

Houses of the Oireachtas Service

Strategic Plan 2022-2024

A Parliament Working Effectively for the People



Coimisiún Thithe
an Oireachtais
Houses of the
Oireachtas Commission

Houses of the Oireachtas

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An area of wild meadow on the Merrion Street side of Leinster House, established by the Houses of the Oireachtas Service in collaboration with the Office of Public Works, in support of the All-Ireland National Pollinator Plan 2021-2025.

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Foreword by the Ceann Comhairle and Cathaoirleach



'A Parliament working effectively for the People' is the unifying vision that will guide the Houses of the Oireachtas Service as it works towards achieving its strategic objectives over the next three years.

On behalf of the Houses of the Oireachtas Commission, we welcome the publication of the *Strategic Plan 2022-2024*. This plan sets the strategic direction for the provision of professional services to support the Houses of the Oireachtas, their Committees and members in fulfilling their constitutional roles. The delivery of this strategic plan will be underpinned by efficient allocation of human and financial resources for which the Houses of the Oireachtas Service is accountable.

Much has changed since the last strategic plan was published. Ensuring that parliamentary business could continue safely and without interruption during the pandemic period has been our foremost priority. We have achieved this through the sustained efforts of members and staff, facilitated by the development of new digital technology solutions under the Digital Transformation Programme. Further digital services are planned under the new strategic plan to enable an increasingly efficient, flexible, accessible and secure service delivery: a legacy that will last long after the pandemic.

We are pleased to note the inclusion of the strategic outcome *'I dTreo Oireachtas Dátheangach'*, Towards a Bilingual Parliament. This reflects the Service's commitment to increasing the use of the Irish language in its work, progressing incrementally towards bilingual services within the Houses of the Oireachtas.

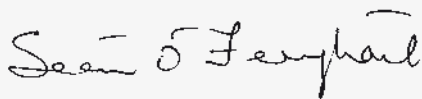
Another priority under this strategy statement is the focus on improving performance with regard to environmentally friendly practices and biodiversity initiatives in the Leinster House campus to support the delivery of the *Public Sector Decarbonisation Strategy* and *Climate Action Plan 2021*.

News and information streams from both traditional media and social media platforms now inform debate in the public realm. While social media has given more people a voice and has been a platform for positive change it has also, in some instances, been a conduit for misinformation and disruptive messaging. In this context, we welcome plans to further strengthen the Service's communications and digital presence, to enhance how accurate information from trusted sources can be accessed and shared through our own online platforms. Further steps will be taken to strengthen public engagement through traditional and social media communications and through further developing our Parliamentary Education Programme for schoolchildren and students.

We enter our second century of Irish parliamentary democracy with an increasingly diverse and engaged electorate. If the Houses of the Oireachtas are to be truly representative, we must strive to ensure that the parliamentary workplace meets the needs of all who work here. To this end, it is important that we continually review our structures and the way business is conducted. The *Report of the Forum on an Inclusive and Family Friendly Parliament*, presented in November 2021, offers a roadmap for achieving a more inclusive parliament. Overseeing implementation of the Forum's recommendations will be a key priority for the Commission over this period.

We are now in the final three-year programme of the Decade of Centenaries. The Houses of the Oireachtas will mark key historical events during this period, including the centenary of the foundation of the Irish Free State and the centenary of the establishment of Seanad Éireann. During the period we will also mark the 50th anniversary of Ireland's accession to the European Union.

The period covered by this new strategic plan will bring continuing challenges for the Houses of the Oireachtas. The course that is set out in the plan provides a strong foundation to meet those challenges and to further improve and develop services to support parliamentary business and the evolving needs of members. We look forward to progress being made in the implementation of the plan in the period ahead.



Seán Ó Fearghaíl T.D.
Ceann Comhairle



Senator Mark Daly
Cathaoirleach of Seanad Éireann

Foreword by the Clerk of the Dáil and Secretary General



Peter Finnegan
Clerk of the Dáil and
Secretary General

I am pleased to introduce the *Strategic Plan 2022-2024* for the Houses of the Oireachtas Service (the Service). This is our eighth strategic plan and was developed in consultation with our stakeholders and within the wider context of the *Civil Service Renewal 2030 Strategy*. During the period of this strategic plan, the Service will mark, in 2023, the 20th anniversary of its founding legislation, the *Houses of the Oireachtas Commission Act, 2003*, and will move into its third decade of supporting the Houses of the Oireachtas, its Committees, and the members of the Houses.

Over the next three years, we will be guided by our vision of ‘*a Parliament working effectively for the People*’. Our mission is to be an innovative and responsive service, one that is proud to support the work of the Houses of the Oireachtas and its members. At the heart of this strategic plan is a recognition that the people who make up our parliamentary community are our greatest asset. Staff of the Service, in particular, have a huge wealth of knowledge and experience and are the key drivers of supporting an effective parliament.

This plan promotes a respectful, diverse and inclusive working culture and a safe and secure working environment. We recognise that the best way to do this is to be an authentic organisation, one that enables people to be themselves in work. We will also progress a number of initiatives to enhance the diversity of the Oireachtas workplace.

Over the course of this plan, we will continue to transform our capacity as a digital parliament. The Service’s rapid transition to a blended working model, necessitated by the Covid-19 pandemic, was only possible due to investments in our Digital Transformation Programme under previous strategic plans. Through this programme, we are delivering an Oireachtas for the digital age. The new Dáil Business System, which went live in 2021, is a landmark achievement. It creates improved ways of working for members of the Houses and their staff. Public access to parliamentary business, through our enhanced website, is easier than ever before and our award-winning social media channels reach out to new audiences. We will continue to innovate and invest in technology to support parliamentary activity and inform the public.

Building on our *Straitéis na Gaeilge* and the *Oireachtas Language Scheme*, we will seek to do more through our first official language and transition *i dTreo Oireachtas Dátheangach* (towards being a bilingual parliament). We aim, over time, to be a parliament in which members of the Houses and the public can readily conduct their day-to-day business through Irish or English. In addition, we recognise the importance of engaging with matters beyond the purely parliamentary and will play our part towards achieving Ireland's climate action commitments. We will seek to make the Houses of the Oireachtas a more environmentally sustainable workplace.

This is an ambitious strategic plan, one that seeks to meet the challenges of both today and tomorrow. We are united in our collective sense of pride in supporting Ireland's parliamentary democracy and we look forward to delivering on this plan over the next three years.

A handwritten signature in black ink, reading 'Peter Finnegan'. The signature is stylized, with the first name 'Peter' and the last name 'Finnegan' clearly legible.

Peter Finnegan

Clerk of the Dáil and Secretary General

Vision, Mission, Values

Vision

A Parliament working effectively for the People.

Mission

To be an innovative and responsive parliamentary service that proudly supports the Houses of the Oireachtas in effectively discharging their constitutional functions; supports members as parliamentarians and representatives of the People; and promotes an accessible and engaged Parliament.

Values



Impartial



Accountable



Inclusive



People
focused



Collegiate



Innovative

Statement of Values



Impartial

- We provide impartial advice and services to all members, using the knowledge, skills and expertise of our people, to support them in their parliamentary functions.
- We conduct ourselves with integrity in our dealings with all our stakeholders.
- We ensure public access to information and resources on the proceedings of the Houses of the Oireachtas.



Inclusive

- We promote a culture of equality, diversity and inclusion to build a parliamentary community that reflects the diversity of Irish society.
- We strive to maintain physical and digital environments that are accessible, inclusive and designed for all.
- We create opportunities for underrepresented groups to engage with the parliamentary community.



Collegiate

- We recognise the value of collegiality and an ethos of mutual support in fostering staff excellence and job satisfaction.
- We believe in a workplace that is fair, encourages participation by all and where individual contributions are respected and valued.
- We value leadership, teamwork, collaboration and communication as our organisation develops in size and complexity.



Accountable

- We are accountable for what we do and we will explain our decisions.
- We recognise that we are entrusted with public moneys and we are committed to high standards of public financial management and corporate governance.



People-Focused

- We recognise that our people are our greatest asset and strive to build a working environment that supports the wellbeing of the parliamentary community.
- We are committed to promoting and supporting a culture of dignity and respect across the parliamentary community.
- We encourage and support personal development and learning.
- We value and respect all those who engage with the Service.



Innovative

- We value a culture of innovation to continually improve the quality of our services.
- We engage with new ideas and approaches to address business challenges.
- We continue to develop and improve our digital technology capabilities.

Strategic Outcomes and Goals



An Effective Parliament

1. Support and advise Dáil Éireann, Seanad Éireann, Oireachtas Committees and their members in conducting their business effectively.
 2. Promote initiatives to support an effective legislative process in Dáil Éireann, Seanad Éireann and Oireachtas Committees.
 3. Strengthen the delivery of research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses, Oireachtas Committees and members.
 4. Ensure the delivery of quality support services to members in a changing working environment.
 5. Ensure high standards of professionalism and corporate governance.
-



An Inclusive and Well-Supported Parliamentary Community

1. Promote and support the health, wellbeing and resilience of the parliamentary community.
 2. Reimagine the way we work and implement flexible and innovative blended working practices.
 3. Provide ongoing support and development opportunities to ensure we are an employer of choice.
 4. Strengthen our culture of dignity and respect, diversity and inclusion.
 5. Develop a strategy to implement the recommendations of the Forum on a Family Friendly and Inclusive Parliament.
 6. Provide a safe, secure and accessible physical environment that meets the needs of the parliamentary community.
-

3

An Open, Engaged and Sustainable Parliament

1. Strengthen public engagement with the Houses of the Oireachtas, including through the use of digital communication technologies.
2. Further develop our education programme for primary, post-primary and third-level institutions.
3. Establish a centralised Oireachtas Archives to safeguard and preserve the documents produced by the Houses of the Oireachtas.
4. Enhance our engagement with Government Departments.
5. Strengthen our EU, UK and other international relationships.
6. Support the delivery of the *Public Sector Decarbonisation Strategy, Climate Action Plan 2021* and the implementation of biodiversity initiatives.

4

A Digitally Transformed Parliament

1. Continue to advance our cyber security capabilities.
2. Progress the implementation of the Digital Transformation Programme.
3. Continue to implement innovative solutions to modernise our technical infrastructure in the context of a blended working model.
4. Provide effective and responsive technical supports to ensure resilience and continuity of service in our digital systems.

5

Towards a Bilingual Parliament

1. Continue to implement the Rannóg 2024 Plan with the objective of publishing official translations of the Acts of the Oireachtas in a timely manner and clearing historic arrears.
2. Conduct a comparative study of bilingual parliaments to enable us to progress towards a bilingual Oireachtas.
3. Facilitate a progressive increase in the amount of Irish spoken in both Houses.
4. Progressively increase the cohort of bilingual staff in the Service.
5. Develop initiatives to support members and staff in maintaining and improving their competence in spoken Irish.
6. Adopt a 'Bilingualism through Technology' programme for the Service.



Operating Environment

Risk Management

The Houses of the Oireachtas Service encourages the taking of reasonable risk to achieve our strategic objectives, provided that the resultant exposures do not infringe on the operating procedures or legal and regulatory requirements of the Service.

The Service's approach to risk management, monitoring and reporting is governed by the Service's Risk Management Policy supported by a Risk Management Framework and processes, led by the Chief Risk Officer. A key focus under the risk management arrangements is to further promote and develop a risk aware culture within the organisation and report on risk management performance in an integrated way using the eRisk system.

The Audit Committee advises and reports on the appropriateness, efficiency, and effectiveness of the Commission's procedures relating to risk management. The Management Board's Governance, Performance and Accountability (GPA) Strategic Committee is responsible for advising the Board on risk management strategy and the development of appropriate policies, procedures and systems on a Service-wide basis.

Key Challenges and Opportunities

Reimagine the way we work

The Service will seek to 'reimagine the way we work' in order to optimise its working environment and structures. This will enable the Service to develop, over time, the type of agile and responsive staff and workplace required to anticipate and respond to emerging risks and opportunities. The Service will further develop its blended working practices to support organisational effectiveness and the wellbeing of our community. As we do so, we will consider the recommendations of the *Report of the Forum on a Family Friendly and inclusive Parliament*.

Business continuity and Covid-19

Working within the restrictions of Covid-19 remains a challenge for the parliamentary community, particularly parliamentary services. Accommodating sittings will be considered in our business continuity planning and estate strategy, and business units will maintain their capacity to work remotely if necessary. The Houses and the Service have already demonstrated their ability to operate effectively under stringent public health restrictions and will continue to manage this challenge during 2022-2024.

ICT and Cybersecurity

Investment in the Digital Transformation Programme enabled the Service to operate safely during the Covid-19 pandemic. It has also enabled improvements in the effectiveness and efficiency of the work of both the Houses and the Service. As such, the further development of our digital capabilities will be a key focus under this strategy. As our usage of and reliance upon digital technology increases, the importance of implementing robust and adaptive cybersecurity measures also grows. Doing so will remain a key priority for the Service throughout 2022-2024. Careful and effective change management for members and staff will also be a key focus for the Service as we transform our systems, work processes and technical support service.

Accommodation and Security

The capacity limitations of the Leinster House complex pose a number of challenges (such as in the context of operating an accessible and socially distanced Oireachtas). The transition to long-term blended working patterns may require adaptations. Ensuring safety and security across all sites will remain a key focus under this strategy.

Sustainability and Climate Action

The *Climate Action and Low Carbon Development (Amendment) Act 2021* (the *Climate Action Act 2021*) and the *Climate Action Plan 2021* assign a leadership role for the civil service in meeting Ireland's national climate commitments and in transitioning to a circular economy. The Service recognises the importance of contributing to the national effort to achieve these climate commitments. We will work, with the support of the Office of Public Works (OPW), to make the Houses of the Oireachtas a more sustainable workplace.

Working with Government Departments and State Agencies

It is essential that we maintain and enhance our communication with Government Departments and State Agencies. We provide a mix of formal training and 'just in time' training and supports to Government Departments to facilitate their engagement with the Houses of the Oireachtas. Maintaining good working relationships with these bodies also ensures that information is provided in a timely manner to assist members in carrying out their parliamentary duties. Proactively enhancing our relationships with these bodies will remain a priority under this strategy.

Strengthening our International Relationships

International engagement provides invaluable opportunities to strengthen interparliamentary relationships, through bilateral contacts and participation in Parliamentary Friendship Groups, as well as within multilateral frameworks. We will continue to strengthen and enhance our engagement with international organisations, EU institutions and national parliaments.

Statement on the Public Sector Equality and Human Rights Duty

We are committed to implementing the Public Sector Equality and Human Rights Duty, as set out in Section 42 of the *Irish Human Rights and Equality Commission Act 2014*, and using it as a framework, along with our values, to guide our work and realise our vision and mission. The 'Public Sector Duty' imposes a statutory obligation on all public bodies, when performing their functions, to have regard to the need to:

- eliminate discrimination;
- promote equality of opportunity and treatment for staff and persons to whom they provides services; and
- protect the human rights of staff and services users.

We recognise the requirement to incorporate the Public Sector Duty into our strategic planning cycles and to report on the associated actions and achievements in our annual reports.

Vision

A Parliament working effectively for the People.

Mission

To be an innovative and responsive parliamentary service that proudly supports the Houses of the Oireachtas in effectively discharging their constitutional functions; supports members as parliamentarians and representatives of the People; and promotes an accessible and engaged Parliament.

Values



Impartial



Accountable



Inclusive



People focused



Collegiate



Innovative

Strategic Outcome 1

An Effective Parliament

Strategic Outcome 3

An Open, Engaged and Sustainable Parliament

Strategic Outcome 5

Towards a Bilingual Parliament

Strategic Outcome 2

An Inclusive and Well-Supported Parliamentary Community

Strategic Outcome 4

A Digitally Transformed Parliament



Strategic Outcome 1 – An Effective Parliament

The work of the Service is central to the operation of the Houses of the Oireachtas. We support the Houses, their Committees and members in conducting their business, and our priority is to enable these bodies to operate effectively.

The services we provide include facilitating Chamber and Committee proceedings, supporting the legislative process, providing research, analysis, information and legal services to the Houses, their Committees and their members and ensuring that all parliamentary proceedings are published and made available to the public. These services are underpinned by robust systems of corporate governance. Maintaining and improving each of these services will remain a key focus for the Service during the lifetime of this strategic plan.

The ways in which we deliver our services were transformed by the Covid-19 pandemic. Leveraging technological solutions enabled the Oireachtas to operate safely and effectively. We will review the innovations we developed and seek to establish which of these should be retained. We will also develop and implement a robust procedural capacity strategy to ensure we remain equipped to deliver quality services in a changing work context.

Throughout the lifetime of this strategy, we will strive for excellence in our service delivery and in supporting parliamentary effectiveness. We take pride in the quality of the services we provide to the Oireachtas.

Our key strategic goals under this outcome are to:

1. Support and advise Dáil Éireann, Seanad Éireann, Oireachtas Committees and their members in conducting their business effectively.
2. Promote initiatives to support an effective legislative process in Dáil Éireann, Seanad Éireann and Oireachtas Committees.
3. Strengthen the delivery of research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses, Oireachtas Committees and members.
4. Ensure the delivery of quality support services to members in a changing working environment.
5. Ensure high standards of professionalism and corporate governance.





Strategic Outcome 2 – An Inclusive and Well-Supported Parliamentary Community

Our parliamentary community, which is made up of elected representatives and their supporting staff, Service staff and our service providers, is central to everything we do. We recognise the importance of supporting the wellbeing of the community through our culture, environment and work practices. This is a key priority for the Service.

We will promote a respectful, diverse and inclusive working culture and a safe and secure working environment. We will build on the blended practices catalysed by the pandemic to support both our organisational effectiveness and the wellbeing of our community. We will think creatively about the way that we work and strengthen cohesion and collaboration across the Service.

In all of this, the publication of the *Report of the Forum on a Family Friendly and inclusive Parliament*, in November 2021, is a significant milestone. We will develop a strategy to implement the recommendations of that report and seek to create a work environment that supports wellbeing and inclusivity. This will be a key priority for the Service during the lifetime of this strategy statement.

Our key strategic goals under this outcome are to:

1. Promote and support the health, wellbeing and resilience of the parliamentary community.
2. Reimagine the way we work and implement flexible and innovative blended working practices.
3. Provide ongoing support and development opportunities to ensure we are an employer of choice.
4. Strengthen our culture of dignity and respect, diversity and inclusion.
5. Develop a strategy to implement the recommendations of the Forum on a Family Friendly and Inclusive Parliament.
6. Provide a safe, secure and accessible physical environment that meets the needs of the parliamentary community.



Seirbhís Thithe
an Oireachtais
Houses of the
Oireachtas Service

Houses of the Oireachtas Service

Health, Wellbeing and Inclusion Strategy 2021-2023



Strategic Outcome 3 – An Open, Engaged and Sustainable Parliament

We are committed to making the work of the Houses of the Oireachtas and its members accessible to the public. Engagement with Irish society, with the broader civil and public service, and with international parliaments and organisations is integral to our efforts to fulfil our vision of ‘a Parliament working effectively for the People’.

Over the next three years, we will continue to develop our public engagement initiatives across a range of platforms, including our website and social media channels, the Oireachtas app and Oireachtas TV. We will also further enhance our education programmes and support the commemorative events held under the Decade of Centenaries Programme. Establishing a centralised Oireachtas Archives to safeguard and preserve Houses of the Oireachtas materials is also a key goal. We will work to improve the accessibility of our media content through increased emphasis on subtitling and Irish Sign Language (ISL).

Further strengthening our collaborative working relationships with Government Departments and civil service networks will be a key priority under this strategy. We will also work to enhance our engagement with international organisations, EU institutions and other national parliaments.

As a civil service organisation, the Service recognises its responsibility to take a leadership role in meeting Ireland's national climate commitments. In line with the *Climate Action Act 2021* and *Climate Action Plan 2021*, we will develop and implement a Climate Action Roadmap and a Sustainability Strategy to make the Houses of the Oireachtas a more sustainable workplace.

Our key strategic goals under this outcome are to:

1. Strengthen public engagement with the Houses of the Oireachtas, including through the use of digital communication technologies.
2. Further develop our education programme for primary, post-primary and third-level institutions.
3. Establish a centralised Oireachtas Archives to safeguard and preserve the documents produced by the Houses of the Oireachtas.
4. Enhance our engagement with Government Departments.
5. Strengthen our EU, UK and other international relationships.
6. Support the delivery of the *Public Sector Decarbonisation Strategy*, *Climate Action Plan 2021* and the implementation of biodiversity initiatives.





Strategic Outcome 4 – A Digitally Transformed Parliament

The Service's Digital Transformation Programme has been a key driver in transforming the way we work. Through this programme we have built resilience into our operating systems, enhanced public engagement, and improved our efficiency and effectiveness. Prior investment under the Programme enabled the Service to transition rapidly to a blended working model at the beginning of the Covid-19 pandemic. The Programme's core objective of 'Enabling Democracy' aligns with the vision for this strategic plan and will guide our continued investment in the Programme over the next three years.

Under this strategy we will leverage innovative technological solutions to embed a blended working model for the future. We will optimise and integrate systems and processes across the Oireachtas through the delivery of our 'Digital Parliament' and 'Integrated Corporate Services System' programmes. We will also implement a new customer service model and modern ICT tools to support members and their staff in their parliamentary activities.

Given our increased reliance on digital infrastructure to conduct our work, cyber security will remain a key focus for the Service. We will maintain our emphasis on the security of our systems and practices as we build our Digitally Transformed Parliament.

Our key strategic goals under this outcome are to:

1. Continue to advance our cyber security capabilities.
2. Progress the implementation of the Digital Transformation Programme.
3. Continue to implement innovative solutions to modernise our technical infrastructure in the context of a blended working model.
4. Provide effective and responsive technical supports to ensure resilience and continuity of service in our digital systems.

DIGITAL TRANSFORMATION PROGRAMME

The Digital Transformation Programme will facilitate an open, accessible and efficient Oireachtas.



**TECHNOLOGY
IN THE CHAMBER**



**INFORMING
THE DEBATE**



**DIGITAL
PARLIAMENT**



**DATA ANALYTICS
& INTEGRATION**



**INFORMING
THE CITIZEN**



**CORPORATE
ORGANISATION**



COMHCHOISTE 'Conas Pobal Gaeltachta a chruthú - Tithíocht, Seirbhísí srl'

GAEILGE, NA GAELTACHTA AGUS PHOBAL LABHARTHA NA GAEILGE

Strategic Outcome 5 – Towards a Bilingual Parliament

We are committed to growing our capacity to work through the first official language of the State, the Irish language. Under this strategic outcome we will continue to implement the Rannóg 2024 Plan with the objective of publishing official translations of the Acts of the Oireachtas. We will also work to progressively increase the range of services that we can provide bilingually, building on our *Stráitéis na Gaeilge and the Oireachtas Language Scheme 2018*.

As a first step, we will conduct a comparative study of bilingual parliaments. This will help us chart a path towards functional bilingualism for the Oireachtas. We will use training and recruitment strategies to gradually increase the number of bilingual staff in the Service. We will create opportunities for the informal use of Irish in our workplace and leverage technology to assist with Irish language communication by staff and members. We will also expand the range of supports and resources available to the parliamentary community, so that our people can maintain and improve their Irish.

We are determined to increase our ability to deliver services through Irish. Although achieving functional bilingualism within the Service is an ambitious goal, we are committed to taking positive steps towards this objective.

Our key strategic goals under this outcome are to:

1. Continue to implement the Rannóg 2024 Plan with the objective of publishing official translations of the Acts of the Oireachtas in a timely manner and clearing historic arrears.
2. Conduct a comparative study of bilingual parliaments to enable us to progress towards a bilingual Oireachtas.
3. Facilitate a progressive increase in the amount of Irish spoken in both Houses.
4. Progressively increase the cohort of bilingual staff in the Service.
5. Develop initiatives to support members and staff in maintaining and improving their competence in spoken Irish.
6. Adopt a 'Bilingualism through Technology' programme for the Service.

Straitéis na Gaeilge, 2021

Ár bhFís

Timpeallacht fháilteach a chruthú ina mbíonn deis ag daoine an Chaeilge a úsáid.

Ár nAidhm

Tá sé i gceist againn forbairt de réir a chéile chun gurb eagraíocht dhátheangach fheidhmiúil sinn – eagraíocht ina n-éascófar go gníomhach do Chomhaltaí Thithe an Oireachtais agus don phobal an Chaeilge a úsáid ina ngnó laethúil.

Our Vision

To create a welcoming environment in which the use of the Irish language is enabled.

Our Aim

We aim to progressively develop into a functioning bilingual organisation, in which Members of the Houses of the Oireachtas and the public will be actively facilitated in using the Irish language in their day-to-day business.

Ár gCuspóirí

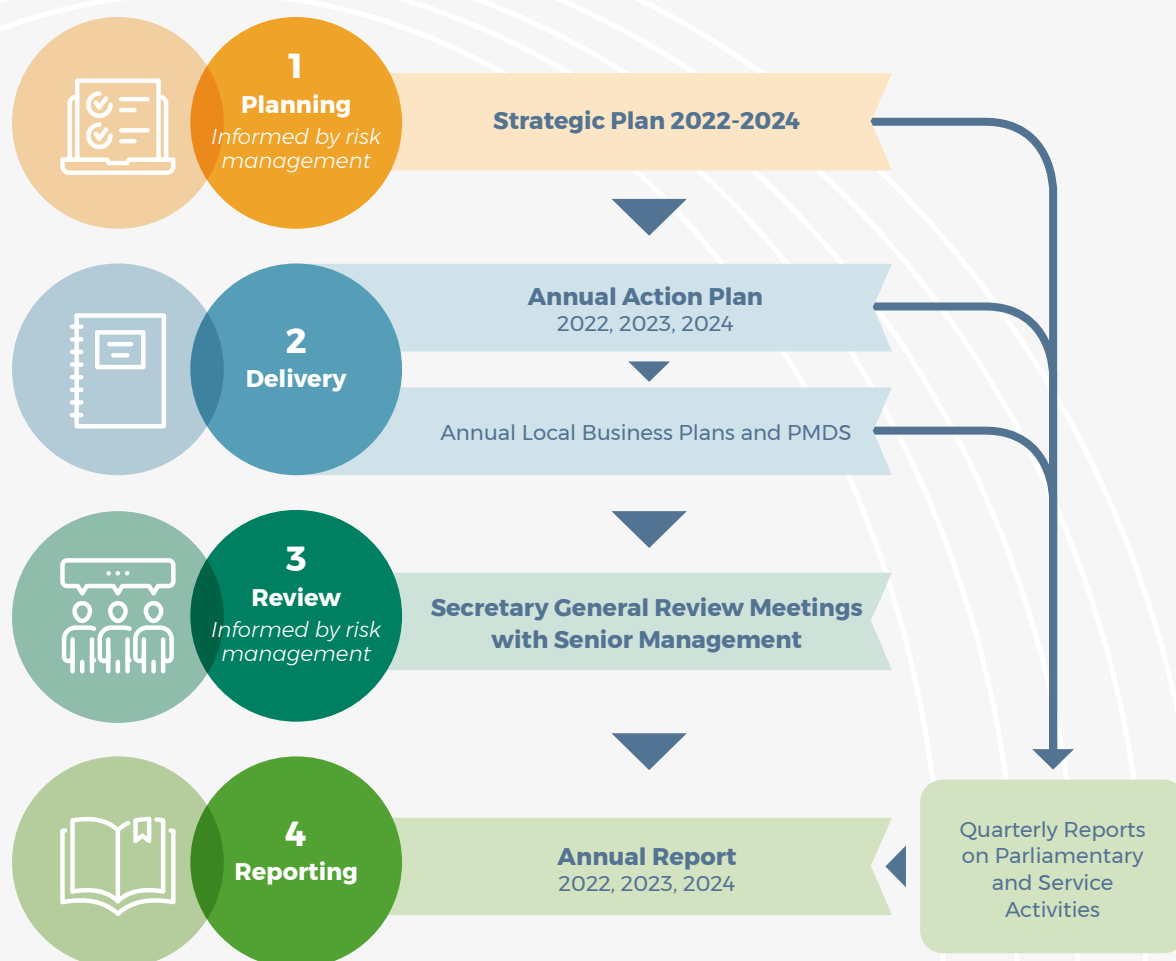
I dteannta ár ngealltanas faoinár Scéim Teanga, tá sé i gceist na cuspóirí straitéiseacha seo a leanas a úsáid chun ár bpríomhaidhm a chur ar aghaidh agus chun deiseanna a thabhairt do chách an Chaeilge a úsáid agus taitneamh a bhaint aisti, gan beann ar an inniúlacht atá acu inti.

Our Objectives

Together with our commitments under our Language Scheme, the following strategic objectives are intended to advance our key aim and to provide opportunities to all to use and enjoy the Irish language, regardless of their level of competency in it.

Deliver, Review and Report

The overarching strategic planning framework developed by the Service is designed as an integrated process for implementing, reviewing and reporting on the delivery of this strategic plan. In order to achieve the outcomes and goals set out in this strategy statement, we will publish yearly action plans setting out our work programmes under each strategic outcome. As an integrated structure, these action plans inform our local business plans and the performance management of individual members of staff.



The implementation of this strategic plan will be underpinned by a review process led by the Secretary General. This process will focus on the delivery of our annual action plans and will be supported by detailed quarterly reporting on parliamentary and service activities.

Each year, the Secretary General reports to the Commission in writing on the implementation of the strategic plan. The Implementation Report is then published within the Annual Report of the Commission, which is laid before both Houses of the Oireachtas and published on the Houses of the Oireachtas website.

Our Vision for 2032: 10-Year Statement of Intent

Over the next three-year period, we will work to achieve the outcomes and goals set out in this strategic plan. In order to be better equipped to deal with future challenges, we have also taken a more long-range strategic view informed by the *Civil Service Renewal 2030 Strategy*.

To this end, the Service has identified the following key strategic themes for guiding its longer term vision:



Parliamentary Community – building an organisation, culture and workplace which supports the development and wellbeing of our people.



Innovation – promoting a culture of innovation.



Digital – harnessing digital technologies through our Digital Transformation Programme to enhance our parliamentary and corporate services.



Accommodation – providing for the long-term accommodation requirements of the Houses of the Oireachtas.



Climate Action – implementing sustainable solutions and practices.



Bilingual Parliament – transforming the Houses of the Oireachtas into a functioning bilingual parliament.



Governance Framework

The **Houses of the Oireachtas Service** (the Service) is the public service body that administers the Houses of the Oireachtas on behalf of the **Houses of the Oireachtas Commission** (the Commission). It provides advice and support services to the Commission, to the Houses of the Oireachtas and their Committees, and to the members of the Houses. The Service's approach to corporate governance is underpinned by relevant legislation, principally the *Houses of the Oireachtas Commission Acts 2003 to 2021*, and is detailed in our *Corporate Governance Framework*.

The Commission is an independent statutory body which provides for the running of the Houses of the Oireachtas. As the governing body of the Service, it considers and determines Service policy and oversees the implementation of that policy by the Secretary General. The Commission has eleven members. It is chaired by the Ceann Comhairle of Dáil Éireann, its Deputy Chair is the Cathaoirleach of Seanad Éireann, and its Chief Executive is the Clerk of the Dáil. All other Commission members are members of Dáil Éireann or Seanad Éireann. The Commission meets monthly when the Houses are sitting.

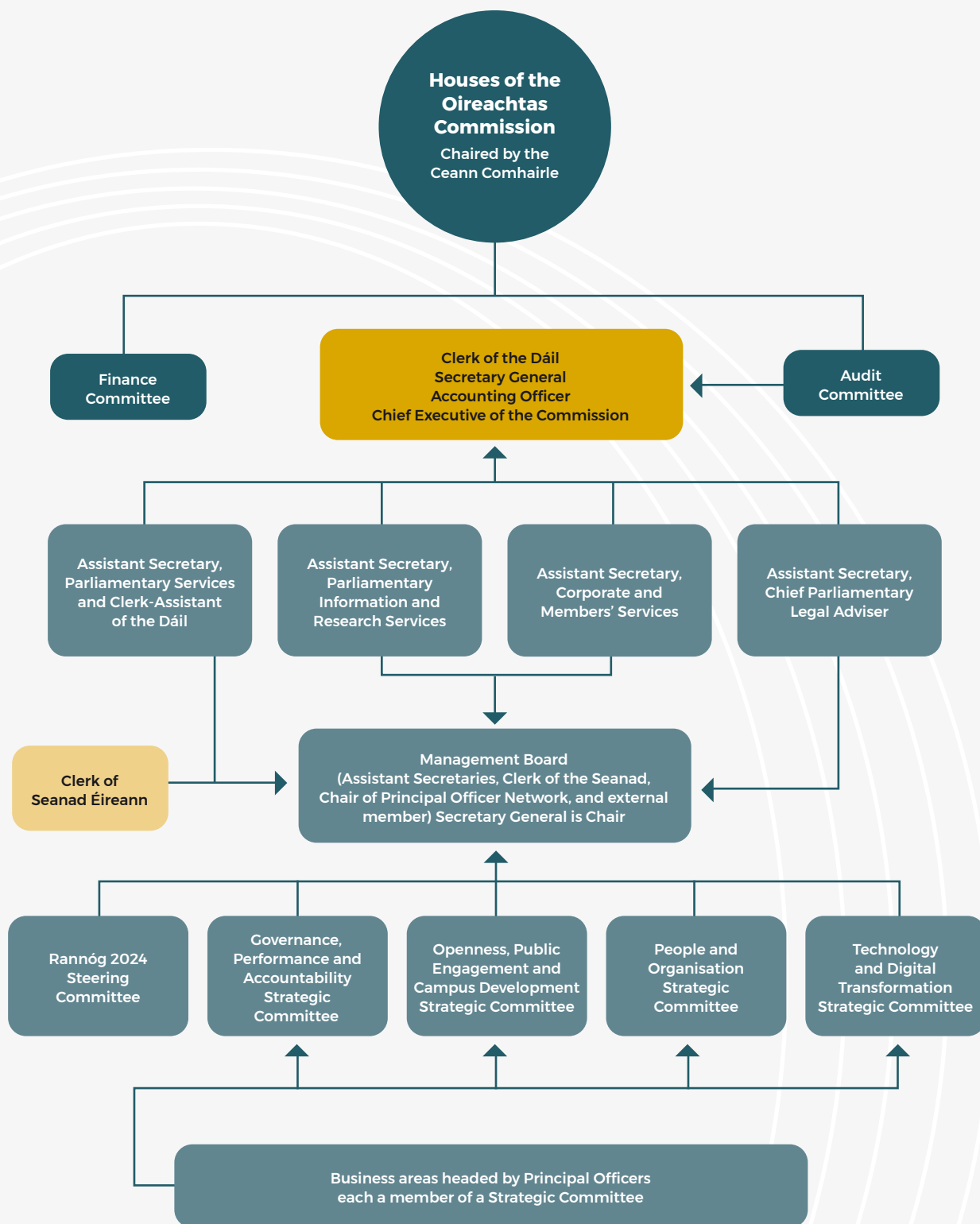
The Commission is funded on a triennial basis from the central fund by primary legislation. The three-year allocation for the period 2022-2024 is €462 million. The Commission is accountable to the Houses of the Oireachtas and presents Annual Reports of its work, together with Estimates and Accounts of its expenditure. Its Accounts are audited annually by the Comptroller and Auditor General.

The Commission has two sub-committees. The **Finance Committee** monitors ongoing expenditure and considers quarterly reports on expenditure, budgets and outputs. It also reports and makes recommendations, as appropriate, to the Commission. It meets at least four times each year and is chaired by the Cathaoirleach of Seanad Éireann. The **Audit Committee** ensures that effective arrangements are in place for governance, audit and risk management. It advises the Commission on corporate governance matters. It also advises the Secretary General on financial matters. It meets at least four times each year and submits its annual report to the Commission.

The Secretary General, who is also the Clerk of the Dáil, is the head of the Service. The Secretary General is accountable to the Commission for the implementation of its policies and is subject to its direction, other than in relation to the management of staff and the role of Clerk of the Dáil. As Accounting Officer for the Houses of the Oireachtas, the Secretary General is required, when requested, to attend hearings of the Public Accounts Committee (PAC). The Secretary General is also the chair of the **Management Board**, which decides the Service's strategic direction and oversees and accounts for the Service's finances. It is supported by five **Strategic Committees**, each chaired by a member of the Management Board, namely:

- Governance, Performance and Accountability Strategic Committee (GPA);
- Technology and Digital Transformation Strategic Committee (TDT);
- People and Organisation Strategic Committee (P&O);
- Openness, Public Engagement and Campus Development Strategic Committee (OPED);
- Rannóg 2024 Steering Committee (Rannóg 2024).

Governance Chart



Houses of the Oireachtas Service Organisation Chart

