



**Oversight and Performance Agreement 2018**  
**between the Legal Aid Board and the Department of Justice**  
**and Equality**

## **Part I – Oversight Agreement**

### **1. Introduction**

The Legal Aid Board (“the Board”) is the statutory, independent body responsible for the provision of civil legal aid and advice to persons of modest means, in accordance with the provisions of the Civil Legal Aid Act, 1995 (the “Act”).

#### **1.2** In accordance with Section 5 of the Civil Legal Aid Act, 1995 (as amended by the Civil Law (Miscellaneous Provisions) Act 2011) the principal functions of the Legal Aid Board are:

1. To provide, within the Board’s resources and subject to the other provisions of the Act—
  - (i) legal aid and advice in civil cases to persons who satisfy the requirements of the Act, and
  - (ii) a family mediation service;
2. Where the Board considers it necessary or expedient to do so to make arrangements for the provision of—
  - (i) family mediation services on its behalf by the engagement of persons appointed by it for that purpose, and
  - (ii) training in family mediation, either by itself or by persons appointed by it for that purpose.

**1.3** The Board's remit is in the process of being further expanded, following a Government decision in 2010, to transfer responsibility to the Board for the management and administration of the various criminal legal aid schemes previously administered by the Department of Justice and Equality. Responsibility for the administration of the Garda Station Legal Advice Scheme transferred to the Board on the 1st October 2011, for the Legal Aid – Custody Issues Scheme (formerly the Attorney General's Scheme) on the 1st June 2012 and for the Criminal Assets Bureau legal aid scheme on the 1st January 2014.

**1.4** The Board's head office is located in Cahirciveen, Co. Kerry. Some of the headquarter functions also operate from a Dublin office.

## **2. Role of the Legal Aid Board within the Justice & Equality Sector**

### **2.1 Mission**

The Legal Aid Board is a statutory agency of the Department of Justice and Equality. The work of the Legal Aid Board contributes to the Department's strategic objective of 'Access to Justice: To support efficiency and reform in the administration of Justice including in relation to the provision of improved services to victims'.

The Board's mission is to facilitate the effective resolution of civil disputes through the delivery of efficient and accessible legal aid and family mediation services and to effectively manage and administer the State's criminal legal aid schemes.

### **2.2 Function**

The core functions of Board are to facilitate the effective resolution of civil disputes through the delivery of efficient and accessible legal aid and family mediation services and to effectively manage and administer the State's criminal legal aid schemes.

### **2.3 Vision**

The Board's vision is to facilitate access to justice through providing for resolution of civil disputes in the most appropriate manner while keeping in mind the dignity of the person, the nature of the dispute and the impact of the dispute on the parties immediately involved and wider society and further to manage the provision of criminal legal aid in an efficient, effective and accountable manner.

This vision is underpinned by the organisations values which include high professional and ethical standards in the provision of all services, having the client and access to justice as central to services and a focus on innovation in the delivery of services.

## **3. Corporate Governance**

### **3.1 Roles and Responsibilities**

#### *Accounting Officer*

The Legal Aid Board falls under the Department of Justice and Equality's Vote (Vote 24) and as such the Department's Secretary General is the Accounting Officer. The Accounting Officer is responsible for the safeguarding of public funds and property under his control, for the efficiency and economy of administration by his Department and for the regularity and propriety of all transactions in the appropriation account. Further external scrutiny and governance is provided through the submission and analysis of the Financial Statements to the Comptroller and Auditor General and ultimately to the Oireachtas through the Public Accounts Committee.

#### *The Board*

Section 4 of the Civil Legal Aid Act 1995 requires the Legal Aid Board to consist of a chairperson and an ordinary membership of twelve members. The term of membership of any Board member does not exceed five years and no member can serve any more than two terms. Each member is appointed by the Minister for Justice & Equality ("the Minister") subject to the provisions of the Act.

The members of the Board are collectively responsible for leading and directing the Legal Aid Board's activities within a framework of prudent and effective control as set forth in the *Code of Practice for the Governance of State Bodies* (2016).

#### *Chairperson of the Board*

The Chairperson is responsible for leading and guiding the Board in its task of setting the State body's strategic policies. The Chairperson works with the CEO to manage the Board's agenda and provides direction to the Secretary to the Board. The Chairperson furnishes a Comprehensive Report to the Minister, in conjunction with the Board's annual report and financial statements, affirming the Board's compliance with relevant codes and regulations, in accordance with the *Code of Practice for the Governance of State Bodies* (2016), in particular addressing the requirements of paragraph 1.9 of the 'Business & Financial Reporting Requirements' Annex to the 2016 *Code of Practice for the Governance of State Bodies*.

#### *Chief Executive Officer*

In accordance with Section 10 of the Civil Legal Aid Act 1995, the Chief Executive (CEO) is appointed by the Minister on the recommendation of the Public Appointments Service (formerly the Civil Service Commission). Reporting to the Board, the CEO is responsible for the day to day management and administration of the business and resources (financial and non-financial) of the Board. He is responsible for the establishment and maintenance of high standards in implementing the functions of the Board and ensuring a reputation for impartiality, management of conflicting interests, and upholding the public interest at all times. The CEO is also responsible, in conjunction with the Board, for setting strategic direction and being the Legal Aid Board's public face.

### **3.2 Annual Self-Assessment Evaluation**

The Board undertakes an annual self-assessment evaluation of its own performance and that of its committees in accordance with the *Code of Practice for the Governance of State Bodies*. Guidance on how to conduct this evaluation can be found in the *Board Self-Assessment Evaluation Questionnaire* document which has been appended to the *Code of Practice for the Governance of State Bodies* (2016). An external evaluation of the Board's performance is carried out every three years. An external evaluation is being conducted in 2018.

### **3.3 Statement of Strategy**

In accordance with Section 1.17 of the *Code of Practice for the Governance of State Bodies*, the Legal Aid Board adopts a Statement of Strategy every three to five years. The current Strategy covers the period 2018 to 2020. A copy of the Statement of Strategy is submitted to the Minister for consideration before adoption by the Board.

### **3.4 Draft Unaudited Financial Statements**

Draft unaudited annual financial statements are submitted to the Department not later than two months after the end of the relevant financial year, in accordance with the *Code of Practice for the Governance of State Bodies* (1.4 (ii) – 'Business and Financial Reporting' Annex).

### **3.5 Annual Report and Accounts**

Section 9 of the Civil Legal Aid Act 1995 requires the Board to make a report to the Minister, not later than 30 September in each year, in relation to the performance of the functions and activities of the Board during the preceding year. The Department of the Taoiseach has indicated that such reports should be submitted to the Government, prior to presentation to the Oireachtas, "within six months of the end of the year to which they relate, unless a shorter period is specified by statute".

### **3.6 Reporting Requirements – Annual Report**

In accordance with Appendix A of the 'Business & Financial Reporting' Annex to the *Code of Practice for the Governance of State Bodies*, the Annual Report includes:

- i. Confirmation that this Oversight Agreement has been reached with the Department of Justice and Equality and, in particular, indicating the Board's level of compliance with the requirements of the *Code of Practice for the Governance of State Bodies*.
- ii. A statement of how the Board operates, including the types of decisions to be taken by the Board and those delegated to management;
- iii. A statement of how the performance evaluation of the Board and its committees has been conducted;
- iv. The number of Board meetings and the attendance record of each Board member;
- v. The names of the Chairperson, the CEO and members of the Board and its committees;
- vi. Confirmation that an appropriate assessment of the Board's principal risks has been carried out, including a description of these risks, where appropriate and associated mitigation measures or strategies;
- vii. Confirmation that the Legal Aid Board is adhering to the relevant aspects of the *Public Spending Code*;
- viii. Confirmation that the Legal Aid Board has complied with relevant tax law during the reporting period in question; and
- ix. A statement on the system of internal controls in the Legal Aid Board, addressing each of the items listed in Appendix D of the 'Business and Financial Reporting' document of the *Code of Practice for the Governance of State Bodies*.

### **3.7 Reporting Requirements – Financial Statements**

In accordance with Appendix B of the 'Business & Financial Reporting' Annex to the *Code of Practice for the Governance of State Bodies*, the Financial Statements include:

- i. Details of non-salary related fees paid in respect of Board members and the salary of CEO;
- ii. Aggregate pay bill, total number of employees and compensation of key management level;
- iii. Total costs incurred in relation to travel, subsistence and hospitality;
- iv. Details of expenditure on legal costs and external consultancy/adviser fees;
- v. Details of the number of employees whose total short-term employee benefits for the reporting period fell within each band of €10,000 from €60,000 upwards;
- vi. Details of termination/severance payments and agreements with a value in excess of €10,000, made within the period.

The above disclosures should be included in the Governance Statement & Board Member's Report in the Financial Statements as set out in the Department of Public Expenditure and Reform's *"A Guide to the Implications for the Annual Financial Statements and the Annual Report"* (Nov 2017).

### **3.8 Internal Audit**

The Legal Aid Board's Internal Audit Unit is responsible for monitoring and reviewing the effectiveness of the Board's arrangements for governance, risk management and internal control.

### **3.9 Audit and Risk Committee**

The Board's Audit and Risk Committee consists of at least three independent non-executive Board members, and has written terms of reference which clearly outline the Committee's authority and duties. The role of the Committee is to ensure that the interests of Government and other stakeholders are fully protected in relation to business and financial reporting and internal control.



### **3.10 Protected Disclosures**

In accordance with Section 21(1) of the Protected Disclosures Act 2014, the Board has established and maintains appropriate Protected Disclosures Procedures for the making of protected disclosures by workers who are or were engaged by the Board and for dealing with such disclosures.

### **3.11 Procurement**

In accordance with section 8.16 of the *Code of Practice*, the Board will ensure that competitive tendering is standard procedure in the procurement process of the Legal Aid Board and that procurement policies and procedures have been developed and published to all staff.

The Chairperson should affirm adherence to the relevant procurement policy and procedures in the annual Comprehensive Report to the Minister.

### **3.12 Customer Charter**

The Legal Aid Board should have a customer charter setting out the level of service a customer can expect. The charter should be displayed prominently on the Legal Aid Board's website and should be supported by a customer action plan. Guidance on each of these documents can be found on [www.per.gov.ie](http://www.per.gov.ie).

### **3.13 Governance Obligations**

As an agency operating under the aegis of the Minister, the Legal Aid Board is subject to a range of statutory and corporate governance obligations including the 2016 *Code of Practice for the Governance of State Bodies*. The Board ensures that all the necessary obligations, including those for risk management, internal audit and the Public Spending Code are fully complied with.

Governance obligations will also be reviewed as part of the overall monitoring process of this Oversight Agreement itself.

### **3.14 Chairperson's Comprehensive Report to the Minister**

To confirm compliance (or otherwise) with key provisions of the Code of Practice and the Governance Standard for Justice and Equality Sector Bodies, the Chairperson of the Board completes, on an annual basis, a Comprehensive Report to the Minister in order to provide assurance to the Department that the systems of internal control, risk management and other areas of compliance are operating effectively. This report will address all of the requirements of paragraph 1.9 of the '*Business & Financial Reporting Requirements*' Annex to the *Code of Practice for the Governance of State Bodies*.

### **3.15 Provision of Information to Members of the Oireachtas**

In accordance with D/PER Circular25/2016 - *Protocol for the Provision of Information to Members of the Oireachtas by State Bodies under the aegis of Government Departments/Offices*, the Board is obliged to:

- i. Provide and maintain a dedicated email address (oireachtas\_enq@legallaidboard.ie) for Oireachtas members.
- ii. Put in place formal feedback processes to obtain feedback from Oireachtas members.
- iii. Comply with target deadlines and standards in terms of acknowledgements and responses to queries.
- iv. The officer within the Board with responsibility for ensuring the timely provision of information to members of the Oireachtas is Donal Reddington, Director of Corporate Services.
- v. Report annually (in the Chairperson's comprehensive report to the Minister) on compliance with standards set out in Circular 25/2016.
- vi. Seek, where appropriate, to publish the response to queries from members of the Oireachtas on the Board's website.

### **3.16 Periodic Critical Review**

Following the issuing of the necessary Guidance materials by the Department of Public Expenditure and Reform, it is proposed to initiate a Periodic Critical Review (PCR) of the Legal Aid Board in 2018. The purpose of this PCR will be to consider whether there is an ongoing business case for the Legal Aid Board, in accordance with paragraph 8.14 of the *Code of Practice for the Governance of State Bodies*.

### **3.17 Comply or Explain**

The Legal Aid Board seeks to comply fully with the *Code of Practice for the Governance of State Bodies* 2016.

## **Part II - Performance Delivery Agreement**

### **4. Objectives of the Agreement**

The purpose of this agreement is to formalise a process through which the outputs and outcomes required from the Board can be measured and assessed. Equally, the agreement will set out the expectations of the Board in relation to the support, guidance and information flow from the Department of Justice and Equality (“the Department”), which are vital in enabling the Board to achieve its strategic and operational goals. To achieve this, it is necessary to set out the following:

- The Department’s expectations of the Board;
- The key inputs, outputs and expected outcomes of the Board’s activities;
- Assessment of performance by monitoring of agreed targets, around those key outputs, inputs and outcomes;
- Support of the Board by the Department in the delivery of its functions as set out in the Civil Legal Aid Act 1995 (as amended).

This Agreement documents the agreed level of service between the parties in order to facilitate improved effectiveness and efficiency of relevant public services. It sets out the Board’s key targets for 2018 and defines the output and outcome indicators on which performance should be measured.

The Agreement seeks to (a) facilitate the Board in carrying out its functions, (b) progress the ongoing development of output measures for its expenditure, and (c) improve the effectiveness and efficiency of public services.

The Agreement will support the Board in achieving its high level goals.

## **5. Commitments**

### **5.1 Mutual Commitments**

- Both parties agree to proactive and timely communications, cooperation and information on service delivery;
- Both parties support the effective achievement of agreed targets, as well as the promotion of partnership, responsiveness and mutual cooperation in their ongoing interactions;
- Both parties agree to consult and to keep each other fully apprised on all matters of mutual relevance;
- Both parties agree on the effective realisation of this agreement and the agreed targets that will come about.

The annual budgetary provision for the Legal Aid Board will form part of the estimates for the Justice and Equality Vote and will be considered in that context.

### **5.2 Department of Justice and Equality Commitments**

The Department will provide the following supports to the Board to enable it deliver on its objectives:

- Liaise with the Department of Public Expenditure and Reform to ensure as far as possible, timely sanction for expenditure in line with Public Financial Procedures and Public Service Numbers policy;
- Provide updates on Public Financial Procedures and Civil Service HR Policy Guidelines;
- Provide guidance on Civil Service HR Policy, public expenditure, remuneration and industrial relations, procurement and contracts;
- Provide guidance on Government Accounting and Governance;
- Inform and involve the Board in any activities related to the role that the Board plays or may be required to play within the Department;

- Provide monthly financial reports and general financial advice via the Department's Financial Management Unit (FMU);
- Provide assessment and sanction of IT expenditure through the ICT Governance Group;
- Ensure that the State Boards process is initiated at an early stage (when vacancies arise or are anticipated).

## 6. Inputs

### 6.1 Financial Inputs

The following table summarises the Board's operating budget allocation for 2018.

<b>Departmental Funding</b>	
Pay	€20,206,000
Non-Pay	€20,069,000
<b>Sub-Total</b>	<b>€40,275,000</b>
<b>Other Income</b>	<b>€2,841,000</b>
<b>Funds on hand at 01/01/2018</b>	<b>€3,231,000</b>
<b>Total</b>	<b>€46,347,000</b>

## 6. 2 Staffing Resources

Grade	Staffing Level Jan 2018	WTE
CEO	1	1
Principal Officer	4	4
Regional Manager	4	4
Assistant Principal Officer*	8	8
Solicitor I	6	5.8
Solicitor II	33	32
Solicitor III	98	91.63
Mediators	33	20.74
Higher Executive Officer & Librarian & LSO	11	10.66
Executive Officer, Librarian & Staff Officers	22	18.49
Clerical Officer	205	169.42
Service Officers	2	2
Paralegals**	58	57.3
<b>Total</b>	<b>485</b>	<b>424.04</b>

\*Includes Professional Accountant

\*\*Includes Law Clerks and Legal Clerks

## 7. Outputs /Targets

The following section sets out the Key Performance Indicators which will be used to assess the Legal Aid Board's progress towards achieving its key mandate and core functions under the Civil Legal Aid Act, 1995 (as amended by the Civil Law (Miscellaneous Provisions) Act 2011).

The Board's current work programme can be broken down into the following key objectives;

1. The efficient and effective delivery of legal aid and family mediation services;
2. Integrating family mediation and civil legal aid services to the greatest extent possible;
3. Working with the Department of Justice and Equality to finalise the transfer of responsibility for all elements of legal aid to the Board.



### 7.1 Strategic Objective 1 – Civil Legal Aid (\*Estimated Cost of Delivery - €30.773M)

Goals	Actions	KPIs	Target
Seek to optimise the throughput of cases in the both the law centre and family mediation network consistent with ensuring the delivery of a quality professional service to every client.	<p>Ongoing engagement with local managers, improving support for service delivery staff and improving clarity of expectations.</p> <p>Increase the level of one to one engagement between senior managers and local managers, improving IT capability particularly on the case management system.</p> <p>Focused training programmes to improve expertise.</p> <p>Recruit additional solicitors where vacancies arise.</p>	<p>In doing so the objective is by year end to reduce the number waiting for legal services to a figure of 1,200 or less.</p> <p>The capacity to achieve this is influenced by the level of demand for services.</p> <p>The target of 1200 is set on the basis of demand remaining static from 2017 and also the Board being in a position to recruit suitably qualified solicitors where vacancies arise.</p>	Q4
Seek to ensure that every eligible applicant for legal services and / or for family mediation services gets those services within three months.	Proactive management, engagement and support of the law centre network.	All applicants approved for legal aid seen by a solicitor within a period of three months and the national average waiting time is reduced from 6 weeks at the end of 2017 to 3 weeks at the end of 2018.	Q4

Proactively review and pursue improved oversight and monitoring arrangements in relation to the legal aid and advice services provided by private solicitors.	On site file reviews conducted by senior managers.  Remote reviews also conducted.  Complaints reviewed for the purpose of identifying potential areas of concern.	At least 50 visits to private solicitor offices to have been completed, and a similar number of solicitors' files to be reviewed remotely. 50 solicitors represents approx 5% of those on the Board's panels. The focus will be on those solicitors who undertake significant amounts of legal aid work.	Q4
Ensure that the Board's resources for the Abhaile Scheme are being used efficiently and effectively.	Conduct a review of the manner in which the Board provides services on foot of the Abhaile Scheme.	Formal review conducted and any recommended changes made.	Q3
Evaluation of the efficiency and effectiveness of the Board's 'model office' project in Kilkenny.	Conduct a review with a view to ensuring that information and services are targeted most appropriately and that there is a sufficiently 'joined up' approach to the delivery of services from the perspective of the client. The review will identify further actions	Formal review conducted and submitted to the Board for consideration.	Q4

	that can be taken in Kilkenny and identify actions already taken that can be rolled out elsewhere.		
Revise the terms and conditions on foot of which barristers are retained.	Put revised terms and conditions for the retention of Counsel to the Minister for Justice and Equality for consideration.	Proposed terms and conditions put forward to the Minister for consideration.	Q4
Revise certain of the terms and conditions on which private solicitors are retained to provide services to clients.	Put revised terms and conditions for the retention of solicitors in the District Court to the Minister for Justice and Equality for consideration.	Proposed terms and conditions put forward to the Minister for consideration.	Q4

### 7.1 Strategic Objective 2 – Family Mediation (\*Estimated Cost of Delivery - €4.177M)

Goals	Actions	KPIs	Target
Review the type of family mediation services the Board provides and the method of provision across it's network including at certain courts, in dedicated stand alone offices, and in offices co-located with law centres.	Undertake a process review of the delivery of family mediation services by the Board taking account of limited resources, the trialling of 'mandatory information' about mediation and the provisions of the Mediation Act 2017.	Review completed with a recommended strategy for the further development of mediation services submitted to the Board.	Q4
Determine if eligibility for family mediation services should be means tested and subject to a financial contribution.	Complete an internal review of the benefits or otherwise of introducing financial eligibility and / or financial contributions criteria for family mediation having regard to the advantages and disadvantages of such criteria.	Review completed and submitted to the Board.	Q3
Develop the co-location of family mediation offices and law centres.	Progress the colocation of law centres and family mediation offices.	Tallaght Portlaoise Letterkenny	Q2 Q4 Q4

### 7.1 Strategic Objective 3 – Criminal Legal Aid (\*Estimated Cost of Delivery - €1.22M)

Goals	Actions	KPIs	Target
Actively manage the process of taking over responsibility for the main Criminal Legal Aid Scheme.	Continue to provided comprehensive observations to the Department on all aspects of a Criminal Legal Aid Bill as required. Continue to actively engage with the Department in relation to the drafting of criminal legal aid legislation.	Requests for observations/comments responded to within deadlines.	Ongoing Subject to legislative changes

**7.1 Strategic Objective 4 – Corporate Support and Other Services (\*Estimated Cost of Delivery - €10.177M)**

Goals	Actions	KPIs	Target
Improve the Board's IT infrastructure.	Complete with the Department of Justice and Equality, the due diligence exercise for the purpose of assessing the proposal for the Board to move its IT systems on to the Department's ICT managed service.	Review completed and a decision made by senior management on whether to migrate to the managed service.	Q2
Complete the roll-out of an on-line payments process in all of the Board's law centres.	On-line payments facility to be installed in all law centres.	All of the Board's law centres to facilitate on-line payments.	Q2
Complete the upgrade of the Board's inter-office communications network.	Complete the installation of the Government Networks VPN lines across the Board's network of offices.	Installation completed in all Board offices.	Q4
Improve IT based internal communications.	Following the completion of the VPN installation, evaluate one-to-one videoconferencing options (e.g. Skype) in order to facilitate: <ul style="list-style-type: none"> <li>➤ Solicitor consultations with clients currently in</li> </ul>	Decision taken on the most appropriate technology to deploy.	Q4

	<p>prison, in order to reduce travel commitments;</p> <p>➤ More meaningful engagement between managers and individual staff who are based at different office locations.</p>		
Improve dictation / typing support.	Roll out in the Board's law centres, either voice recognition software or digital dictation support.	Dictation or voice recognition support available.	Q4
Improve IT support within the law centre case management system.	Make business improvements to the EOS case management system giving additional functionality for the preparation of case documents and expanded search capability.	Improvements in the time taken to complete specific tasks during the processing of a case.	Q4
Broaden staff experience where possible.	Introduce an internal mobility programme with an aim to ensure that where possible each staff member receives a broad range of experience.	Internal mobility arrangements in place.	Q4
Improve staff support through formal mentoring arrangements.	Enhance the Board's mentoring programme with a view to at least doubling the number of participants. There are currently 12 Mentors in the LAB with 11 currently assigned Mentee(s).	Mentors assigned to all new entrants and recently promoted staff.	Q3

	Imbed the assignment of a Mentor to all new entrants and recently promoted LAB staff.		
Improve induction arrangements for new staff.	Undertake a documented review of the Board's induction process for new staff.	Documented review of induction arrangements completed and recommendations implemented.	Q4
Ensure adherence to the Code of Practice for the Governance of State Bodies.	Review compliance with the Code of Practice for the Governance of State Bodies 2016, as part of the external Board review.	Review completed, and process recommendations implemented.	Q4

## 8. Potential Risk Factors

The Legal Aid Board operates a formal Risk Management policy and maintains a Risk Register and, in accordance with the Department of Finance Guidelines, this is updated on an ongoing basis. The maintenance of the Register ensures that risks are identified and assessed and necessary mitigating actions are, where resources allow, put in place.

Reflecting the key priorities of the organisation, the main potential risks to the achievement of targets set out in this Agreement at the time of writing are:

- Professional Negligence within the law centre network
- A failure, malfunction or problem with key IT systems
- Breach of client confidentiality
- Failure of internal financial controls
- Poor property decisions
- Failure to operate within budget



- Health & Safety issues

The Audit and Risk Committee, a committee of the statutory Board, will oversee the continued implementation of the risk management policy in the organisation. The Committee will do so taking account of the most recent revisions to the *Code of Practice for the Governance of State Bodies*.

## **9. Flexibility and Amendment of Targets**

Where amendments become necessary, both parties will engage to agree on amended targets.

## **10. Monitoring Arrangements**

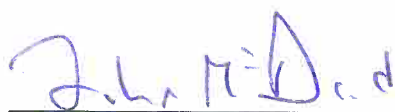
The Department of Justice and Equality commits to a formal meeting at least twice annually between the Assistant Secretary of the Department and the Chief Executive of the Legal Aid Board in which the objectives agreed and issues relating to the governance structures and processes between the Department and the Board will be discussed. The Department also commits to a minimum of two meetings per year between the Board and relevant officials in which there will be detailed consideration of progress made on the objectives agreed and any new objectives that may need to be put in place as a consequence of legislative change or Departmental or Government policy.

The Board undertakes to return:

- (a) Relevant and appropriately detailed performance information to allow for monitoring of this Agreement.
- (b) Relevant and appropriately detailed performance information for inclusion in the Revised Estimates for Public Services volume; and
- (c) Performance information in line with the set of such indicators, and in keeping with the timeframe, agreed with the Department.

## 11. Duration and Signatories to the Agreement

John McDaid, Chief Executive Officer, Legal Aid Board and Doncha O'Sullivan, Assistant Secretary, Department of Justice and Equality agree that the arrangements as set out in this Agreement will apply with effect from the date signed hereunder until 31st December 2018.



John McDaid  
Chief Executive Officer  
Legal Aid Board

Date: 18<sup>th</sup> May 2018



Doncha O'Sullivan  
Assistant Secretary  
Department of Justice and Equality

Date: 18 May 2018