



CANDIDATE INFORMATION BOOKLET

Please Read Carefully

**Head of Communications, Research and Innovation (AP) in the
Legal Services Regulatory Authority**

Tenure: Permanent

Location: Dublin city centre (hybrid)

Deadline for Applications: 7 July 2026

The Legal Services Regulatory Authority (LSRA) is seeking to recruit a suitably qualified full-time and permanent Head of Communications, Research and Innovation (Assistant Principal Officer) who will lead internal and external communications strategies of the LSRA and play a key role in the strategic direction going forward.



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About the Legal Services Regulatory Authority

The Legal Services Regulatory Authority (LSRA) is an independent public body established under the Legal Services Regulation Act 2015. It is responsible for the regulation of the provision of legal services by legal practitioners (both solicitors and barristers) and for ensuring the maintenance and improvement of standards in the provision of legal services.

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

The Work of the LSRA

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

As part of its ongoing work to ensure increased competition in the legal services sector, in September 2024 the LSRA developed the regulatory framework for the introduction of Legal Partnerships as an innovative new business structure for legal services delivery. This new structure allows for greater flexibility and diversity in how legal services are delivered to consumers.

The LSRA has an ongoing statutory responsibility to promote public awareness and disseminate information to the public in respect of legal services, including the cost of such services. It provides high quality information to the public and legal practitioners about the operation of its complaints service. This helps empower consumers and inform good practice in legal services provision. Through regular engagement with the professional bodies for solicitors and barristers, it ensures that legal practitioners are kept informed of relevant regulatory matters.

The LSRA has an ongoing and challenging programme of research to fulfil its statutory reporting duties. It regularly provides statistical data on activities relating to LSRA's complaints and



resolutions functions. It conducts extensive stakeholder consultations and research into national and international practices in the provision of legal services and legal practitioner education and training. The LSRA is currently working on a programme for reform of legal practitioner education and training aimed at increasing access and diversity in the solicitor and barrister professions.

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

The LSRA's current Strategic Plan 2025-2028 sets out in greater detail its work in these and other areas.

Funding and Organisational Structure

The LSRA's executive function is provided by its Chief Executive Officer. A growing organisation, it currently has 65 employees working across six departments. These are:

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

Since 2019, the LSRA has received income by way of a statutory levy on legal practitioners as well as fees relating to the registration of new legal business models and Legal Partnerships.

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

The Authority

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

The LSRA's Vision, Functions and Objectives

Our Vision:

"Legal services that are trusted and accessible and delivered by legal practitioners who meet the highest standards of professionalism and integrity"



Our Mission:

“To regulate the provision of legal services by legal practitioners and to maintain and improve standards in the provision of legal services in Ireland.”

Our Six Statutory Objectives:

The Legal Services Regulatory Authority will:

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

Our Four Core Values:

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

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

Our Eleven Functions:

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

- (1) Keep under review and make recommendations to the Minister in respect of:
 - a. admission requirements of the Law Society, Bar Council, and Honourable Society of King’s Inns:
 - b. availability and quality of education and training including ongoing training for the solicitors’ and barristers’ professions:
 - c. policies in relation to admission and, or entitlement to practise of the Law Society, Bar Council and the Honourable Society of the King’s Inns:
 - d. professional codes:
 - e. the organisation of the provision of legal services in the State.
- (2) Disseminate information in respect of the education and accreditation requirements and any other matters referred to above as the LSRA thinks fit.
- (3) Specify the nature and minimum levels of professional indemnity insurance required.
- (4) Establish and administer a system of inspection of legal practitioners for the purposes of the Act.

- (5) Receive and investigate complaints against legal practitioners.
- (6) Establish and maintain the roll of practising barristers.
- (7) Promote public awareness and disseminate information to the public in respect of legal services, including the cost of such services.
- (8) Keep the Minister for Justice, Home Affairs & Migration (the Minister) informed of developments in respect of the provision of legal services including their cost.
- (9) Keep the Minister informed of developments in respect of the provision of legal services and make recommendations to assist the Minister in coordinating and developing policy.
- (10) Undertake, commission, or assist in research projects and other activities in respect of the provision of legal services. This will increase public awareness, promote an improvement in standards for their provision, which will lead to recommendations for the Minister for Justice.
- (11) Perform any other functions conferred by the Act or by regulations made under it.

Strategic Priorities 2025-2028

The LSRA is in the first year of delivery of a Strategic Plan for the period 2025-2028. Strategic priorities have been defined to focus on enhancing operational efficiency and service delivery; promoting professional standards and encouraging innovation; and increasing awareness through communications and engagement.



The infographic features three horizontal bars with icons and text. The first bar is teal and features a scales of justice icon. The second bar is orange and features an icon of three people. The third bar is green and features a gear icon.

- STRATEGIC PRIORITY ONE**
EXCELLENT STANDARDS IN LEGAL SERVICES
We will ensure that the legal professions meet the needs of the population and are held to the highest professional standards in the delivery of legal services.
- STRATEGIC PRIORITY TWO**
EMPOWERED CONSUMERS
We will increase awareness among consumers about legal services and what they should expect, and ensure that they have recourse to an impartial, timely and effective complaints system if needed.
- STRATEGIC PRIORITY THREE**
EFFECTIVE OPERATIONS
We will strive for excellence in our core operation and services, and continue to develop a right-size regulatory model.



Job Description

Head of Communications, Research and Innovation – Role Details and Context

The LSRA invites applications for the post of Head of Communications, Research and Innovation. The Head of Communications, Research and Innovation will come from a Communications background and will be passionate, proactive and a great communicator.

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

The Head of Communications, Research and Innovation will be responsible for a variety of work streams including strategic communications development, digital content provision, event management, stakeholder engagement and media relations.

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

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

Duties and Responsibilities

The Head of Communications, Research and Innovation reports directly to the CEO. The duties of the Head of Communications, Research and Innovation will include, but are not limited to:

Strategy Development and Management:

- Developing the strategic goals and direction for the communications work of the Department and the wider organisation.
- Develop, execute and project manage multi-channel communications in order to strategically widen and deepen the LSRA's engagement with target audiences including consumers of legal services and legal practitioners (solicitors and barristers).
- Co-ordinate and deliver statutory reporting requirements to include the Annual Report, Complaints Report, Bi-Annually Barriers to Entry report and Admissions Report.



Media Relations

- Serve as the primary spokesperson for the LSRA, managing media relations and communications and preparing press releases and media engagement at key points in the year.
- Analyse media coverage and social media engagement to monitor trends and identify opportunities and risks.

Digital Campaigns and Content

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

Stakeholder Engagement and Internal Communications

- Co-ordinate stakeholder and outreach events such as conferences, report launch events, including procurement and liaison with suppliers. Lead in coordinating communications-related activities with other Departments within the LSRA and wider public service.
- Develop and champion a strategic vision for internal communications with staff, working with colleagues across the organisation to support consistent and clear communication at all levels.
- Work with colleagues across the organisation to develop an annual communications and media relations approach that will help demonstrate the LSRA's achievements, developments and research projects.



Desirable Attributes

- Previous experience in the Public Sector/Regulatory sector.
- Working knowledge of the Houses of the Oireachtas.
- Understanding Professional services and complex stakeholders.
- Understanding the public sector and public interest landscape.

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

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



Principal Conditions of Service

General

Appointments are on a permanent basis as a public servant as per section 25(4) of the 2015 Act, subject to the satisfactory completion of the specified probationary period.

Salary

The salary for the post is based on the starting point on the Assistant Principal (PPC) scale of. The relevant scale is as follows (01/06/2026)

ASSISTANT PRINCIPAL – PPC

€83,113 €86,173 €89,277 €92,390 €95,499 €97,292 €100,427¹ €103,576²

¹ After 3 years satisfactory service at the maximum.

² After 6 years satisfactory service at the maximum.

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

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

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

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

Annual Leave

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

Pension

The LSRA is a Public Service Body and a relevant authority for the Single Public Service



Pension Scheme (SPS). Persons employed by the LSRA will become members of the SPS.

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

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

Probation

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

Blended Working

Blended working may be available to the successful applicant following completion of the probationary period and subject to business needs.

Duties

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

Hours of Attendance

Hours of attendance will be as fixed from time to time but will amount to on average not less than 41 hours and 15 minutes gross or 35 hours net per week.

The successful candidate will be required to work such additional hours from time to time as may be reasonable and necessary for the proper performance of his/her duties, subject to the limits set down in the working time regulations. This may include working evenings and weekends. The rate of remuneration payable covers any extra attendance liability that may arise from time to time.

Sick Leave

Pay during properly certified sick absence, provided there is no evidence of permanent disability for service, will apply on a pro-rata basis, in accordance with the provisions of the sick leave circulars. Appointees will be required to sign a mandate authorising the Department of Employment Affairs and Social Protection to pay any benefits due under the Social Welfare Acts direct to the LSRA and payment during illness will be subject to the appointee making the necessary claims.



IMPORTANT NOTICE

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

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

How to Apply

Application Process

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

Applicants should clearly demonstrate in the application form specific achievements qualities, skills and knowledge required for the role of Principal Officer as identified in the ‘Essential Criteria’ and ‘Desirable Criteria’ sections above. They can also demonstrate the required competencies for the role as per the Competency Framework for Assistance Principal Officer (set out in Appendix One).

Guidance on Completing the Application Form

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

Closing Date

Applications should be made electronically by e-mail to recruit@lsra.ie. **Closing date for applications is noon (12 p.m.) on 7 July 2026.**

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

It is the LSRA’s strict policy that applications will not be accepted after the closing date and time. This means that any application received after noon (12 p.m.) on 7 July 2026 will not be considered. You are therefore strongly advised to submit your application form well in advance of the deadline.



Selection Process

The selection process may include:

- Shortlisting of candidates, based on the information contained in their application:
- A competitive preliminary interview(s):
- Any other tests or exercises that be deemed appropriate.

Shortlisting

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

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

Interviews

The interviews for this post are likely to be held in week commencing 20 July however this may be subject to change. The interviews will be held in person in our office in Manor Street, Stoneybatter, Dublin 7.

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

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

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

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



Health and Character References

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

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

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

Canvassing

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

Equal Opportunities Employer

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

Security Clearance

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

General Data Protection Regulation (GDPR)

The General Data Protection Regulation came into force on the 25th May 2018, replacing the existing data protection framework under the EU Data Protection Directive. When your application form is received, we create a computer record in your name, which contains much of the personal information you have supplied. This personal record is used solely in processing your application.

Certain items of information, not specific to any individual, are extracted from records for general statistical purpose. To make a request to access your personal data please submit your request to dpo@lsra.ie ensuring that you describe the records you seek in the greatest possible detail to enable us to identify the relevant records(s).



Eligibility

Eligible Candidates must:

- A citizen of the European Economic Area. The EEA consists of the Member States of the European Union, Iceland, Liechtenstein and Norway; or
- A citizen of the United Kingdom (UK); or
- A citizen of Switzerland pursuant to the agreement between the EU and Switzerland on the free movement of persons; or
- A non-EEA citizen who has a stamp 4 visa; or
- A person awarded international protection under the International Protection Act 2015 or any family member entitled to remain in the State as a result of family reunification and has a stamp 4 visa or
- A non-EEA citizen who is a parent of a dependent child who is a citizen of, and resident in, an EEA member state or the UK or Switzerland and has a stamp 4 visa.

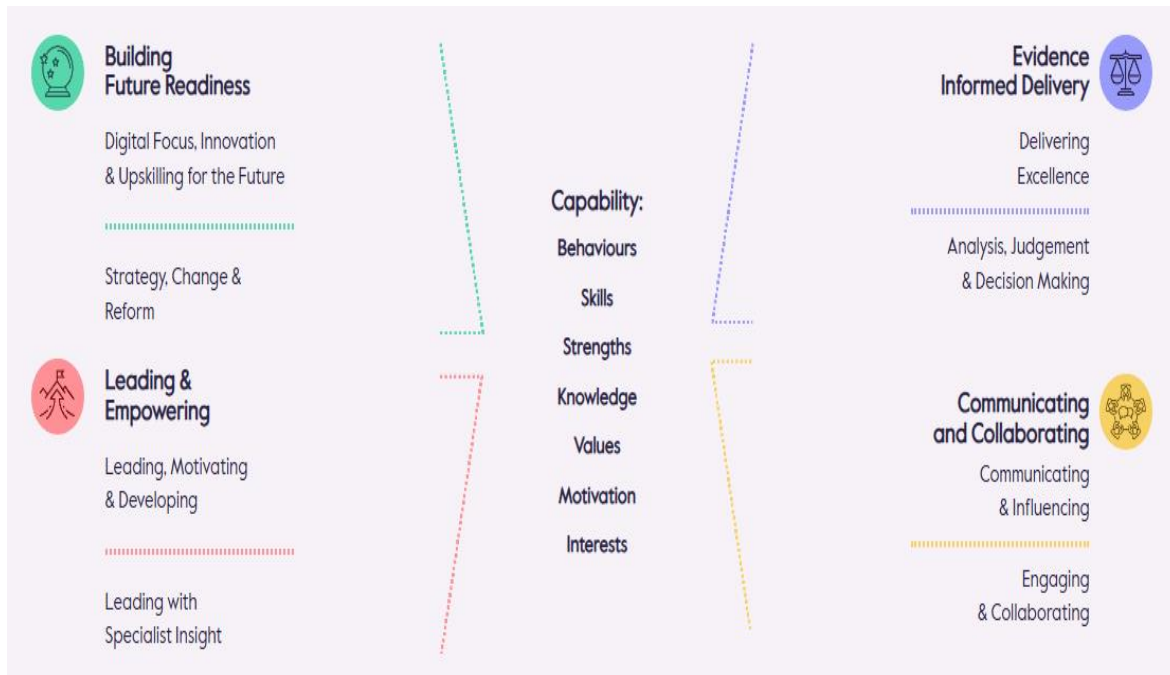
To qualify candidates must meet one of the citizenship criteria above by the date of any job offer.

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

LSRA June 2026

APPENDIX ONE

Key competencies for effective performance at the Assistant Principal:



Building Future Readiness

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

Evidence Informed Delivery

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

Leading & Empowering

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



An tÚdarás Rialála
Seirbhísí Dlí
Legal Services
Regulatory Authority

LSRA Head of Communications, Research and Innovation 2026

Communication & Collaborating

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