



THE BAR
OF IRELAND





The Law Library

ANNUAL REPORT
2015/2016

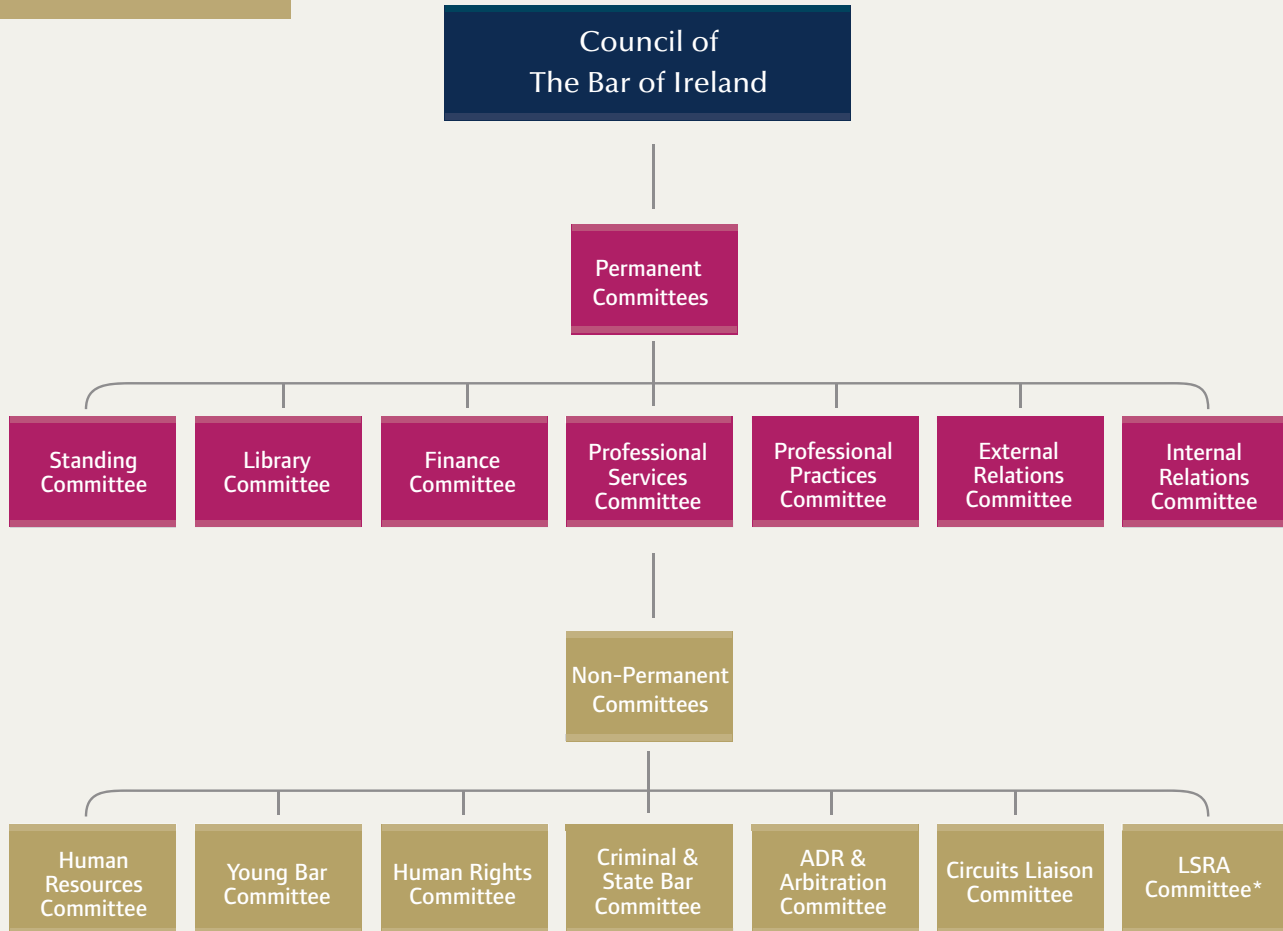
MISSION STATEMENT

“To provide leadership and representation on behalf of members of the independent Bar of Ireland, ensure the highest standards of ethical and professional conduct within the profession and to deliver valued and quality services for the benefit of members”

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ORGANISATION



*Council established a new LSRA Non-Permanent Committee at its meeting in June 2016.

COUNCIL 2015-2016



*David Barniville SC
(Chairman)*



*Paul McGarry SC
(Vice-Chairman)*



*Fergal Foley
(Secretary)*



*Sara Moorhead SC
(Treasurer)*



Thomas Creed SC



Alice Fawsitt SC



Mary Rose Gearty SC



Patrick McGrath SC



Eanna Mulloy SC



Mícheál P. O'Higgins SC



Seamus Woulfe SC



Ray Boland BL



Seamus Breen BL



Claire Hogan BL



Grainne Larkin BL



Roderick Maguire BL



Tony McGillicuddy BL



Imogen McGrath BL



Maura McNally BL

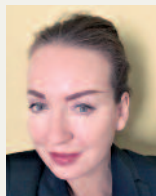


Elaine Power BL

Co-optees



Conor Dignam SC



Sasha Gayer SC



Jane Horgan-Jones BL

COMMITTEES

2015-2016

STANDING COMMITTEE

David Barniville SC (Chairman)

Mary Rose Gearty SC
Paul McGarry SC
Patrick McGrath SC
Sara Moorhead SC
Micheal P O'Higgins SC
Seamus Woulfe SC
Fergal Foley
Grainne Larkin BL
Tony McGillicuddy BL

LIBRARY COMMITTEE

Seamus Woulfe SC (Chairman)

David Barniville SC
Paul McGarry SC
Sara Moorhead SC
Seamus Breen BL
Fergal Foley
Claire Hogan BL
Jane Horgan-Jones BL
Tony McGillicuddy BL

FINANCE COMMITTEE

Sara Moorhead SC (Chairman)

David Barniville SC
Paul McGarry SC
Eanna Mulloy SC
Grainne Larkin BL
Roderick Maguire BL

PROFESSIONAL SERVICES COMMITTEE

Fergal Foley (Chairman)

David Barniville SC
Thomas Creed SC
Paul McGarry SC
John Berry BL
Lisa Daly BL
Roderick Maguire BL
Maura McNally BL
Rithika Moore-Vadera BL
Fiona Sheehan BL
Michael J. Walsh BL

PROFESSIONAL PRACTICES COMMITTEE

Patrick McGrath SC (Chairman)

David Barniville SC
Thomas Creed SC
Sean Guerin SC
Paul McGarry SC
Sara Moorhead SC
Eanna Mulloy SC
Shane Murphy SC
Mícheál P O'Higgins SC
Ronnie Robins SC
Seamus Breen BL
Elizabeth Gormley BL
Grainne Larkin BL
Eoin Lawlor BL
Tony McGillicuddy BL
Imogen McGrath BL
Maura McNally BL
Elaine Power BL

INTERNAL RELATIONS COMMITTEE

Mary Rose Gearty SC (Chairman)

David Barniville SC
Paul McGarry SC
Eanna Mulloy SC
Úna Ní Raifeartaigh SC
Mícheál P. O'Higgins SC
Seamus Breen BL
Jennifer M. Good BL
Claire Hogan BL
Tomás Keys BL
Grainne Larkin BL
Alex Layden BL
Tony McGillicuddy BL
Imogen McGrath BL
Sarah O'Mahoney BL

EXTERNAL RELATIONS COMMITTEE

Grainne Larkin BL (Chairman)

David Barniville SC
Mary Rose Gearty SC
Paul McGarry SC
Mícheál P O'Higgins SC
Diane Duggan BL

Margaret Gray BL
Claire Hogan BL
Jane Horgan-Jones BL
Susan Lennox BL
Cathy MacDaid BL
Tony McGillicuddy BL
Imogen McGrath BL

CRIMINAL & STATE BAR COMMITTEE

Mícheál P O’Higgins SC (Chairman)

David Barnville SC
Alice Fawsitt SC
Paul McGarry SC
Sara Moorhead SC
Libby Charlton BL
Fergal Foley
Jane Horgan-Jones BL
Dean Kelly BL
Tony McGillicuddy BL
Helen Claire O’Hanlon BL
Joseph O’Sullivan BL

ARBITRATION AND ADR COMMITTEE

Paul McGarry SC (Chairman)

David Barnville SC
Patrick Leonard SC
Colm Ó hOisín SC
David Dodd BL
Arran Dowling Hussey BL
Marcus Keane BL
Darren Lehane BL
Padraig D. Lyons BL
Katie Mann BL
Kate O’Donnell BL
Sarah O’Dwyer BL
Catriona O’Reilly BL
Anna Shanley BL

HUMAN RESOURCES COMMITTEE

Maura McNally BL (Chairman)

David Barnville SC
Paul McGarry SC
Annmarie Courell BL
Francis Drumm BL
William Maher BL
Simon McDonald BL

CIRCUITS LIAISON COMMITTEE

Elaine Power BL (Chairman)

David Barnville SC
Thomas Creed SC
Paul McGarry SC
Seamus Breen BL

HUMAN RIGHTS COMMITTEE

Tony McGillicuddy (Chairman)

David Barnville SC
Paul McGarry SC
Colm O’Dwyer SC
Ann Power SC
Garrett Simons SC
Patricia Brazil BL
Diane Duggan BL
Nuala Egan BL
Conan Fegan BL
David Fennelly BL
Michael Lynn BL
Natalie McDonnell BL
Niall Nolan BL
Colin Smith BL
Saul Woolfson BL

YOUNG BAR COMMITTEE

Claire Hogan BL (Chairman)

Rachel Baldwin BL
Eve Bolster BL
Seamus Breen BL
Hannah Cahill BL
Anita Finucane BL
Hugh Good BL
Gary Hayes BL
Jane Horgan-Jones BL
Hugh Madden BL
George Maguire BL
Eoin Martin BL
Paul E. Murphy BL
Ellen O’Brien BL
Ellen O’Callaghan BL
Liam O’Connell BL
Seán O’Quigley BL

CHAIRMAN'S REPORT

A time of great change

This is my second and final Annual Report as Chairman of Council of The Bar of Ireland. In my first report, I highlighted significant changes across the organisation. Those changes have continued over the past year.

Major regulatory change

Undoubtedly the greatest change to affect the Bar in more than a century was the enactment of the Legal Services Regulation Act 2015. This is a major piece of legislation, which will introduce real change in the regulation and practice of law for both barristers and solicitors in Ireland. It is expected that the Authority will be established on October 1, 2016. While providing opportunities for barristers (and solicitors) to work in and through different practice structures, the Act will allow those of us who wish to continue to practise as independent barristers as part of the Law Library to continue to do so. This was one of a number of important changes made by the Minister to the Bill prior to its enactment following submissions made by The Bar of Ireland. I am grateful for the advice and assistance of members of the Bar, which enabled us to make those submissions.

Council will work with the Legal Services Regulatory Authority (LSRA) (on which The Bar of Ireland will have one nominee) to ensure that the system of regulation is cost-effective and efficient, will allow an independent Bar to thrive, and will best serve the most important interests at stake: those of our clients.



Governance

It is necessary to amend our Constitution and Code of Conduct to render those important documents compliant with the Act. It should be noted that the Code of Conduct will require approval by the new LSRA in due course. I am very grateful to the members of the Code of Conduct Working Group, who worked tirelessly to revise and put forward amendments following the great work done by the Code of Conduct Review Committee chaired by Eoin McCullough SC. I am particularly grateful to Ronan Murphy SC, Elizabeth Gormley BL and Brendan Savage BL.

Brexit

Another major development during this year has been the Brexit vote. None of us knows how Brexit will pan out (if it actually occurs). However, there may be potential opportunities for members of The Bar of Ireland, many of whom are qualified in and work in the field of EU law. The anticipated move of businesses to Ireland post Brexit may also lead to opportunities for the Bar. We will just have to wait and see.

Equality

Another area in which the Bar is changing is the way in which we have attempted to address the issue of gender equality. During the past year, we have taken two important initiatives. The first was a mentoring scheme in partnership with the Law Society, which was launched in January 2016 and is overseen by Mary Rose Gearty SC for the Bar. The second was the establishment by Council in December 2015 of a new Working Group for Women at the Bar, co-chaired by Grainne Larkin BL and Imogen McGrath BL.

The Young Bar Committee, chaired by Claire Hogan BL, is intended to represent primarily the interests of barristers in their first seven years of practice, and has already led to a series of important initiatives.

International ties

Over the past year, Council has continued to develop its links with other Bars with the objective of developing and pursuing professional opportunities for Irish barristers, and developing and enhancing greater educational, professional and social links with barristers and the legal profession internationally. Relations between The Bar of Ireland and our four neighbouring jurisdictions have never been better. We recently had the fourth Annual Meeting of the Bar Councils of Ireland and Northern Ireland. In a new initiative starting this year, the Chairs and Chief Executives of the four Bars – the Bar of Ireland, the Bar of Northern Ireland, the Bar of Scotland and the Bar of England and Wales – will meet twice yearly to discuss common issues and challenges. These meetings will be particularly important in light of the challenges faced following Brexit.

Council is entering into a co-operation agreement with the New York State Bar Association (NYSBA). The NYSBA has expressed a desire to bring its international conference to Dublin in 2017 in association with The Bar of Ireland. The Australian Bar Association will host its international conference in Dublin in July 2017, and the European Circuit of the Bar of England and Wales will host its conference in Dublin in September 2016. These links are all being developed alongside our established links with the American Bar Association, the International Bar Association and the International Council for Advocates and Barristers.

Pro bono at the Bar

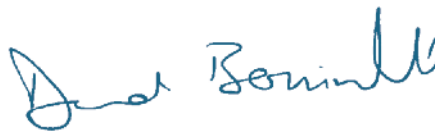
The voluntary and *pro bono* work done by so many members of the Bar over the past year has continued, including:

- the Voluntary Assistance Scheme (VAS), now co-ordinated by Libby Charlton BL;
- our recent sponsorship agreement with Community Law and Mediation;
- our sponsorship of the Catherine McGuinness Fellowship with the Children's Rights Alliance;
- the work of Irish Rule of Law International (IRLI); and,
- our continued work with other NGOs such as Trócaire, Oxfam and Goal, to name but a few.

Appreciation

My term of office will expire on July 31, 2016. I want to thank all the members of the Bar for their support and assistance. I have thoroughly enjoyed my term and will miss it. I thank the Vice-Chairman (Paul McGarry SC), the Treasurer (Sara Moorhead SC) and all of my colleagues on Council for their loyalty, support and encouragement. Thanks are due to Fergal Foley for his years of service on Council. I also particularly thank those who are stepping down from Council this year.

I thank the Director, Ciara Murphy, and her team. The Bar and the Law Library could not function without the tireless work undertaken by our loyal and dedicated staff on our behalf. During the year, a number of very important members of staff retired, including Maria Kelly, Peter Brien, Vivian McDonnell, Geraldine Mulrennan, Jim Donegan and Hugh Lyons. I thank all of them for their great work and wish them the very best. I wish the newly elected Chairman, Paul McGarry SC, and the Council, the very best in the years ahead.



David Barniville sc
Chairman

DIRECTOR'S REPORT

Positive developments

This past year has seen a remarkable amount of change and positive developments taking place within Council of The Bar of Ireland. The adoption and implementation of our three-year Strategic Plan has set the roadmap for these changes and developments.

The process of creating the three-year Strategic Plan involved:

- achieving clarity about the role and remit of the organisation, including the launch of a new, refreshed identity;
- defining the mission of the organisation;
- agreeing the key strategic objectives to deliver on our mission;
- setting out the actions to be undertaken within each strategic objective; and,
- identifying the capabilities required in the organisation to deliver on the actions.

This annual report sets out a summary of the key achievements in accordance with the Strategic Plan throughout the year.



Communications

A very welcome area of change and improvement has been the overhaul of our internal communications with members. The publication of our weekly *In Brief* e-zine, the revamp and re-launch of *The Bar Review*, the publication of our Member Services Directory and the Quarterly Reports on Implementing the Strategic Plan, the development and continued enhancement of a members' section of our website – www.lawlibrary.ie, the initiation and active use of social media channels, including Twitter, YouTube and LinkedIn, and the new 'What's on this week' stands throughout our buildings have all provided new platforms through which members can be kept up to date with the initiatives and activities of Council of The Bar of Ireland.

Our engagement in public relations and media activities to raise the profile of The Bar of Ireland continues to grow, including through the production of policy papers and submissions on a range of relevant issues to represent the profession. Of noteworthy mention this year was the publication of the Women at the Bar survey results, the submission made to the DPP in relation to professional fees, the public debate on media in the courtroom arising from our 'Trial by Media' Conference, and the response to the insurance industry's assertions that increased premiums were being caused in part by legal costs. We will continue to build on our public affairs activities in the coming year.

Specialist Bar Associations

Closer liaisons with the Specialist Bar Associations also commenced this year, where the primary aim is to work together to better support the common goals and activities shared by the Specialist Bar Associations and Council. The Specialist Bar Associations are important drivers of knowledge and policy, which is integral

to the promotion of The Bar of Ireland as the expert voice on a range of legal matters. All of these new initiatives have been achieved following a restructuring of and investment in the staffing capabilities that support Council and the Committee structure in achieving their aims.

Regulation

Another important resource investment made by Council was in the area of regulation. Through the appointment of a new Director of Regulation, an enhanced advisory service is now more accessible for members through the Professional Practice Committee. This service aims to guide and assist members on difficult situations that present from time to time in respect of their professional obligations and ethics. Feedback from users of this enhanced service has confirmed its value to members of the Law Library. A suite of professional practice guidance and information has been compiled and published, and is a valuable resource available for members to access through the members' section of the website. This will be continuously added to for the benefit of all members. The commencement of the Legal Services Regulation Act 2015 will occur later this year and will give rise to increased engagements in the area of regulation, with a range of consultations due to get underway when the new Authority is established.

Library

Our Library Service continues to maintain a high level of satisfaction among members. A survey of Library services undertaken in November 2015 re-affirmed the high regard with which members hold this core service, and it is a credit to the work of all the staff employed in the Library Service, who go above and beyond in their support of members in their day-to-day work.

Ongoing review

The delivery of our Strategic Plan is dependent on the capability of the organisation to ensure that it can run effective operations across the organisation. Reviews have taken place in relation to our governance structures, the staffing structure, ICT services and our medium- to long-term property needs. Implementation of changes and improvements across each of these operational areas will continue into 2016/2017 and will result in continuous improvements being made for the benefit of members.

This year sees the end of the term of office of the Chairman, David Barnville SC. I have been most fortunate that my appointment as Director coincided with David's chairmanship. His unwavering commitment and dedication to the profession, along with his strong leadership skills, have been an enormous factor in facilitating Council's achievements during his tenure. I will greatly miss his guidance and advice, and wish him and his family success in the years ahead.

Thanks also to the members of Council and the Committees who have worked tirelessly for the benefit of members. Members can never fully appreciate the enormity of work that is carried out on their behalf until they dip a toe into the work of Council and the Committees.

Once again, my colleagues on staff have shown great resilience in embracing the changes that presented over this last year and proactivity in driving new initiatives. I am most grateful to each and every one of you for your continuous hard work.

I look forward to working with the new Chairman, Paul McGarry SC, and the Council, in 2016/2017.



Ciara Murphy

Director

TREASURER'S REPORT

Ensuring stability

2015/16 has seen a level of stability return to The Bar of Ireland's finances, which has enabled much of the improvement in services provided to members over the last year to occur, while holding subscriptions at existing rates. A key priority of the Finance Committee, in conjunction with other committees focused on improving services to members, is to retain this position for next year.

Over the last year, major strides have been made in stabilising the longer-term financial position of The Bar of Ireland's commercial businesses: Law Library Properties Ltd (LLPL); and, Law Library Finance Ltd (LLFL).

Last year we advised that Bank of Ireland (BOI) was successful in retaining the on-site banking service contract, on improved terms and conditions in favour of LLFL.

The agreement was entered into for a seven-year period.

This year, as already reported in the January-March 2016 Strategic Plan

update, LLPL successfully refinanced the property debt with AIB (previously with KBC Bank) on significantly improved terms and conditions, entering into a new loan for a seven-year period. Members should also be aware that over the last six years, through the recession, property debt has reduced from €33m to €25m (see **Figure 1**).

Finally, LLFL entered into a new five-year insurance service agreement with Aon on improved commercial terms, which include significant financial commitment by Aon in sponsorship of member events. This will ultimately reduce costs for members.

These agreements provide financial stability for the long term in our commercial operations.

Review of income and expenditure for The Bar of Ireland and related entities for the eight months to May 31, 2016

At €1.15m, the consolidated net surplus for the eight months to May 31, 2016,

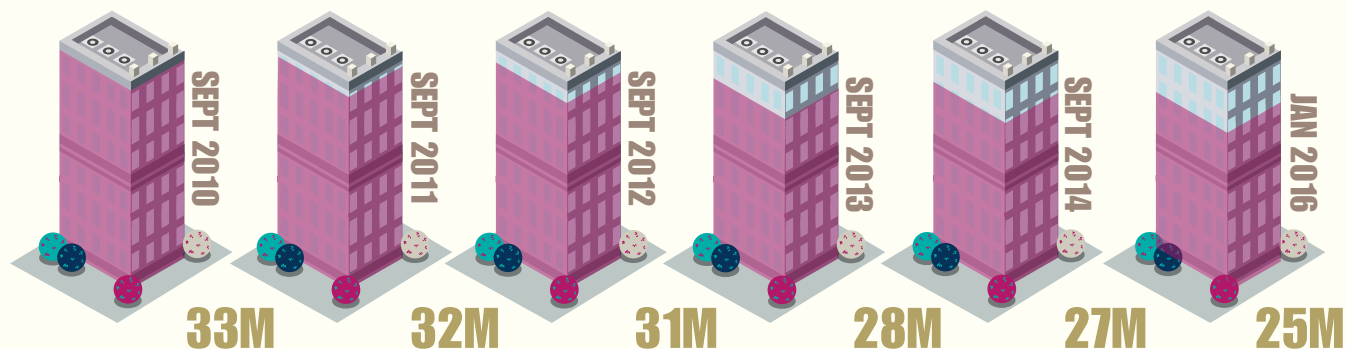


FIGURE 1: Group debt continues to fall.

is 15.8% less than last year and 2.7% ahead of budget. **Table 1** (illustrated in graph form in **Figure 2**) summarises the income and expenditure by entity.

Summary of results by entity

At €5.8m, subscription income is in line with budget. While the number of new members admitted in October 2016 (96) is 9% down on the previous year (and 40% down on members admitted in 2013), the level of members leaving has fallen to 57 in the first half of the year, a fall of 19% from the previous year.

The falling trend of new member admittance is expected to continue based on the lower levels currently attending King's Inns, which will impact negatively on subscription income in future years. The net surplus for the period, at €164k, is 10% ahead of budget.

Overall expenditure is in line with budget. This includes additional expenditure incurred to provide full access to the Westlaw legal database and the vastly

improved level of communications such as *In Brief* and *The Bar Review*.

Rental income in LLPL has increased by 5% on last year to €2.9m, as occupancy in the Distillery Building has improved. The higher level of income will enable the company to reduce the debt even further in the years ahead. Interest income on deposits in LLFL has fallen due to the unprecedented position on bank interest rates. However, the increased commission from Aon and BOI means that LLFL is performing ahead of target.

The year ahead

1. 2016/17 Budget

The Finance Committee presented the draft budget for 2016/17 to Council of The Bar of Ireland for approval on June 20, 2016. Further plans to invest in services are factored into the budget, which also includes financial assistance to support specialist bar associations. Once again, the budget proposes to hold subscription rates to members for the new legal year.

TABLE 1: Consolidated income and expenditure.

THE BAR OF IRELAND GROUP

Consolidated income and expenditure – by entity	Income	Expenditure	Surplus
<i>8 months: Oct '15 – May '16</i>	€'000	€'000	€'000
The Bar of Ireland	5,807	(5,643)	164
Law Library Services	712	(667)	44
Church Street Club	175	(162)	13
Law Library Finance	359	(163)	197
Law Library Properties	2,896	(2,160)	735
Total Group summary	9,949	(8,796)	1,153

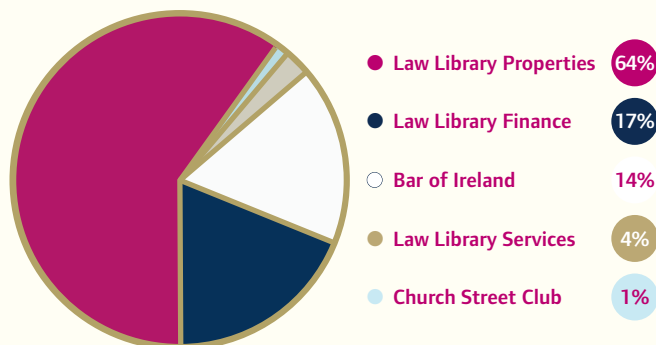


FIGURE 2: Consolidated net surplus to May 2016.

2. Capital expenditure

The Property Working Group, established to consider the best use of the vacant space in our properties, has approved two developments to take place over the summer vacation:

- conversion of the first floor of the Sheds to a dedicated CPD event space (the new venue will provide a high specification event room capable of seating approximately 80 attendees); and,
- conversion of the vacant space on the ground floor of the Church Street building into a new seating area for members.

Appreciation

I wish to record my thanks to the members of the Finance Committee, and to Colin Potts, Director of Finance and Operations, and his team, for their hard work throughout the year.



Sara Moorhead SC

Treasurer



STRATEGIC OBJECTIVES

STRATEGIC OBJECTIVE 1

Library Services

To provide a library and information service to facilitate total, full-spectrum provision of relevant legal information and knowledge for members of the Law Library in the most readily accessible and user-friendly manner to enable them to deliver their professional services and expertise to clients.

As 2015/16 was the first year of a three-year plan, the overarching aim was to put people and processes in place to smooth the achievement of the plan's strategic goals, while also putting in place changes that were achievable in the short term. The Library continued its excellent service in terms of collections and expertise, and began building on this service in a number of ways.

Delivering a user-centred service to meet the needs of the 21st century barrister

Members have access to the Legal Research Centre in the Distillery Building 24/7, 365 days per year. During the 2015/16 legal year, the Library provided 10,800 hours of staffed information desks across our four locations.

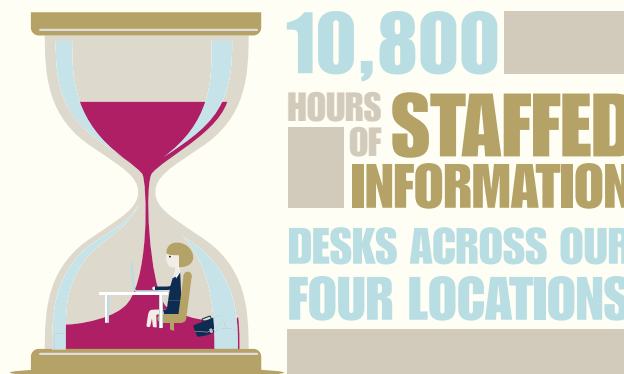
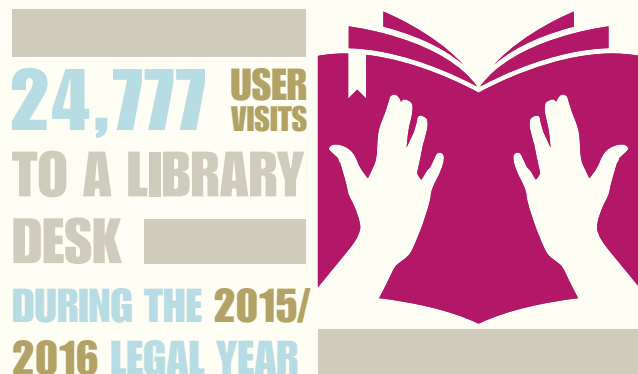
Ensuring continuous innovation in service delivery

In order to ensure that our services remain relevant, and to monitor, measure and evaluate their range, scope and delivery to members, a user survey was carried out in November 2015. As well as obtaining members' views and feedback on our services, the survey measured their economic value. The results were published in the February 2016 edition of *The Bar Review* (see graph on page 19).

The survey highlighted who uses the service, why they use it and what resources are used most frequently. It also showed that our training offering was underutilised, and steps have been taken to address this issue, including:

■ New drop-in venue for information and research skills

Members may drop into the new training venue, which is located between the Blue Room and the new library in the Four Courts. Look out for the Library Services pop-up logo in the corridor. Opening hours are posted on Barrister's Desktop weekly, as well as at library desks and on noticeboards. Training on



our resources will continue to be provided at the Library training clinics held during term in the Distillery Building, the Four Courts and the CCJ.

■ **Online training for members**

This new service will particularly benefit members on Circuit, country members and members not located close to The Bar of Ireland premises. This new remote training service is a vast improvement on earlier systems. It is easy to use and does not require any special software.

Training events	23
Hours of training	76.5
Members trained	208

Members are sent an invitation via email, and are asked to follow a link and key in a short code. From there they can view a demonstration of Library resources conducted by a member of the Library team, who will also talk them

through the demonstration via the telephone. The combination of direct contact over the phone and the added live visual display enhances the user experience and also provides the opportunity for members to ask the Library team to conduct specific, relevant research to their individual practice.

The survey results also provided information about the value for money of the library services. The results are feeding into the Member Services Directory, to be published in September 2016.

■ **Collections meeting the needs of members regardless of format and location**

The collection development policy was reviewed and approved by the Professional Services Committee at the start of the new legal year. The policy ensures the currency and relevancy of our collections, as well as striking a balance between print and electronic resources in line with members’ needs and expectations.

MEMBERS ALSO HAVE ACCESS TO A RANGE OF ONLINE INFORMATION RESOURCES

BARRISTER'S DESKTOP VISITS

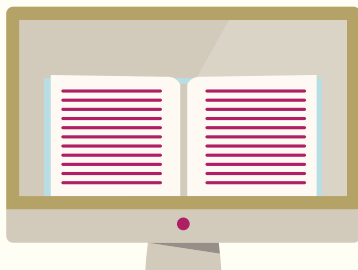
166,763

ONLINE CATALOGUE VISITS

5,476

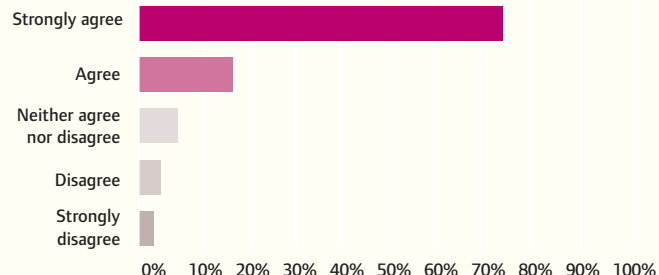
DIGITAL COLLECTION VISITS

171,548



“The profession of barrister would suffer if the Library did not exist.”

Answered: 242 Skipped: 37



The policy is published on Barrister's Desktop.

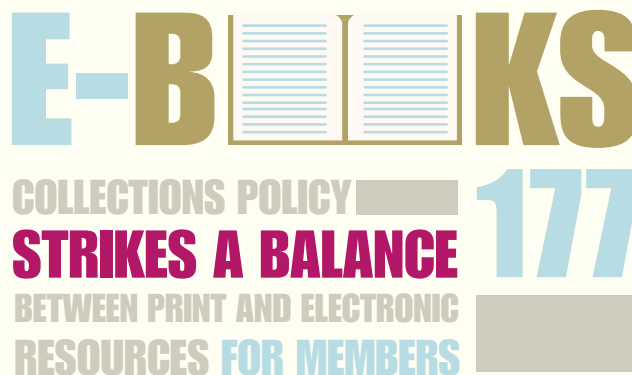
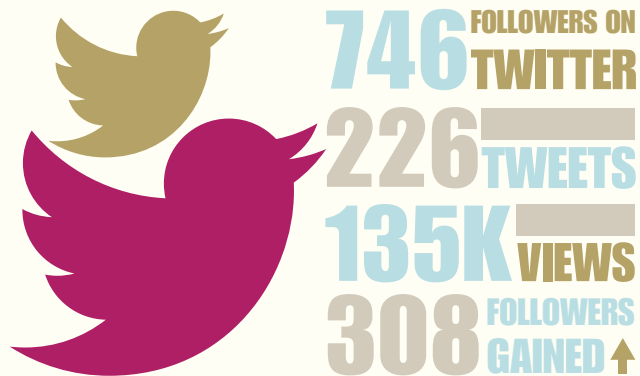
<u>Items issued</u>	<u>88,583</u>
<u>Overdue fine letters issued</u>	<u>3,353</u>
<u>New items</u>	<u>3,018</u>
<u>Number of legal databases</u>	<u>37</u>
<u>Number of e-books</u>	<u>177</u>

Westlaw IE access

On behalf of members, the Library negotiates with publishers and information providers to obtain sustainable, value for money and flexible agreements for print and electronic resources. The key development this year was obtaining remote access to the Westlaw IE database. From October 2015 members had access from anywhere with an internet connection.

JILL Database

The JILL Database has a long history in The Law Library. Its origin was in print, with the production of the Red Volumes of unreported judgments and processes, and these were first automated in the 1980s. Software developed during the 1990s provided greater access. In the early 2000s, technology developed at such a pace that major investment was required just to maintain the database. Following a report to Council, a decision was taken to outsource hosting JILL with Justis Publishing, a company recognised for its forward thinking and investment in search technology. This arrangement proved very successful. The pace of change accelerated, and access to information became ubiquitous. Costs outweighed the benefit of providing ongoing access to the JILL. Publishers and others were providing access to collections of Irish unreported judgments. The library was coming under increasing pressure to maintain the currency and quality of its content. As a result of these factors,



in 2012 a decision was taken by Council of The Bar of Ireland to sell the content and to make our archive of judgments available for wider distribution. Following discussions with a number of organisations, Justis Publishing was chosen. Members will have the benefit of access to a continually developing database of relevant information, meaning cost savings both in terms of staff time and financially. The arrangement will also provide an income stream for The Bar of Ireland into the future.

Library management system

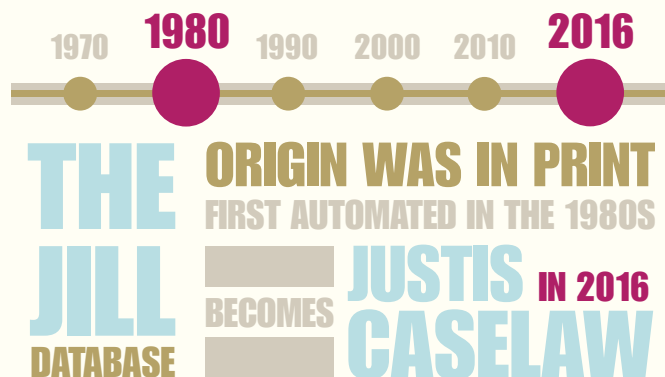
Our library management system, SirsiDynix Symphony, was re-evaluated to ensure its fitness for purpose for the next three years. In January 2016, invitations to tender were issued and selected companies were invited to showcase their systems. The decision was to retain SirsiDynix Symphony but to keep a watching brief on developments.

Ensuring high quality staff with a range of appropriate competencies and skills

A key element of our strategic planning for Library Services was to ensure that our structures and staffing were realigned to meet the needs of our constantly changing and developing information and library service. A sub-librarian for member services delivery was appointed and a number of vacancies resulting from staff retirements and resignations were filled. Roles were clarified and redefined to meet the challenges to deliver a constantly improving service to members.

Marking 1916

Library staff worked with members of The Bar of Ireland and the Courts Centenary Commemoration Committee to curate an exhibition marking the 1916 centenary. 'Bullets, Books and Barricades' was launched in the Round Hall of the Four Courts by the Chief Justice, Susan Denham, and Chairman, Council of The Bar of Ireland, David Barniville SC, in March. The exhibition was on display to the public until May 20, and is now on display in the Distillery Building until a more permanent location is found.



STRATEGIC OBJECTIVE 2

Membership Engagement and Benefits

To ensure that members can work efficiently and effectively, and derive clear benefit from our investment in infrastructure, facilities and services.

Focus on the Young Bar

A Young Bar Committee (YBC), chaired by Claire Hogan BL, was formed following an election process that saw two candidates from each of years 1-7 elected to represent their respective year group. In total, 57 candidates ran and 14 were ultimately elected, forming a most active and engaged committee. The Committee met regularly, with a number of working groups also meeting outside of the Committee to progress specific projects.

Some of the key projects undertaken by the Young Bar over the last year include:

- new Young Members Hub on the members' section of the website;
- conferences on Discovery and the Junior Bar and Practice Management;
- launch of the counsel discovery database;
- publication of a guidance for members on the position of barristers who undertake work in the District Court; and,
- a review to look at opportunities to improve the master-devil relationship.

**THE ELECTION
PROCESS** TWO CANDIDATES
FROM EACH OF
YEARS 1-7 ELECTED

57 CANDIDATES
14 ELECTED
**YOUNG
BAR
COMMITTEE**

**FIVE-YEAR
AGREEMENT WITH
AON**
TO PROVIDE
PREFERENTIAL
INSURANCE FOR
MEMBERS

Enhanced member insurance benefits

Law Library Finance Ltd entered a new five-year insurance services agreement with Aon on improved commercial terms. As part of this improved agreement, Aon will provide two on-site full-time relationship managers in the Four Courts and Distillery Building. The agreement with Aon provides preferential insurance packages for members, including, for example, discounted group level rates for an individual income protection scheme with Friends First. In addition, Aon has committed to the provision of additional sponsorship of activities over the next five years, which is in addition to Aon's sponsorship of the Advanced Advocacy Course and agreeing to support future conferences.

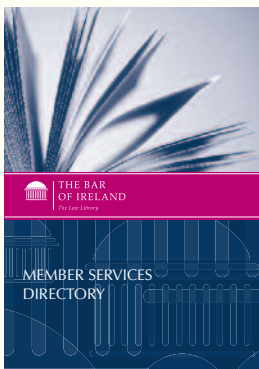
Promoting member services

The Member Services Directory was published in September 2015, and is intended as a go-to reference point for members to access full details of the vast range of services and facilities available at The Bar of Ireland, including

communications and IT, CPD, library services, social and dining. This publication was very well received, and it is intended to update and publish the Directory annually. All information contained in the Directory is also available to view on the members' section of the website.

Better supporting women at the Bar

The Women at the Bar Working Group, convened in December 2015, commissioned a survey of the female membership in February 2016 seeking female barristers' views and experiences on life at the Bar. The survey attracted a 56% response rate and has increased our understanding of the challenges facing women in progressing within the legal profession. An article detailing the full results of the survey was published in the April 2016 edition of *The Bar Review*. The study has informed the development of a range of initiatives under three headings: (i) creating awareness; (ii) education and training; and, (iii) policy and research, which aim to better support and promote women at the Bar.



**MEMBER
SERVICES
DIRECTORY**
PUBLISHED SEPTEMBER 2015

**WOMEN AT THE BAR
SURVEY OF FEMALE
MEMBERS FEBRUARY 2016
56% RESPONSE RATE**

Supporting corporate social responsibility initiatives

The Voluntary Assistance Scheme (VAS) has developed significantly over the past year with an increasing profile both among the membership and externally. This has been aided by a number of initiatives, including the delivery of 'Speaking for Ourselves' advocacy training for the charity and NGO sector in November 2015, and exhibiting at The Wheel Expo in May 2016, at which contact was made with over 50 charities and NGOs. A significant number of cases were dealt with *pro bono* by members of the Bar under the VAS, and sincere thanks go to all members for their valued contribution. Under the guidance of new VAS Co-ordinator Libby Charlton BL, a strategic plan is being developed to ensure that the Scheme is best positioned to manage its continued growth.

In addition to the VAS, members supported a number of corporate social responsibility activities throughout the year, both direct fundraising and community outreach projects, including:

- Law Library Toy Appeal;
- GOAL Syria Emergency Winter Goods Appeal;
- Simon Community House of Cards Appeal;
- Christmas fundraiser for the Capuchin Day Centre;
- Bar Benevolent Fashion Show;
- Calcutta Run;
- mock trial for local St Audoen's School presided over by the late Mr Justice Adrian Hardiman; and,
- tour of the Four Courts and King's Inns for local DEIS schools.



STRATEGIC OBJECTIVE 3

Promotion, Policy and Public Affairs

To proactively represent and promote members of The Bar of Ireland to a wide stakeholder network, including the general public, Government, business community, voluntary sector and media, as independent and professional advocates ensuring access to justice and upholding the rule of law, and to ensure the independent Bar's reputation as an expert voice on legal matters through the production of policy papers and events in a range of relevant topics.

Refreshed identity and effective communications

In recognition of the need for a clear brand identity in light of the changing legal landscape expected with the enactment of the Legal Services Regulation Act, a working group comprised of both members and staff was established in June 2015 with the objective of clearly defining and clarifying the purpose, identity and brand of the organisation, and of developing principles for their consistent use across the profession.

The Bar of Ireland name was chosen, with a new logo, which all members are encouraged to use on all material relating to their practice.

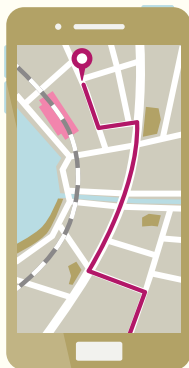
A full review of member communications was also undertaken and a number of new initiatives introduced to ensure that members receive all relevant communications. *In Brief*, the weekly e-zine, commenced on Monday, October 12, 2015, and issued weekly during term time. This comprehensive e-zine is comprised of three sections: 'Bar News', to include a summary of current activities; 'What's On' (CPD, social and other events), with a link to a live event

2,680,404

PAGE VIEWS

969,075 SESSIONS

38.1% OF TRAFFIC
WENT TO
MEMBERS'
SECTION



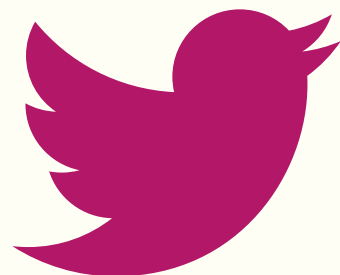
850 FOLLOWERS ON
TWITTER

430 TWEETS

3 NEW FOLLOWERS
GAINED PER DAY

360.1K

TWEET
IMPRESSIONS



calendar on the members' section of the website; and, 'Media Digest', a useful collation of relevant media articles from the previous seven days, to include weekend newspapers. Reading rates have grown steadily over the year, with average opening rates reaching 46% by year's end.

A dedicated members' section of the website was developed and launched in October 2015, and is designed to provide members with access to a range of useful information including CPD updates, IT information, internal and external events, and employment opportunities as they arise. The members' section also includes a live event calendar linked to articles in the weekly *In Brief* newsletter. 'What's on this Week' posters at reception desks were introduced in January 2016 and have proved to be very popular with members.

The flagship publication, *The Bar Review*, was revamped and relaunched in February 2016, overseen by the Editor, Eilis Brennan BL, and the Editorial Board. The new, full-colour publication now includes news and events, interviews and other topical features, in addition to the law in practice articles and the useful

Legal Update section, and has been very well received by members.

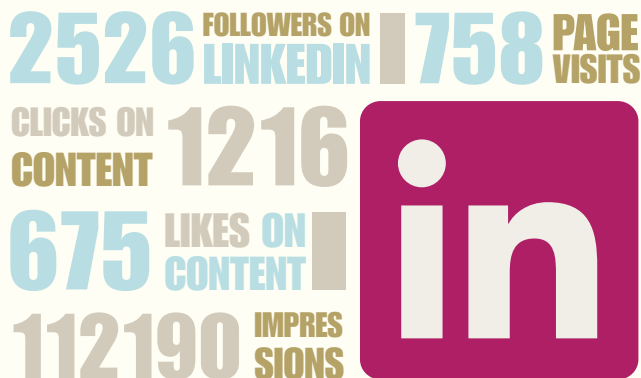
The Bar also increased our presence on social media, with more regular postings on LinkedIn, the creation of an animated video for YouTube on the Transition Year Programme, and regular web articles on the 'news and events' section of lawlibrary.ie.

The @thebarofireland Twitter account was launched in November 2015 and now has 850 followers, growing at an average of three new followers daily, with 360.1k tweet impressions, an average of four re-tweets per day, and an average of three likes per day.

During The Bar of Ireland Conference on Saturday, April 9, 2016, #trialbymedia trended as the eighth most popular hashtag in Ireland on Twitter.

Raising the profile of The Bar of Ireland

The Bar of Ireland has taken a proactive approach to public relations and media activities over the last year to meet the strategic objective of raising the profile



THE BAR OF IRELAND TRANSITION YEAR PROGRAMME MOST POPULAR VIDEO **1396** VIEWS



YOUTUBE TOTAL PROFILE VIEWS **6016**

of the organisation as the authoritative expert voice on legal matters, with significant success. A total of 24 press releases were issued in the last year, resulting in 101 proactive pieces of coverage for The Bar of Ireland divided across 5 television features, 46 press features, 28 radio features and 30 online features. The total estimated audience reach of coverage from July 2015 to July 2016 for The Bar of Ireland is 5.47 million.*

A total of 66% of The Bar of Ireland's coverage for this period was featured through national news outlets including RTÉ, TV3, UTV, *The Irish Times*, *Irish Independent*, *The Irish Examiner*, Today FM, Newstalk and RTÉ Radio 1.

Most popular news pieces:

- Legal Services Regulation Bill;
- The Bar Of Ireland Trial By Media Conference 2016;
- Statement by Council of The Bar of Ireland on the death of the Honorable Mr Justice Adrian Hardiman;
- Tributes paid to Mr Justice Paul Carney;

- Transition Year Programme;
- Five barristers to be sponsored to work on Innocence Project cases in the USA;
- Bar Council Report Finds Most Female Barristers Experience Sexism;
- Judge Attack Condemned by Barristers;
- Insurance Premium/Legal Fees Debate;
- Kerry Barrister Chosen to Work on Innocence Project in the US;
- Students 'Hold Court' at the Bar of Ireland Transition Year Programme [Regional release];
- Daniel O'Connell Lecture by President Michael D. Higgins; and,
- The Professional, Regulatory and Disciplinary Bar Association of Ireland's Annual Conference.

* This is taking into account print readership, online available click through rates, radio listenership, and television viewership across Ireland, bearing in mind that some viewership figures have not been made available for the period of 2015/16 yet.


24
PRESS
RELEASES

101 PROACTIVE PIECES
OF COVERAGE



5 TELEVISION
FEATURES

46 
PRESS
FEATURES

Relevant research, policy development and submissions

A Research and Policy Development Working Group was established in December 2015 to progress a number of priority areas for research and analysis, to ensure that the Bar is leading the policy agenda with key audiences as follows:

- access to justice;
- legal aid schemes;
- the profession and its contribution to the economy;
- *pro bono* at the Bar;
- diversity at the Bar;
- professional fees; and,
- reform of the courts system.

A sub-committee of the Working Group was convened in March 2016 to discuss the increasing messaging coming from the insurance industry in relation to insurance premiums and legal costs. Supported by research undertaken by the

Policy Department, David Barniville SC, Chairman, Council of The Bar of Ireland, issued a response in the June edition of *The Bar Review* (Volume 21, No. 3) together with an opinion piece published in *The Irish Times* (May 26, 2016) in which he raised The Bar of Ireland's concerns as to the veracity of the insurance industry's claims. He also expressed Council's full support for the establishment by the Department of Finance of a working group to carry out a review of policy in this area, and indicated its willingness to participate in any future consultative process.

The Working Group commissioned a survey on the operation of court lists over a two-week period in June 2016. Analysis of the survey findings is currently underway and it is hoped to use this data to help inform and improve efficiencies in the legal system.

Ongoing research is being carried out and formal policy positions developed on a number of other topical issues such as support for lay litigants, periodic payment orders, whether there is a need for a public defender system, the

28 RADIO FEATURES



30 ONLINE FEATURES



AUDIENCE REACH

5.47*

MILLION



operational costs of our legal system in comparison to other jurisdictions, and the fairness and cost-effectiveness of our legal aid schemes (civil and criminal). In February 2016 the Criminal & State Bar Committee made a submission to the Office of the DPP to open discussion on the challenges and shortcomings with certain aspects of the DPP Scheme, as well as the intention of the Government to engage in an orderly wind down of the FEMPI legislation, which also applied to barristers' professional fees.

A submission to the Legal Aid Board on professional fees and other operational aspects of the civil legal aid scheme is also being prepared. To assist in its submission, an independent cost accountant has been appointed to assess the workload of barristers involved in civil legal aid cases, and to estimate an appropriate level of fee to better reflect the volume and complexity of the work involved.

Engaging with Specialist Bar Associations

Closer liaison with the Specialist Bar Associations is a key aim of the Strategic Plan, to work together to better support goals and activities shared by the Specialist Bar Associations and Council of The Bar of Ireland. The Specialist Bar Associations are important drivers of knowledge and policy. Their knowledge and expertise is integral to policy development and to the promotion of The Bar of Ireland as an expert voice on legal matters. Working together with The Bar of Ireland facilitates joined-up thinking on common concerns and issues, and helps to maintain a cohesive voice on all matters affecting the profession, legal practice and the public interest. Work is currently underway with the following

Associations providing support in the three main areas of secretariat support, event management and policy development:

- Construction Bar Association (CBA);
- Employment Bar Association;
- Professional, Regulatory and Disciplinary Bar Association (PRDBA);
- Family Lawyers Association; and,
- Irish Criminal Bar Association (ICBA).

To date, this has involved regular attendance at committee meetings and the provision of support in the organisation, administration and promotion of conferences and events, e.g., the CBA Annual Construction Law Conference (April 22, 2016), the PRDBA Annual Conference 'Professional Regulation in the Financial Sector' (May 24, 2016), and the Family Lawyers Association Annual Conference and AGM (June 18, 2016) and its conference on 'Family Litigation Challenges – Judicial Perspectives' (July 14, 2016). Support is also being provided to the Employment Bar Association in the organisation and promotion of its conference, which is taking place in October 2016. It is hoped to progress and advance the level of collaboration taking place in the area of policy development in the new legal year.



NOTABLE EVENTS



ABOVE: New members of the Bar at their orientation day.

RIGHT: New identity launched for The Bar of Ireland.

SEP
2015

- ▶ Orientation day for 96 new members of the Bar
- ▶ International Association of Lawyers (UIA) meetings hosted



THE BAR
OF IRELAND

The Law Library



THE BAR
OF IRELAND

Voluntary Assistance Scheme



THE BAR
OF IRELAND

Continuing Professional Development

OCT
2015

- ▶ Launch of new identity for The Bar of Ireland and new communications platforms, including weekly *In Brief* e-zine and members' section of the website



ABOVE LEFT: President of Ireland, Michael D. Higgins, is presented with the Daniel O'Connell Memorial Medal by Chairman, Council of The Bar of Ireland, David Barniville SC, at the Daniel O'Connell Memorial Lecture.

ABOVE (from left): Sara Moorhead SC; then Minister for Education Jan O'Sullivan TD; David Somerville, St Paul's CBS, North Brunswick St; Betty McLaughlin, President, Institute of Guidance Counsellors; and, David Barniville SC, Chairman, Council of The Bar of Ireland, at the launch of the TY Programme.

LEFT (from left): Miriam Lewis, Dublin City volunteer; Chairman, Council of The Bar of Ireland, David Barniville SC; and, Diane Duggan BL, VAS Co-ordinator at the 'Speaking for Ourselves' advocacy day for charities.

NOV
2015

- ▶ President Michael D. Higgins delivers the Daniel O'Connell Memorial Lecture
- ▶ Voluntary Assistance Scheme 'Speaking for Ourselves' advocacy training day for charities
- ▶ TY Programme is launched by then Minister for Education Jan O'Sullivan TD
- ▶ Launch of The Bar of Ireland Twitter account

NOTABLE EVENTS



LEFT: Celebrating European Lawyers Day in conjunction with Oxfam Ireland.

BELOW LEFT (from left): Chairman, Council of The Bar of Ireland, David Barniville SC; Grainne Larkin BL; and, Barry Andrews, CEO of Goal, at the Syria Emergency Winter Appeal.

BELOW (from left): Ruth O'Connor BL; Kate Hanley BL; Colleen Rohan, International Criminal Law Bureau; and, Michelle Mortell BL at the launch of the Innocence scholarships.



DEC
2015

- ▶ European Lawyers Day marked jointly with The Law Society in an event held in conjunction with Oxfam Ireland in honour of World Human Rights Day



JAN
2016

- ▶ Launch of Innocence scholarships by US Lawyer Colleen Rohan



ABOVE LEFT: Students take part in the mock trial during The Bar of Ireland TY Programme.

ABOVE: RTÉ Legal Affairs Correspondent Orla O'Donnell pictured with participants in the TY Programme.

FAR LEFT: Her Honour, Judge Karen O'Connor provided TY students with a fascinating insight into the working of the Circuit Court.

LEFT: Launch of revamped journal The Bar Review.

**FEB
2016**

- ▶ 100 students and 30 volunteer barristers participate in Transition Year Programme
- ▶ Discovery and the Junior Bar Conference
- ▶ Bar Council Benevolent Fund Fashion Show
- ▶ Launch of revamped journal *The Bar Review*
- ▶ Launch of Green Street Lecture series

NOTABLE EVENTS



LEFT: At the launch of 'Bullets, Books & Barricades' were Neil Steen BL with Joseph Steen, Patrick Steen and Mary Stafford.

RIGHT: Trial by Media Conference opening reception Kilkenny Castle.

BELOW LEFT (from left): Cathy MacDaid BL; Veronica McInerney BL; and, Gillian Browne.

BELOW (from left): Imogen McGrath BL; keynote speaker Louise Phelan, Vice President of Global Operations for PayPal in EMEA; and, Grainne Larkin BL at the Women in Law Dinner.



MAR
2016



APR
2016

▶ 'Bullets, Books & Barricades' exhibition launched

▶ Women at the Bar Dinner to mark International Women's Day

▶ 'Trial by Media' – Conference of The Bar of Ireland



ABOVE LEFT: 'Trial by Media' speakers (from left): Joshua Rozenberg QC; Gordon Jackson QC; Colm Keena; Dearbhail McDonald; John Carlin; and, Michael O'Higgins SC.

ABOVE: Inaugural Meeting of the Four Bars of Ireland, Northern Ireland, Scotland, England and Wales.



FAR LEFT (from left): Joshua Rozenberg QC; Chairman, Council of The Bar of Ireland, David Barnville SC; and, President of the High Court, the Hon. Mr Justice Peter Kelly.

LEFT (from left): Jeremy Muller SC (South Africa); David Barnville SC (Ireland); Patrick O'Sullivan QC (Australia); Vimbai Nyemba (Zimbabwe); James Wolffe QC (Scotland); Winnie Tam SC (Hong Kong); Paul Mabey QC (New Zealand); Esi Schimming-Chase (Namibia); and, Chantal-Aimee Dorries QC (England and Wales) at the World Bar Conference of the eight Referral Bars.

▶ The Bar of Ireland participates in meeting of World Bar Conference of the eight Referral Bars in Edinburgh

▶ Publication of Women at the Bar survey results

NOTABLE EVENTS



LEFT: The Bar of Ireland participants in the Calcutta Run.

BELOW LEFT: VAS Co-ordinator Libby Charlton BL (right) with Director of Communications & Policy for The Bar of Ireland Shirley Coulter promoting the VAS at The Wheel Expo.

BELOW: Chairman, Council of The Bar of Ireland, David Barniville SC, and Rose Wall, CEO of Community Law and Mediation.



**MAY
2016**

- ▶ 100 members participate in the Calcutta Run
- ▶ Voluntary Assistance Scheme exhibited at The Wheel Expo
- ▶ Young Bar Committee conference on Junior Practice Management and Career Development
- ▶ Launch of Counsel Discovery Database



**JUN
2016**

- ▶ Launch of three-year sponsorship of Community Law & Mediation free legal advice clinics



LEFT: Chairman, Council of The Bar of Ireland, David Barniville SC, addresses the Chairman's Dinner.

RIGHT: At the launch of Justis Irish Caselaw were Masoud Gerami, Managing Director of Justis (left), and Chairman, Council of The Bar of Ireland, David Barniville SC.



BOTTOM LEFT (from left): Chief Justice The Hon. Mrs Susan Denham; Chairman, Council of The Bar of Ireland, David Barniville SC; Minister for Justice and Equality Frances Fitzgerald TD; and, Attorney General Ms Máire Whelan SC at the Chairman's Dinner.



BOTTOM RIGHT (from left): Gerry McAlinden QC, Chairman of the Bar of Northern Ireland; Chantal-Aimée Doerries QC, Chairman of the Bar of England and Wales; and, Chairman, Council of The Bar of Ireland, David Barniville SC, at the North South Joint Bar Meeting.



▶ Launch of Justis Irish Caselaw JILL database

▶ North South Joint Bar Meeting, Royal Courts of Justice Belfast

▶ Chairman's Dinner, King's Inns Dublin

STRATEGIC OBJECTIVE 4

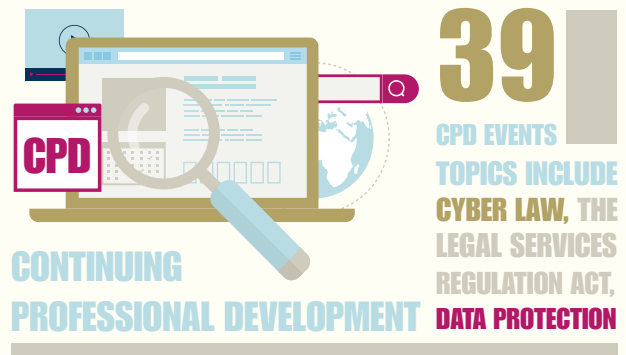
Education and Training

To ensure that members are aware of the importance, objective and requirements for obtaining continuing professional development (CPD) throughout their career; to provide access for members to a wide range of informative training and education events and resources; and, to promote the profession to those who are reconsidering embarking on a career as a practising barrister.

Facilitating members' continuing professional development

A total of 39 CPD events (in excess of four events per month) were delivered by both members and external speakers on a broad range of topics, including mediation, negotiation, cyber law, the Legal Services Regulation Act, data protection, civil litigation, criminal law, human rights and new case management rules. Half-day and day-long conferences also took place, including the Tort Law Update, the Western and Midlands Circuit CPD Conference, and the Annual Conference of The Bar of Ireland, which this year had as its theme 'Trial by Media'. Events have focused on topical issues, such as the potential legal implications of a Brexit, as well as more social conscience-led issues, such as the benefits of involvement with the Calcutta Run.

The Bar of Ireland also facilitated numerous events on behalf of the Bar Associations, including the Professional, Regulatory and Disciplinary Bar Association, Construction Bar Association, Family Law Association and Employment Bar Association.



Increasing member access to CPD

The majority of CPD seminars are recorded and available to view online in the members' section of the website, along with any papers supplied. Work is now underway to further enhance this online offering to meet, in particular, the needs of members on Circuit. In addition, the schedule of CPD events drafted for the 2016/17 legal year onwards will prioritise Mondays in order to increase opportunities for those on Circuit to attend.

Supporting new practitioners and the Junior Bar

The New Practitioners' Programme (NPP) commenced in September 2015 with an orientation day for the 96 barristers commencing practice. Eight NPP seminars were held on topics including ethics, court listings, drafting, lay litigants and family law.

Feedback from the Young Bar Committee has been very helpful in fine tuning the Programme, and further enhancements will be incorporated next year to

better assist practitioners as they begin their career at the Bar, including seminars on practice management.

Two conferences aimed specifically at junior practitioners were organised by the Young Bar Committee, on discovery, and on junior practice management and career development. These were very well supported by the Junior Bar. The Young Bar Hub was created in the members' section of the website, and work is underway on pupil-master guidelines, including a comprehensive survey of masters.

Enhancing excellence in advocacy

Two advanced advocacy courses were held in 2016, one targeting those with less experience and one for more experienced members. In addition, a day-long seminar on vulnerable witnesses was held. This valuable training enables practitioners, whether senior or junior, to hone their advocacy skills in an intensive but supportive environment.

The nature of the advocacy courses is that they require a large number of trained

faculty to facilitate them, and we are fortunate that a dedicated group of practitioners continues to give of their time to deliver these courses. Regular refresher training sessions help them to keep their skills fresh and allow new trainers to volunteer.

In April 2016 we were most fortunate to have a group of 11 international trainers from countries such as South Africa, Malaysia, Hong Kong and Britain travel to Dublin after an international conference in Belfast to assist with our refresher training session and case analysis.

The overwhelmingly positive feedback reflects the importance of these courses, and while it is a significant commitment for all concerned, it is universally agreed that everyone who participates, from volunteer first years to the participants to the trainers, benefits greatly from the training.

Promotion of the Bar to potential new entrants

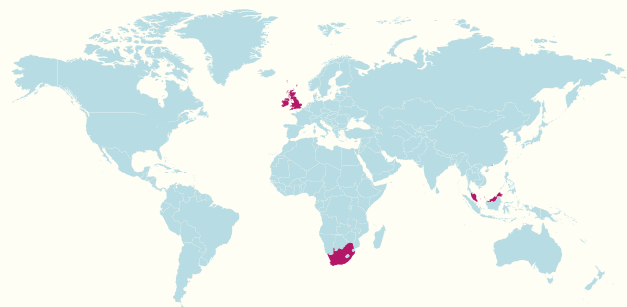
The Bar of Ireland TY Programme was launched by the then Minister for

Education, Jan O'Sullivan TD, in November 2015, and 100 Transition Year students were welcomed to The Bar of Ireland in the first week of February 2016. Participants from all around the country were selected by means of a lottery, with 20% of places reserved for DEIS schools.

The Programme's busy schedule included: shadowing barristers; talks from a judge, a Garda and a legal affairs journalist; and, tours of the Four Courts and King's Inns. The mock trials in the Green Street Courthouse were filmed by RTÉ and were a highlight of the week, along with the presentation of certificates to participants by Chief Justice Susan Denham. Significant media coverage of the Programme ensured that its reach goes far beyond the participants.

A new identity has been developed for the Programme, which will be launched as the 'The Bar of Ireland Look into Law TY Programme' in October 2016.

The Bar is now represented on the most popular careers website – www.careersportal.ie.

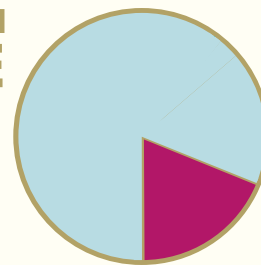


In April 2016 a group of **11 international trainers** travelled to Dublin to assist with our advanced advocacy training

100 STUDENTS TOOK PART IN TY PROGRAMME



PARTICIPANTS SELECTED BY LOTTERY



20% OF PLACES RESERVED FOR DEIS SCHOOLS



STRATEGIC OBJECTIVE 5

Regulation

To enhance and advance the regulation of barristers for the benefit of the public, and ensure compliance with the Code of Conduct, is of importance to Council of the Bar of Ireland in the context of the principles of better regulation for the benefit of all.

In the context of improving services and support for members in their day-to-day professional practice, while at the same time having regard to the evolving landscape arising from the enactment of the Legal Services Regulation Act, 2015, Council recognised the importance of ensuring that members of the Law Library are supported and can continue to deliver the highest standard of professional services as members of the independent referral Bar in Ireland.

With this in mind, a new Director of Regulation, Brian O'Driscoll, was recruited and took up his position in January 2016.

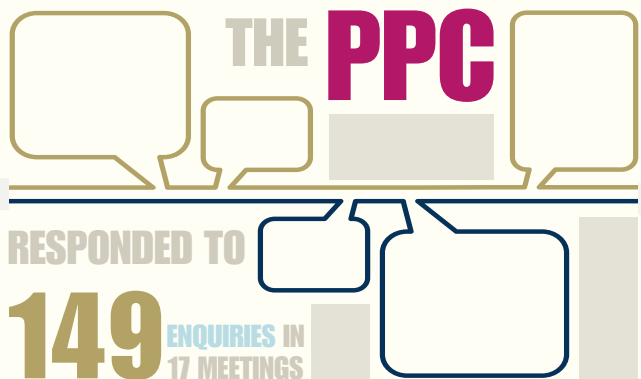
Professional Practice Advisory Service – information and guidance

The Professional Practices Committee (PPC) continued to provide an advisory service for the benefit of members to assist them to identify, interpret and comply with their professional obligations and the Code of Conduct of the Bar of Ireland. Since January 2016, a secure and encrypted ICT system to process and archive the enquiries received by the PPC from members regarding conduct, ethics and decisions has been in place.

The PPC responded to 149 routine enquiries during its 17 meetings.

Using virtual online meetings, the PPC responded immediately to nine urgent enquiries between meetings.

In addition, the PPC has now put in place a rulings and decisions index, which can be referenced in preparing and responding with guidance for members. The circumstance of every enquiry is unique and the need to ensure confidentiality is paramount. It has been possible, however, to compile an anonymised database of general guidance that is now available for members to access at:



<https://www.lawlibrary.ie/secure/professional-practice-guidance-and-information.aspx>. The PPC can now be contacted at ppc@lawlibrary.ie, DX 81673 or 01-817 2722.

Continuing professional development compliance

Barristers were required to attain 10 points (hours) of CPD activities between October 1, 2014 and September 30, 2015.

A total of 98.5% of members have demonstrated their compliance through submission of a completed CPD card.

A final phase of communications has now been issued to the relatively small number of members who have not yet responded to the invitation to certify their compliance with the CPD scheme.

Public indemnity insurance compliance

All barristers are required to be “insured at all times against claims based on

professional negligence” and 100% of members have produced evidence of membership of the Law Library professional indemnity scheme, or of a policy of professional indemnity insurance.

Legal Services Regulation Act 2015

A non-permanent committee on the operation of the Legal Services Regulatory Authority (LSRA) was established in June 2016 for the benefit of members to assist them to identify, interpret and comply with their statutory obligations under the Legal Services Regulation Act 2015, and oversee our interaction on consultations and submissions that will arise when the Authority is established. Information and guidance on the ongoing new statutory requirements are constantly being published on the members’ section of the website – www.lawlibrary.ie – such as the regional CPD presentations. Also available in this section are what members need to know, disciplinary procedures for barristers and cost provisions.



Governance, HR, ICT and property

The delivery of the Strategic Plan is dependent on the capability of the organisation to ensure that it can run effective operations across the organisation. The capabilities of the organisation have been reviewed in the context of governance, human resources, ICT and property, and a series of deliverables under each heading has been progressed over the last year.

Governance

A review of the Constitution of the General Council of the Bar of Ireland to ensure that the governance oversight of the organisation is fit for purpose took place during 2016. A review of the committee structure has given rise to a series of proposed amendments, which will be placed before the AGM in July 2016 for consideration. The proposal provides for a streamlining of the role and remit of each permanent committee, and brings them into line with the strategic objectives. In addition, there are a number of proposed amendments to the Constitution, which are necessary arising from the Legal Services Regulation Act 2015.

Human resources

Both team and department structures have been reviewed carefully and assessed for effectiveness, in conjunction with the Strategic Plan. As a result, over recent months a small number of new positions have been identified in addition to a degree of reshuffling of existing structures. We are striving to position our staff in a way that enables them to deliver their best support to members each day. The expertise and capability of our staff is an essential ingredient to the effective delivery of the Strategic Plan. In the interest of continuing our exceptional standard of performance across the executive staff, a performance management and development system

(PMDS) is being developed. The central focus of the system is to ensure that team members are provided with appropriate guidance on objectives, receive timely feedback, and that personal performance is recognised and acknowledged. Over the coming months, the PMDS will be launched to employees. Our new HR Manager, Paula Corrigan, took up her post in June 2016, and will oversee these initiatives.

Information and communications technology strategy

A strategic review of information and communications technology (ICT) services was carried out during the year and has identified a number of key areas for investment to improve support services to members. A key recommendation from the review was to recruit a new ICT director in order to consolidate all aspects of IT and provide strategic direction to the organisation. Our new ICT Director, John Kane, was appointed and took up his position on July 4, 2016.

Property

In order to improve service delivery across the organisation, and with the intention of achieving efficiencies in service delivery, Council approved a proposal to centralise staff in June 2015. In November 2015, refurbishment of an area in the Distillery Building was completed and all non front-facing staff moved to this new location. As a consequence of the centralisation of the 26 staff, previously spread across three separate buildings, a number of offices were vacated, including offices on the first floor of the Distillery Building and the Directors' offices in Church Street, all of which have been or are about to be reconverted into seating and offices for members. Another key property project planned for the summer vacation is the conversion of the first floor of the Sheds building into a new, high-specification, dedicated CPD venue for members. This will also be available for the new legal year.



CICERONE

FINANCE REPORT

Review of financial performance for The Bar of Ireland and related entities

for the year ended September 30, 2015

The financial statements for The Bar of Ireland are set out at the end of this Annual Report, and the financial statements for all other entities will be available at the Annual General Meeting.

2014/15 was a year that brought a level of stability to the financial position of the organisation, enabling many aspects of the strategic plan to be initiated and developed in the current legal year, without having to raise costs to members. The Finance Committee committed itself to continuing to improve the financial stability of the organisation, to enable the development and improvement of services with minimum impact on costs to members, and furthermore, to be prepared to assist members when the financial impact of costs associated with the Legal Services Regulation Act become more apparent.

Table 1 summarises the consolidated income and expenditure position of the Bar of Ireland Group for the year ended September 30, 2015.

The consolidated financial results for The Bar of Ireland and subsidiary entities for the year ended September 2015 show an improved net operating surplus of €2.15m, 7.2% higher than the previous year.

The improvement in financial performance arises mainly from the commercial business.

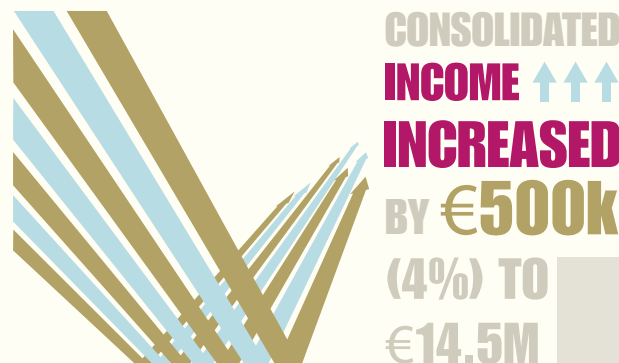
The surplus in Law Library Finance Ltd (LLFL) increased by 48% to €420k as a result of the new commercial arrangement agreed with Bank of Ireland. In addition, there was a €100k increase in income in Law Library Properties Ltd (LLPL), due to increased office occupancy and a new tenant in the Jameson Building.

The general improved stability in financial performance of the organisation has enabled investment in improvements to happen without having to seek subscription increases.

TABLE 1: Consolidated income and expenditure position.

THE BAR OF IRELAND GROUP

Consolidated income and expenditure	Current year	Prior year	
	Actual	Actual	% Diff
<i>September 30, 2015</i>	€'000	€'000	
Income	14,541	13,986	4.0%
Expenditure	(12,386)	(11,976)	3.4%
Net surplus	2,155	2,010	7.2%
% net surplus	15%	14%	



Review of income

- Consolidated income increased by €500k (4%) to €14.5m.
- Membership subscriptions increased by 1% from €8.5m to €8.6m, which was in line with expectations. However, it should be noted that membership numbers declined slightly towards the end of the year, from 2,202 at the end of September 2014 to 2,192 in 2015.
- LLPL income increased by €100k and LLFL income increased by €198k (48%).
- 2014/15 was a good year for The Sheds, with club sales increasing by 14%.

Review of expenditure

At €12.4m, group expenditure increased by €400k (3.4%) on the previous year.

Table 2 summarises the income and expenditure for year ended September 30, 2015, by entity. Expenditure in The Bar of Ireland increased by 3% from €7.76m to €8.02m, which accounts for a large percentage of the total cost increases in the group. Some of the increased expenditure related to one-off, exceptional items, including changes in staffing structure.

TABLE 2: Income and expenditure by entity for the year ended September 30, 2015.

THE BAR OF IRELAND GROUP			
Income and expenditure summary	Income	Expenditure	Surplus
	€'000	€'000	€'000
September 30, 2015			
The Bar of Ireland	8,580	(8,027)	553
Law Library Services	925	(839)	86
Church Street Club	259	(241)	18
Law Library Finance	596	(177)	419
Law Library Properties	4,181	(3,101)	1,080
Total Group summary	14,541	(12,385)	2,156

There was a large increase in legal fees, from €23k in 2013/14 to €75k in 2014/15, arising from an increased number of complaints and compliance matters that had to be pursued by the Professional Practices Committee in the year. In addition, there has been litigation taken against the organisation. While all of these cases are covered by our professional indemnity insurance, subject to an excess, one likely consequence of the level of litigation is that future premiums could increase significantly.

LLPL building services expenditure increased due to a higher level of expenditure incurred on the upkeep of buildings. As these buildings continue to age, this category of expenditure is likely to increase in the years ahead. This was partly offset by reduced energy costs, which have reduced in line with industry trend. Bank interest payable on property debt reduced by 8% to €810k as a result of the ECB interest rate reductions last year. As a result of the increased surplus in the commercial business, corporation tax due on profits in LLPL and LLFL increased by 21.5% to €356k.

Law Library Properties	50%
Bar Council & Law Library Services	30%
Law Library Finance	19%
Church Street Club	1%

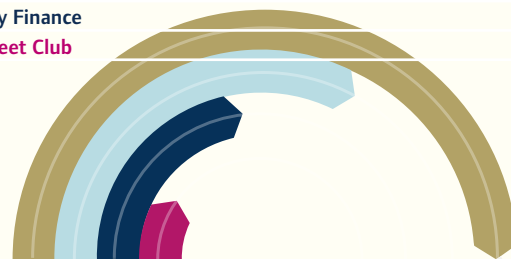


FIGURE 1: Net surplus 2014/2015 by Bar of Ireland division.

Capital expenditure, loan repayments and property valuations

Surpluses are generally budgeted for in The Bar of Ireland and Law Library Services to finance capital expenditure requirements such as IT/systems development and premises refurbishment.

In total, a capital expenditure of €760k was incurred during the year. The larger investments include the installation of a new Wi-Fi system in the Distillery Building (following a similar upgrade in the Four Courts and Church Street in 2014), refurbishment of the female locker room in the Four Courts, installation of a CCTV security system in the Four Courts, upgrade of the access control system, procurement of a new HR system, refurbishment of the front Atrium in the Distillery Building, development of the new centralised head office area and upgrades to the IT infrastructure.

In 2014/15, LLPL made capital repayments of €1m to reduce KBC property debt to €26m. On top of this, LLPL paid bank interest of €810k, a 9% reduction on the amount paid in 2013/14. The net surplus in LLPL is used to fund bank debt

interest and capital obligations and to finance LLPL capital expenditure requirements.

Dublin Dispute Resolution Centre ownership

In 2012 The Bar of Ireland, through LLPL, established the Dublin Dispute Resolution Centre Ltd (DDRC), a 50/50 joint venture with the Chartered Institute of Arbitrators (CIArb) – Irish Branch. In July 2015, The Bar of Ireland acquired CIArb's shares in the DDRC and is now 100% owner of this initiative.

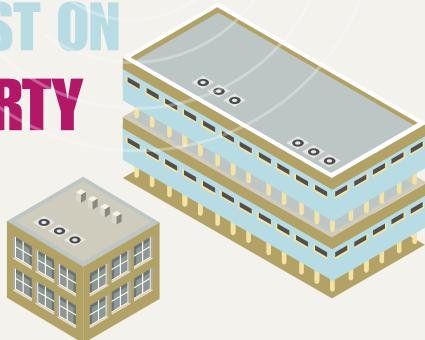


Sara Moorhead SC

Treasurer

INTEREST ON
PROPERTY

REDUCED
BY 8%



CAPITAL EXPENDITURE

€ 760K INCLUDES

WI-FI • LOCKER ROOMS

CCTV SECURITY SYSTEM



FINANCIAL ACCOUNTS

FINANCIAL ACCOUNTS

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Trustees and other information	
Auditor's report	
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AUDITOR'S REPORT

52	In our opinion the Balance Sheet and the Income and Expenditure Account give a true and fair view of the state of affairs of Council of The Bar of Ireland as at September 30, 2015, and of the results for the year then ended.
52	
53	In our opinion proper books of account have been kept by Council and the accounts are in agreement therewith. We obtained all the information and explanations we considered necessary.
54	
55	

58



Derek Ryan

For and on behalf of HLB Ryan Limited
Chartered Accountants and Registered Auditors
July 4, 2016

Trustees

Conor J Maguire SC, Denis McCullough SC, Turlough O'Donnell SC

Chairman

David Barniville SC

Vice Chairman

Colm Ó hOisín SC

Honorary Treasurer and Chairman of the Finance Committee

Sara Moorhead SC

Honorary Secretary and Chairman of the Professional Services Committee

Yvonne Mullen

Chairman of the Library Committee

Roderick Maguire

Chairman of the Professional Practices Committee

Patrick McGrath SC

Chairman of the External Relations Committee

Paul McGarry SC

Chairman of the Internal Relations Committee

Mary Rose Gearty SC

Director

Ciara Murphy

INCOME & EXPENDITURE ACCOUNT

YEAR ENDED 30TH SEPTEMBER 2015

		2015	2014
		€	€
INCOME			
Entrance fees		156,000	201,000
Junior subscriptions		6,164,753	6,083,984
Senior subscriptions		2,181,208	2,129,751
External/LOA subscriptions		74,139	72,040
Application fees		3,500	5,000
		<u>8,579,600</u>	<u>8,491,775</u>
Expenditure			
Direct member services	Note 1	4,388,114	4,431,449
Premises expenses	Note 2	1,664,196	1,643,286
Administration expenses	Note 3	1,974,453	1,683,871
		<u>8,026,763</u>	<u>7,758,606</u>
Net surplus to capital A/C		552,837	733,169

Bankers

Bank of Ireland,
Law Library Financial Services,
Four Courts,
Dublin 7.

Auditors

HLB Ryan Limited,
Chartered Accountants and
Registered Auditors, Harmony Court, Harmony Row,
Dublin 2.

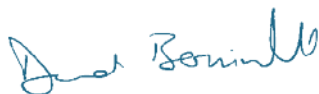
Solicitors

John O'Connor, 8 Clare Street,
Dublin 2.
McKenna Durkan Solicitors, 66 Lower Leeson Street,
Dublin 2.

BALANCE SHEET

AS AT SEPTEMBER 30, 2015

	2015	2014
	€	€
FIXED ASSETS		
Leasehold premises at cost	3,152,459	3,109,683
Additions	44,811	42,776
Less: depreciation on leasehold improvement	(810,863)	(745,278)
Furniture and fittings	3,267,066	3,218,213
Additions	71,455	48,853
Less: depreciation on furniture and fittings	(3,309,999)	(3,199,533)
	<u>2,414,929</u>	<u>2,474,714</u>
CURRENT ASSETS		
Subscriptions in arrears	47,081	109,695
Amounts due from related entities	6,079,490	5,988,507
Sundry debtors	283,426	314,647
Cash at bank and on hand	Note 2 129,592	83,491
	<u>6,539,589</u>	<u>6,496,340</u>
LESS CURRENT LIABILITIES		
Subscriptions paid in advance	319,457	398,239
Creditors and accruals	1,827,040	2,253,461
Taxation creditors	83,334	147,504
	<u>2,229,831</u>	<u>2,799,204</u>
Total net assets	<u>6,724,687</u>	<u>6,171,850</u>
FINANCED BY:		
Capital account	Note 3 9,294,211	8,741,374
Long-term loan	(2,569,524)	(2,569,524)
	<u>6,724,687</u>	<u>6,171,850</u>



Signed: _____

David Barniville

Date: June 16, 2016



Signed: _____

Sara Moorhead

Date: June 16, 2016

SCHEDULES ON ACCOUNTS

YEAR ENDED SEPTEMBER 30, 2015

	2015	2014
	€	€
Schedule 1		
DIRECT MEMBER SERVICES		
Library services employment costs	2,002,239	1,996,678
Staff training	8,939	18,424
Books	435,428	446,853
Book binding/storage	27,995	31,809
Legal databases	150,664	172,505
Law reports and pink sheets	185,000	200,000
Library research and development	696	1,203
Continuing professional development	180,692	204,443
JILL system	19,269	15,683
Legal diary/other publications	29,276	7,162
Document exchange	677,020	672,438
Courier services	21,033	28,044
Printing and stationery	26,680	20,588
Telephone	2,057	1,889
Computer expenses	28,631	26,864
Miscellaneous services	2,604	2,279
Bar Group life assurance	463,771	463,771
Subvention to King's Inns	89,460	89,447
Subventions to clubs/societies	30,810	25,618
Law Care – pastoral care service	5,850	5,750
	<u>4,388,114</u>	<u>4,431,449</u>

SCHEDULES ON ACCOUNTS

YEAR ENDED SEPTEMBER 30, 2015

	2015	2014
	€	€
Schedule 2		
PREMISES EXPENSES		
Distillery usage fee and service charge	412,000	412,000
Criminal Courts of Justice charge	572,986	566,329
Cork lease and office cost	52,403	51,598
Rates	139,652	137,796
Light and heat	34,285	46,920
Security	123,394	124,992
Repairs and maintenance	64,296	65,101
Cleaning and laundry	61,491	61,769
Removals, storage and shredding	22,837	17,568
Property insurance	4,800	5,160
Depreciation	176,052	154,053
	<u>1,664,196</u>	<u>1,643,286</u>

Schedule 3

ADMINISTRATION EXPENSES		
Administration employment costs	1,005,987	906,521
Recruitment	2,924	41,670
Restructuring	84,966	-
Other staffing costs	40,490	43,540
External relations expenditure	Note 1 82,880	58,564
Conferences	Note 2 73,657	47,375
Functions	71,362	45,756
Bar Council expenses	66,809	57,333
Professional Conduct Tribunal and PCTAB	162,544	137,820
Communications and public relations	134,283	132,621
Telephone, postage and courier	21,736	22,703
Printing and stationery	29,374	26,572
Professional subscriptions	39,964	42,545
Audit fees	8,260	7,380
Legal and other consultancy	75,208	23,417
General insurances	50,145	63,365
Bank charges	14,845	14,571
Provision for bad debts	(19,073)	(4,271)
Miscellaneous	28,092	16,389
	<u>1,974,453</u>	<u>1,683,871</u>

SCHEDULES ON ACCOUNTS

YEAR ENDED SEPTEMBER 30, 2015

	2015	2014
	€	€
1. EXTERNAL RELATIONS EXPENDITURE		
Voluntary Assistance Scheme	16,801	16,028
Innocence internship	16,520	10,000
Rule of Law project	15,000	15,000
Transition Year Programme	14,255	-
Independent law centres	7,500	5,000
Capuchin Day Care	2,537	3,074
External Relations Committee expenses	1,820	1,077
Merchants Quay	1,000	1,000
Children's Rights Alliance	-	3,000
Other community liaison fund	7,447	4,385
	<u>82,880</u>	<u>58,564</u>

2. CONFERENCES		
IBA Conference	23,000	17,685
North/South Bar Council meeting	13,002	748
ABA/CSA Conference	8,920	2,090
Council of Bars and Law Societies of Europe (CCBE)	7,651	14,297
UIA Congress	6,897	-
ILACE Conference	2,796	-
Austrian Bar Conference	2,108	-
Other conferences	9,283	12,554
	<u>73,657</u>	<u>47,374</u>

NOTES TO THE ACCOUNTS

YEAR ENDED SEPTEMBER 30, 2015

1. Stock of books

It is the policy of Council of The Bar of Ireland to write off the cost of books against income in the year in which they are purchased, thereby leaving a nil value for the stock of books held on the balance sheet. The actual stock of books was valued in December 1979 at €177,763. Additions at cost less sale proceeds since December 1979 amounted to €7,794,351, making a total value (valuation plus net additions) at September 30, 2015, of €7,972,114, excluding any books lost or damaged.

	2015	2014
2. Cash at bank		
Cash on hand	157	118
B.O.I. No.1 account	138,427	90,129
B.O.I. sterling account	-	(325)
VISA account	(8,992)	(6,431)
	<u>129,592</u>	<u>83,491</u>

	2015	2014
3. Capital account		
Opening balance	8,741,374	8,008,205
Add net surplus	552,837	733,169
	<u>9,294,211</u>	<u>8,741,374</u>



THE BAR
OF IRELAND

The Law Library

Distillery Building

145-151 Church Street

Dublin D07 WDX8

T: +353 (0)1 817 5000

F: +353 (0)1 817 5150

E: thebarofireland@lawlibrary.ie

www.lawlibrary.ie