsible to the Authority for the performance of his or her functions, and
- iv. perform such other functions (if any) as may be required by the Authority or as may be authorised under this Act.

Under section 13(7) of the Act, any function of the Authority may be performed through or by the Chief Executive or any member of its staff duly authorised in that behalf by the Authority.

The Chief Executive Officer ensures that the Authority is kept up to date and fully informed about strategic issues and challenges affecting the LSRA and the environment in which it operates.

## Conflicts of Interest

The Legal Services Regulatory Authority has developed a “Policy and Procedure for the Disclosure of Interests”. Under the policy and the Codes of Conduct for Authority members and staff, Authority members and the Chief Executive Officer register their interests in any other relevant undertakings with the Secretary of the Authority on appointment and on an annual basis. In addition, declarations of interest on specific agenda items is included as a standing item for each Authority Meeting and each FAR Committee Meeting.

## Performance Evaluation

The Authority completed an External Assessment of the Authority’s Governance Performance in 2024. The report of the external assessment was approved by the Authority at its meeting on 12 September 2024.

## Department of Justice Governance and Agencies Meetings

Over the course of 2024, the LSRA engaged extensively both formally and informally with officials from the Department of Justice. Two formal Governance Meetings were held in 2024 between the LSRA and the Civil Governance Unit of the Department of Justice, on 20 March and 19 September.



## Financial Reporting

All appropriate procedures for financial reporting were adhered to in 2024 by the Authority. An annual budget for 2024 was agreed at the final meeting of the Authority on 16 November 2023. Due to the operation of the new levy model in 2024 which includes an element on budgeted expenditure, further monitoring and revision of this budget were required in 2024 up to the point of the levy calculation process being completed in June 2024. The budget was also reviewed by the Finance, Audit and Risk (FAR) Committee (the original budget at its meeting of 9 February 2024 and revised budgets at its meetings of 22 March and 24 May 2024).

At each meeting of the Authority, up-to-date management accounts were presented by the Chief Executive. Monthly management accounts are produced throughout the year by the accounting service providers to the Authority and to the Executive ensuring that senior management have access to relevant and timely financial and non-financial information. The management accounts are also provided to and scrutinised by the FAR Committee.

An Annual Financial Statement of the Accounts of the LSRA for the period 1 January 2023 to 31 December 2023 was prepared and submitted to the Department of Justice and the Office of the Comptroller and Auditor General (OCAG) by the deadline of 31 March 2024. Audited accounts were approved by the OCAG on 13 December 2024 and, subsequently submitted to the Minister for Justice along with the signed Letter of Representation, the Chairperson’s Comprehensive Report to the Minister and a copy of the audit report to be laid before the Houses of the Oireachtas.

## Anti-Money Laundering

The LSRA is the competent authority under the Criminal Justice (Money Laundering and Terrorist Financing) Act 2010, as amended, for all barristers in the State who are entered on the Roll of Practising Barristers which the LSRA maintains. As the competent authority, the LSRA is tasked with monitoring these barristers (‘designated persons’) and taking reasonable necessary measures to secure their compliance with the requirements of Part 4 of the 2010 Act.

The LSRA is a member of the Anti-Money Laundering Steering Committee (AMLSC) which is chaired by the Department of Finance and provides oversight and active review of Ireland's AML/Combating the Finance of Terrorism (CFT) framework. The LSRA attended scheduled meetings of the AMLSC in 2024 and also submitted AML and CFT related data and statistics for the AMLSC’s Annual Report 2023.

The LSRA also continued in 2024 to monitor and update information published on its website to assist practising barristers with their evolving obligations under EU sanctions against the Russian State and related Russian persons and entities.

In 2024, the Department of Justice contacted the LSRA with regard to the Sixth Transposition of 6th Anti-Money Laundering Package. The Department of Justice has proposed significant regulatory changes to functions of the LSRA and LPDT to ensure that the Irish State aligns with the requirements of the 6th Anti-Money Laundering Package.

Regulation (EU) 2024/1620 establishes the EU Anti-Money Laundering Authority (AMLA) and requires a designation by each Member State of a ‘single common representative’. At a meeting of the EU Experts’ Group on Money Laundering and Terrorist Financing on 13 June 2024, the European Commission’s AMLA Task Force prepared for future meetings of the General Board of AMLA in supervisory composition. As requested by the Department of Finance, the LSRA submitted required information to the Department of Finance in response to this meeting. Thereafter, a meeting of the AML Supervisory Authorities was held by the Department of Finance on the 28th of August 2024. The Central Bank was proposed and nominated by the LSRA as the single representative of the Irish State to the AMLA.

On 8th November 2024, the LSRA attended a meeting of AML supervisory authorities that was held ahead of a preparatory meeting of AMLA. The aim of AMLA is to transform the AML and CFT supervision across the EU and enhance cooperation among FIUs. Ireland was represented by the Central Bank and the Garda FIU at this preparatory meeting of AMLA on the 19th of November 2024. AMLA commenced monthly meetings in 2025 and the LSRA, alongside other AML competent authorities in Ireland, will engage through the Central Bank of Ireland with AMLA and contribute as required through various working groups and expert networks.

## Tax Law

The Legal Services Regulatory Authority complied with its obligations under tax law in 2024.

## Transparency Actions

The Authority has adopted Transparency and Accountability as among its core values. The Authority is committed to transparency in relation to its work and decision-making. The minutes of all Authority meetings and the actions points arising are published on the LSRA website. The LSRA also publishes all of the statutory reports prepared by or on behalf of the Authority. Submissions made to the Authority as part of public consultations are also routinely made available on the LSRA website. The LSRA’s website is updated regularly with information for consumers, legal practitioners, journalists and other stakeholders about the ongoing work of the LSRA in performing its statutory functions. Key internal policy documentation on the website includes the LSRA’s Protected Disclosures Policy and the Corporate Governance Assurance Agreement between the LSRA and the Department of Justice.

The LSRA’s social media channels are regularly updated with information for consumers about our complaints handling services. This information is presented in accessible language and mediums including graphics and animated videos with captions. The LSRA’s social media channels are also an important medium for the LSRA to communicate directly with solicitors and barristers as well as other key stakeholders. All job vacancies are posted on the LSRA website and social media.

## GDPR and Data Protection

The LSRA is registered as a Data Controller with the Office of the Data Protection Commissioner. The LSRA’s Data Protection Policy is available on the website. In 2024, the LSRA received 19 Subject Access Requests under the Data Protection Acts.

The LSRA had 17 data breaches in 2024. Of these breaches, 12 were determined as low level breaches. Five breaches were deemed medium risk and the Data Protection Commission was notified of these.

## Freedom of Information (FOI) Requests and General Queries

The LSRA is an FOI body under the Freedom of Information Act 2014. In 2024, the LSRA received a total of 16 FOI requests under the Act. The requests were dealt with in compliance with the Act.

Queries and requests for general information from the public, media, members of the legal professions and other stakeholders are acknowledged and responded to by the executive team. It is the objective of the LSRA to acknowledge all queries and requests within three days of receipt and to issue a substantive response, where possible, within 14 days.

## Irish Language

In 2020, the LSRA was included as a public body for the purposes of the Official Languages Acts 2003 and 2021, under the Official Languages Act 2003 (Public Bodies) Regulations 2019 (SI 230 of 2020). In 2023, the CEO of the LSRA appointed a senior manager, under section 4B of the 2021 Act, to oversee the performance of and report on the LSRA’s obligations under the Act.

In March 2024, the LSRA self-reported for the first time on its advertising activities to Oifig an Choimisinéara Teanga (OCT) for the period January to December 2023. This annual reporting by the LSRA as a public sector body is required under section 10A of the Official Languages (Amendment) Act 2021, which came into effect in October 2022.

Section 10A prescribes that public bodies must ensure that:

- **20% of all their advertising annually is done through the medium of Irish; and**
- **at least 5% of their annual advertising budget is spent on advertising on the Irish language media.**

Actions the LSRA has taken to provide our services through Irish include:

- **Correspondence received in Irish from complaints and legal practitioners is responded to in Irish.**
- **Irish language versions of corporate reports are available, including annual reports and statements of strategy.**
- **Service documents are available in Irish on the website, including guidance for barristers on the Roll of Practising Barristers and Complaints Forms.**
- **Complaints department staff can deal with telephone inquiries in Irish.**
- **Recruitment materials are available in Irish and applicants may apply for vacancies in Irish.**
- **The LSRA Secretariat to the Advisory Committee on the grant of Patents of Precedence facilitates applications in both English and Irish.**

## Protected Disclosures

The LSRA has introduced a Protected Disclosures Policy and Procedure. There were no Protected Disclosures made directly to the LSRA in 2024. Six matters were transmitted to the LSRA by the Protected Disclosures Commissioner under the Protected Disclosure Act 2014 (as amended). Five of these matters were transmitted under section 10C(1)(b) of the Act and one matter under section 10D(1)(b)(ii). One matter was transmitted by another prescribed person under section 7A(1)(b)(vi). Six of the matters were awaiting completion of assessment at year end 2024 and 1 matter was assessed in 2024 as warranting no further follow up. A report reflecting this position has been published on the LSRA website.

## Compliance with DPER Code

The LSRA has adopted the Department of Public Expenditure, NDP Delivery and Reform (DPENDR) Code of Practice for the Governance of State Bodies (2016). The LSRA fully complied with the DPER Code in 2024 with the following exceptions:

- **Sections 8.14, 8.15 - Periodic Critical Review (PCR): The LSRA will engage with the Department of Justice in 2025 in respect of scheduling a PCR.**

# ORGANISATIONAL DEVELOPMENTS

## Staff resources

Under the terms of the 2015 Act, the Authority appoints its own staff with the approval of the Minister for Public Expenditure and Reform. There were five

competitions held in 2024 for numerous roles within the LSRA. The Authority seconds a small number of staff to the Legal Practitioners Disciplinary Tribunal (LPDT) and in 2024 it engaged five staff on part-time contracts for specific projects (e.g. mediation).

TABLE 8: Freedom of Information Requests 2024

REF	REQUEST OR CATEGORY	GRANTED	PART GRANTED	REFUSED	WITHDRAWN	AWAITING DECISION
01	Member of the Public	X				
02	Member of the Public	X				
03	Journalist			X		
04	Member of the Public	X				
05	Member of the Public	X				
06	Member of the Public	X				
07	Legal Practitioner	X				
08	Member of the Public		X			
09	Member of the Public	X				
10	Journalist	X				
11	Member of the Public	X				
12	Member of the Public			X		
13	Member of the Public	X				
14	Member of the Public	X				
15	Legal Practitioner	X				
16	Member of the Public		X			

TABLE 9: LSRA Staff 2024

POSITION	2024*
Assistant Secretary	1
Principal Officer	2
Assistant Principal Officer	5
Registrar	1
Legal Advisor	2
State Solicitor	11
Higher Executive Officer	8
Legal Researcher	0
Officer Manager	2
Executive Officer	8
Clerical Officer	17
Contractors	6
TOTAL	63
(Of which LPDT staff)	9

\* Staff numbers as at 31 December 2024. These reflect job sharing arrangements. A total of 63 staff members equates to 54.53 FTEs (Full Time Equivalents)



## Attendance Management and Performance

The amount of staff time spent working on complaints is documented in timesheets based on units of 15 minutes. This assists the LSRA in calculating the annual levy on the professions. Softworks, a Time Management System continues to assist with calculations and apportionment for the levy. The LSRA has a probation management process in place for all new staff. There is also a Performance Management Development (PMDS) system for all staff. Training in PMDS was provided during 2024 to all staff.

## Continuous Development for Our Staff

Staff attended numerous training courses, conferences and seminars during 2024 in many different areas. The LSRA provided courses in Word and Excel to all staff as well as courses on GDPR/Data Protection and PMDS. The CEO and two senior managers undertook the Climate Change Leadership programme provided through the Institute of Public Administration (IPA). A bespoke course on Solicitor Costs was designed and delivered to all staff working in the Complaints, Investigations and Resolutions Department.

The LSRA is a member of the IPA’s Governance Forum and some staff and some members of the Authority attended virtual and in person training and information sessions through that Forum in 2024, including:

- **Board Secretaries Network 6 March and 11 September 2024;**
- **Key Legislation – FOI, Data Protected Disclosures;**
- **Artificial Intelligence – Cyber Threats and Opportunities;**
- **Putting Sustainability at the Organisational Core.**

All Staff Days took place in May 2024 and December 2024, giving staff a chance to hear inputs from department heads in the LSRA and LPDT and to assess how their role contributes to the goals of the organisation as a whole. Staff also received information and guidance on staff welfare and available support services including a presentation at our May 2024 All Staff Day on “Building your Resilience” delivered by the Institute of Public Administration. Representatives from the National Advocacy Service and FLAC also spoke at the All Staff Day in May 2024 about their work. A senior member of the Office of the Ombudsman delivered a presentation on the work of the Ombudsman at the All Staff Day in December 2024.

## Health and Safety 2024

The Department of Justice ICT Unit assisted Corporate Services to arrange for new staff to have remote access to the LSRA business systems. The LSRA complied with the Safety, Health and Welfare at Work Act 2005 and the Safety, Health and Welfare at Work Act (General Applications) Regulations 2007. The LSRA adhered to health and safety policies and procedures and provided appropriate training, safety awareness programmes and personal protective equipment. Staff received Fire Warden and Safety Officer training in 2024.

## Public Sector Duty and Human Rights

The LSRA continued to meet its obligations to staff and customers under the Public Sector Equality and Human Rights Duty.

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.

The LSRA’s Strategic Plan 2022-2025 identified the following five areas for improvement:

- **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 the LSRA’s commitment to 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.

The LSRA undertook the following improvement work in these areas in 2024:

- **The production of a series of three animated video guides for consumers on the LSRA’s complaints service. The videos are available on the LSRA’s website and YouTube channel.**
- **An expanded programme of stakeholder events.**
- **All of the template letters used by the Complaints Unit were revised during the year to adopt plain English standards. This project is ongoing.**
- **In order to improve the services we provide, the Complaints Unit issued a feedback questionnaire to 440 complainants whose complaints were closed. The results of the questionnaire have been analysed and suggestions for improvement where possible, will be implemented.**
- **Further resources were devoted to the receipt of and response to queries.**

## Service Level Agreement between LSRA and LPDT

A Service Level Agreement is in place between the LSRA and the LPDT for the period 2022 to 2025. The Office of the CEO and the Corporate Affairs Departments of the LSRA continued to provide administrative supports to the LPDT in 2024. This included support and advice on governance, procurement, services and supplies, staff training and other HR supports. The Finance, Audit and Risk (FAR) Committee of the LSRA provides oversight to the Tribunal.

## Information Technology

The LSRA has a Service Level Agreement, Statement of Governance Assurance and Data Processing Agreement in place with the Department of Justice. The Department’s IT section assisted Corporate Services to arrange for all new starters to have remote access to the LSRA internal systems to enable them to work securely from home. The LSRA attended update briefings for agencies provided by the IM&T Division of the Department of Justice in 2024.

## Energy Efficiencies

A survey of the LSRA premises was conducted in 2023 in relation to options to further improve energy efficiency, in particularly in relation to heating. Energy awareness campaigns, Green Team and actions for implementing reduction in carbon emissions through improving waste management by increasing recycling continued in line with Government policy in 2024.

## Procurement Activities

Procurement conducted in 2024 was in line with EU law and Government circulars and guidelines. The LSRA seeks to undertake all procurement through the Framework Agreements available through the Office of Government Procurement (OGP) where feasible. Procurement in 2024 included the following areas:

1.

A consultant to review the Competency Frameworks for the education of Solicitors and Barristers.
2.

Supply of survey services of law firms for market analysis of Legal Partnerships as a new business structure for legal service providers.
3.

Event management supports for launch of regulatory framework of Legal Partnerships.

## Prompt Payment of Accounts

It is the policy of the Legal Services Regulatory Authority to fully comply with the terms of the Prompt Payments of Accounts Act 1997. The LSRA has procedures in place to ensure that all invoices are paid within the statutory time limit. While the procedures have been designed to ensure compliance with the Act, they only provide reasonable and not absolute assurance against material non-compliance with the Act. In 2024, two invoices incurred late payment penalties.

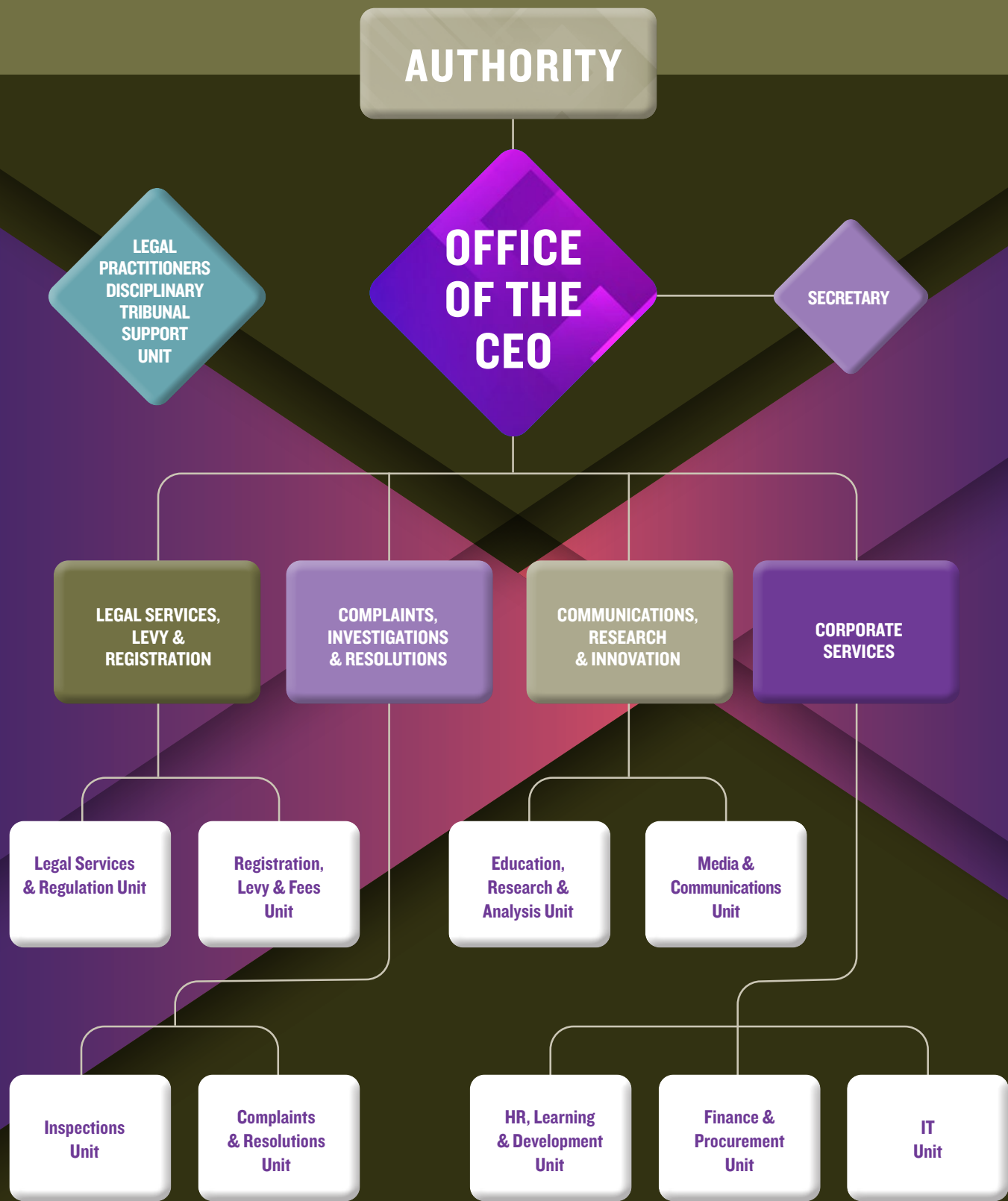
## Senior Management Team

During 2024, the Senior Management Team (SMT) met on eight occasions to review all major issues relevant to the efficient and effective operation of the Authority. One of the main responsibilities of the SMT is to monitor progress on achieving the targets set out in the Annual Business Plan for each Department and to drive activity to achieve the goals set out in the Strategic Plan 2022-2025.

TABLE 10: LSRA-LPDT Senior Management Team Meetings 2024

DATES	NOTES ON KEY ACTIVITIES
8 January 2024	Focus on Business Plan 2024
4 March 2024	Budget analysis for 2024
29 April 2024	Workshop for review of outstanding IAU recommendations
13 May 2024	Standard meeting
10 June 2024	Mid-Year review of Business Plan 2024
8 July 2024	Standard meeting
16 September 2024	Review of draft Budget 2025
16 December 2024	End of year review of Business Plan

# ORGANISATIONAL STRUCTURE



# SENIOR MANAGEMENT TEAM

## Office of the CEO



**Dr Brian Doherty**  
Chief Executive Officer

Brian Doherty is the Chief Executive Officer of the Legal Service Regulatory Authority. He was called to the Bar in 1996 and initially practised in Belfast. He joined the Office of the Police Ombudsman for Northern Ireland when it was set up in 2000 as one of the first civilian investigators, working on allegations of misconduct against the then RUC, later the Police Service of Northern Ireland. In 2007 he moved to the Garda Síochána Ombudsman Commission as a senior investigating officer, later progressing to acting Deputy Director of Investigations. He returned to the Northern Ireland Police Ombudsman in 2014 to run the Current Investigations Directorate. Brian took up post as the CEO of the LSRA in September 2017.



**Ultan Ryan**  
Secretary

Ultan Ryan joined the Civil Service in 1985 and worked for the Central Statistics Office before joining the Department of Social Welfare as a systems analyst in 1992. Ultan moved to the Department of Justice and Equality in 2000 where he worked on Cross-Border Justice projects including as Secretary to the Remembrance Commission. Ultan worked as project manager and operations manager with the Reception and Integration Agency before assignment to the LSRA in January 2017.

## COMMUNICATIONS, RESEARCH AND INNOVATION DEPARTMENT



**Nuala Haughey**  
Head of Communications, Research and Innovation Department

Nuala Haughey was appointed Head of Communications, Research and Innovation in November 2019. Nuala's background is in journalism and policy analysis. She is a former award winning Social Affairs Correspondent with *The Irish Times* and has extensive experience as a communications consultant with the European Commission. Nuala has also worked as a political communications director and a policy analyst and researcher.



COMPLAINTS, INVESTIGATIONS AND RESOLUTIONS DEPARTMENT



**Tony Watson**  
**Head of Complaints, Investigations and Resolutions Department**

Tony Watson joined the LSRA in September 2019 and is the Head of Complaints, Investigations and Resolutions. He qualified as a solicitor in England and worked as a litigator in London. He moved to Ireland in 2005 and joined the Complaints Section of the Law Society, where he was Deputy Head of Complaints prior to joining the LSRA. Tony has extensive experience in the regulation of lawyers, and the investigation and resolution of complaints in particular.



**Eleanor Carmody**  
**Head of Complaints and Resolutions Unit**

Eleanor joined the LSRA in September 2019 as a Complaints Resolution Officer, and was appointed Head of the Complaints and Resolutions Unit in February 2020. Eleanor qualified as a solicitor in 1999 and worked mainly as a conveyancer in a general practice in Fermoy, Co. Cork. She joined the Law Society in 2008 and worked as a solicitor in the Complaints and Client Relations section investigating complaints against solicitors.

CORPORATE SERVICES DEPARTMENT



**Deirdre Fleming**  
**Head of Corporate Services Department**

Deirdre Fleming was appointed Head of Corporate Services in October 2019. Deirdre has significant experience in corporate services and finance within the public sector including in the Houses of Oireachtas, Law Reform Commission and recently the Office of the Revenue Commissioners.

LEGAL SERVICES, LEVY AND REGISTRATION DEPARTMENT



**Alison McIntyre**  
**Head of Legal Services, Levy and Registration Department**

Alison Emily McIntyre was appointed Head of Legal Services, Levy and Registration Department in October 2019 and took up her role in March 2020. Prior to this Alison was an Assistant Commissioner with the Irish Data Protection Commission where she worked as a legal adviser and as their Data Protection Officer. Alison has experience in private practice and in public sector organisations.



**Padraig Langan**  
**Head of Registration, Levy and Fees Unit**

Padraig Langan was appointed the Head of the Registration, Levy and Fees Unit in July 2018. Previous to this, Padraig worked in the Department of Agriculture, Food and the Marine in the Press Office and, prior to that, the Meat and Milk Policy Division where he gained experience working on policy issues. Padraig has more than 20 years of experience in the public sector.

LEGAL PRACTITIONERS DISCIPLINARY TRIBUNAL SUPPORT UNIT



**Kay Lynch**  
**Registrar of the Legal Practitioners Disciplinary Tribunal**

Kay Lynch was appointed Registrar of the Legal Practitioners Disciplinary Tribunal in September 2019. Prior to her appointment, Kay worked as an executive with the Solicitors Disciplinary Tribunal since 2014. She is a qualified solicitor and holds diplomas in Professional Regulation (University College Dublin) and Judicial Skills and Decision-Making (Law Society of Ireland).

# Appendix I:

## KEY ACTIVITIES IN 2023

DATE	KEY ACTIVITY
18 January	40th Meeting of the Authority
22 January	Meeting with the Law Society on regulatory matters
31 January	Meeting with Bar of Ireland on the levy
2 February	Ireland-Australia Handover Meeting for the International Conference of Legal Regulators 2024
3 February	Head of Complaints, Investigations and Resolutions Department delivers presentation to PPC students at Blackhall Place on Ethics and Conduct
7 February	Meeting with representatives of the EU on the Annual Rule of Law Report
8 February	Meeting with the Law Society on the publications of findings of the LPDT
9 February	First FAR Committee Meeting of 2024
8 March	Commencement of meetings with insurance providers on professional indemnity insurance requirements for barristers and legal partnerships
11 March	Drafting meeting with counsel on legal partnership regulations
20 March	Governance Meeting with the Department of Justice
21 March	41st Meeting of the Authority
22 March	Members of LSRA Senior Management Team attend Department of Justice Conference Dublin Castle
22 March	Second FAR Committee Meeting of 2024
26 March	LSRA begins targeted consultation on legal partnership regulatory framework
10 April	CEO delivers a presentation to Legal Aid Board Annual Managing Solicitors meeting in Kilkenny

DATE	KEY ACTIVITY
11 April	Publication of LSRA report on conveyancing including recommendations under section 34 of the Act
12 April	Meeting with the Law Society on regulatory matters
23 April	Head of Complaints, Investigations and Resolutions Department and Head of Unit attend Fitness to Practice Forum of Irish Regulators
26 April	Publication of first LSRA Complaints Report of 2024 under section 73 of the Act
29 April	Submission of LSRA Annual Report for 2023 to Minister for Justice and Oireachtas Joint Committee on Justice
7 May	Meeting with the Gambling Regulator on Regulations and Statutory Instruments
9 May	Complaints Committee Plenary Meeting with talk by Barry Quirke of the Office of the Ombudsman
16 May	Drafting meeting on Code of Practise for Practising Barristers
24 May	Third FAR Committee Meeting of 2024
28 May	LSRA CEO attends events to mark centenary of the establishment of the Irish Courts
29 May	LSRA staff attend All Staff Day in Dublin
13 June	CEO attends annual dinner of the President of The Bar of Ireland
18 June	LSRA appears before the Joint Oireachtas Committee on Justice
20 June	42nd Meeting of the Authority
27 June	Meeting with the Law Society on regulatory matters
3 July	Head of Complaints, Investigations and Resolutions Department and Head of Unit attend Fitness to Practice Forum of Irish Regulators

DATE	KEY ACTIVITY
5 July	Meeting with QQI on matters relating to education and training of legal practitioners
10 July	Publication of LSRA Annual Report 2024
15 July	Meeting with representatives of the Department of Justice on matters relating to education and training of legal practitioners.
16 July	CEO and Head of Levy unit address Dublin Solicitors Barristers Association on the introduction of Legal Partnerships
17 July	Publication of LSRA Pathways to the Professions Annual Report on Admissions 2023
21 July	Meeting with The Bar of Ireland on the Professional Indemnity Insurance group scheme
20 August	Legal partnerships draft regulations published
12 September	43rd Meeting of the Authority
13 September	Meeting with the Law Society on regulatory matters
18 September	LSRA publishes report on economic and other barriers for early career solicitors and barristers with recommendations for reform
19 September	Governance meeting with the Department of Justice
26 September	LSRA CEO and Chair sign LP, LLP and Professional Indemnity Insurance Regulations
26 September	LSRA SMT deliver a webinar on lessons and themes arising out of complaints to the Dublin Solicitors Bar Association
1 October	Legal partnerships come into force as an alternative business structure
2 October	Head of Complaints Unit attends In House and Public Sector lawyer conference
7 October	LSRA executive attend Protected Disclosure training

DATE	KEY ACTIVITY
8 October	LSRA holds launch event for legal partnerships alternative business structure
30 October	Publication of the second LSRA Complaints Report of 2024 under S73 of the Act including summary and statistics for first 5 years of complaints investigations
31 October	Publication of LSRA Breaking Down Barriers Implementation Plan
14 November	CEO delivers a presentation to graduates of the Honorable Society of King’s Inns
15 November	Meeting with the Law Society on regulatory matters
20 November	LSRA arranges for publication of Disciplinary Tribunal outcomes in upheld complaints of misconduct on LPDT website
20 November	CEO delivers a presentation to students at the Honorable Society of King’s Inns
26 November	LSRA welcomes Ireland’s first legal partnership law firm
1 December	LSRA hosts live online information session for lawyers on legal partnerships
5 December	LSRA staff attend All Staff Day in Dublin
12 December	Government appoints eight members to the LSRA, including a new chairperson
12 December	LSRA CEO delivers a presentation at the DSBA Professional Development and Solicitor Wellbeing event
19 December	Meeting with The Bar of Ireland
20 December	First inspection of a legal firm under Part 3 of the Act carried out



## OUR WORKPLACE CULTURE





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](mailto:lsra-inbox@lsra.ie)  
Website: [www.lsra.ie](http://www.lsra.ie)  
Twitter/X: @LSRAIreland  
LinkedIn: @LSRA*