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The In-House and Public Sector Annual Conference 2020 - Enhancing the effectiveness of the in-house legal team and legal professional privilege for the in-house solicitor

Date	Thursday 5 November 2020
Time	09.30am to 1.30pm
Venue	Online Webinar with Live O&A Sessions
CPD Hrs	1 General 1 Management & Professional Development Skills 1.5 Regulatory Matters Total 3.5 Hours (by eLearning)

Chairperson

Anna-Marie Curry, Company Secretary and General Counsel, Bord na Mona plc

Speakers & Panellist

Amanda Shantz, Associate Professor of Human Resource Management, Trinity College, Dublin.

Derek Hegarty, Partner, William Fry, Dublin

Nicholas Donnelly, Head of Legal Unit, Department of Justice and Equality

Laura McGovern, Senior Legal Advisor, Competition and Consumer Protection Commission

Meabh Gallagher, Director of Corporate Governance & Legal Counsel, Data Protection Officer, Aer Lingus

Hugh O'Reilly, In-house counsel, An Post.

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Chairperson

Anna-Marie Curry, Company Secretary and General Counsel, Bord na Mona plc

As Company Secretary and General Counsel Anna-Marie is responsible to the Board of Bord na Móna for ensuring compliance with all Board procedures and is the key liaison with Bord na Móna's shareholding Department. Anna-Marie also has overall responsibility for leading the development of the Legal functions within Bord na Móna and has administrative responsibility for the Internal Audit function within Bord na Móna. Anna-Marie joined Bord na Móna in 2007 as Head of Legal and was appointed to the role of Company Secretary and General Counsel in 2017. Prior to joining Bord na Móna Anna-Marie trained and practiced as a corporate solicitor with Arthur Cox in Dublin. Anna-Marie holds a B.A. and LL.B. from the National University of Ireland, Galway, a Masters of Law (LL.M.) from the University of Edinburgh, a Certificate in Company Secretarial Law and Practice from the Law Society of Ireland and a Diploma in Company Direction from the Institute of Directors.

Speakers Include

Amanda Shantz, Associate Professor of Human Resource Management, Trinity College, Dublin

Amanda Shantz is an Associate Professor in Human Resources and Organisational Behaviour at Trinity Business School, Trinity College Dublin. She acquired her undergraduate degree at McGill University, her MSc at the London School of Economics, and her PhD at the University of Toronto. Amanda has been teaching, researching, and publishing in human resource management and organisational behaviour for 15 years. She is interested in how perceptions of human resources influence engagement and performance, and more recently, how organisations can create strong ethical cultures. She has published over 30 peer-reviewed academic articles, and she was recently awarded the 2019 Richard Beckhard Memorial Prize from MIT Sloan Management Review. Amanda is actively involved in the organisations in which she conducts research. In the UK, Canada, and Ireland she works with companies to diagnose engagement and design ways to enhance it. Amanda is involved with her professional community, as an elected member of the Academy of Management Human Resources Division, and as an Associate Editor of Human Relations, a Financial Times Top 50 Academic Journal.

Derek Hegarty, Partner, William Fry, Dublin

Derek is a Partner in William Fry's Litigation and Dispute Resolution Department. He is also a member of our Financial Regulation Unit. He advises on a broad range of matters relating to financial disputes and compliance with financial regulations. These include the origination, transfer, restructure and enforcement of loan agreements as well as the investigation of suspected non-compliance with financial regulations and the assertion of

legal professional privilege over communications relevant to those investigations. He advises both regulated financial services providers and non-regulated parties. He has also advised the financial services regulator, the Central Bank of Ireland. An area of focus for Derek is the current drive for cultural change in the financial services industry and specifically, the imminent change to the regulations concerning individual accountability for senior executives of regulated financial services providers. Derek is admitted as a solicitor in Ireland and England and Wales (non-practising in England and Wales). Derek is listed in Best Lawyers 2019 under 'The Best Lawyers in Ireland' for work in Litigation.

Panellists

Nicholas Donnelly, Head of Legal Unit, Department of Justice and Equality

Following eight years in private practice at the Irish Bar, Nick joined the Office of the Attorney General in 2007. From 2010 to 2011, he was seconded to the Department of Enterprise, Trade and Innovation where he established the current Legal Unit. Nick has advised on many key legislative projects including the original FEMPI Acts, the Data Protection Act 2018, the Data Sharing and Governance Act 2019 and the Brexit Omnibus Act 2019. Nick has also worked in Brussels in both Commission Legal Service and the Council Legal Service and has acted as agent for the Commission and for Ireland in proceedings before the General Court and the Court of Justice of the European Union. Nick took on his current role as of Head of the new Legal Unit in the Department of Justice in November 2019, where he has set about establishing a dynamic and client focused legal function.

Laura McGovern, Senior Legal Advisor, Competition and Consumer Protection Commission

Laura is a Senior Legal Advisor within the Legal Services Division of the Competition and Consumer Protection Commission (CCPC). Laura advises the CCPC on all aspects of its competition law enforcement and merger control functions. After completing a law degree at the University of Bristol, Laura trained as a solicitor in the London office of Freshfields Bruckhaus Deringer. Post-qualification, she spent over six years in private practice in London specialising in EU competition law. After moving to Ireland in 2014, she acted as a Legal Advisor to the Commission for Communications Regulation before joining the CCPC in November 2015. Laura qualified as a solicitor in England and Wales in 2008, and was admitted to the Irish Roll of Solicitors in January 2015.

Meabh Gallagher, Director of Corporate Governance & Legal Counsel, Data Protection Officer, Aer Lingus

Méabh is a qualified solicitor with a focus on governance, technology and data protection with experience working in the UK, New York and Ireland. At Aer Lingus she acts as Company Secretary to the Board and advises on data protection (she is CIPP/E qualified and the Aer Lingus DPO), compliance & business ethics, corporate governance as well as contract and general commercial law issues. She has worked with Aer Lingus for 8 years and prior to that worked in media for RTE and SKY and as legal advisor to a gaming company and an IT consultancy. She trained in London and New York with Freshfields Bruckhaus Deringer.

Hugh O'Reilly, In-house counsel, An Post

Company Solicitor An Post since 1995 with overall responsibility for all legal functions within An Post. I hold BCL (UCD), Dip Eur Law (UCD), Dip Advance Competition Law (Kings) and Dip Commercial Law (Law Society)

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**The Law Society In-house and Public Sector Committee in partnership
with Law Society Finuas Skillnet present:**

Annual In-house and Public Sector Conference 2020

**Enhancing the effectiveness of the in-house legal team and legal professional
privilege for the in-house solicitor**

Date: Thursday, 5 November 2020

Time: 9.30am – 1.30pm

Venue: Online Webinar with Live Q & A Sessions

Pre-Register for the webinar here:

https://zoom.us/webinar/register/WN_APNMNeLbQ7yqtX0ZqSLCuA

Today's Programme

<i>Time</i>	<i>Topic</i>	<i>Speakers</i>
9.00am-9.30am	Time to sign into Zoom and Check your sound Please note: You will need to have Zoom downloaded onto your device in order to view the webinar.	
9.30am – 9.40am (10 mins)	Opening welcome and introductions	Anna Marie Curry, Company Secretary and General Counsel, Bord na Mona plc, and Chairperson of the In-house and Public Sector Committee
9.40am – 9.50am (10 mins)	Opening address	Ken Murphy, Director General, Law Society of Ireland
9.50am to 10.35am (45 mins)	Key note speaker Enhancing the effectiveness of the in-house legal team	Amanda Shantz, MBA Director, Trinity Business School
10.35 to 11.30pm (55 mins)	Panel Discussion on topics arising from the presentation – two in-house solicitors from private and public sectors to share their personal experiences and tips etc. Keynote speakers will also join the Panel.	Amanda Shantz, MBA Director, Trinity Business School. Nicholas Donnelly, Head of Legal Unit, Department of Justice and Equality.

		Meabh Gallagher, Director of Corporate Governance & Legal Counsel, Data Protection Officer, Aer Lingus.
11.30pm to 11.50pm (20 mins)	TEA/COFFEE BREAK	
11.50pm – 12.35pm (45 mins)	Key note speaker Legal Professional Privilege and the in-house solicitor	Derek Hegarty, Partner, William Fry
12.35pm – 1.20pm (45 mins)	Panel Discussion on topics arising from the presentation – two in-house solicitors from private and public sectors to share their personal experiences and tips etc. Keynote speakers will also join the Panel	Derek Hegarty, Partner, William Fry Laura McGovern Senior Legal Advisor, Competition and Consumer Protection Commission Hugh O'Reilly, In-house counsel, An Post.
1.20pm	Closing comments	Anna-Marie Curry, Company Secretary and General Counsel, Bord na Mona plc and Chairperson of the In-house and Public Sector Committee
1.30pm	CONFERENCE CLOSE	

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NB Note re CPD Scheme:

It is each solicitor's own responsibility to maintain a CPD record and to retain proof of the CPD he/she completes. The Scheme is regulated by the Law Society of Ireland and each year a random audit is conducted where a solicitor may be asked to produce a record and/or proof of the CPD they completed. For further queries on the Scheme please visit the members' area of the website www.lawsociety.ie.

In relation to Law Society Professional Training, Law Society Finuas Skillnet events – the Professional Training Unit will provide proof of attendance directly to the CPD Scheme Unit.

No Certificates of Attendance will be issued by the Law Society Professional Training for any of its events. Effective January 2011

Enhancing the effectiveness of the in-house legal team

Amanda Shantz,
Associate Professor of Human Resource
Management,
Trinity College,
Dublin.



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Annual In House and Public Sector Conference 2020

The hard and soft tools of teaming

Amanda Shantz

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Team: a bounded
group of people
who are
interdependent with
a shared goal –
winning the game



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Leaders select team members with the right knowledge and skills



Teams are asked to perform pretty much the same procedure over and over again



Work is divided into predictable phases, such as initiation, planning, execution, and monitoring



Teams operate in relatively stable environments where customer needs are relatively predictable



People belong to one team only and are relatively stable over time

Classic team thinking

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- It's a way to gather experts from far-flung divisions and disciplines into temporary groups to tackle unexpected problems and identify emerging opportunities.
- Situations that require teaming:
 - ✓ Complex and uncertain
 - ✓ Requires rapid change
 - ✓ No two projects are alike
 - ✓ People need to get up to speed quickly on brand new topics, again and again
 - ✓ Cross boundaries; experts from different functions, often geographically dispersed

Teaming – flexible teamwork, teamwork “on the fly”

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The hardware (project management) and software (work psychology) of teaming

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The hardware of teaming

- Scoping
- What is the challenge? What expertise is needed? Who is responsible for what?
- Successful scoping articulates the best possible current definition of the work and acknowledges that the definitions will evolve along with the project
- Inefficient and unproductive meetings can drag down employee morale. To start, let the purpose of the meeting drive the attendance list to ensure that you get the right people at the table. Staff members who are invited to meetings but don't believe they are the best person for the task should feel empowered to speak up.



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- A professional services team signed up 1000 people on Slack before lawyers closed it down because it was cloud based
- A bank wouldn't allow sales teams to share new marketing campaign on Twitter because they couldn't officially represent the company
- Time was wasted, energy depleted, mood shifted
- The chosen culprit? – legal!
- The real problem is that not a single legal representative had been involved in these new business initiatives from the beginning
- Insist on being involved from the beginning so that you can be part of generating solutions

The “problem” with the legal team

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The hardware of teaming

2. Structuring
 - Offer structure or scaffolding to help the team function effectively
 - Might include a list of team members that contains personal and professional information on all members; a shared chat room or intranet; visits to teammates' facilities; temporary shared office space
 - The objective is to make it easier for teaming partners to coordinate and communicate

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The importance of communication patterns

- Collective intelligence, or 'c', predicts performance across a wide range of tasks (both simple and complex) better than the average cognitive intelligence, or 'g', of group members, and the highest g of the group
- What is c?
 - Everyone on the team talks and listens in roughly equal measure, keeping contributions short and sweet
 - Members face one another, and their conversations and gestures are energetic
 - Members connect directly with one another, not just the team leader
 - Members carry on side conversations within the team
 - Members periodically break, go exploring outside the team, and bring information back



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The hardware of teaming



3. Sorting
- Conscious prioritisation of tasks according to the degree of interdependence among individuals
 - Is your team more like a gymnastics teams (roll up scores) or a hockey team (spontaneous coordination)?

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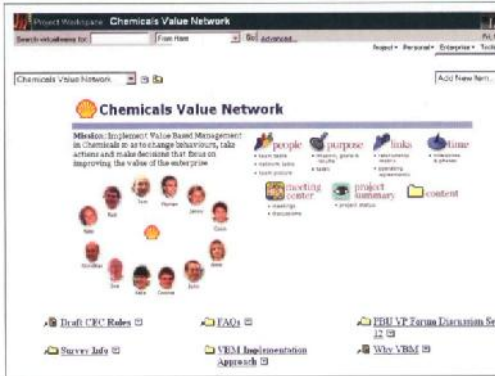
The sorting dilemma

- **When there is a poor fit between coordination and interdependence:**
- When there's not enough coordination, team members have difficulty getting information from each other, completing tasks, and making decisions
- When there is too much coordination than required, team members spend unneeded time on tasks, slowing the team down
- **If you're not clear on the level of coordination versus interdependence required:**
- Members get frustrated with one another because some people ask too many questions, must attend too many meetings, and be part of decisions = waste of time
- Members who think there should be more coordination will be frustrated with "uncooperative" team members

The type of coordination depends on the type of interdependence

	POOLED INTERDEPENDENCE	SEQUENTIAL INTERDEPENDENCE	RECIPROCAL INTERDEPENDENCE
Definition	Teams accomplish tasks by combining everyone's efforts	Teams rely on each other in predictable ways for flow of information, work and decisions	Teams are sequentially interdependent, but also work back and forth, adjusting to the other and situation
When does it work?	Standardised tasks & members do the task in parallel or parts can be combined	Some tasks are standardised, but others must be modified	Work is inherently uncertain or when the environment where they need to adjust changes
Type of coordination that fits	Standardisation – agree in advance to rules and processes to follow	Planning – coordinating schedules, deadlines and other relevant information	Mutual adjustment – at any time, any team member may introduce new information which affects who will coordinate with whom moving forward

The hardware in an online environment



- Email tends to be a poor way to communicate in teams; CC overload; no structure or storage
- Webinars are better, but when used effectively
- Use virtual work-spaces to:
 - Post work on progress
 - Remind group of goals and decisions
 - Let people know who is in the group
 - Threaded discussions, with one person responsible for summarizing at the webinar
 - Use webinars to discuss disagreements or finalize decisions, not endless presentations
 - Remember to keep good hygiene

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Creating informal interactions in a virtual world



PROXIMITY

- Create a core group of active participants and provide engaging content and resources
- Require participation at the outset if needed
- Convey a sense of continuous presence (i.e. ask employees to set their online status to reflect availability) and make shared spaces easy to access (no more than one click away)



PRIVACY

- Create ways for people to move easily from group interactions to one-to-one exchanges
- Allow people to control access to themselves by choosing when they are visible online



PERMISSION

- Communicate the purpose of the space and the reasons you encourage informal interaction
- Don't create too many rules & model desired behaviors
- Make sure that the culture expected in the virtual space mirrors the organizational culture; if senior managers don't mix much with rank-and-file employees, they won't do so virtually either

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The software of teaming

Psychological Safety

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Build psychological safety

- Are you comfortable making yourself vulnerable in front of people you see every day at work?
- Are you comfortable...:
 - Speaking up in a meeting or proposing a risky or untested idea?
 - Admitting publicly that your project failed and offer lessons you learned in the process?
 - Volunteering for something you have no idea how to do?
 - Disagreeing with your boss, or offering a different way forward than he or she had previously considered?

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- Research shows that psychological safety allows for moderate risk-taking, speaking your mind, creativity, and sticking your neck out without fear of having it cut off —just the types of behavior that lead to market breakthroughs and the courageous and high performance culture that many organizations seek

Framing Failure – Encouraging courage

	Preventable	Complex	Intelligent
Definition	Deviations from known processes that produce unwanted outcomes	Unique and novel combinations of events and actions that give rise to unwanted outcomes	Novel forays into new territory that lead to unwanted outcomes
Common causes	Behaviour, skill, and attention deficiencies	Complexity, variability, and novel factors imposed on familiar situations	Uncertainty, experimentation, and risk taking
Example contexts	Production line manufacturing	Hospital care	New product development
Dealing with failure	“Good catch” events; appreciating those who catch mistakes	Examine fault-lines among teams/departments and encourage new ways of working	Multiple failures should be courted and celebrated as they are the only means to success



Situational humility

No one wants to take the risk of sharing their ideas when the boss thinks s/he knows everything

Develop a learning mindset – combine humility and curiosity – when leaders do so, they invite learning behaviour



Proactive inquiry

Purposefully probe to learn more about an issue, situation or person (beware of **naïve realism**)

Pick the right question

- To broaden understanding, ask: What might we be missing? What other ideas could we generate? Who has a different perspective?
- To deepen understanding, ask: What leads you to think so? Can you bring me through your thought process on this one so that I can understand?

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Clarify the role of the legal team in the business



Communicate among the team



Plan like a team

Where to from here?

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(1) Clarify the role of legal

Steward	Partner
Historic role	Modern role
Protect the business; keep it out of hot water	Contribute to business needs
Focus on risk; avoid change	Focus is flexible and creative

- Depends on the company's risk appetite
- Google calls its approach "horseback law" – legal ride up on a horse and make a quick assessment in all major decisions from the outset
- This only works if legal is considered an integral part of the business team, rather than being called upon occasionally

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First steps in turning it around...

- Take time to talk to the business about their goals, worries, aspirations – inquire first, and advise second
- Let people know you want to be involved at the outset of new initiatives
- Admit the (annoying) habit of legal professionals to think through the 'what-ifs' – showcase the skillset of legal, i.e. organized, detail oriented, creative
- Hang your hat on the strategy - clearly articulate how the legal team contributes to the company's goals

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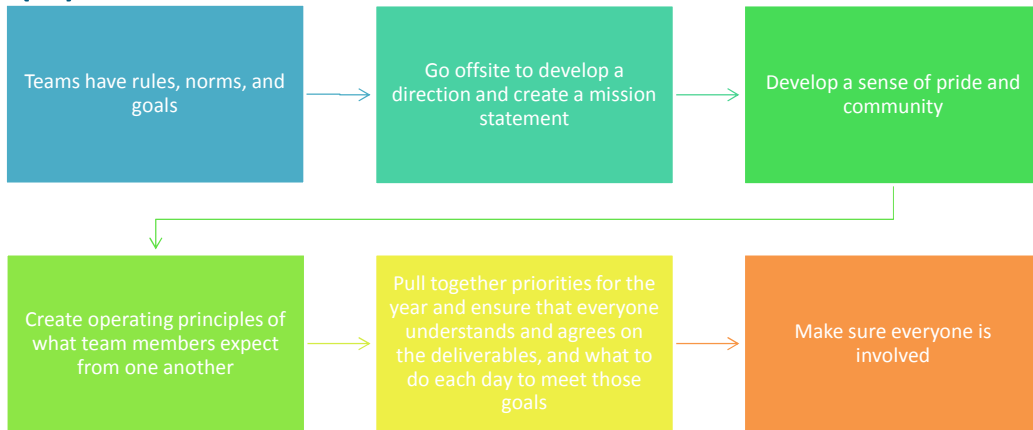
(2) Communicate

- Communicate within the legal team why you think that team building is important and why it's worth the effort
- Create an environment where members agree that they need to understand one another, create an environment that allows everyone to speak up, and have fun.
- This is circular

Some practical ideas in our 'new' world

- Weekly 1-1 check-ins with employees
- Collect 'good news' stories (including 'good catch' stories) and broadcast to the rest of the team
- During webinars, require members to turn their cameras on
- Ask for volunteers, or volunteer to be part of 'The Craic Squad'
 - Secret Santa
 - Halloween party with costumes
 - International celebrations
 - Cooking class
 - Etc.

(3) Plan like a team



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Monday morning team stand- up:

- What will we do this week to:
 - Better understand our company's products or services?
 - Better understand our company's strategy, objectives and challenges?
 - Better know other members of the legal team and their challenges?
 - Maintain our expertise?

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Teaming is a skill that with practice
can become second nature



- Hardware
 - Scoping, structuring, sorting
- Software
 - Emphasise purpose, build psychological safety, embrace failure, co-create solutions

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A Guide for Legal Professional Privilege for In-house Counsel

Derek Hegarty,
Partner,
William Fry,
Dublin



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Outline of session



KEY PRINCIPLES



RECENT
DEVELOPMENTS



IN-HOUSE
PERSPECTIVE



Q&A

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Overview of LPP

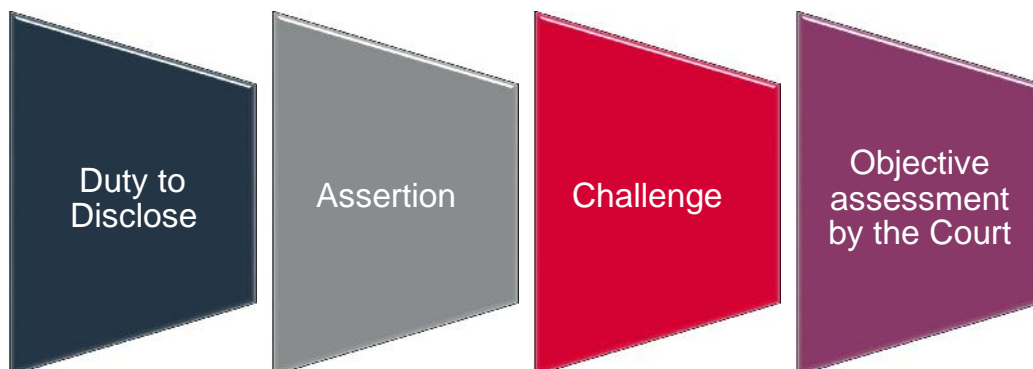
- Exception to rule of disclosure
- Developed under common law
- Purpose is administration of justice
- Two recognised categories
 - Legal advice privilege
 - Litigation privilege



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Legal Professional Privilege – Route to determination



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Legal advice privilege

- Confidential
- Communications
- Between a lawyer
- and a client
- For the purpose of giving/obtaining legal advice

Smurfit Paribas Bank Ltd v

AAB Export Finance Ltd
[1990] 1 IR 469



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Confidentiality


General rule – if it's not
confidential, it's not
privileged



CONFIDENTIAL


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Communications

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Who is the lawyer?

- Practising solicitors and barristers, including in-house counsel and foreign lawyers
- Caution for in-house counsel:
- Multiple roles – *F&C Reit Property Asset Management plc v Friends First Managed Pension Funds Ltd. [2017] IEHC 383*
- EU law – *Akzo Nobel Chemicals v Commission, [2010] 5 CMLR 19*
- Privilege does not extend to legal advice given by non lawyers

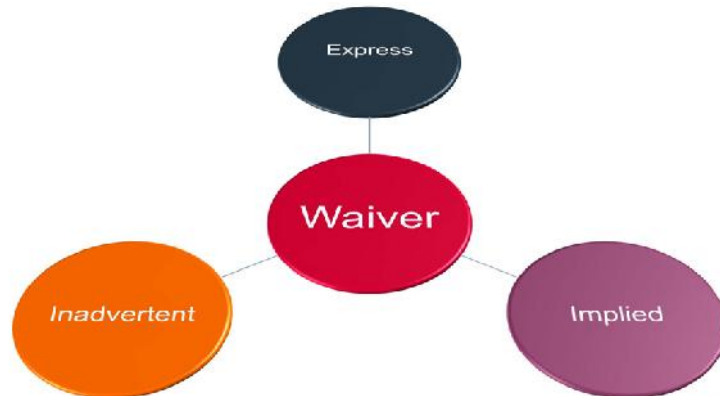
Who is the client?

- Some uncertainty in corporate context
- Narrow definition in UK – *Three Rivers District Council and others v The Governor and Company of the Bank of England* [2003] EWCA Civ 474
- General rule = employees must be authorised to request or receive legal advice on behalf of the company

Legal advice?

- Client's rights and obligations
- Lawyers working papers – train of inquiry
- Redactions
- Not legal assistance - *Smurfit Paribas Bank Ltd v AAB Export Finance Ltd* [1990] 1 IR 469

Waiving Privilege



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Disclosing without waiving LPP

- Caution – confidentiality
- Specific and limited purpose - *Fyffes plc v DCC plc and Others* [2005] 1 IR 59
- Common Interest Privilege - not a category of legal professional privilege but acts merely as a defence to an allegation of waiver in certain specific circumstances
 - Privileged in first place
 - Common interest in the advice
 - sufficiently close relationship
 - nature and purpose of the disclosure
 - Common Interest Privilege Agreements

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Important Checklist

- Legal Advice Privilege applies to
- Confidential
- Communications
- Between a lawyer
- and a client
- For the purpose of giving/obtaining legal advice

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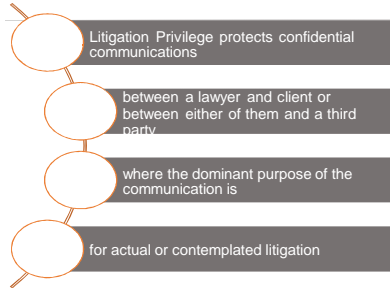


Litigation Privilege

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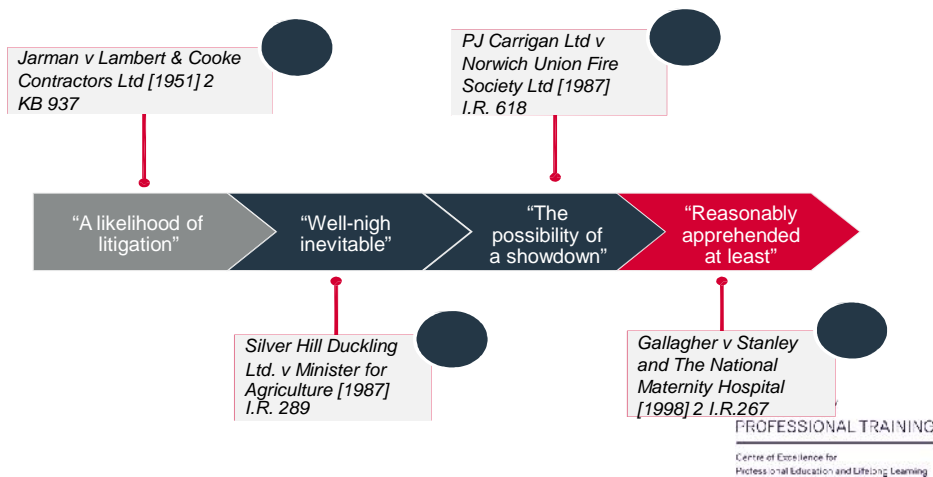
Litigation Privilege – Protecting preparation for litigation



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Anticipated / Apprehended Litigation



Dominant Purpose



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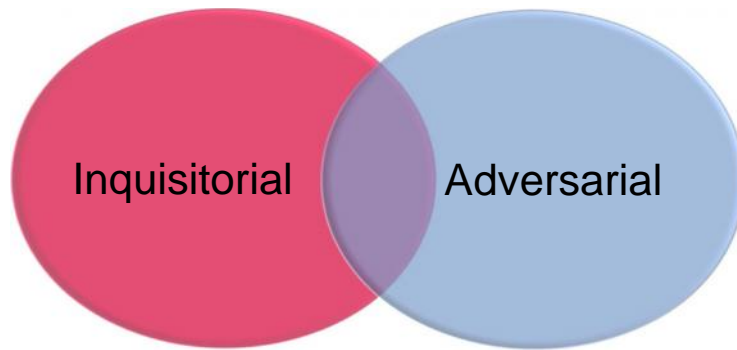
Litigation Privilege beyond the courtroom

Tribunals of Inquiry	<i>Ahern v Mahon [2008] 4 I.R. 704</i>
Investigatory or regulatory privilege	<i>Quinn v Irish Bank Resolution Corporation Ltd [2015] IEHC 315</i>
Investigations by the ODCE	<i>The Director of Corporate Enforcement v Leslie Buckley [2018] IEHC 51</i>
Self-reporting process	<i>Director of Serious Fraud Office (SFO) v Eurasian Natural Resources Corporation Limited [2018] EWCA Civ 2006</i>

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Is the investigation sufficiently adversarial?



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Litigation privilege

- Key tests are reasonable apprehension and dominant purpose
- Increased importance beyond traditional courtroom setting
- Establishment of investigatory or regulatory privilege
- Sufficiently adversarial phase of investigation

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Key points

- Exception to rules of disclosure
 - In-house counsel and multiple roles
 - Corporate Clients – Who is authorised to seek advice?
 - Reasonable apprehension and dominant purpose
- Litigation privilege and internal investigations – no bright line between collaborative phase and adversarial phase

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Online CPD Courses and Clusters 2020

Date	Title
10, 17, 24 Nov. & 1, 8, 15 Dec.	An Introduction to Irish Sign Language (ISL) in the Legal Setting - Via Zoom Meetings
13 November	General Practice Update 2020 - Online Webinar with live Q&A session <i>Law Society Finuas Skillnet in partnership with Carlow, Kilkenny, Wexford Bar Associations and Waterford Law Society.</i>
20 November	Practitioner Update Cork & Kerry 2020 - Online Webinar with live Q&A session <i>Law Society Finuas Skillnet in partnership with Kerry Law Society & The Southern Law Association.</i>
2 December	Practice and Regulation Symposium 2020 – Online webinar with Live Q&A session Law Society Finuas Skillnet in collaboration with Dublin Solicitors' Bar Association

Please note:

All Law Society Finuas Skillnet events will take place online. If you have any questions, or concerns about attending an online course, please get in touch at finausskillnet@lawsociety.ie , and one of the Finuas Skillnet team will be happy to help.

An Introduction to Irish Sign Language (ISL) in the Legal Setting

Date	10, 17, 24 November and 1, 8, 15 December 2020
Time	4.00pm to 5.00pm
Venue	Live Zoom Meeting
Fee	€330
Discounted* Fee	€270
CPD Hours	6 Management & Professional Development Skills (by eLearning)
Event Code	S2059

Aim and Objectives

This course acquaints solicitors with basic Irish Sign Language (ISL)* skills. It gives guidance on how to work with Deaf and Hard of Hearing clients and on how to work with qualified interpreters in the legal setting. It provides information about the Deaf community, Deaf culture and Deaf people as a linguistic minority group.

By the end of the course, practitioners should expect to achieve ISL basic level skills. Practitioners will learn the skills to engage in a two-way conversation, comprehend a simple question and answer type discussion and sign basic personal expressions and information. Numbers on this course are limited to 15 participants.

**Irish Sign Language is the indigenous language of the Irish Deaf community. It is a visual spatial language that has been passed down through generations. It has its own syntax, complex grammatical structure, is a highly inflected language and is independent from spoken Irish and English.*

Topics to be covered include

- **Meeting Deaf people** - extending and deepening cultural awareness of varieties of greetings, starting conversations, interrupting, attracting someone's attention and more.
- **Fingerspelling** - fingerspelling of names for introducing oneself and others/colleagues, names of places.

- **Useful everyday expressions** - making people feel comfortable, eliciting important facts.
- **Vocabulary** - basic vocabulary specific to the legal profession as well as numbers, money, times/dates, family.
- **Non-Manual Features (NMF)** - how to use and understand facial expressions and the upper torso for grammatical purposes and to show basic emotional expression.
- **Grammatical descriptors** - Manual and non-manual negation, how to question, everyday verbs and sentence construction.

Instructor:

Patrick A Matthews, Patrick Matthews is an Assistant Professor in the Centre for Deaf Studies Trinity College Dublin on the Bachelor in Deaf Studies Programme. Patrick Matthews has played a pivotal role for many decades in the Irish Deaf Community in promoting and teaching ISL, and was the first Deaf person to carry out research on ISL. He has extensive knowledge and experience of teaching ISL both generically and within specific domains - to Deaf people as L1 learners and to hearing people as L2 learners. Mr. Matthews is also Deputy Chief Examiner for the Leaving Certificate Applied in Irish Sign Language. He was an Associate Project Manager for the translation of the relevant chapters from the *Commission to Inquire into Child Abuse Report* (The Ryan Report) into Irish Sign Language. He is currently the Chair for the Council of ISL Teachers (CISLT). Mr. Matthews, along with Pauline McMahon, created the curriculum for the Junior Cycle Short Course in ISL for the Post-Primary Languages Initiative. Patrick holds an M.Litt. in Applied Linguistics (TCD) and M.Phil. in Applied Linguistics (TCD).

Interpreter:

Pauline McMahon, Dip. ISL/English Interpreting, Centre of Deaf Studies, Trinity College Dublin, graduated in 2007. Pauline interprets in a wide variety of settings including statutory and voluntary sectors, health care, education, training and employment, community events, amateur theatre and conference settings - to name but a few. She is qualified in CELTA (Certificate in Teaching English to Speakers of Other Languages) and ACELS (Accreditation and Co-ordination of English Language Services) – the advisory council for English language schools. She has a keen interest in translation and was Project Manager for the translation of the relevant chapters from the *Commission to Inquire into Child Abuse Report* (CICA – Ryan Report) into Irish Sign Language. Pauline, along with Patrick A. Matthews, created the curriculum for the Junior Cycle Short Course in ISL for the Post-Primary Languages Initiative.

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General Practice Update 2020

Law Society Finuas Skillnet in partnership with Carlow, Kilkenny, Wexford Bar Associations and Waterford Law Society.

Date	Friday 13 November 2020
Time	11.00am to 4.00pm
Venue	Online webinar with live Q&A sessions
Fee	€135
CPD Hours	3.5 General 0.5 Regulatory Matters (Accounting & AML Compliance) Total 4 hours (by eLearning)
Event Code	S2036

Aim and Objectives

The aim and objectives of the day are to provide an opportunity for practitioners to update their knowledge in areas of law including regulatory matters and management and professional development skills. The aim is to offer practitioners a practical update in relevant areas from experienced practitioners and expert speakers as well as an opportunity to network with colleagues.

Topics and Issues to be covered

- **Probate 2020 Hot Topics including:**
 - practice and procedure guidance to best practice
 - changes to probate forms and practice
 - Covid-19 implications
- **Conveyancing and PRAI**
 - Stamp duty update
 - Young Farmers Relief, residential and non-residential
 - PRAI and life tenants
 - Recent updates
- **S150 where are we now?**
- **Residential Tenancies Board Cases**

- Including what is a lawful termination
- Timelines and precedent documents?
- **Civil Litigation update: to include**
 - Recent developments in litigation and the courts.
 - New rules and practice directions
 - e-discovery
 - Covid-19 implications

Chairperson and Speakers include

- Margaret Finlay, Principal, Finlay and Company Solicitors, Dublin
- Susan Martin, Principal Martin Solicitors, Dublin
- Dervla Quinn, Principal Quinn & Co Solicitors, Wicklow, Panel Member Residential Tenancies Board
- Colette Reid, Solicitor, Law Society of Ireland
- Anne Stephenson, Principal Stephenson Solicitors, Dublin

IMPORTANT

- Your login information for this Zoom Webinar will be emailed to you 3 working days before the event. You must login and attend online in order to avail of the CPD hours on offer.
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Practitioner Update Cork & Kerry 2020

Law Society Finuas Skillnet in partnership with Kerry Law Society & The Southern Law Association.

Date	Friday 20 November 2020
Time	11.00am to 4.00pm
Venue	Online webinar with live Q&A sessions
Fee	€135
CPD Hours	3.5 Hours General 0.5 Management & Professional Development Skills, Total 4 Hours (by eLearning)
Event Code	S2037

Aim and Objectives

The aim and objectives of the day are to provide an opportunity for practitioners to update their knowledge in law and management and professional development. The aim is to offer practitioners a practical update in relevant areas from experienced practitioners and expert speakers.

Topics and Issues to be covered

- **Probate update**
 - Practice and procedure
 - Covid-19 issues
- **Advising the farmer: Farm Transfers and Partnerships**
- **Residential Tenancies Board:**
 - An update,
 - Practice and procedure
 - Covid-19 issues
- **Civil Litigation update**
 - Recent developments in litigation and the courts.
 - New rules and practice directions
 - e-discovery
 - Covid-19 implications
- **Legal Tech: using technology in the law firm to support office operations, case**

management, marketing etc.

Chairperson and Speakers include

Padraic Courtney, Solicitor, Course Manager, Secretary to Probate and Trusts Committee, Law Society of Ireland

Aisling Meehan, Principal Agricultural Solicitors, Co Clare

Pat Mullins, Partner BDM Boylan Solicitors, Cork

Colette Reid, Solicitor, Course Manager, Secretary to Civil litigation Committee, Law Society of Ireland

David Soden, Principal David Soden Solicitors, Dublin

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Practice and Regulation Symposium 2020

Law Society Finuas Skillnet in collaboration with Dublin Solicitors' Bar Association

Date	2 December 2020
Time	10.00am to 3.00pm
Venue	Online webinar with live Q&A sessions
Fee	€135
CPD Hours	2 Management & Professional Development 2 Regulatory Matters (Accounting & AML Compliance) 4 hours in total (by eLearning)
Event Code	S2021

Aim and Objectives

The aim and objective of this symposium is to provide an opportunity for practitioners to update their knowledge in areas of practice management and regulation. Topics will be covered which are of relevance to those in general practice, in-house and in specialised firms.

Topics and Issues to be covered

- **Anti-Money Laundering Update 2020**
 - The growth of AML
 - Dispelling the AML myths: insights and learnings from solicitor enquiries to the AML Helpline
 - AML during the Covid-19 Crisis - Guidance
 - Navigating AML and AML Resources
- **Cyber Security**
 - **A case study of a practitioner victim to a cyber fraud attack**
 - **Fraud in the Cyber World – An Garda Síochána Perspective and Guidance**
- **S.150 – One Year On – where are we now and where are we going?**

Chairpersons and Speakers include

- **John Elliot**, Director of Regulation, Law Society of Ireland
- **Paul Keane**, Member Council of Law Society of Ireland, Chair Law Society Legal Services Regulation Act Task Force, Partner Reddy Charlton Solicitors, Dublin
- **Detective Chief Superintendent Patrick Lordan**, Garda National Economic Crime

Bureau Financial Intelligence Unit

- **Ann O'Neill**, Principal Ann O'Neill Family Law, Dublin
- **Keith Walsh**, Member Law Society Legal Services Regulation Act Task Force, Principal Keith Walsh Solicitors Dublin
- **Emma-Jane Williams**, Secretary to AML Task Force, Law Society of Ireland

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NOTE: Following your participation in this course Law Society Finuas Skillnet will issue you with a digital CPD certificate using blockchain-based technology. With blockchain, you can verify with others - such as the Law Society CPD Scheme section - the authenticity of your certificate in a matter of seconds. This initiative is the result of collaboration between Law Society Finuas Skillnet and VerifyEd. In summary, you will be provided with a complimentary secure, virtual library where you can save your future digital CPD certificates. This allows Law Society Finuas Skillnet to better serve you, our member, by providing an encrypted platform to issue CPD certificates with cryptographic proof that they were issued by Law Society Finuas Skillnet. [Allow 14 days for your certificate to be issued].

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CPD Annual Conferences in Partnership with Law Society Committees

Date	Event
12 November	Business Law Update 2020
26 November	Employment Law Annual Updates 2020
27 November	Family and Child Law Conference 2020

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Business Law Update 2020

Date	12 November 2020
Time	3.00pm to 6.00pm
Venue	Online webinar with Live Q&A Session
Fee	€186
Discounted* Fee	€160
CPD Hours	3 General (by eLearning)
Event Code	20016

Aims and Objectives

Join your colleagues for an afternoon of updates on core areas of interest/concern in business law practice & procedure. This conference, presented by the Business Law Committee in collaboration with Law Society Professional Training, is aimed at solicitors practising in business and commercial law.

Topics to be covered include

- Company Law Update – Interim Measures introduced by the Companies (Miscellaneous Provisions)(Covid-19) Act 2020:
 - General Meetings (including electronic meetings and AGM deadlines)
 - Dividends
 - Winding –up threshold
 - Creditors; meetings
 - Examiner’s Report
- Execution of Documents
 - Virtual execution (wet ink and e-signatures)
 - Witnessing
 - Company seals
 - Execution in counterpart
- Competition law enforcement in the Covid 19 era:
 - Proposed new competition law powers for the CCPC
 - Merger control & State aid update
 - Covid 19 and consumer protection enforcement

- Brexit & the Ireland and Northern Ireland Protocol.
- Impact of Covid 19 on Contractual Obligations
 - *Force Majeure* clauses
 - Rules of construction and invocation of *Force Majeure* for Covid 19
 - The doctrine of frustration and recent case law
 - Statutory frustration e.g. EU (Package Travel and Linked Travel Arrangements) Regulations 2019
 - Material Adverse Change clauses
- Distressed M&A – Buyer Considerations

Chairperson

Neil Keenan, Partner, Byrne Wallace, Dublin

Neil is a Partner and Head of the ByrneWallace Corporate team. With over twenty years' experience as a corporate lawyer, Neil has advised on many significant and complex transactions including mergers and acquisitions, private equity and venture capital investments, corporate re-organisations, examinerships and business rescues and turnarounds. He also advises on shareholder and joint venture agreements and commercial contracts such as franchise and distribution agreements. In addition Neil has advised extensively on company law and corporate governance and regularly advises on matters such as Directors' duties and shareholder rights and disputes. Neil has a particular experience and interest in the renewable and alternative energy sectors and has also dealt with many transactions in the medical devices and MedTech sectors and acts for a number of technology companies. Prior to joining ByrneWallace in 2016 Neil was the Managing Partner of another corporate practice and previously practiced as a corporate partner in another large Dublin law firm. Neil regularly lectures in the Law Society including the Law Society's series of seminars during 2015 on the Companies Act, 2014. Neil has also authored a chapter in the Law Society's Business Law manual, and regularly contributes articles to national media and specialist publications such as Energy Ireland's renewable energy magazine. He is a regular speaker on company and commercial law related topics.

Speakers

Justin McKenna, Partner, Mason Hayes Curran

Justin is a partner in Mason Hayes Curran Corporate team, specialising in corporate finance, mergers & acquisitions and private equity transactions. He has extensive experience in corporate transactions with particular emphasis on all aspects of offers for, or the acquisition or disposal of, interests in public companies and the regulation of such transactions, public offers of equity securities by Irish and foreign issuers, private equity transactions and investment and acquisition transactions involving management groups.

Suzanne Kearney, Professional Support Lawyer, Arthur Cox

Suzanne is a professional support lawyer in the Corporate M&A Group at Arthur Cox. She is a technical expert with a particular focus on company law and corporate governance, and keeps colleagues and clients updated on relevant legal, regulatory and commercial developments. She also manages education programmes (internal and client), authors technical papers and news bulletins, provides counsel to colleagues, develops precedents and practice notes and maintains the internal knowledge bank. Suzanne has significant experience in the areas of public and private mergers and acquisitions, equity capital markets and corporate re-organisations.

Philip Andrews, Partner, McCann Fitzgerald

Philip leads McCann Fitzgerald's Competition, Regulated Markets, EU and Trade Law Group focusing on antitrust transactional and counselling issues. Philip Andrews is one of the most experienced EU and competition law practitioners in Ireland. He is ranked Band 1 by all

directories, including Chambers 2019 and Legal 500. Philip previously served as Legal Adviser to the CCPC and assisted in drafting the Competition Act 2002. He is also co-author of *Modern Irish Competition Law* (Wolters Kluwer 2015) the leading textbook on Irish competition law – a work which has been cited by the Irish Supreme Court and the Competition Court.

Sean Nolan, Partner, Clark Hill Solicitors LLP

Sean Nolan is a partner in Clark Hill Solicitors LLP where he practices company and commercial law in the firm's Dublin office .He is a co-author of *Business Law in Ireland* (2015 Ed) published by the Law Society and Oxford University Press and *Buying and Selling a Business -Tax and Legal Issues* published by the Irish institute of Tax .

Philip Daly, Partner, LK Shields

Philip's practice is primarily in the areas of M&A, Corporate, Energy and Finance law. He acts for a wide range of businesses with a particular number involved in the area of energy and natural resources. He advises a number of household names in the energy sector on all their legal, contractual and regulatory needs. In corporate matters, Philip has acted for both buyers and sellers in Mergers and Acquisitions transactions across all sectors as well as advising on private equity funding rounds, shareholders agreements and corporate restructurings. In commercial matters, he advises clients regularly on complex contractual issues including advising on procurement law. In finance matters, Philip has assisted many clients in raising project finance for large scale projects and also negotiated facility arrangements for a number of household names. Given his significant experience and focus on the energy sector, Philip is the lead partner in the firm's successful Energy and Natural Resources Unit. He advises a number of household names in the energy sector on all their legal, contractual and regulatory needs.

IMPORTANT

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Employment Law Annual Updates 2020

Date	Thursday 26 November 2020
Time	2pm to 5pm
Venue	Online Webinar with Live Q&A sessions
Fee	€186
Discounted* Fee	€160
CPD Hours	1 General 2 Management & Professional Development Skills Total 3 hours (by eLearning)
Event Code	20010

Aim and Objectives

The objective of this online seminar, presented by the Employment & Equality Law Committee in collaboration with Law Society Professional Training, is to provide practitioners with an update on recent changes to areas of employment law, practice and procedure and other topics of interest. This year's seminar will include a panel discussion on remote working and the employment law and practice implications. Panellists will include members of the HSA and leading employment law practitioners.

Topics and Issues to be covered

- Redundancies – a practice update
- A mindful approach to organizational management*
Healthy organisations require healthy leaders who can build and develop healthy teams. This session will address a mindful approach from three levels: leader; team; and organisation. It will focus on providing practical tools that you can implement in your business. At the end of this session you will:
 - Understand the role of the leader in developing organisations
 - Be able to use frameworks to develop your personal resiliency as a leader and those of your teams
 - Understand and develop team motivations
 - Understand the role of psychological safety in developing high-performing and high-value teams
 - Obtain a list of practical resources that you can share within your teams and organisations
 - Have a practical framework that you can implement within your organisation*This session will not focus on mindfulness breathing techniques
- Remote working – the challenges from an employment law and practice perspective

Chairperson
Catherine O'Flynn, Partner, William Fry, Dublin

Speakers

Anne O'Connell, Principal, Anne O'Connell Solicitors, Dublin

Anne qualified as a solicitor in 2001 specialising in Employment Law and has over 17 years' experience. Anne holds an LLB Degree together with Diplomas in Employment Law and International Litigation. She is also qualified as a New York Attorney. Having trained in Byrne Wallace, Anne moved on to practice in the Chief State Solicitors Office shortly after qualifying where she practiced for over 2 years in the area of Employment law and International litigation there. Anne acted in the largest International case taken by Ireland to date and also acted in a European case that led to the amendment to Ireland's Constitution. In 2003 Anne moved to the Employment Law Department of William Fry solicitors' where she remained dedicated for 11 years of practice. There she advised large multinational companies, semi-state companies, small businesses and employees in all areas of employment law, particularly issues that were likely to become contentious. During this period Anne was seconded to ESB Group to cover maternity leave for their In-House employment law solicitor. In 2014, Anne joined Sherwin O'Riordan solicitors as a salary partner Head of their Employment Law Department and left in early February 2017 to set up her own employment law firm.

Fiona McKeever, Executive Coach, Dublin

Fiona McKeever is an experienced lawyer, including 12 years (2007-2018) as a partner in Arthur Cox. Chambers Europe recognised Fiona as one of Europe's leading competition lawyers between 2004 and 2014. For five years, she was responsible for professional development in Arthur Cox, introducing new development and coaching programmes for partners, senior associates and newly qualified solicitors. In 2018, she retired from Arthur Cox to focus on people development and now works as an Executive and Leadership Coach. Since 2016, Fiona has typically worked with senior professionals at key career transitions and on different aspects of their leadership. She has prepared leaders to take on new responsibilities by creating a greater understanding of the impact of their preferred behaviour and communication styles on others, and by experimenting with new ways of working with teams. Her current coaching clients operate at a senior level, including CEO, MD, Partner and Head of Function, with a focus on confidence, resilience and team development. She has also developed several coaching and mentoring programmes in financial services and professional services. Fiona is a mentor on the LSI's Women in Leadership Mentoring Programme.

Barry Walsh, Partner, Fieldfisher, Dublin

Barry is a Partner and Head of the Employment Unit at Fieldfisher. Barry has significant experience advising a wide range of Irish and multinational corporate, public and institutional clients on all aspects of Irish employment law from recruitment to retirement including contentious, advisory and transactional work. Barry is experienced in acting for clients with respect to contractual and termination issues with senior executives. In addition to advising on employment law, he has also advised on industrial relations issues arising from mergers and acquisitions, outsourcing and redundancy situations. He has significant litigation experience and has directly represented clients before the European Court of Justice, the Irish civil courts and all specialist Irish employment tribunals.

Karen Killalea, Partner, Maples & Calder, Dublin

Karen is head of Maples and Calder's Employment team in the Maples Group's Dublin office. She has over 18 years' experience advising clients on all aspects of employment law including contractual matters, sensitive investigations, employee privacy issues, GDPR, gender pay gap preparation, TUPE, HR aspects of corporate re-structuring and asset disposals, industrial relations, working time, equality issues, executive compensation, removal of directors and senior executives and the protection of confidential information. Karen's recent cases include securing court orders to prevent the theft of confidential information, restraining a team move and defending a High Court challenge to the suspension and investigation of a senior employee. She regularly represents clients before the WRC and the courts and has extensive experience of successful mediation and dispute resolution.

Elaine Bowers, Occupational Health & Safety Executive, IBEC.

Elaine Bowers is an Environment, Health and Safety (EHS) professional with a wide range of experience in the medical device, semiconductor, and property management industries. She has an M.Sc. in Applied Environmental Science (QUB), a B.Sc. in Environmental Health (DIT and TCD), a Certificate and Higher Diploma in Occupational Health and Safety (UCD), and a Diploma in Employment Law (TUD). For the past three years, she has worked as an Occupational Health and Safety (OHS) Executive in Ibec advising member companies on a wide range of OHS queries including remote working. Elaine has worked as a Tutor on the Certificate in Safety and Health and Work in UCD, and is now a Guest Lecturer on the Certificate and Higher Diploma in Safety Health & Welfare at Work programmes in UCD.

Alan Haugh BL, Deputy Chairman, Labour Court

Alan Haugh BL was a practising barrister, specialising in employment and industrial relations law, until his appointment as Deputy Chairman of the Labour Court in September 2015. Alan was previously Head of Employment Law at IBEC, Legal Adviser to NERA, and a Senior Associate at A&L Goodbody. He advised the Department of Jobs, Enterprise and Innovation during the course of the drafting of the Workplace Relations Act 2015.

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Family and Child Law Conference 2020

Date	27 November 2020
Time	10.00am to 2.30pm
Venue	Online Webinar with Live Q&A sessions
Fee	€186
Discounted* Fee	€160
CPD Hours	3 General 1 Management & Professional Development Skills Total 4 hours (by eLearning)
Event Code	20014

Aim and Objectives

The aim of this conference is to examine recent developments in core areas of family law and practice and childcare law practice. The objective is to provide practitioners with a concise and essential overview of the many recent developments and the implications for day-to-day client advice and practice and procedure. This conference has been designed by the Law Society Family & Child Law committee for their colleagues in the profession. Legal and child care practitioners and related professionals will find attendance at this conference essential to address new legislation and consequential practice changes.

Topics and Issues to be covered

- President of the District Court – opening address
- Case Law update – a practitioner’s perspective
- Finances and Family Law
- Section 32 and 47 reports
- Family & Child Law practice – a regional update
- Practice update
 - Section 150 LSRA Act
 - Family Law Act 2019 – first year of operation
 - Civil Law and Criminal Law (Miscellaneous Provisions) Act 2020 and remote hearings

- o Domestic Violence Act update (incl impact of pandemic)

Chairperson

Dr Geoffrey Shannon, Solicitor, Chair Adoption Authority of Ireland, Child Law Expert

Dr Geoffrey Shannon is a solicitor and is a leading authority in Child Law and Family Law. He is the current Chairman of the Adoption Authority of Ireland. He held the role of Special Rapporteur on Child Protection for the Irish government from 2006 to July 2019. Dr Shannon has recently been asked by the European Union Agency for Fundamental Rights and the Council of Europe to assist as a child protection expert in drafting new guidelines on cybercrime for judges, prosecutors and law enforcement agencies. Dr Shannon is the recipient of several awards for his work in the area of national and international family law. These include the 2005 JCI Outstanding Person of the Year Award, the 2006 Canon Maurice Handy Award and the 2013 Irish Law Award. On 23 June 2017, Dr Shannon was presented with the Dublin Solicitors Bar Association Award for outstanding contribution to legal scholarship for his entire work to date.

Speakers

Judge Colin Daly, President of the District Court.

His Honour Judge Colin Daly completed a LLM at Queens University, Belfast in 1995 and was enrolled as a solicitor in Ireland in 1997. From 2001-2012 he was the Managing Solicitor at Northside Community Law Centre (now Community Law & Mediation (CLM) Northside) where he worked in public interest and human rights law. He was appointed as a Judge of the [Irish] District Court in June, 2012 as a moveable judge and worked for over 2 years at the Children Court. He was assigned to District 22 Carlow/Kilkenny in 2015 and in July 2019 was appointed as President of the District Court.

Gerard Durcan SC.

Gerard is a Senior Counsel who practices in the area of family and child care law.

Keith Walsh, Principal, Keith Walsh Solicitors, Dublin.

Keith specialises in litigation & family law work and has published a number of articles on divorce and separation and reform of the family law courts in the Law Society Gazette and the Parchment. He has taught on the Advanced Course run by the Law Society in the area of family law and is a former chairman of the DSBA's Family Law & Minors Committee. He is Chairperson of the Law Society's Family Law Committee and he is a member of the Law Society Skillnet Steering Group. He started his career in the legal aid board, worked for a number of firms in Dublin and is principal of Keith Walsh solicitors, a three solicitor firm for the past 12 years. Keith is also Chairperson of the LSRA costs sub-group.

Jennifer O'Brien, Principal, Jennifer O'Brien Solicitors, Dublin

Jennifer O'Brien established Jennifer O'Brien Solicitors at Irish Family Law Chambers having previously headed up the family law team at Mason Hayes & Curran (incorporating Arthur O Hagan), where she was partner having commenced her career at McCann FitzGerald, where she worked on the family law team for a further 8 years. Jennifer is a well-known Irish family lawyer with over 18 years of experience in separation, divorce & non-marital matters with an emphasis on cases concerning business, trusts, investments, farming and other assets. She also advises on matters pertaining to Civil Partnership & Cohabitation.

Donogh McGowan, Managing Partner, Gerrard L. McGowan Solicitors, Dublin

Donogh is Managing Partner of Gerrard L. McGowan Solicitors and leads the firm's property, family law and commercial departments. Donogh has over 20 years of wide and varied legal experience and is a highly respected member of the local legal and business community. He is involved locally in sports clubs, charitable organisations and the Balbriggan Chamber of

Commerce. Donogh has acted on behalf of many prominent companies, businesses and individuals in North County Dublin and beyond. Donogh, a great-nephew of the firm's founder G L McGowan and a son of the late Joe McGowan, is an active member and former President of the Balbriggan Chamber of Commerce, Skerries Rugby Club and he is also a member of the Dublin Solicitors Bar Association. Donogh's work ethic and business acumen has helped to develop the firm's excellent reputation and growth. He is committed to managing a team that provide practical and pragmatic advice in our local community to ensure that the personal and business needs of our clients can be met in our offices in Balbriggan and Skerries. Donogh was educated at Trinity College Dublin, Law Society of Ireland and he is also trained as a collaborative law practitioner and is a member of the ACP (www.acp.ie).

Caitríona Gleeson, Programme & Communications Manager, Safe Ireland.

Joan O'Mahony, O'Mahony Solicitors.

O' Mahony solicitor qualified in 1971 and is a sole practitioner since 1981. She practices in Deansgrange Co Dublin and is a member of the Family Law Committee of the Law Society. She also sits on the Monitoring Committee of the National Strategy for Domestic and Gender based violence.

Other speakers TBC

IMPORTANT

- It you have chosen the option to attend via streaming LIVE online, your login information will be emailed to you 3 working days before the event. In this case, you must login and attend online in order to avail of the CPD hours on offer.
- This event will not be recorded, so if you have chosen to attend online and miss the live streaming you cannot play back the event.
- Solicitors may now complete the entire 2020 CPD requirement of 20 hours online. For more information see www.lawsociety.ie/CPDscheme
- See our website to view our [Privacy Statement](#)
- If you have technical or other queries, contact a member of the team on:
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Dear Colleague,

As you know, in 2019 the Law Society launched the Professional Wellbeing Project which aims to provide mental-health and wellbeing supports to solicitors. All of these are available to access via the Professional Wellbeing Hub on the Law Society's website. This hub is well worth a visit if you have not already accessed this invaluable resource.

As part of that project the Law Society agreed to sponsor a pilot peer support programme. A number of models were explored and it was agreed that the Balint model was the most appropriate following the guidance of expert advisors. I agreed to take the lead to ensure it was solicitor-led for solicitor peers.

For some decades now, GPs and other health professionals have been engaging in 'Balint Groups' – a model of peer sharing of experience, insight and feeling related to their practice. Though the Balint model was originally designed for medical practitioners, it is eminently adaptable to any professional peer support group. Trust and confidence in the integrity of the programme model were key to the choice of a Balint group as the appropriate format for this programme.

I would like to invite you to consider taking part in a two-stage process around setting-up a Balint Group for solicitor firm principals in your region. Only solicitors who are principals in their firm are eligible for this initial pilot.

The first gathering (on a date to be agreed subject to Government restrictions) would be a 90-minute face-to-face briefing from Dr Belinda Moller (a group analyst and organisational consultant), Michael Redmond (Director of Research and Development for the Joint Managerial Body (JMB), Secretariat for Ireland's Secondary Schools and Balint leader) and myself. At this meeting we will explain how a Balint Group works and we'll identify its potential benefits (and challenges!). A few weeks later the first Balint Group meeting with your co-leaders, Dr Belinda Moller and myself, is intended to break some ground both with the process and with each other.

At this point we are inviting expressions of interest from all firm principals in the North East. Once we have identified a list of those interested in learning more, we will be in touch to discuss the next steps, with the expectation that availability/interest and other factors will reduce the eventual group to around twelve or so.

I appreciate this is a short introduction but I am enclosing an information note to enable you to decide whether this might be for you. If you are interested in finding out more (without committing!), please email belindamoller@gmail.com indicating your interest by and we will be in contact.

Thank you and best wishes,

Sonia McEntee & Belinda Moller

Balint Group - Introduction

A 'Balint Group' for solicitor principals in the North East Region

1. Introduction and Rationale

Michael Balint, an English psychoanalyst, developed a model of group work in the 1950s to support GPs in their work with patients. He observed that, in order for the GP to truly assist a patient, he/she had to understand more about the emotional relationship between them – to bring compassion and warmth and generate a deeper understanding of what it really feels like for those involved. Increasingly, Balint groups are being made available to a wide variety of professionals including school principals (see www.balint.co.uk).

The task of the Balint group, made up perhaps of eight to twelve principals meeting once every six weeks or so (and preferably during school hours) is to provide a confidential, peer-based setting to reflect on the emotional experience of work. A member of the group offers a case which may be current or past. The group associate to the 'case' focussing on feelings rather than advice, questions, similar experiences or solutions. The group does not try to solve the case or interrogate the presenter. The emphasis is on tolerating and 'sitting with' the uncertainty, the tensions and the challenges whilst reflecting compassionately on the emotions of the presenter, and others involved in the case.

Over time, Balint group members will be better able to tolerate the anxiety of feeling they must provide 'an answer'; to sit with the uncertainty and the 'unknowns' of complex situations, to tolerate ambiguous decision-options, to develop a stronger capacity to think-through difficulties rather than reacting, to communicate *containment* and *holding* to colleagues, parents and students and, to demonstrate leadership through authority, and by authorising others, rather than relying on skills, reaction and action.

Balint groups usually have two leaders. Their role is to convene and facilitate the group, to manage the task and provide psycho-educational support around individual, group and organisation psychodynamics that are particular to educational settings. Balint groups have at least four operating factors;

- relief from work-related isolation; *feeling a sense of belonging with one's peers* is possible when we realise that our peers also have morbid ideas, anxieties, fears, fantasies and impulses, doubts, worries and insecurities.
- *being able to think one's own thoughts*: the structure of a Balint group offers a unique form of companionship which is of benefit to those presenting a case. He or she can listen to their own thoughts, and to the responses of the group, without having to be concerned with projections or interpersonal dynamics.
- *emotional mirroring*; it is always easier to see the other person's problem than our own.
- the *exchange of information* and *explanations* that would not necessarily be accepted or heard in other situations are far more likely to be heard, 'felt', considered and worked-through in the special circumstances of a peer-based Balint group.

Further reading: Redmond, M., Moller, B.: 'A very precious freedom not to react, not to say anything at all' (Rueth, 2009): *Adapting the Balint model to Headteachers in Ireland*.

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