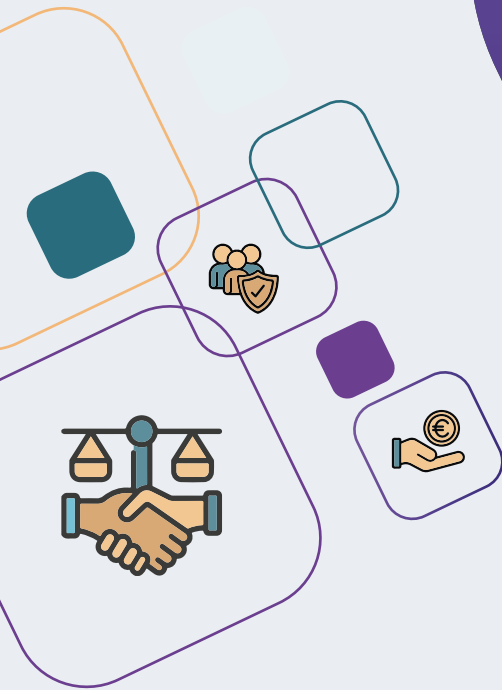




An tÚdarás Rialála
Seirbhísí Dí
Legal Services
Regulatory Authority



ANNUAL REPORT 2025

INDEPENDENCE | INNOVATION | CONSUMER PROTECTION |
TRANSPARENCY & ACCOUNTABILITY



An tÚdarás Rialála
Seirbhísí Dlí
Legal Services
Regulatory Authority

Vision



To protect and promote the public interest and the interests of consumers of legal services whilst encouraging an independent, strong, competitive legal profession with high standards of professionalism and integrity.

Mission

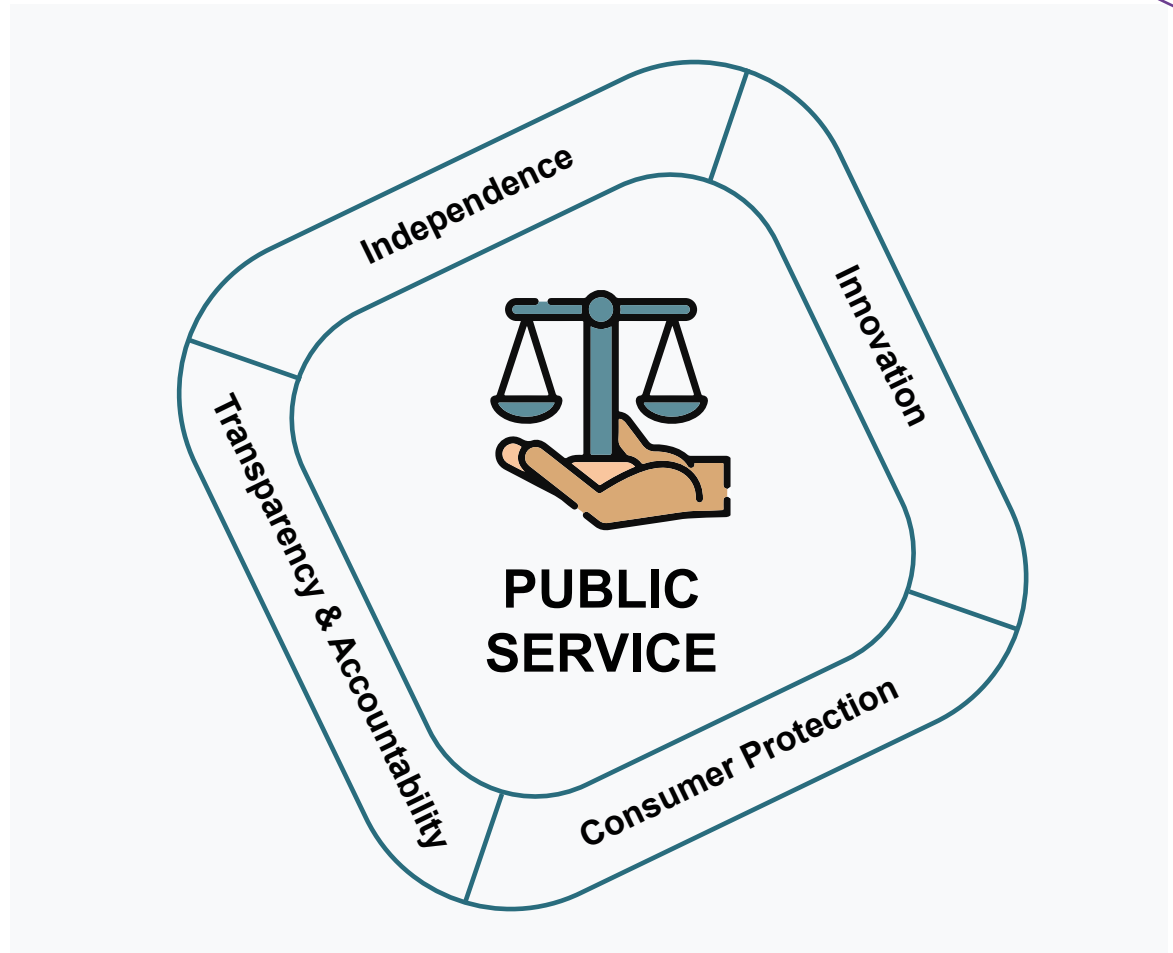


To regulate the provision of legal services by legal practitioners and ensure the maintenance and improvement of standards in the provision of legal services in the State.



LSRA Values

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



Annual Report for year ended 31 December 2025

This Annual Report on the performance of the Authority's functions in 2025 is made to the Minister for Justice, Home Affairs and Migration and to the Oireachtas Joint Committee on Justice in accordance with section 21(1) of the Act. This report covers the period 1 January 2025 to 31 December 2025.

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 tenth Annual Report.

Glossary

Grounds of complaint under the Legal Services Regulation Act 2015

Inadequate legal services

A complaint that the legal services provided did not meet the standard reasonably expected of a legal practitioner.

Excessive costs

A complaint that the costs sought for legal services are excessive, having regard to the nature and complexity of the work involved.

Misconduct

A complaint that an act or omission by a legal practitioner amounts to misconduct under the Act. Misconduct includes matters such as fraud or dishonesty, conduct likely to bring the profession into disrepute, or serious failures in professional standards as defined in legislation.

Complaints process

Mixed complaint

A complaint that includes more than one of the three statutory grounds above.

Admissible complaint

A complaint that, when assessed against statutory criteria, is something we can progress (i.e. we can investigate and/or determine).

Inadmissible complaint

A complaint that, when assessed against statutory criteria, is something we cannot take forward (i.e. we cannot investigate and/or determine).

Legal Practitioners Disciplinary Tribunal (LPDT)

An independent statutory body that hears certain misconduct complaints referred to it and has the power to impose sanctions.

Regulation and registration

Limited Liability Partnership (LLP)

A business structure that allows legal practitioners in partnership to limit personal liability in certain circumstances, subject to statutory conditions.

Contents



1. Introduction

p - 6	Who we are
p - 7	What we do
p - 8	Our objectives
p - 9	Strategic Plan 2022-2025
p - 10	Foreword from the Chairperson
p - 12	Introduction by the Chief Executive Officer
p - 14	2025 at a glance

2. How We Regulate

p - 16	Complaints: investigation and resolution
p - 31	Delivery of legal services: levy and registration

3. How We Engage and Innovate

p - 36	Research: education and inclusion
p - 42	Communications: engagement and awareness

4. Governance and Management

p - 48	Authority members and nominating bodies
p - 54	Authority Structure
p - 56	Authority's Activities
p - 61	Governance Arrangements
p - 69	Organisational Developments
p - 73	Advisory Committee for the grant of Patents of Precedence 2025
p - 76	Senior Management Team

Appendix 1

p - 80	Key Activities 2025
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1. Introduction

INTRODUCTION

Who we are

The Legal Services Regulatory Authority (LSRA) 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



Each nominating body nominates one person 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 a lay chairperson. Under the Act, the Authority is required to be independent in the performance of its functions.

When appointing a person to be a member of the Authority, the Government must be satisfied that he or she has knowledge of, and expertise in relation to, at least one of the following:

- » the provision of legal services
- » legal education and legal training
- » competition law and policy
- » the maintenance of standards in professions regulated by a statutory body
- » dealing with complaints against members of the professions regulated by a statutory body
- » business and commercial matters
- » the needs of consumers of legal services.

The 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

What we do

We regulate the provision of legal services by legal practitioners and work to ensure the maintenance and improvement of standards in the provision of those services in the State.

The functions of the LSRA are set out under section 13 of the Act. These are as follows:

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:

position was held by Dr Brian Doherty until his resignation on 12 September 2025. Tony Watson, Head of Complaints, Investigations and Resolutions, was appointed Interim Chief Executive Officer on 15 September 2025 while the recruitment process for a permanent replacement was conducted. The newly appointed Chief Executive Officer is expected to take up the position in March 2026. Ultan Ryan serves as Secretary to the Authority.

In this report, “we” refers to the Legal Services Regulatory Authority as an organisation, including its executive and staff, unless the context otherwise indicates.

- i. admission requirements of the Law Society, Bar Council and the 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 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.

Our objectives

The Legal Services Regulation Act 2015 sets out six statutory objectives of the Authority.

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 Act.

Strategic Plan 2022-2025

Our *Strategic Plan 2022-2025* sets out three strategic priorities for the LSRA. This report outlines how we progressed these priorities during 2025.



Strategic Priority One

Enhance operational efficiency and service delivery

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

Strategic Priority Two

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 Three

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.

These strategic priorities underpin our work in the following areas:

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

Foreword from the Chairperson

It is my pleasure to present the Legal Services Regulatory Authority's Annual Report for 2025.

During the year, the LSRA continued to carry out its work as an independent regulator of legal services in the public interest, supporting confidence in the administration of justice. The work set out in this report reflects the governance and oversight of the Authority, and the commitment and professionalism of the executive staff of the LSRA in carrying out the organisation's regulatory functions.



2025 was a year of sustained delivery across the LSRA's core areas of activity. The Authority maintained oversight of a regulatory environment that continues to grow in scale and complexity, while ensuring that systems and processes remained robust, proportionate and responsive. In particular, complaints handling, the promotion of professional standards and the provision of clear and accessible information to the public remained central to the LSRA's work during the year.

The Authority also oversaw a period of organisational transition in 2025. I would like to acknowledge the contribution of Dr Brian Doherty, who stepped down as Chief Executive Officer in September 2025 after eight years at the helm, and to thank Tony Watson for his stewardship in the role of Interim Chief Executive Officer. This period was marked by continued leadership and a clear focus on maintaining operational stability and effective delivery.

I wish to acknowledge the dedication and professionalism of the staff of the LSRA, whose work is central to the organisation's ability to fulfil its statutory role. I would also like to thank my fellow Authority members for their continued commitment and engagement throughout the year.

This report provides a clear account of the work undertaken during 2025 and the priorities and the regulatory principles guiding the LSRA's activities, whilst also preparing and moving towards the implementation of its new *Strategic Plan 2025-2028*.

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

Tom Boland

Chairperson

Legal Services Regulatory Authority



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

This Annual Report sets out the work undertaken by the Legal Services Regulatory Authority during 2025, reflecting a year of continued regulatory delivery, alongside the management of significant organisational transition.

Throughout 2025, the LSRA continued to carry out its statutory functions in a rapidly changing legal landscape characterised by evolving demands and heightened public expectation. As in previous years, a significant focus of our work relates to the receipt and investigation of complaints against legal practitioners, which again have increased in volume. While complaints from particular sectors continued to feature during 2025, the overall increase reflects a broader trend across the legal services sector, rather than activity from any single source.



Alongside complaints handling, the LSRA continues to deliver on its wider regulatory responsibilities, including across our research and reporting activities. This work provides a stronger evidence base for understanding developments in the legal services sector and informing policy discussion. In turn, this leads to more focused regulatory oversight, and ensure that we can continue to concentrate on those areas where we believe we can make a difference for consumers.

Engagement and public awareness remained an important area of focus during the year. Alongside providing information to consumers and legal practitioners on regulatory processes, costs and professional obligations, the LSRA placed increased emphasis on how regulatory information is communicated, including the use of accessible formats, real-world examples and insights drawn from complaints data. Clear communication and increased awareness will contribute to greater public trust and confidence, and ensure that legal services work better for everyone.

I must also reference the important work undertaken during the year in relation to the Breaking Down Barriers project on entry to the legal professions, as well as ongoing developments in legal education and training. The LSRA has a central role in bringing together relevant stakeholders to progress this work and has worked closely with the Law Society of Ireland, the Honorable Society of King’s Inns and The Bar of Ireland to support the implementation of recommendations aimed at widening access to the legal profession and promoting a more diverse and representative legal profession.

In terms of legal services, residential conveyancing was an area of continued focus in 2025. The LSRA worked closely with other regulators and stakeholders on measures aimed at improving the conveyancing process, with the objective of reducing delays and improving outcomes for consumers involved in the buying and selling of property.

2025 was a year of organisational transition for the LSRA. Following the resignation of Dr Brian Doherty as Chief Executive Officer in September, I was

appointed Interim Chief Executive Officer. During this period, my priority has been to ensure continuity of leadership, maintain operational stability and support staff in delivering the LSRA’s core functions without disruption. I am grateful to colleagues across the organisation for their professionalism, adaptability and commitment throughout the year.

This Annual Report demonstrates how the LSRA continued to advance the priorities set out in our *Strategic Plan* during 2025, while also identifying areas where further development and improvement are required. The work outlined here provides a strong operational and organisational foundation as the organisation prepares for the next phase of its strategic development.

I would like to thank the Authority for its oversight and support, and to acknowledge the dedication of LSRA staff whose work underpins the effective regulation of legal services in the public interest.

Tony Watson

Interim Chief Executive Officer
Legal Services Regulatory Authority



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 1,933 complaints.

2025 at a glance

2,831

PHONE CALLS AND EMAILS
REQUESTING INFORMATION
AND/OR COMPLAINT FORMS



1,788

TOTAL
COMPLAINTS
RECEIVED

1,699

COMPLAINTS
RELATING TO
SOLICITORS

89

COMPLAINTS
RELATING TO
BARRISTERS



1,933

TOTAL
COMPLAINTS
CLOSED

496

COMPLAINTS
RESOLVED

177

COMPLAINTS
UPHELD

815

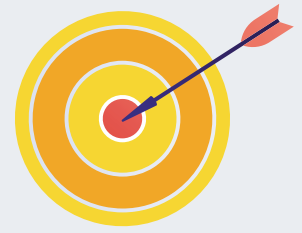
COMPLAINTS
FOUND TO BE
INADMISSIBLE

COMPLAINTS
AND REVIEW
COMMITTEE

51

MEETINGS





3,128

BARRISTERS ON THE ROLL OF PRACTISING BARRISTERS

AT THE END OF 2025

2,137

LAW LIBRARY BARRISTERS

991

BARRISTERS PRACTISING OUTSIDE LAW LIBRARY



34

LIMITED LIABILITY PARTNERSHIPS (LLPS) AUTHORISED IN 2025



9

IN DUBLIN

4

IN KILDARE

3

EACH IN CORK AND LOUTH

482

 LLPS RECORDED ON THE REGISTER OF LLPS AT THE END OF 2025

541

 TOTAL NUMBER OF LLPS AUTHORISED SINCE 2019

2,646

LINKEDIN FOLLOWERS

38% INCREASE ON LAST YEAR



160,142

WEBSITE VISITORS



25,130

UNIQUE DOCUMENT DOWNLOADS FROM WEBSITE

2

 LEGAL PARTNERSHIPS COMMENCED IN 2025

BREAKING DOWN BARRIERS

IMPLEMENTATION WORKING GROUP ESTABLISHED

2

PROGRESS REPORTS PUBLISHED

NEW LEGAL EDUCATION AND TRAINING COMMITTEE ESTABLISHED



5

 STATUTORY REPORTS PRODUCED



2. How We Regulate

Complaints: investigation and resolution

HOW WE REGULATE

This is the seventh 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.

In 2025, the LSRA received 1,788 complaints and closed 1,933 complaints during the year. Of the complaints received, 1,699 related to solicitors and 89 related to barristers. The figures include circumstances where more than one complaint is received in respect of an individual legal practitioner or firm.

The number of complaints received in 2025 represented a 21% increase on 2024, when the total number of complaints received was 1,476. The number of closed complaints during the year was significantly higher than in 2024, with 459 more complaints closed in 2025.

These figures reflect both the scale and complexity of the complaints function, and the volume of work involved in assessing, investigating and resolving complaints in accordance with statutory requirements.

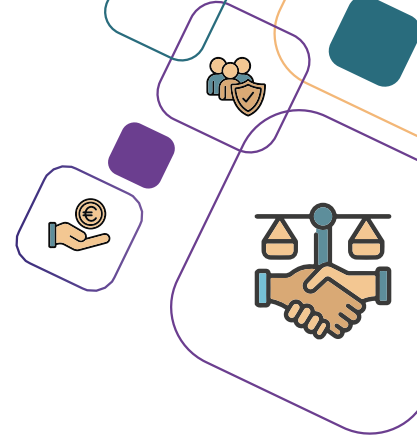
Types of complaints investigated

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

- » that the legal services provided were of an inadequate standard
- » that the amount of costs sought by a 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 classification and recording

As outlined above, the LSRA can receive and investigate three types of complaints under the Act: inadequate legal services, excessive costs (overcharging) and misconduct. In practice, a single complaint often raises more than one of these 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, we have recorded each individual complaint as relating to either one, two or all three of the statutory complaints grounds, as appropriate.

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

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

We record a total of 35 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 fraud, dishonesty or failure to communicate.

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

HOW WE REGULATE

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 our Complaints and Resolutions Officers and the LSRA's regulatory committees. We will continue to improve and refine the data that we collect and report in fulfilment of our statutory objectives.

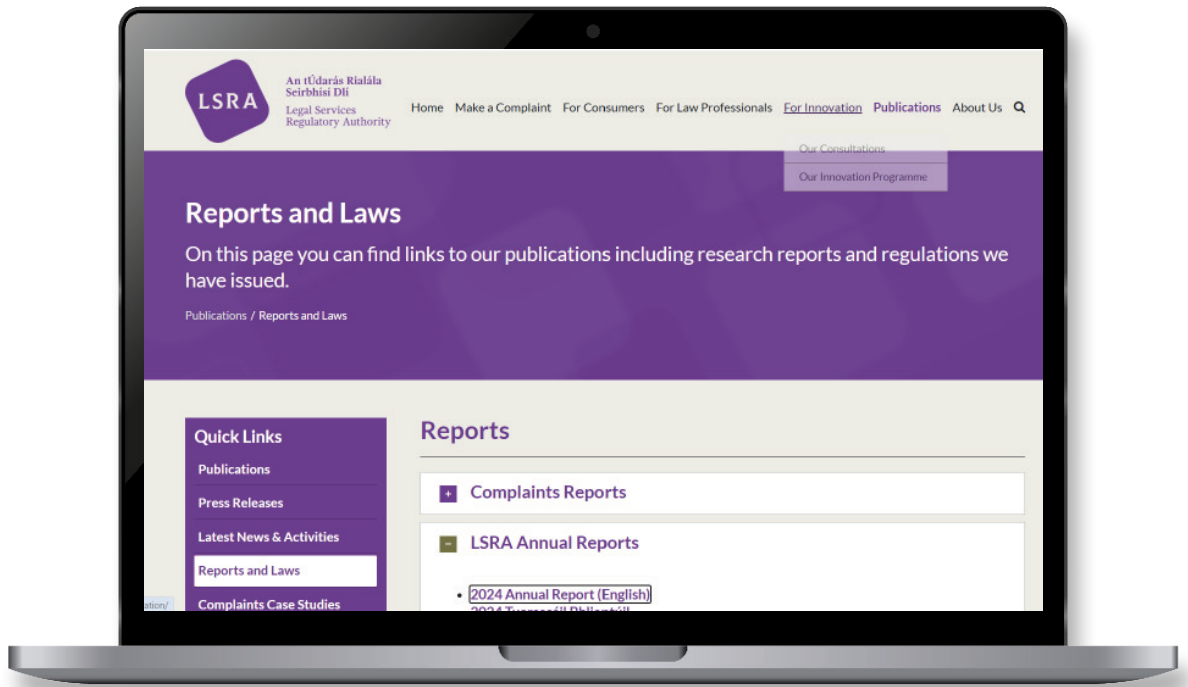


Complaints reporting

The LSRA is required under section 73 of the Act to report on the performance of its complaints function every six months. In 2025, two complaints reports were published:

- » Report 1 of 2025, published on 24 April 2025, covering the period 7 September 2024 to 7 March 2025
- » Report 2 of 2025, published on 10 September 2025, covering the period 8 March to 2 September 2025.

As those reports deal exclusively with complaints, they provide a more detailed analysis of the statistics than can be provided in this report. 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 being opened initially as queries. Our 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 the 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.

At this preliminary review stage, we may also 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. 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
- » 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, will 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 be referred to the Complaints Committee if it includes alleged misconduct.

In 2025, we engaged with 108 complainants and legal practitioners through this process, compared to 161 in 2024.

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); with 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 our 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 to refer complaints to the separate Legal Practitioners Disciplinary Tribunal (LPDT). The Complaints Committee cannot make findings of misconduct.

In 2025, the Complaints Committee sat on 40 occasions compared to 43 in the previous year. The number of complaints closed by the committee was significantly higher (507 in 2025, up from 327 in 2024).

The Review Committee also has 27 members who are nominated and appointed in the same way as the Complaints Committee, and it sits in panels of three members. The Review Committee reviews determinations made by the Complaints and Resolutions Officers on complaints that relate to inadequate legal services and/or excessive costs. The Review Committee reviewed 71 complaints at 11 sittings in 2025. During the year, 71 requests for review were made by both legal practitioners and complainants (down from 87 in 2024).

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 the payment by the legal practitioner of the costs incurred.

Complaints received in 2025

Overview

In 2025, the Complaints, Investigations and Resolutions Department received a total of 2,831 phone calls and e-mails requesting information and/or complaint forms.

A total of 2,315 query files were opened by complaints staff. Following assessment, 1,788 were subsequently classified as complaints and were then subject to the statutory pre-admissibility assessment process. A further 26 files were classified as relating to an alleged breach of the Legal Services Regulation Act (Advertising) Regulations 2020. The remaining 501 query files were dealt with as queries, with our staff providing information or assistance. While these files are not classified as complaints, addressing these queries can involve a substantial volume of work for LSRA staff.

As in previous years, a greater number of complaints were received about solicitors than barristers in 2025 (1,699 solicitor complaints as compared with 89 barrister complaints, as cited above), reflecting their higher numbers and greater level of contact with consumers.

This report provides statistics on the breakdown of complaints received by

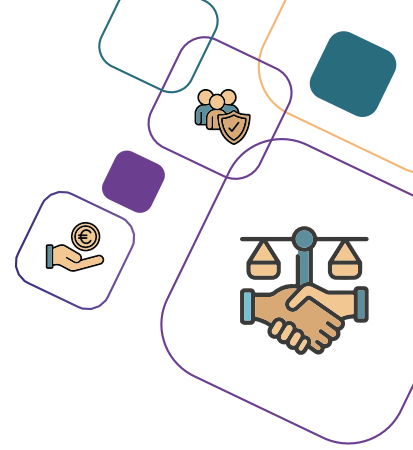
county (see page 27) based on the office locations of the legal practitioners. Taken together, legal practitioners in Dublin and Cork account for just over half (52%) of the total number of complaints received.

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. This report includes a full breakdown of grounds across all 1,788 complaints received in 2025. The breakdown shows that 1,410 complaints contained only one statutory ground, while a further 378 were mixed complaints.

In 2025, 942 complaints (53%) related solely to alleged misconduct. Misconduct was also a ground for complaint in a further 252 complaints, meaning that 67% of all complaints received involved allegations of misconduct.

A total of 442 complaints (25%) related solely to inadequate standards of legal services. Inadequate services were also raised as a ground for complaint in a further 363 complaints. Similarly, 26 complaints (1%) related to excessive costs only, with excessive costs grounds also raised in a further 192 complaints.

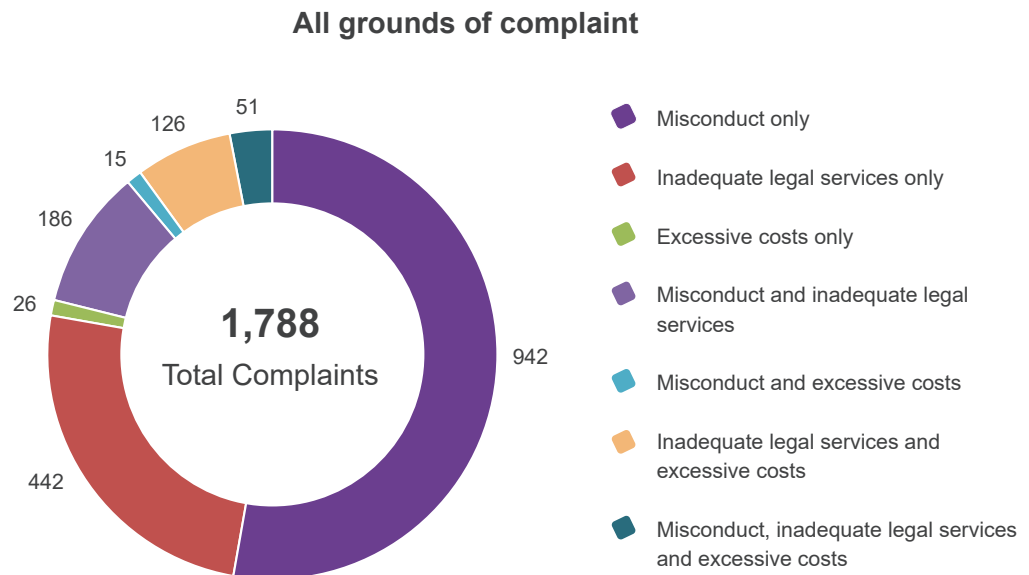


Categories of complaint received in 2025

All grounds of complaint

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. The recording of complaints has been enhanced to reflect the reality that a single complaint may include several different components, across a total of 35 available categories.

The 1,788 individual complaints received in 2025 contained a total of 2,621 components across these categories.

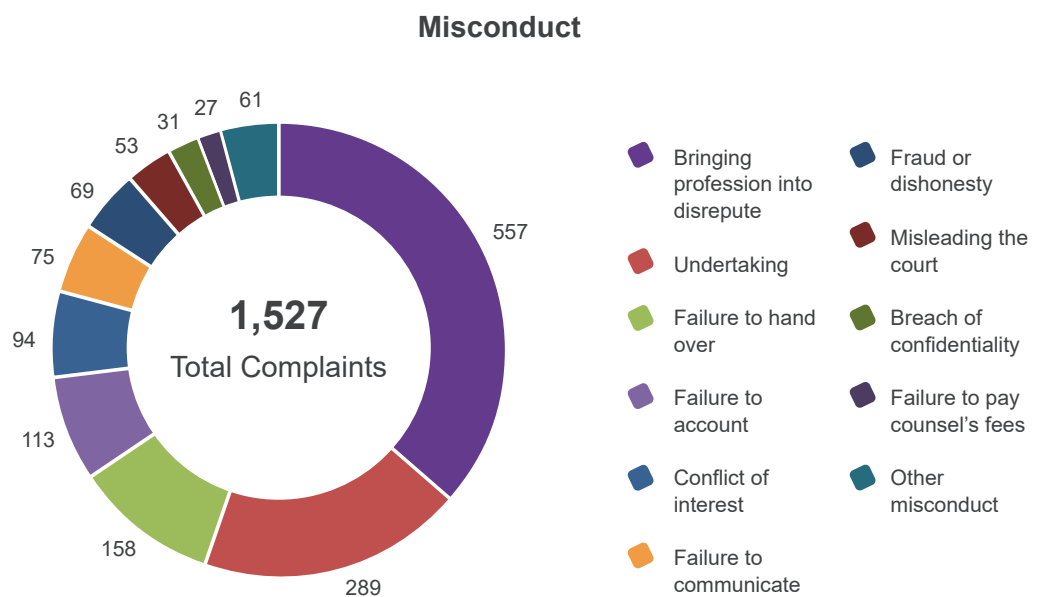


Misconduct only	942	53%
Inadequate legal services only	442	25%
Excessive costs only	26	1%
Misconduct and inadequate legal services	186	10%
Misconduct and excessive costs	15	1%
Inadequate legal services and excessive costs	126	7%
Misconduct, inadequate legal services and excessive costs	51	3%
Total	1,788	

Misconduct

A total of 1,527 components of misconduct were recorded across all complaints received in 2025. These were classified under a range of categories based on the alleged acts or omissions of the legal practitioners. Of these, 557 (36%) related to conduct likely to bring the profession into disrepute, and 289 (19%) involved a failure to comply with an undertaking given to a colleague or financial institution.

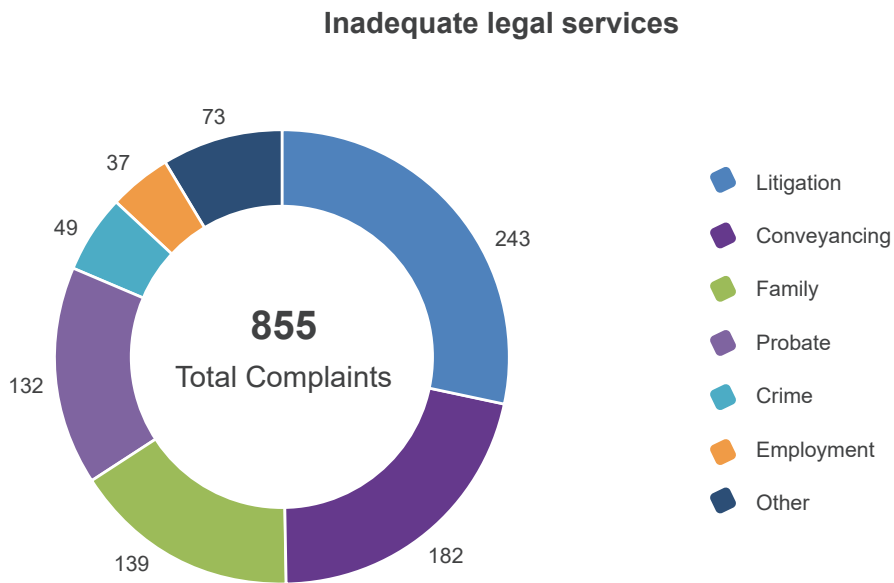
A further 75 components (5%) involved a failure to communicate, 158 (10%) related to a failure to hand over a file or other deeds and documents, 69 (4%) involved fraud or dishonesty, and 94 (6%) related to a conflict of interest.



Bringing profession into disrepute	557	36.5%
Undertaking	289	18.9%
Failure to hand over	158	10.3%
Failure to account	113	7.4%
Conflict of interest	94	6.2%
Failure to communicate	75	4.9%
Fraud or dishonesty	69	4.5%
Misleading the court	53	3.5%
Breach of confidentiality	31	2.0%
Failure to pay counsel's fees	27	1.8%
Other misconduct	61	4.0%
TOTAL	1,527	

Inadequate legal services

A total of 855 components of inadequate legal services were recorded across all complaints received in 2025. These were classified under a range of categories based on the area of law to which the complaint related. Of these, 243 components (28%) related to litigation, 182 (21%) to conveyancing, 139 (16%) to family law, and 132 (15%) to probate and the administration of estates.



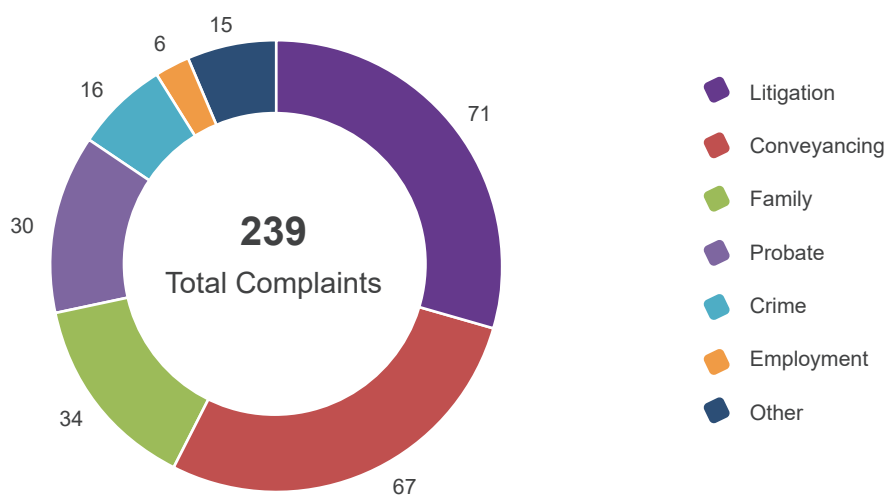
Category	Count	Percentage
Litigation	243	28.4%
Conveyancing	182	21.3%
Family	139	16.3%
Probate	132	15.4%
Crime	49	5.7%
Employment	37	4.3%
Other	73	8.5%
Total	855	



Excessive costs

A total of 239 components of excessive costs were recorded across all complaints received in 2025. These were classified under a range of categories based on the area of law to which the complaint related. Of these, 71 components (30%) related to litigation, 67 (28%) to family law, 30 (13%) to conveyancing, and 34 (14%) to probate and the administration of estates.

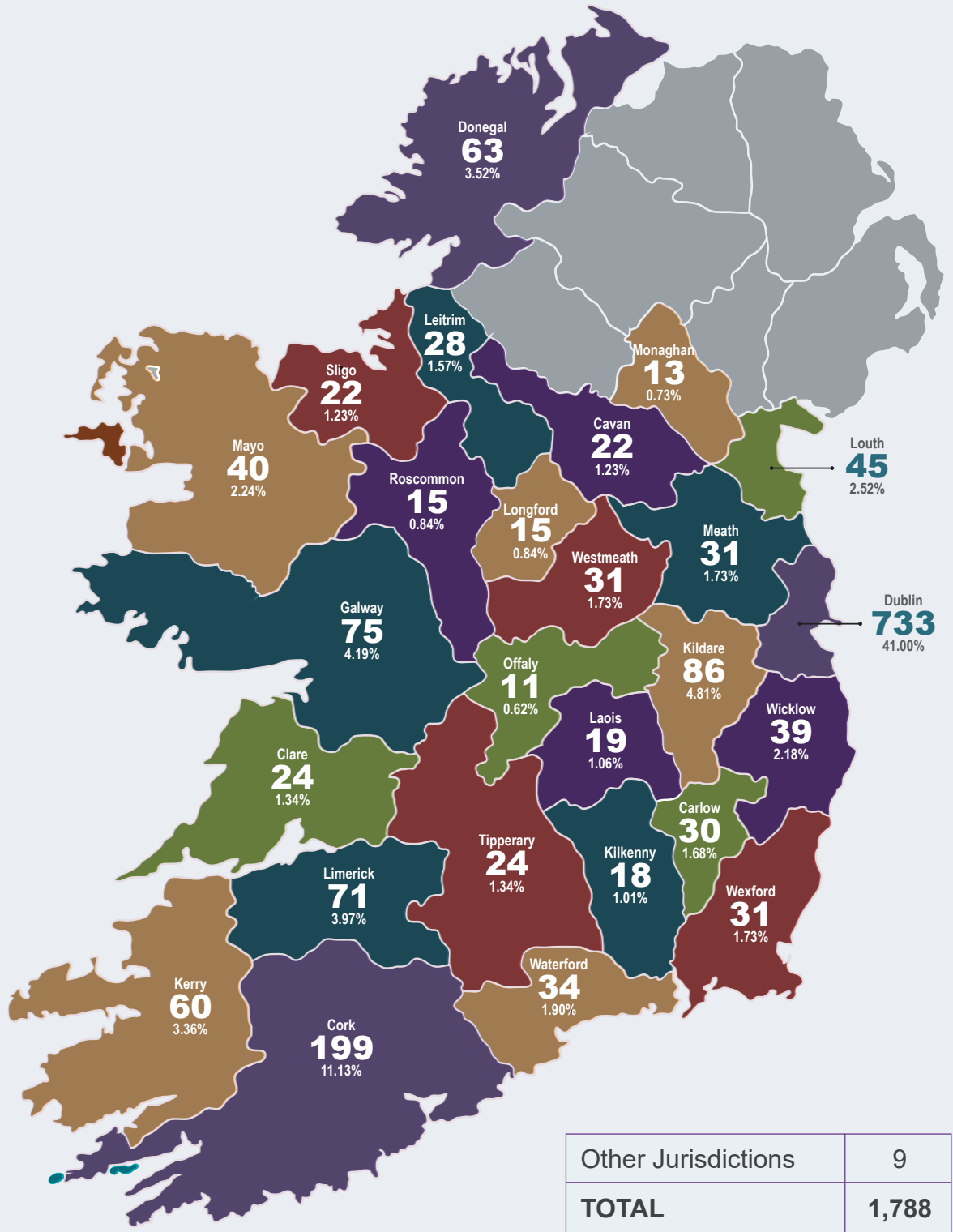
Excessive costs



Litigation	71	29.7%
Family	67	28.0%
Probate	34	14.2%
Conveyancing	30	12.6%
Employment	16	6.7%
Crime	6	2.5%
Other	15	6.3%
Total	239	

Complaints received by county 2025

HOW WE REGULATE



Complaints closed

Overview

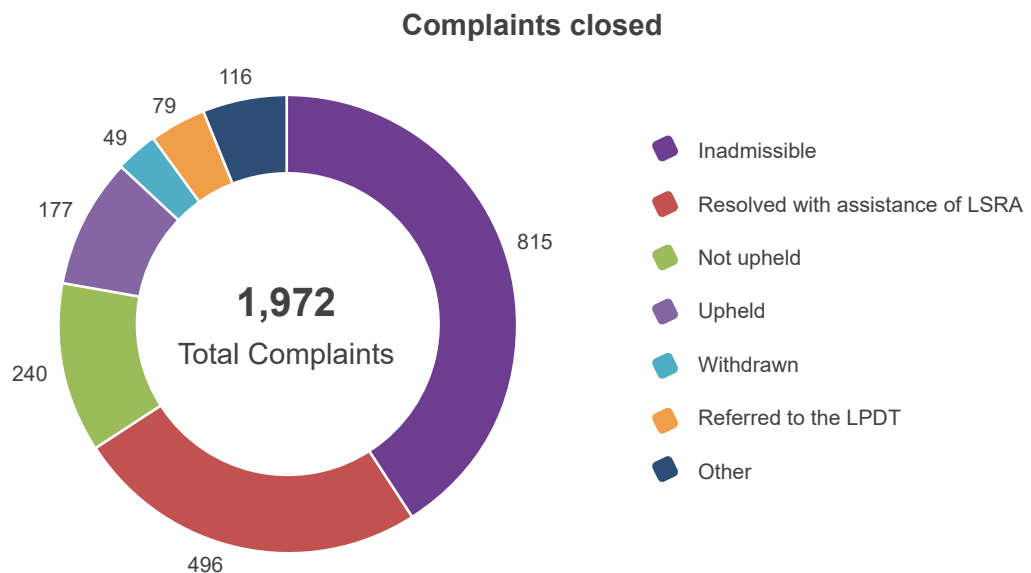
A total of 1,933 complaints were closed during 2025. Four in ten (815 complaints or 41%) were closed as they were determined to be inadmissible following statutory assessment.

A total of 496 complaints (25%) were resolved between the parties, including 40 complaints which were successfully resolved and closed with the assistance of our trained mediators.

A total of 49 complaints (2%) were withdrawn. It should be noted that where complaints are either withdrawn or resolved between the parties themselves, the LSRA may decide that it is in the public interest for an investigation to continue. This did not occur during 2025.

A total of 177 complaints (9%) were upheld. This comprised 99 complaints relating to inadequate legal services and excessive costs, and 78 complaints of alleged misconduct upheld by the Complaints Committee. A further 79 complaints of alleged misconduct (4%) were referred by the Complaints Committee to the Legal Practitioners Disciplinary Tribunal (LPDT).

A total of 116 complaints (6%) were closed because they could not proceed for other reasons. This can arise where a legal practitioner has ceased practice or has been suspended or struck off. An investigation may be deferred where court proceedings are ongoing.



* There are 1,972 outcomes in the above Complaints Closed statistics, 39 more than the total number of closed complaints, which is 1,933. That is because 39 complaints were on mixed grounds (they contained more than one of the three statutory grounds) which can have multiple outcomes.



I would like to thank everyone in the LSRA for helping to bring this matter to a quick resolution.



Thank you for your help with this matter, without the LSRA this would never have been resolved.



I wish to thank your organisation for the work you put into my case, and the outcome verifies I did not get the service I deserved.

Complaints handling activities in 2025

Enforcement in the High Court

During the course of 2025, the LSRA issued 27 applications to the High Court under section 90 of the Act for orders to enforce its directions in complaints against legal practitioners, where there was non-compliance by a legal practitioner. A total of 14 High Court orders were made.

Complaints to the Ombudsman

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 with respect

to LSRA complaints 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 may 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 2025, we received requests for a copy of a file on 71 occasions, an increase from 56 requests in 2024. The LSRA acts on all feedback provided by the Ombudsman following an investigation.

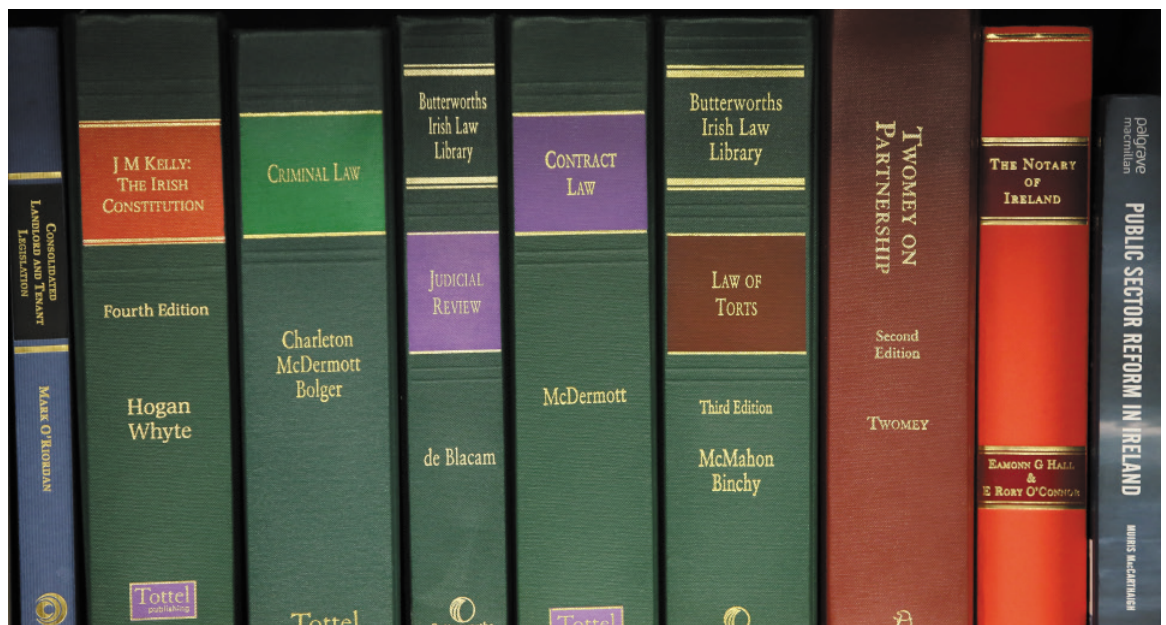
Legal Practitioners Disciplinary Tribunal

The Legal Practitioners Disciplinary Tribunal (LPDT) is an independent statutory body under 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.

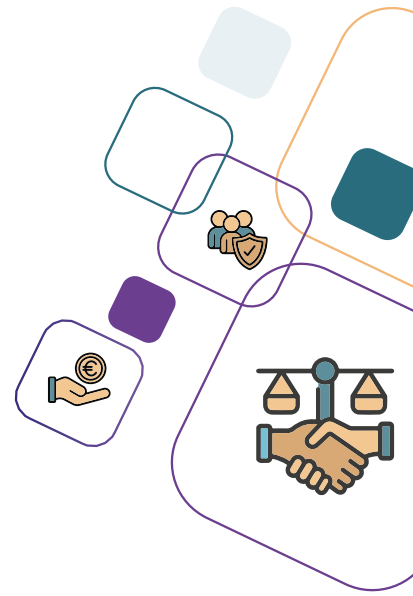
The LPDT is the successor to of previous disciplinary bodies for the legal professions, namely the Solicitors Disciplinary Tribunal and the Barristers’ Professional Conduct Tribunal.

In 2025, the LSRA made a total of 101 inquiry applications to the Tribunal, up from 22 in 2024. All of the applications related to solicitors.

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.



Delivery of legal services: levy and registration



Register of Legal Partnerships

In September 2024, the LSRA introduced the framework for legal partnerships, consisting 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 between 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 to section 1 of the 2015 Act was required to introduce legal partnerships. This amendment was introduced by the Courts and Civil Law

(Miscellaneous Provisions) Act 2023.

Legal Partnerships are an innovation in the legal services market, with the aim of modernising the delivery of legal services in Ireland. While partnerships are a common form of business arrangement in Ireland, prior to this framework, solicitors were only permitted to form partnerships with other solicitors.

The LSRA maintains a Register of Legal Partnerships which can be found on our website. Two legal partnerships notified the LSRA in 2025 that they intended to commence as a legal partnership. Heres Law commenced as a legal partnership on 1 September 2025 and Rafferty Jameson Liang commenced on 1 October 2025. These legal partnerships were also authorised as Limited Liability Partnerships (LLPs) in 2025.

Steady growth of Limited Liability Partnerships

In 2025, the number of relevant businesses authorised by the LSRA to operate as Limited Liability Partnerships (LLPs) was 34. This brought the total number of LLPs authorised since November 2019 to 541. Section 99 of the Act defines a relevant business as a partnership of solicitors or a legal partnership.

During the year, 12 LLPs notified the LSRA that they intended to cease operating as an LLP (59 in total since November 2019). This resulted in 482 LLPs being recorded on the Register of LLPs at the end of 2025. We maintain and regularly update the Register of LLPs, which lists relevant businesses authorised to operate as LLPs. The Register is available on our website.

The LSRA received 151 membership alteration forms from LLPs in 2025, resulting in the addition of 267 partners to LLPs to the Register and the removal of 126. All alterations were processed in a timely manner.

The Legal Services Regulation Act 2015 (Limited Liability Partnerships) Regulations 2024 (S.I. No. 488 of 2024) were issued on 26 September 2024. These regulations replaced the previous 2019 LLP regulations, and reflect the introduction of Legal Partnerships which may also seek authorisation to operate as LLPs.

An authorisation to operate with limited liability under the Act permits a relevant business to limit the personal liability of its partners. This means, for example, that a partner's personal assets are protected from 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 is the subject of either a misconduct finding or a criminal conviction.

The limitation 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 2025, we responded to queries from firms relating to LLPs and associated regulatory processes, including applications to operate as LLPs, to cease operating and to amend the partners of an LLP. In total, we responded to 184 LLP-related queries during the year.

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 2025 was 22 days.

Insights on new LLPs in 2025

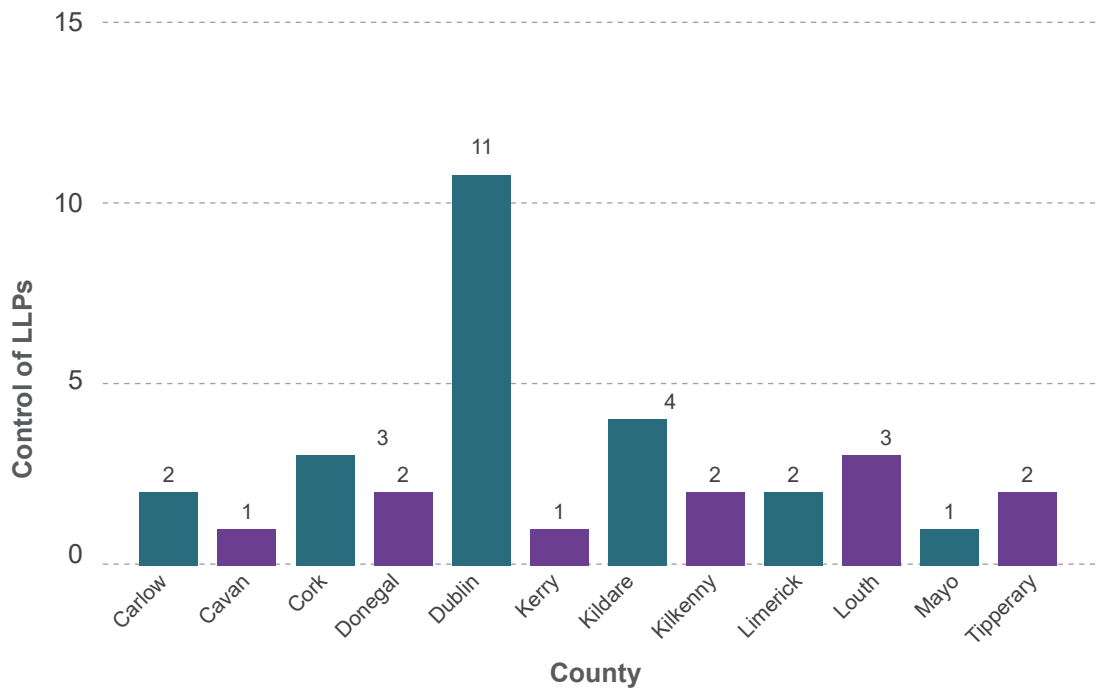
Analysis of LSRA data on the 34 relevant businesses authorised to operate as LLPs during 2025 provides useful insights into patterns of LLP activity.

A total of nine LLPs were authorised in Dublin (compared to 16 in 2024), four in

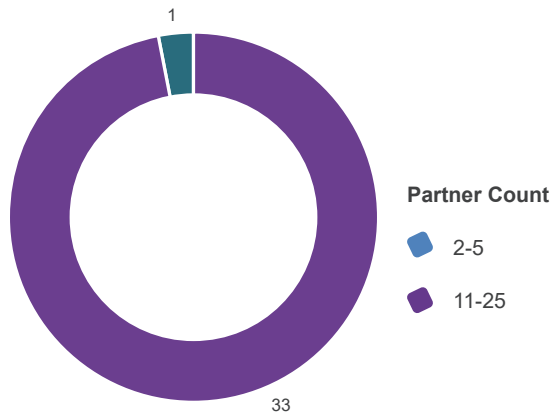
Kildare and three each in Cork and Louth. The other authorised LLPs are spread across the country.

Of the 34 LLPs authorised during the year, 33 had between two and five partners.

LLPs authorised in 2025 by County



LLPs authorised in 2025 by number of partners



The percentages for this table would be:

2 to 5 partners	33	(97.06%)
11 to 25 partners	1	(2.94%)
TOTAL	34	

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 website. It is an important tool allowing members of the public to confirm that a 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. Under section 136 of the Act, qualified barristers are prohibited from providing legal services unless their names are 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

A practising barrister’s failure to comply with the new obligations may constitute misconduct as defined by section 50(1)(m) of the Act.

The number of barristers listed on the Roll increased from 3,071 on 1 January 2025 to 3,128 on 31 December 2025. Of these, 2,137 were members of the Law Library and 991 were not. Over the course of the year, we received 310 requests for amendments to barristers’ details, and 104 barristers were removed from the Roll.

During 2025, the details of 161 practising barristers were added to the Roll, comprising 144 new entrants and 17 re-entrants. The average turnaround time for applications was two working days. A total of 246 queries relating to OR regarding the Roll were dealt with throughout the year.



Levy on the professions

The LSRA issued its seventh annual levy assessment notices in May 2025. The Law Society of Ireland, the Bar of Ireland and barristers who are not members of the Law Library are subject to the levy. 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, Home Affairs and Migration, and is calculated in accordance with the provisions of Part 7 of the Legal Services Regulation Act 2015 Act, as amended by the Courts and Civil Law (Miscellaneous Provisions) Act 2023.

With the consent of the Minister, the LSRA determined the levy amount payable for the 2024 levy and calculated the respective 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.

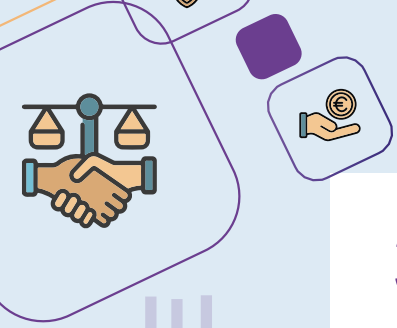
The number of complaints made against solicitors and barristers is a factor used in the calculation of the levy.

The levy for the 2024 levy year was €336.47 per barrister who was not a member of the Law Library, €357.14 per Law Library member and €483.36 per solicitor. During 2025, we received and responded to 98 queries relating to the levy.

On 21 May 2025, as required under section 95D(1) of the Act, the LSRA issued Levy Assessment Notices to the two professional bodies as well as to 698 individual barristers who are not members of the Law Library.

By 31 December 2025, 99.15% of the levy for the 2024 levy year had been paid to the LSRA.





3. How We Engage And Innovate



Research: education and inclusion

The LSRA's research and statutory reporting activities reflect the breadth of our regulatory responsibilities. During 2025, this work focussed on strengthening the evidence base underpinning reform of legal education and access to the professions, alongside the continued delivery of statutory reports.

The year in review was a productive one with the publication of the statutory section 33 *Pathways to the Professions Report 2024* in early summer. In line with the recommendations set out in the our *2022 Setting Standards report* and *2024 Breaking Down Barriers Implementation*

Plan, 2025 saw the establishment and ongoing meetings of the section 16 Legal Education and Training Committee and the Breaking Down Barriers Implementation Working Group (IWG). Together, these bodies are focused on increasing efficiencies in legal education and training, increasing access to the legal professions and creating a more diverse legal profession.

In parallel, the Research team continued its programme of reporting and published two *Breaking Down Barriers* progress updates in March and September.

Breaking Down Barriers Implementation Plan

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



Encouraging an independent, strong and effective legal profession is a core objective of the LSRA. In progressing the *Breaking Down Barriers Implementation Plan*, the LSRA continues to work towards this objective.

The implementation plan forms part of a multi-year research programme focused on addressing the economic and structural barriers faced by aspiring and early-

career legal professionals. The aim of this programme is to widen access to the profession and, in doing so, support the development of a profession that better reflects the diversity of the population in Ireland.

During the year under review, the LSRA worked closely with the members of the IWG on a number of priority areas, including diversity, equality and inclusion. Members of the group consist of representatives from the three legal professional bodies, the Law Society of Ireland, the Honorable Society of King's Inns and The Bar of Ireland.

An understanding of the demographic profile of individuals entering legal professional training is key to improving diversity. To support this research the



LSRA commissioned the Bridge Group, a UK-based non-profit consultancy to advise on the collection and reporting of diversity data of trainee solicitors and student barristers.

The Bridge Group worked with the LSRA and the legal professional training bodies (the Law Society and the King's Inns) to assess the existing landscape and to design an approach aimed at improving understanding of diversity among new entrants to the profession.

In October 2025, the Bridge Group delivered its final report, including a diversity questionnaire that will form part of the onboarding process for the 2026 intake of student barristers and solicitor trainees. Once collected, aggregated diversity data will be reported in the LSRA's annual *Pathways to the Professions report*

In June 2025, subsequent to the commencement of section 101 of the Act, the LSRA published a guidance note for barristers on the provision of legal services directly to clients who are not solicitors in non-contentious matters, on its website. The commencement of section 101 of the Act, together with the publication of the guidance note addressed one of the recommendations from the *Breaking Down Barriers report* and will expand the range of services which barristers may provide.

Exploring and encouraging innovative solutions to some of the barriers faced by early career solicitors and barristers was another key strand of work during the year. The LSRA worked with the three professional bodies to make training more accessible, seeking information on some of the obstacles and actions that may be taken to address the barriers.

There was positive engagement throughout the process and information provided gave the LSRA clearer insight into where the implementation plan should focus in the next phase.



Legal Practitioner Education and Training (LPET) Committee

Innovating legal professional education and training

Following a detailed review of legal practitioner education and training between 2018 and 2020, the LSRA made several recommendations to the Minister for Justice in its 2020 report, *Setting Standards: Legal Practitioner Education and Training*.

The recommendations included the establishment of an independent Legal Practitioner Education and Training (LPET) Committee which will be responsible for setting and maintaining the standards in the provision of legal education and training across all providers.

While the legislative amendments to establish the LPET Committee are being prepared, a temporary legal education and training committee has been established under Legal of the Act, known as the Section 16 Education and Training Committee. Until the LPET Committee is established, the Legal Education and Training Committee will work to lay the foundations and progress the work of the LPET Committee.

In 2025, the Legal Education and Training Committee met for the first time and commenced work on its prescribed programme of work which includes:

1. Developing a competency framework for solicitors and barristers

Following a competitive tendering process, research and evaluation consulting practice, Forvis Mazars, was appointed to develop the competency framework for solicitors and barristers. When complete, two distinct competency frameworks for each branch of the legal profession will exist under a single overarching National Competency Framework.

2. Developing processes to enable the LPET Committee to accredit new and existing legal education and training providers

Work commenced on developing processes to allow the LPET Committee to accredit both new and existing legal education and training providers. This included a review of the current QQI landscape to establish how the LPET Committee should operate within it, so that it can provide effective oversight of legal education and training.

Pathways to the Professions Annual Report 2024

Tracking and analysing admissions trends in the legal professions

The LSRA's sixth annual *Pathways to the Professions* report on the admission policies of the legal professions was submitted to the Minister for Justice, Home Affairs and Migration in April 2025. In response to the public consultation inviting submissions on the admission policies of the legal professions, the LSRA received nine submissions from a mixture of public bodies, state agencies and professional bodies.

For the first year, the report was expanded to include information on the legal training providers (the Law Society and the King's Inns), flexible routes to professional training, and information on the access initiatives at second and third level undertaken by the three professional bodies' (The Bar of Ireland, the Law Society and the King's Inns) access initiatives at second and third level. The reporting of this information is a reoccurring requirement of the *Breaking Down Barriers Implementation Plan*.

The *Pathways to the Professions* report presents comprehensive data on the

number of individuals admitted to practise as solicitors and barristers during 2024. For the year in review, there were slight decreases in enrolment on the professional training courses for solicitors and barristers (the Law Society's Professional Practice Course and the King's Inns' Barrister-at-Law Degree).

The number of individuals that were admitted to practice as solicitors and barristers, having completed the professional training courses, also decreased from the previous year. However, the number of practising certificates held by solicitors at the end of December 2024 was the highest recorded in the past ten years. The number of barristers on the Roll of Practising Barristers remained stable.

At the end of 2024, the total combined number of practising solicitors and barristers stood at 15,246.



HOW WE ENGAGE AND INNOVATE



Communications: engagement and awareness



In line with the *LSRA Strategic Plan 2022-2025*, we continued to prioritise communications and engagement as an integral part of effective regulation. Our approach is focused on ensuring that consumers can access clear, reliable information when they need it, and that legal practitioners and other stakeholders understand their regulatory obligations and the role of the LSRA.

During 2025, communications activity supported the LSRA’s core regulatory functions by promoting public awareness,

improving transparency around complaints handling and regulatory processes, and enabling timely engagement with stakeholders across the legal services sector.



Consumer information and public awareness

Providing accessible, accurate information to consumers remained a key priority during 2025. In particular, we continued to issue public warning notices in relation to unregulated or “fake” Irish law firms and related scams. During the year, we issued warning notices concerning Justice Nexus Law Solicitors and Rowan and Walsh Law, notifying consumers that these entities were not law firms registered with the Law Society of Ireland and that the staff were not listed on the Roll of Solicitors or Roll of Practising Barristers.

We also introduced public warnings in relation to scam emails concerning European trade mark applications and threats to EU-wide registration of business names and logos. These notices were published on our website and social media channels, with consumers signposted to advice issued by the Law Society of Ireland and the Intellectual Property Office of Ireland. The activity forms part of the LSRA’s role in protecting consumers and promoting public confidence in legal services.

During the year, we also expanded our suite of public-facing resources through the publication of our first themed complaints reports. Drawing on analysis of complaints received, these reports focused on family law (published in April 2025) and conveyancing (published in September 2025) and included case studies, highlighting common issues and behaviours which give rise to complaints. These reports are intended to support both consumers and legal practitioners by providing practical insights and lessons learned, while also informing broader understanding of trends in complaints.

To support greater understanding of regulatory expectations and common complaint issues, we also placed increased emphasis on the use of case studies as a communications tool during the year. Building on the case studies published

in the themed complaints reports, we presented selected case studies in accessible, plain English formats for use across digital channels, including social media. These case studies continue to be shared on a bi-weekly basis and focus on practical learning points for both consumers and legal practitioners. Early engagement indicates that this approach has been effective in making regulatory learning more accessible and relevant to audiences.



Digital channels and platforms

The LSRA continued to use its website and digital channels as key regulatory tools in 2025, supporting timely communication, public awareness and engagement with both consumers and legal practitioners. During the year, we adopted a more varied and responsive approach to digital communications, testing a broader mix of content formats and messaging styles to improve clarity, reach and engagement. This included the use of static graphics, short-form video, animated content and timely regulatory updates, enabling us to respond quickly to emerging issues while maintaining accuracy, consistency and proportionality.

Digital communications activity focused on three core areas: informing consumers of their rights when engaging with legal services, explaining the LSRA's complaints handling processes, and keeping legal practitioners informed of regulatory developments and obligations. Content relating to public warning notices, regulatory updates and organisational transparency consistently generated strong engagement, reflecting public interest in these areas.

HOW WE ENGAGE AND INNOVATE



The LSRA's YouTube channel, established in 2024 to support the provision of accessible consumer information, continued to gain traction in 2025. The channel hosts a series of animated videos explaining how the LSRA's complaints process operates and what consumers can expect when making a complaint, as well as a recorded webinar providing information on Legal Partnerships. During 2025, the four videos received a combined total of 1,393 views.



At the end of 2025, the LSRA had 2,646 followers on LinkedIn, representing a 38 per cent increase on the previous year, with 722 new followers gained during the year. Our content generated a total of 119,901 impressions in 2025, with an average engagement rate of 7.5 per cent.

Performance data was used throughout the year to inform ongoing refinement of content and format. Posts that highlighted regulatory warnings, explained key processes, or showcased the people behind the LSRA performed particularly well, indicating strong interest in transparency, accountability and consumer protection.

Public warning notices issued in April, June and July 2025, as well as posts introducing Authority members and marking leadership transition, constituted the highest performing content during the year. Insights from these communications informed decisions about tone, timing and format, supporting a more agile and responsive approach to communications, while remaining grounded in the LSRA's statutory role.



At the end of 2025, the LSRA had 730 followers on X (formerly Twitter), representing a decrease of 35 followers compared with the end of 2024. This reflects wider national and international trends indicating declining usage of the platform. During the year, we continued to use X to primarily share regulatory updates, reports and public information, while monitoring changes to the platform and its suitability for ongoing engagement.

Website performance

The LSRA website remains the primary source of detailed regulatory information for consumers and legal professionals. During 2025, the website recorded 160,142 visitors, a 14 per cent increase on the previous year, with 25,130 unique document downloads.

The most visited pages during the year included the Roll of Practising Barristers, information on how to make a complaint, content relating to Limited Liability Partnerships and Legal Partnerships, and the LSRA careers page. The website was updated regularly to reflect new reports, regulatory developments and organisational announcements. During the year, we published 24 news and activity updates and issued six press releases.

Engagement, consultation and outreach

Engagement with stakeholders is an important element of the LSRA’s regulatory approach. In 2025, we undertook public and stakeholder engagement to inform the development of our *Strategic Plan 2025-2028*. An external survey was published in April and May 2025 and received 201 responses, complemented by in-depth interviews with key stakeholders. LSRA staff were also consulted through an internal survey and facilitated workshops, ensuring that organisational perspectives informed the strategic planning process.

We also opened a public consultation in relation to admission to the legal professions, using our website and social media channels to invite written submissions. This consultation informed the preparation of the LSRA’s annual *Pathways to the Professions report*

We continued to prioritise direct engagement with legal professionals and their representative bodies during the year. The Chief Executive and senior staff engaged regularly with the Law Society of Ireland, the Bar of Ireland and the Honorable Society of King’s Inns through meetings, visits and speaking engagements.

We also participated in domestic and international conferences and professional events, supporting awareness of the LSRA’s work and providing opportunities for dialogue and shared learning.

A list of these and other activities are included in Appendix 1: Key activities.

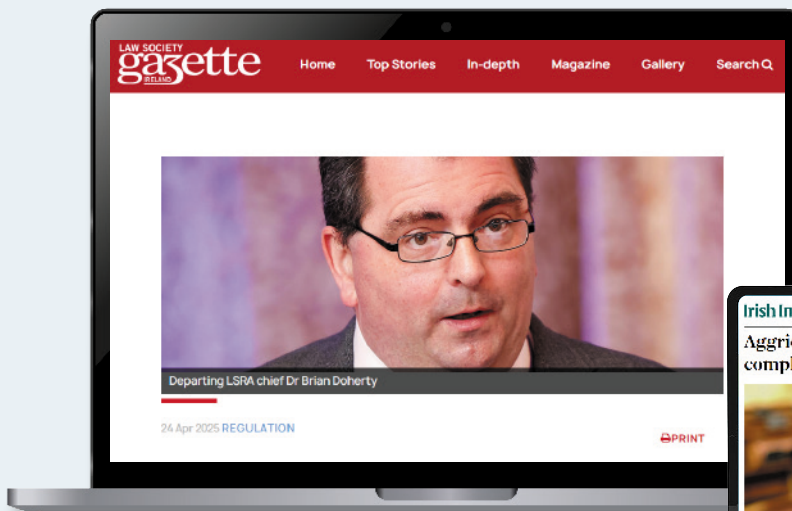
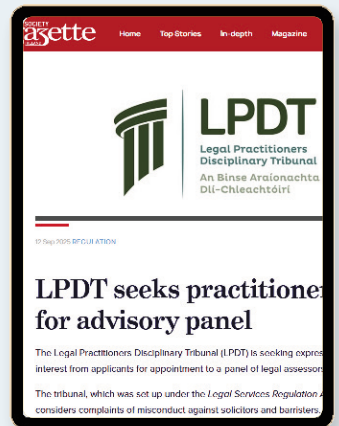
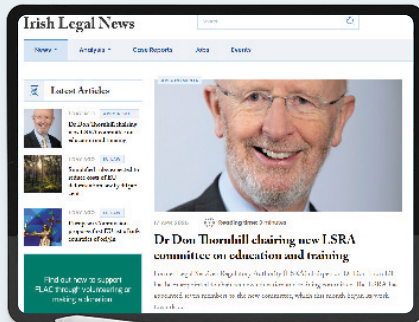
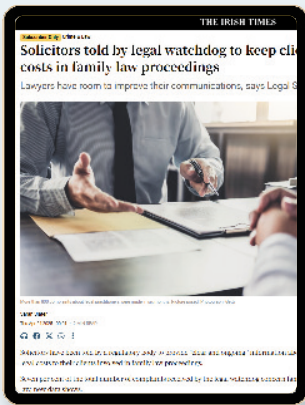
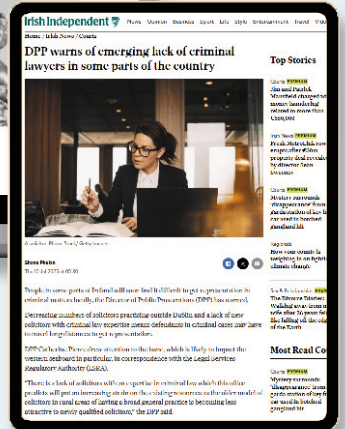
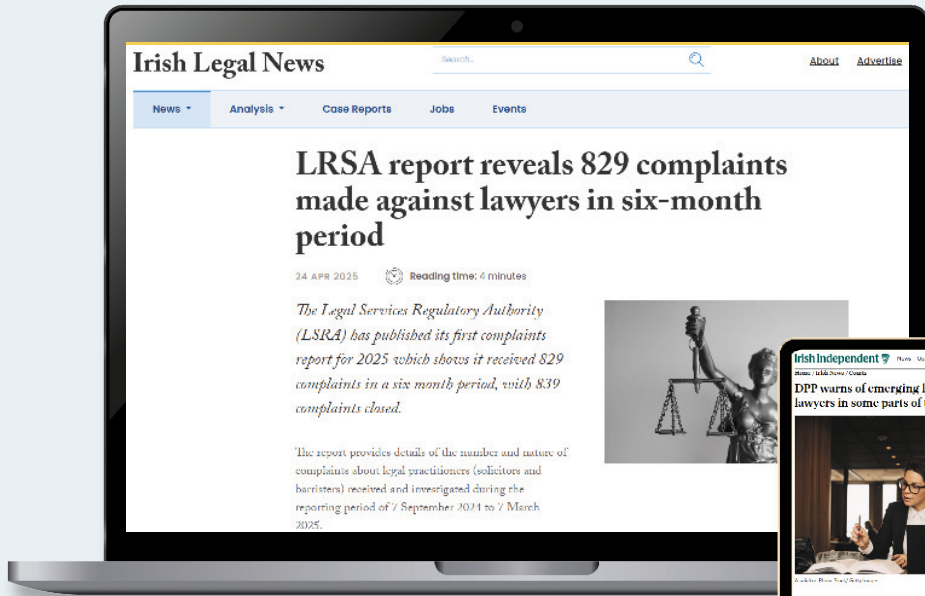


Media coverage

We continued to engage with national and regional media, as well as legal trade publications, as important channels for communicating regulatory information and research. During 2025, a number of LSRA reports and announcements were covered in national print, broadcast and legal media, including The Irish Times, the Irish Independent, the Law Society Gazette and Irish Legal News. We issued six press releases during the year and responded to media queries as they came in..



HOW WE ENGAGE AND INNOVATE



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 in the Department of Education. He holds degrees in civil engineering and in 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). He 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. Previously, she was a barrister specialising in all aspects of employment, anti-discrimination and equality law. She is a certified mediator. She was the Legal Adviser to 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 and an Adjunct Professor of the law school at 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), Chair of 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.



Sara Moorhead SC

Bar of Ireland

Sara Moorhead is a Senior Counsel and a Centre for Effective Dispute Resolution accredited mediator (CEDR). 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.

Sara has represented the Government in proceedings before the European Court of Justice. She has also advised the Office of the Parliamentary Legal Adviser 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 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, 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 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 previously headed up its Policy, Research and International Division. 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 the Republic of Ireland and has spent most of her career specialising in family law, 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 the Courts Service. As Director of Internal Service Delivery (Civil), Emily is responsible for the Legal Aid Board's network of law centres which deliver legal services on behalf of the Legal Aid Board, and is a member of the Senior Management Team within the organisation.



William Abrahamson
Bar Council

William Abrahamson SC is a practising barrister. He was called to the Bar in 2001 and admitted to the Inner Bar in 2021. He has a broad civil practice, with a particular focus in the areas of commercial / chancery and administrative / public law. His clients include a range of corporate entities both domestic and international, and the Irish State and state entities.

William is also an accredited mediator (CEDR). He has served as a member of the Education Committee of the Honorable Society of King's Inns and as a member of the Library Committee of the Bar of Ireland.



Simon Barry
Competition & Consumer Protection Commission

Simon Barry is Director of Research, Advocacy and International at the Competition and Consumer Protection Commission (CCPC), where he leads the CCPC's research and advocacy work on competition and consumer protection matters and represents the organisation in international fora. He has over 30 years' professional experience spanning financial services, economic and public policy, consultancy and academia, with significant board-level advisory and governance experience, including board service.

Before joining the CCPC, Simon served for over twelve years as Chief Economist at Ulster Bank, where he provided strategic economic advice and analysis to the bank's board, senior executives and customers, informing business and market strategy, planning and risk management. He previously served as a board member of Forfás, the Government's former advisory body on enterprise, trade, science, technology and innovation. Simon holds a Master's Degree in Economic Science and a Bachelor of Commerce degree from University College Dublin.

Authority structure

The Authority consists of a Chairperson and ten ordinary members, all of whom are appointed by the Minister for Justice, Home Affairs & Migration. The members of the Authority are 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.

One member of the Authority, Ms Sara Moorhead SC (nominee of the Bar Council), served until her term came to an end in September 2025. Ms Moorhead was replaced on the Authority by Mr William Abrahamson SC who was appointed for a four-year term by the Minister with effect

from 12 November 2025.

One other member of the Authority, Ms Síona Ryan (nominee of the Competition and Consumer Protection Commission (CCPC) served a three-year term and was replaced by Mr Simon Barry who was appointed for a four-year term by the Minister with effect from 12 November 2025.

One existing member (Mr Shane Galligan) was reappointed to the Authority for a second three-year term with effect from 12 November 2025.

The table below details the appointment period for current members and includes those who were members in 2025.

Authority Terms of Office

Authority Member	Organisation	1st Term of Appointment ¹	2nd Term Appointment ²	3rd Term Appointment
Tom Boland ³	Higher Education Authority	4 Years	-	-
Shane Galligan ⁴	Institute of Legal Costs Accountants	14 months	3 Years	3 Years
Éilis Barry ⁵	Irish Human Rights and Equality Commission	5 months	4 Years	-
Sara Moorhead SC ⁶	Bar Council (Bar of Ireland)	17 months	3 Years	3 Years

1. 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.

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

3. Appointed with effect from 11 December 2024.

4. 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 and for a further 3 years with effect from 12 November 2025.

5. 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.

6. 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 and her term of office ended on 30 September 2025.

Simon Murphy ⁷	Law Society of Ireland	4 Years	4 Years	-
Síona Ryan ⁸	Competition and Consumer Protection Commission	7 months	3 Years	-
Paul McGarry SC ⁹	Honorable Society of King's Inns	4 Years	-	-
Michele O'Boyle SC ¹⁰	Law Society of Ireland	3 Years	-	-
Brid O'Donovan ¹¹	Citizens Information Board	4 Years	-	-
Paul O'Donovan ¹²	Consumers' Association of Ireland	3 Years		-
Emily Sherlock ¹³	Legal Aid Board	4 Years		-
Simon Barry ¹⁴	Competition and Consumer Protection Commission	4 Years		-
William Abrahamson SC ¹⁵	Bar Council	4 Years		-

The Membership of the Authority at the end of 2025 was as follows.

Authority members at the end of 2025

Member	Nominating Body
Tom Boland (Chairperson)	Higher Education Authority (HEA)
William Abrahamson SC	Bar Council (Bar of Ireland)
Éilis Barry	Irish Human Rights & Equality Commission (IHREC)
Simon Barry	Competition and Consumer Protection Commission (CCPC)
Shane Galligan	Institute of Legal Costs Adjudicators (ILCA)
Paul McGarry SC	Honorable Society of King's Inns (HSKI)
Simon Murphy	Law Society of Ireland (LSI)
Michele O'Boyle SC	Law Society of Ireland (LSI)
Brid O'Donovan	Citizens Information Board (CIB)
Paul O'Donovan	Consumers' Association of Ireland (CAI)
Emily Sherlock	Legal Aid Board (LAB)

7. 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 further period of four years.

8. Síona Ryan was appointed to the Authority from 23 February 2022 to 30 September 2022 and was reappointed from 1 October 2022 for a three-year term.

9. Appointed with effect from 11 December 2024.

10. Appointed with effect from 11 December 2024.

11. Appointed with effect from 11 December 2024.

12. Appointed with effect from 11 December 2024.

13. Appointed with effect from 11 December 2024.

14. Appointed with effect from 12 November 2025.

15. Appointed with effect from 12 November 2025.

Authority's activities

The Authority met on six occasions during the year (four ordinary meetings and two meetings relating to the recruitment of a new CEO), 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

The first Authority meeting of the year on 6 February 2025 was preceded by an induction and information session for Authority members with presentations from members of the Senior Management Team at the LSRA. At the meeting itself, the CEO updated the Authority on the activities of the executive since the last meeting of the Authority in September 2024. This included updates on recruitment/staffing and presentation of the LSRA risk register. The CEO informed the Authority of the outcomes from the external assessment of the Authority's governance performance completed in 2024. The Authority reviewed the management accounts for the LSRA/LPDT at end December 2024 and was informed of the 2024 plan in respect of the levy process. The Authority was provided with updates on the performance of the Complaints & Resolutions Department of the LSRA and on the operation of the LPDT. This included a statistical report and dashboard.

The CEO updated the Authority on progress since the introduction of the framework for Legal Partnerships in October 2024. The CEO provided the Authority with a background summary on the Breaking Down Barriers report and the activities which resulted in the

establishment of the Education and Training Committee by the Authority (under section 16 of the 2015 Act) and the recommendation for the establishment of a competency framework on legal education.

The CEO presented the LSRA Business Plan and programme of activities for 2025, and set out the methodology for the development of the LSRA's next strategic plan, covering the period 2025-2028.

Authority meeting 2

At its second meeting of the year on 13 March 2025, the CEO updated the Authority on the activities of the executive since the previous meeting of the Authority including on stakeholder engagement, the annual business plan and strategic plan, recruitment/staffing, the LSRA's participation on the Housing for All Implementation Working Group and Anti-Money Laundering (AML) activity in the context of both the LSRA and the LPDT.

The Authority approved the appointment of members to the LSRA/LPDT Finance, Audit & Risk (FAR) Committee. The Authority approved the reappointment of certain members to the Complaints Committee and the Review Committee. The Authority also approved the appointment of members to the SLegal

Education and Training Committee established in September 2024.

The Authority approved a number of governance documents which were reviewed arising from the report on the external assessment of the Authority's performance. The documents approved were as follows.

- » [Authority Terms of Reference](#)
- » [Code of Conduct for Members of the Authority](#)
- » [Code of Conduct for LSRA Employees](#)
- » [Delegation of Functions to the CEO](#)

Representatives of the LSRA's accountants, Crowleys DFK, presented the Draft 2024 Financial Statements to the Authority at the meeting. The Authority noted the Draft Financial Statements 2024 and raised some amendments for the LSRA Executive and accountants to apply. The Authority approved the submission of the draft Financial Statements 2024 to the Department of Justice and the Office of the Comptroller and Auditor General (OCAG) subject to their being reviewed and approved at a meeting of the Finance, Audit and Risk (FAR) Committee before the end of March 2025.

The Authority noted the LSRA management accounts to the end of January 2025, noted the LSRA/LPDT Budget for 2025 and was updated on progress with the calculation of the levy in 2025. The Authority was provided with updates on the performance of the

Complaints, Investigations and Resolutions Department of the LSRA and on the operation of the LPDT. This included a statistical report and dashboard.

The Authority was updated with high level findings and conclusions from the Section 33 Annual Report on the Admissions Policies of the legal professions. The CEO updated the Authority on the Section 16 Education & Training Committee and on the first update Report to the Minister on the progress of the Barriers Implementation Plan.

Authority meeting 3

At its third meeting of the year on 12 June 2025, the CEO updated the Authority on activities since the previous meeting including updated risk register. The Authority was updated on and noted the publication/submission of the following reports since the previous meeting.

- » [LSRA Annual Report 2024](#)
- » [Pathways to the Professions report 2024 \(section 33 report\)](#)
- » [First bi-annual *Independent Complaints Handling* report of 2025 \(section 73 report\)](#)
- » [First bi-annual *Breaking Down Barriers* progress update of 2025](#)

The Authority was updated on the levy process in 2025 (in respect of the 2024 financial year) with levy assessment notices issuing to the Law Society, Bar of Ireland and individual non-Law Library

practising barristers on 21 May 2025. The CEO updated the Authority on the LSRA's engagement with the Housing for All Implementation Group. The Authority was updated on the Inspections function of the LSRA, including resourcing. The Chairperson of the FAR committee updated the Authority on the Committee meetings held on 25 March and 24 April 2025.

The Authority approved the reappointment of certain members to the Review Committee.

The Authority reviewed and approved the report on 2024 internal controls for the LSRA/LPDT completed by Internal Audit Unit at the Department of Justice, Home Affairs & Migration. The Authority noted the management accounts and associated variance reports to end April 2025.

The Authority was provided updates on the performance of the Complaints, Investigations and Resolutions Department of the LSRA and on the operation of the LPDT. This included a statistical report and dashboard.

The Authority was updated on activities in respect of the Barriers Implementation Plan and the Section 16 Education and Training Committee since the last Authority Meeting in March.

Authority meeting 4 – special meeting of the Authority

The fourth meeting of the Authority in 2025 was a special meeting of the Authority to discuss the recruitment of a new CEO for the LSRA with the incumbent CEO due to leave in mid-September 2025. This

included the establishment of a Committee of the Authority to progress the recruitment process.

Authority meeting 5

At its fifth meeting of the year on 4 September 2025, the CEO updated the Authority on activities since the Authority meeting in June including in respect of the CEO's meeting with the Department of Justice, Home Affairs and Migration on Anti-Money Laundering requirements and an updated risk register.

The Authority approved the appointment of new members and reappointment of certain members to the LSRA Complaints Committee.

The Authority noted the LSRA/LPDT management accounts and associated variance reports to end June 2025. The Authority was updated on the levy in 2025 with a compliance rate of 98.52% noted by the Authority.

The Authority was provided updates on the performance of the Complaints & Resolutions Department of the LSRA and on the operation of the LPDT. This included a statistical report and dashboard.

The Authority was updated on activities in respect of the *Breaking Down Barriers Implementation Plan* and the Legal Education and Training Committee since the last Authority meeting. The Authority was informed that the second bi-annual *Breaking Down Barriers* progress report would be submitted to the Minister for Justice, Home Affairs and Migration before 12 September 2025.

The CEO updated the Authority on the work of the Housing for All Implementation Working Group. The Authority was informed that the LSRA’s role involved assisting in a number of work streams including the development of a Charter of Best Practice for Solicitors and Estate Agents and a potential model through which e-conveyancing could be delivered.

Authority meeting 6 – special meeting of the Authority

The Authority held a special meeting on 15 December to approve the appointment of Ms Niamh Muldoon as new CEO of the LSRA to commence from 23 March 2026.

The Authority discussed and approved the draft Strategic Plan 2025-2028.

LSRA Authority meeting attendance 2025

Member	06/02/25	13/03/25	12/06/25	11/07/25	04/09/25	15/12/25
Tom Boland (Chairperson)	✓	✓	✓	✓	✓	✓
William Abrahamson SC	n/a	n/a	n/a	n/a	n/a	✓
Éilis Barry	✗	✓	✓	✓	✓	✓
Simon Barry	n/a	n/a	n/a	n/a	n/a	✓
Shane Galligan	✓	✓	✓	✓	✓	✓
Paul McGarry SC	✓	✓	✗	✗	✓	✓
Sara Moorhead SC	✓	✓	✗	✓	✗	n/a
Simon Murphy	✓	✓	✓	✓	✓	✓
Michele O’Boyle SC	✓	✓	✓	✓	✓	✓
Brid O’Donovan	✓	✓	✓	✓	✓	✓
Paul O’Donovan	✓	✓	✓	✓	✓	✓
Síona Ryan	✓	✓	✓	✗	✓	n/a
Emily Sherlock	✓	✓	✗	✗	✓	✓

Financial statements and procurement

In 2025, the Authority submitted its eighth set of financial statements for the period from January 2024 to December 2024, to the Office of the Comptroller and Auditor General (OCAG) for audit. On 23 December 2025, the Controller 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 2024 and of its income and expenditure from 1 January 2024 to 31 December 2024 in accordance with Financial Reporting Standard (FRS) 102.

The Authority undertook procurement exercises in 2025 with the advice and assistance of the Office of Government Procurement 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.

Finance, Audit and Risk Committee

The LSRA’s Finance, Audit and Risk (FAR) Committee was chaired by Authority member, Shane Galligan. Authority members Simon Murphy and Paul O’Donovan also sat on the committee. The Secretary to the Authority is also Secretary to the FAR Committee. The committee approved the appointment of two external members to the committee who will join the committee in 2026.

The FAR Committee met three times in 2025. It was not possible to hold a fourth meeting due to the current term of office on the Authority of the Committee chairperson expiring at the end of September 2025. Mr Galligan was reappointed to the Authority on 12 November and a third meeting was then arranged for 3 December 2025. At each

meeting, the FAR Committee receives a briefing from the Chief Executive Officer/ Secretary and formally reviews 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 reviews audit reports, both internal and external, for the LSRA. The oversight remit of the FAR Committee includes the 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.

LSRA Finance, Audit and Risk (FAR) Committee attendance 2025

Member	25/03/25	24/04/25	03/12/25
Shane Galligan (Chair)	✓	✓	✓
Simon Murphy	✓	✓	✓
Paul O’Donovan	✓	✓	✓



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 Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation Code of Practice for the Governance of State Bodies (2016) which has been adopted by the Authority
- » the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation 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.

- » 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 and Procedure
- » Data Protection Policy and associated policy and procedure documents
- » Risk Register and Risk Management Strategy
- » Financial Policies and Procedures
- » Policy and Procedure for the Disclosure of Interests
- » *Strategic Plan 2022-2025 and Strategic Plan 2025-2028*
- » Corporate Governance Assurance Agreement 2024-2026 between the LSRA and the Department of Justice, Home Affairs and Migration (DJHAM)
- » 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.

Role of Authority and Chief Executive Officer

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 key functions for the Authority are:

1. reviewing and guiding the strategic direction and major plans of action of the LSRA
2. risk management policies and procedures
3. annual budgets and business plans;
4. setting performance objectives
5. monitoring implementation and performance
6. overseeing major capital expenditure and investment decisions

The role of the Authority is focussed on these six key areas.

1. leadership: The Authority is to provide leadership and direction to the LSRA within a framework of prudent and effective controls which enables risks to be assessed and managed.
2. ethical Standards- The Authority has a key role in setting the ethical standards of the LSRA.

3. compliance- The Authority should provide itself with reasonable assurance that controls and procedures are adequate to ensure compliance with statutory and governance requirements.
4. collective Responsibility- The collective responsibility of the Authority should be safeguarded.
5. board Oversight Role- The Executive shall provide the Authority with all necessary information to enable the Authority to perform their its duties to a high standard.
6. advice to the Minister¹⁶ - The Authority should ensure that the Chairperson keeps the Minister for Justice, Home Affairs and Immigration advised of matters arising in respect of the LSRA.

The Chief Executive Officer

The Authority delegates operational responsibility for the day-to-day running of the LSRA to the Chief Executive Officer (CEO) and the LSRA's senior management team. The Chief Executive Officer attends Authority meetings at the invitation of the

16. Section 13(3) of the 2015 Act states that, subject to the Act, the Authority shall be independent in the performance of its functions. Section 13(2)(h) states that the Authority shall keep the Minister informed of developments in respect of the provision of legal services by legal practitioners and make recommendations to assist the Minister in co-ordinating and developing policy in that regard. Section 21(3) states that the Authority may make such reports to the Minister relating to its functions as it considers appropriate.

Authority chairperson and provides regular reports on all aspects of the operation of the LSRA as required by Authority members. The CEO also attends the FAR Committee meetings for the purpose of providing an update on risk and financial management.

The CEO's role and responsibilities are set out in the Act. Section 24(3) of the Act states that the CEO shall:

- a. implement the policies and decisions of the Authority
- b. manage and control generally the Authority's staff, administration and business
- c. be responsible to the Authority for the performance of his or her functions, and
- d. 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 regard by the Authority.

The CEO 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.

Committees

Under section 13(9) of the 2015 Act the Authority may provide for the performance of one or more of its functions by a committee. Section 16 of the 2015 Act deals with the operation of committees generally. Under section 16 the Authority may establish committees to:

- a. assist and advise it in relation to the performance of all or any of its functions, and
- b. perform such functions of the Authority as may stand delegated to them under section 13.

Conflicts of interest

The LSRA 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 CEO 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. As the majority of the Authority was newly constituted in 2025, the completion of a self-assessment of performance by the Authority was postponed until 2026 to allow a suitable period of operation of the Authority to pass.

Department of Justice, Home Affairs and Migration governance and agencies meetings

Over the course of 2025, the LSRA engaged extensively both formally and informally with officials from the Department of Justice, Home Affairs and Migration. Two formal governance meetings were held in 2025 between the LSRA and the Civil Governance Unit of the Department, on 13 February and 20 November.

Financial reporting

All appropriate procedures for financial reporting were adhered to in 2025 by the Authority. An annual budget for 2025 was agreed at the meeting of the Authority on 12 September 2024. Due to the operation of the LSRA levy model, which includes an element on budgeted expenditure, further monitoring and revisions of this budget were required in 2025 up to the point of the levy calculation process being completed in May 2025. The budget was also reviewed by the FAR Committee.

At each meeting of the Authority, up-to-date management accounts were presented by the CEO. 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.

The Financial Statement of Accounts for the period 1 January 2024 to 31 December 2024 was prepared and submitted to the Department of Justice, Home Affairs and Migration and the Office of the Comptroller and Auditor General (OCAG) by the deadline of 31 March 2025. Audited accounts were approved by the OCAG on 23 December 2025 and subsequently submitted to the Minister for Justice, Home Affairs and Migration 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 any

reasonable necessary measures to secure their compliance with the requirements of Part 4 of the 2010 Act.

As part of its statutory mandate, the LSRA is an active member of the national Anti-Money Laundering Steering Committee (AMLSC), the national committee tasked with overseeing the implementation of AML regulations in Ireland. The AMLSC is chaired by the Department of Finance. The LSRA participates in scheduled AMLSC meetings and submits AML/CFT-related data and statistics for inclusion in the AMLSC's annual report.

The LSRA continued to attend all scheduled meetings and engaged actively with the AMLSC in 2025, including attending a meeting on the 5 of June, 2025 in which attendees were updated on Grant Thornton's completion of the National Risk Assessment, the Garda Síochána, Financial Intelligence Unit ("FIU") on emerging risks and trends in the State. The Central Bank of Ireland gave an update to the AMLSC from AMLA and, importantly for the LSRA, stated that many non-financial bodies will experience attention from the AMLA. Specifically, the regulatory bodies in both the accountancy and legal professions such as the LSRA will need to engage with relevant expert groups that will be established by AMLA.

The LSRA continued to engage with the AMLSC with regard to the Financial Action Task Force (FATF) assessment and the publication of the AMLSC Annual Report 2025. The issue of cash payments in Ireland also arose at this meeting and

it appears that significant reductions in allowable cash transactions is envisaged in Ireland in accordance with the objectives of EU AML legislation.

The LSRA also continued in 2025 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. The LSRA is also engaged with the Department of Justice, Home Affairs & Migration regarding the Sixth Anti-Money Laundering Package, which includes proposals for significant regulatory changes to the functions of the LSRA and the LPDT to ensure Ireland's full alignment with evolving EU requirements.

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' to AMLA. As part of the LSRA's ongoing engagement and support of AMLA in its capacity as a member state supervisory body for AML, the third AMLA General Board meeting was attended by the LSRA on 17 June 2025. AMLA's intention is to do a risk mapping overview of AML in the EU and the LSRA has been engaging with the Central Bank of Ireland in terms of providing applicable information towards the completion of this objective by AMLA.

Tax law

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

in 2025.

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 action 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, Home Affairs and Migration.

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 2025, the LSRA received 16 Subject Access Requests under the Data Protection Acts.

The LSRA had 24 data breaches in 2025. Of these breaches, 19 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 2025, the LSRA received a total of 24 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.

Freedom of Information requests 2025

Ref	Requestor Category	Granted	Part Granted	Refused	Withdrawn	Awaiting Decision
01	Member of the Public		×			
02	Member of the Public		×			
03	Legal Practitioner	×				
04	Member of the Public		×			
05	Member of the Public	×				
06	Member of the Public	×				
07	Member of the Public	×				
08	Member of the Public		×			
09	Journalist		×			
10	Journalist		×			
11	Member of the Public		×			
12	Member of the Public	×				
13	Member of the Public	×				
14	Member of the Public		×			
15	Member of the Public		×			
16	Legal Practitioner	×				
17	Member of the Public	×				
18	Member of the Public	×				
19	Member of the Public	×				
20	Member of the Public	×				
21	Member of the Public	×				
22	Member of the Public	×				
23	Member of the Public	×				
24	Member of the Public	×				

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 May 2025, the LSRA self-reported on its advertising activities to Oifig an Choimisinéara Teanga (OCT) for the period January to December 2024. 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
- » at least 5% of their annual advertising budget is spent on advertising on the through Irish language media

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

- » correspondence received from complainants and legal practitioners is responded to in Irish

Protected Disclosures

The LSRA has introduced a Protected Disclosures Policy and Procedure. There were no Protected Disclosures made directly to the LSRA in 2025. Six matters were transmitted to the LSRA by the Protected Disclosures Commissioner under the Protected Disclosure Act 2014 (as amended) in 2024 and carried into 2025. Five of these matters were transmitted under section 10C(1)(b) of the Act and

- » Irish language versions of corporate reports are available in Irish, 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

one matter under section 10D(1)(b)(ii). One matter was transmitted by another prescribed person under section 7A(1)(b)(vi) in 2024 and carried into 2025. Six of the matters were awaiting completion of assessment at year end 2025 and one matter was assessed in 2025 as warranting no further follow up. A report reflecting this position has been published on the LSRA website.

Compliance with Code of Practice for Governance of State Bodies

The LSRA has adopted the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation Code of Practice for the Governance of State Bodies (2016). The LSRA fully complied with the Code in 2025 with the following exceptions:

- » Sections 8.14, 8.15 - Periodic Critical Review (PCR): the LSRA will engage with the Department of Justice, Home

Affairs and Migration in 2026 in respect of scheduling a PCR

- » Section 1.13 (Audit and Risk Committee Guidance): the LSRA FAR Committee met on three occasions in 2025 instead of four due to delay in reappointment of committee chairperson to the Authority.

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, Infrastructure, Public Service Reform and Digitalisation. There were three competitions held in 2025 for certain roles within the LSRA. The Authority seconds a small number of staff to the Legal Practitioners Disciplinary Tribunal (LPDT) and, in 2024 and 2025 it engaged five staff on part-time contracts for specific projects (e.g. mediation).

LSRA Staff end 2025

Position	2025*
Assistant Secretary	1
Principal Officer	2
Assistant Principal Officer	12
State Solicitor	12
Higher Executive Officer	9
Executive Officer	5
Clerical Officer	24
Contractors	1
Total	66
(Of which LPDT staff)	9

* Staff numbers as at 31 December 2025. These reflect job sharing arrangements and certain roles including mediators and legal team members in the AP cohort. A total of 65 staff members (excluding contractor) equates to 58 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 and development system (PMDS) for all staff.

Continuous Development for our Staff

Staff attended numerous training courses, conferences and seminars during 2025 in many different areas. The LSRA provided courses in Word and Excel to all staff as well as courses on GDPR/data protection and freedom of information.

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 2025, the following.

- » [Building Resilience: Cyber and Data Governance \(Masterclass\) 27 February](#)
- » [Board Secretaries' Network 5 March and 17 September](#)
- » [Risk Appetite, Culture and Operating Style 10 April](#)
- » [ARC Chairpersons' Roundtable 21 May](#)
- » [Chairpersons' Network 18 June](#)

- » [Roles and Responsibilities of new Board Members 8 October](#)
- » [Sustainability for Public Bodies 25 September](#)

An All Staff Day took place in May 2025, giving staff a chance to hear inputs from department heads in the LSRA and LPDT and to assess input to the development of the LSRA's new strategic plan. Staff also received information and guidance on staff welfare and available support services and discussions on equality and diversity and the public sector duty.

Health and safety 2025

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 2025.

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 four 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

The LSRA's new Strategic Plan 2025-2028 states that public bodies such as the Authority must 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

In order to update our assessment, we:

- » surveyed our staff and external

stakeholders on our public sector duty performance, and asked their views on what more we could do

- » invited an IHREC representative to address an all-staff strategy day to enhance staff understanding of the public sector duty and what they can do
- » further discussed with staff what more we could do to ensure inclusivity
- » consulted with other public-facing public bodies, including the Ombudsman and the Citizens Information Board, on their implementation of the public sector Duty, and how it might inform our actions

Drawing on the various stakeholder consultations, we have identified the following areas to address in the lifetime of the next strategic plan.

- » We have already put in place a plain English guide for consumers on our complaints service and carried out an internal plain English review of our correspondence with complainants. Further improvements could include, for example, providing plain English explanations of common legal services and what to expect on our website.
- » We will continue to progress our Breaking Down Barriers Implementation Plan recommendations, which aim to address economic and other barriers facing aspiring and early career solicitors and barristers. These measures aim to widen access to the legal profession, and increase its diversity.
- » We will invite people from some of the

nine protected groups to speak to us about their experience of dealing with legal services providers in order to gain a better understanding of some of the barriers that might exist.

- » We will provide continued training to our staff on how best to ensure equality and non-discrimination when handling complaints.
- » We will signpost assistance for complainants with literacy or language difficulties, or with impairments which may affect their ability to access the complaints system.
- » We will continue to expand our programme of events and stakeholder consultation, 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 objective.
- » We will report on progress in our annual reports.

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.

Service Level Agreement between LSRA and LPDT

A Service Level Agreement (SLA) 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 2025. This included support and advice on governance, procurement, services and supplies, staff training and other HR supports. The 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, Home Affairs and Migration. The Department's IT section continues 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 in 2025.

Energy efficiencies

A survey of the LSRA premises was conducted in 2023 in relation to options to further improve energy efficiency, particularly in relation to heating. Energy awareness campaigns and actions for implementing reduction in carbon emissions through improving waste management by increasing recycling continued in line with Government policy. The LSRA will put its Green Team in place in 2026 and will look at how energy efficiencies can be improved at both the

LSRA and LPDT premises. The LSRA completed its energy consumption, emissions and data returns to the SEAI through its M&R system in 2025 and it was confirmed that the LSRA had achieved three of its four targets for 2030.

Procurement activities

Procurement conducted in 2025 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 2025 included the following areas:

- » A project to develop and National Competency Framework for Legal Education & Training for the Section 16 Education & Training Committee (delivery in 2026).

- » Procurement for Legal Services to the LSRA (under OGP Framework) at end 2025.
- » Procurement for Stenography services for the LSRA and LPDT (end 2025).

Prompt payment of accounts

It is the policy of the LSRA 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 1997 Act, they only provide reasonable and not absolute assurance against material non-compliance with the Act. In 2025, six invoices incurred late payment penalties.

Advisory committee for the grant of Patents of Precedence 2025

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 lay member of the committee is appointed by the minister for justice, Home Affairs & Migration from the membership of the Authority. Ms Eilis Barry, was appointed by the minister to the advisory committee from 4 March 2025 for a period of three years. The LSRA provided clerical and administrative assistance to the advisory committee during 2025. The secretary to

the authority has acted as secretary to the advisory committee since its establishment.

The advisory committee issued its sixth call for applications for recommendations in February 2025. The call for applications were made via the LSRA website, which posted detailed information for applicants, including guidance and application forms in both Irish and English on behalf of the advisory committee. It received a total of 47 applications; 11 from solicitors and 36 from barristers. At its meeting of 15 July 2025, the government approved the granting of the title of senior counsel to 26 barristers and 2 solicitors, based on the advisory committee’s recommendations.

Application statistics 2025

Patents of Precedence 2025 applications			
Total 47			
Barrister		Solicitor	
36		11	
Female	Male	Female	Male
9	27	3	8

Recommended statistics 2025

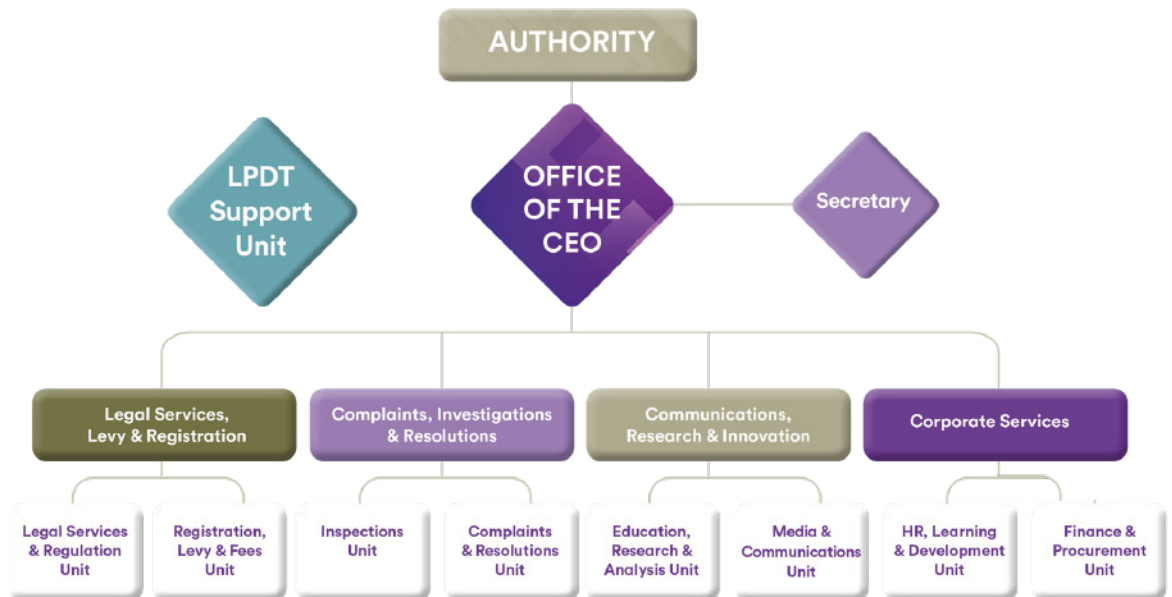
Patents of Precedence 2025 recommendations			
Total 28			
Barrister		Solicitor	
26		2	
Female	Male	Female	Male
7	19	0	2

Senior Management Team meetings

During 2025, the Senior Management (SMT) met on five 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* and *Strategic Plan 2025-2028*.

LSRA-LPDT SMT meetings 2025

Date	Notes on key activities
24 February 2025	Budget Analysis for 2025
31 March 2025	Workshop for review of outstanding IAU Recommendations
26 September 2025	Mid-Year Review of Business Plan 2025



Senior management team

Office of the CEO



Dr Brian Doherty

Chief Executive Officer (until 12 September 2025)

Brian was the Chief Executive Officer of the Legal Service Regulatory Authority until 12 September 2025. 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.



Tony Watson

Interim Chief Executive Officer (from 15 September 2025)

Tony joined the LSRA in September 2019 as 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 of Ireland, 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. He was appointed Interim CEO of the LSRA on 15 September 2025.



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
(until 21 October 2025)
Head of Communications, Research and Innovation Department

Nuala 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 as a policy analyst and researcher.

Head of Communications, Research and Innovation

Position currently vacant – recruitment will take place in early 2026

Complaints, Investigations, and Resolutions Department



Tony Watson

Head of Complaints, Investigations and Resolutions Department

Tony 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



Aidan Walsh

Head of Corporate Services Department

Aidan joined the LSRA in late 2025. He holds a business degree and a Postgraduate Diploma in Employment Law from UCD, followed by completion of the Law Society FE-1 examinations. He also earned a Postgraduate Diploma in Public Procurement from Right Honourable Society of the King's Inns. Before joining the LSRA, Aidan gained experience across a range of roles within the semi-state and private sector.

Legal Services, Levy and Registration Department



Alison McIntyre

Head of Legal Services, Levy and Registration Department

Alison 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 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 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 1

Key activities 2025

Date	Key activity
10 January	CEO met with Under Treasurer of the Honorable Society of King's Inns
17 January	Meeting with the Law Society on regulatory matters
17 January	CEO met with Chairperson of the LPDT to discuss operational matters
23 January	First meeting of <i>Breaking Down Barriers</i> Implementation Working Group (IWG)
30 January	Advertisement for the recruitment of the Legal Education and Training Committee members went live
6 February	44th meeting of the Authority
11 February	Meeting with representatives of the EU on the Annual Rule of Law Report
12 February	CEO met with Chairperson of the LPDT
13 February	Governance meeting with the Department of Justice, Home Affairs and Migration
25 February	CEO spoke at the Dublin Solicitors Bar Associations' webinar: 'Family Law Updates and Dealing with Difficult Family Law Clients' webinar
28 February	Meeting with the Law Society on regulatory matters
28 February	CEO and the Chairperson met the Minister for Justice, Home Affairs and Migration at the Department of Justice office
4 March	Head of Communications, Research and Innovation attended and presented at the Justice Research Forum
12 March	Places filled on the Legal Education and Training Committee
13 March	45th Meeting of the Authority
20 March	CEO met with Bar of Ireland
26 March	CEO delivered a CPD presentation for the Midlands Solicitor Bar Association
27 March	CEO attended event marking the 50th Anniversary of the establishment of the Office of the DPP

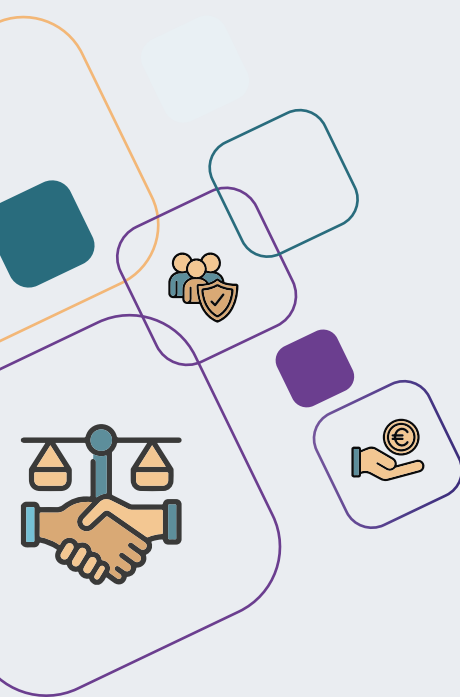
Date	Key activity
28 March	Members of LSRA Senior Management Team attend the Annual Department of Justice, Home Affairs and Migration Conference
31 March	Submission of first bi-annual <i>Breaking Down Barriers</i> progress report of 2025 to the Department of Justice
3 April	Second meeting of <i>Breaking Down Barriers</i> IWG
7 April	Housing for All Conveyancing and Probate Implementation Committee meeting
9 April	Meeting with the Law Society on regulatory matters
11 April	LSRA opened a public consultation for the <i>LSRA Strategic Plan 2025-2028</i>
24 April	Publication of the first bi-annual Independent <i>Complaints Handling</i> report of 2025 under section 73 of the Act
30 April	Submission of <i>LSRA Annual Report 2024</i> to Minister for Justice, Home Affairs and Migration and Houses of the Oireachtas
30 April	Submission of the 2024 <i>annual Pathways to the Professions</i> report to Minister for Justice, Home Affairs and Migration and Houses of the Oireachtas
2 May	CEO met with Eversheds in relation to regulatory matters
7 May	CEO represented the LSRA at the Anti-Money Laundering Authority (AMLA) roundtable event at the Central Bank
13 May	Publication of the first bi-annual <i>Breaking Down Barriers</i> progress report of 2025
14 May	CEO delivered a CPD presentation at the Dublin Solicitors Bar Association webinar on probate and tax
21 May	Levy Assessment Notices for the 2024 levy year issued
22 May	LSRA staff attended All-staff day in Dublin
27 June	Publication of Guidance Note for Barristers on Direct Access
12 June	46th Meeting of the Authority
13 June	Meeting with the Law Society on regulatory matters
17 June	CEO met with staff and commissioners from the Law Reform Commission Ireland to discuss areas of legal reform
19 June	CEO attended the Chief Executives Forum in Belfast representing the LSRA
26 June	Publication of LSRA's <i>Annual Report 2024</i>

Date	Key activity
3 July	Third meeting of <i>Breaking Down Barriers</i> IWG
10 July	Publication of the 2024 <i>annual Pathways to the Professions</i> report.
2 September	Meeting of the Legal Education and Training Committee
5 September	47th meeting of the Authority
10 September	Publication of the second bi-annual <i>Independent Complaints Handling</i> report of 2025 under section 73 of the Act
11 September	Submission of second statutory review of the operation of the Legal Services Regulation Act 2015 to Houses of the Oireachtas, pursuant to s.61(b) of Act
12 September	Submission of the second bi-annual <i>Breaking Down Barriers</i> progress report of 2025 to the Department of Justice, Home Affairs and Migration
12 September	Departure of LSRA CEO
17 September	Head of Communications, Research and Innovation attended the Justice Research Forum
22 September	Head of Communications, Research and Innovation presented on Independent Complaints Handling with a focus on Conveyancing to the Housing for All Best Practice Sub-Group
24 September	Publication of Bsecond bi-annual <i>Breaking Down Barriers</i> progress report of 2025
30 September	Publication of the second statutory review of the operation of the Legal Services Regulation Act 2015
9 October	Fourth meeting <i>Breaking Down Barriers</i> IWG
10 October	Supply of OR past tense of verb : tende for expert to develop National Competency Framework
15 October	Interim CEO met with the Criminal Legal Aid Committee
20 – 22 October	Interim CEO attended and spoke at the International Conference of Legal Regulators Conference 2025 in Hong Kong
22 October	Acting Head of Complaints, Investigations and Resolutions delivered module on Ethics and Conduct to trainee solicitors at Law Society
28 October	Acting Head of Complaints, Investigations and Resolutions presented to the Law Society's Guidance and Ethics Committee
30 October	Meeting with the Law Society on regulatory matters
6 November	Interim CEO attended the Honourable Society of Kings' Inns' annual conference ("Annual Conference: Challenges and Opportunities) as member of the "Meet the Regulator Panel

APPENDIX 1





Date	Key activity
7 November	Deadline for submissions to develop National Competency Framework
20 November	LSRA staff attended Law Society of Ireland's 'Symposium on Solicitor Training Contracts in the Public Sector'
20 November	Acting Head of Complaints, Investigations and Resolutions presented at the Law Society of Ireland's CPD event 'General Practice Update Kilkenny 2025'
20 November	Governance Meeting with the Department of Justice
24 November	Conveyancing and Probate Implementation Committee met at Government Buildings
28 November	Meeting of the section Legal Education and Training Committee
3 December	Publication of the <i>LSRA Strategic Plan 2025-2028</i>
3 December	Finance Audit and Risk (FAR) Committee meeting
11 December	Acting Head of Complaints, Investigations and Resolutions presented at the Law Society of Ireland's event 'Regulation Recap 2025' in Blackhall Place
12 December	LSRA opened a public consultation on the Admission Policies of the Legal Profession





An tÚdarás Rialála
Seirbhísí Dlí
Legal Services
Regulatory Authority

Legal Services Regulatory Authority

-  Email: Isra-inbox@lsra.ie
-  Website: www.lsra.ie
-  Twitter/X: [@LSRAIreland](https://twitter.com/LSRAIreland)
-  LinkedIn: [@LSRA](https://www.linkedin.com/company/lsra)