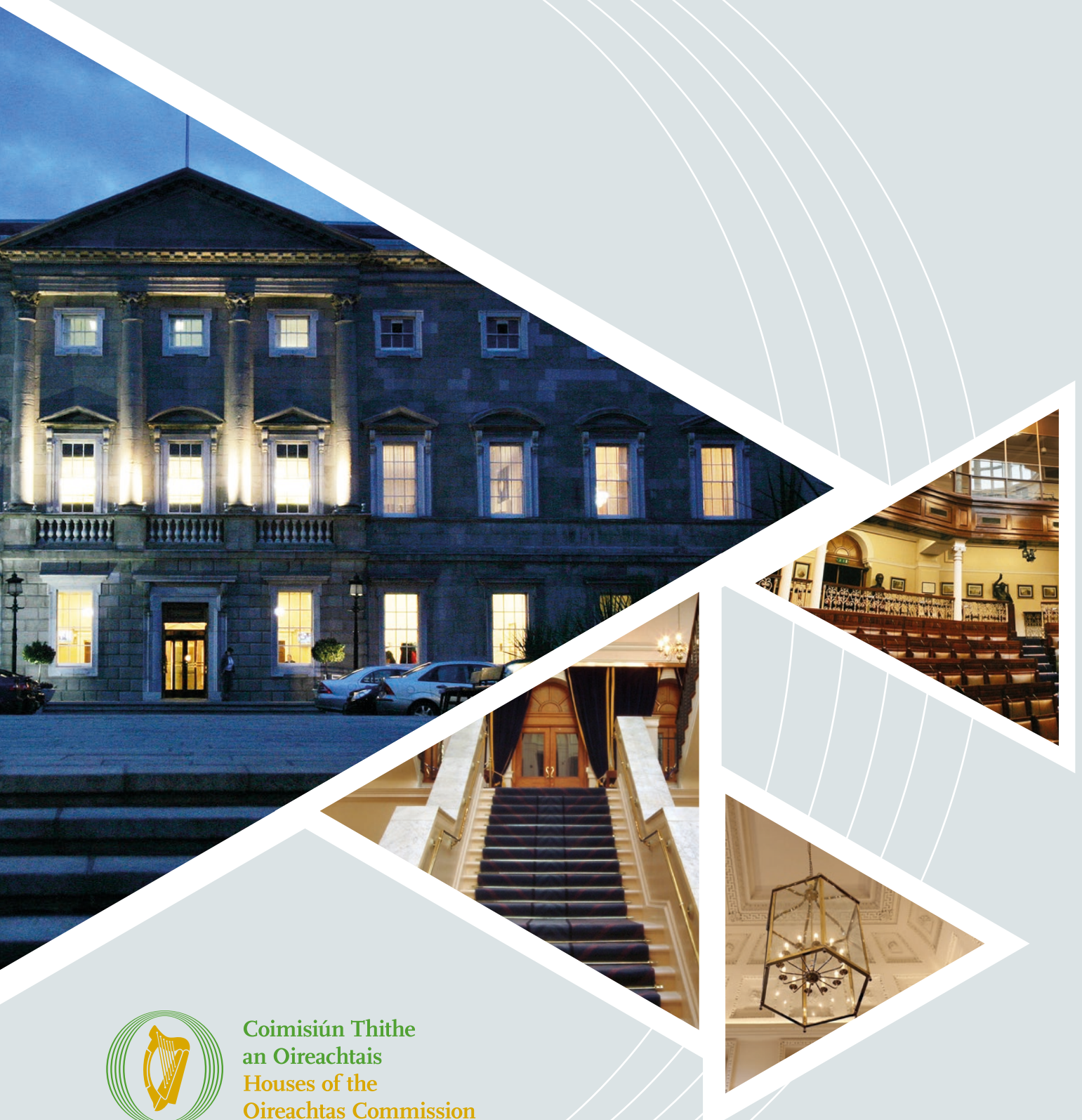


# Houses of the Oireachtas Service **Action Plan 2022**



Coimisiún Thithe  
an Oireachtais  
Houses of the  
Oireachtas Commission



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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 Secretary General

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**Peter Finnegan**  
Clerk of the Dáil and  
Secretary General

I am pleased to introduce the *Action Plan 2022* for the Houses of the Oireachtas Service (the Service). This publication is the first of three annual action plans designed to deliver on the vision set out in our *Strategic Plan 2022-2024*, which is to be:

***‘A Parliament working effectively for the People.’***

The programme of work scheduled in *Action Plan 2022* has been shaped by our mission:

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

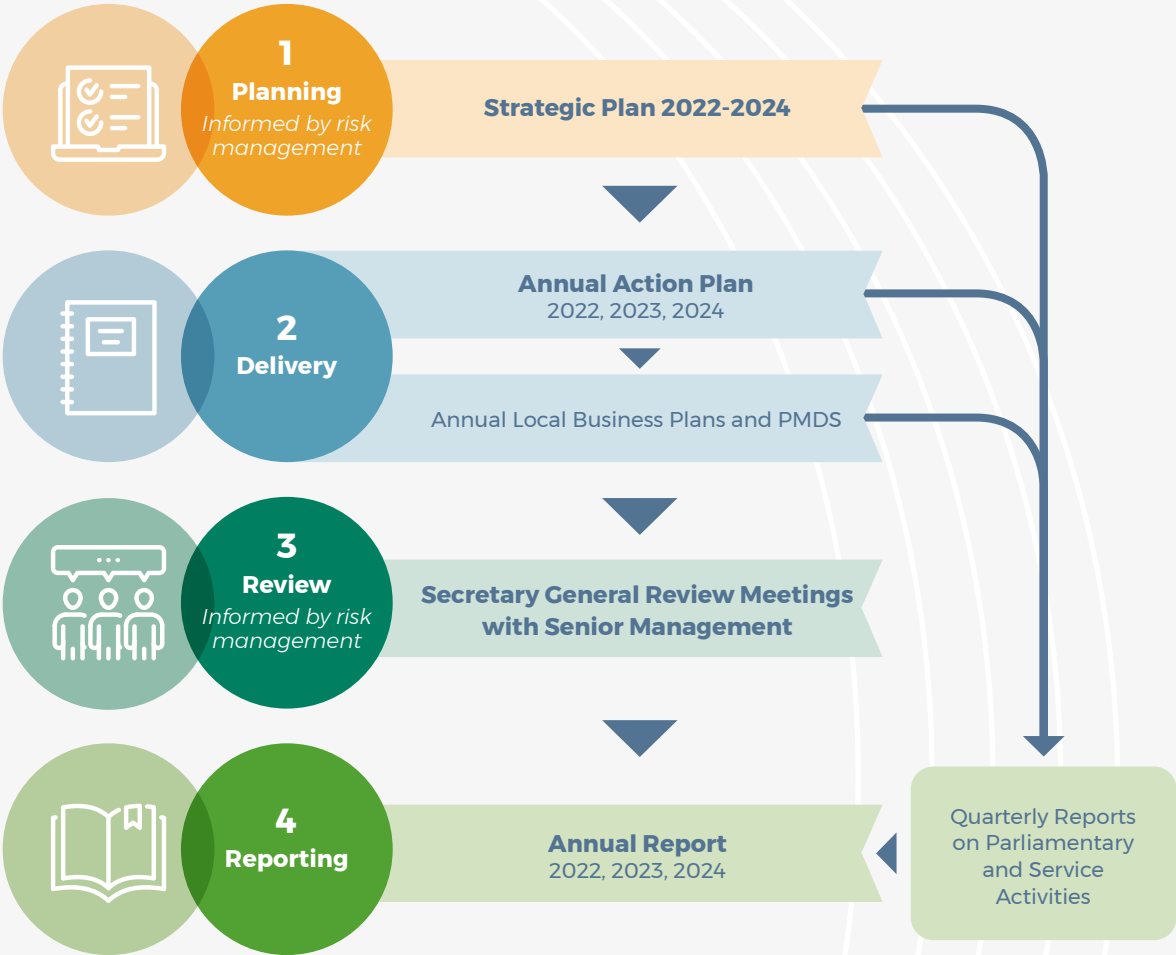
In identifying the Service’s tasks, targets, responsibilities and interdependencies for 2022, this action plan provides the foundation from which we aim to achieve the five high-level strategic outcomes and 27 goals that underpin our three-year strategy. The outcomes which the Service will work towards, under *Strategic Plan 2022-2024*, and which guide *Action Plan 2022* are:

- 1. An Effective Parliament;**
- 2. An Inclusive and Well-Supported Parliamentary Community;**
- 3. An Open, Engaged and Sustainable Parliament;**
- 4. A Digitally Transformed Parliament;**
- 5. Towards a Bilingual Parliament.**

As we work towards these strategic outcomes, the implementation of *Action Plan 2022* will be underpinned by an ongoing review process and by detailed quarterly reporting on parliamentary and Service activities (see infographic below). This integrated approach, together with the knowledge and experience of our staff, will help us to further develop our culture of innovation and responsiveness and deliver on both *Action Plan 2022* and our three-year strategy.

Action Plan 2022 is the product of a significant engagement process involving input from each of our business areas. I would like to thank everyone for their efforts in identifying our strategic actions and deliverables for 2022. This action plan is an important first step towards achieving our strategic objectives. I look forward to working with you all on this schedule of activities throughout 2022.

**Peter Finnegan**  
Clerk of the Dáil and Secretary General



**Strategic Planning Framework**

## Vision, Mission, Values



A Parliament working effectively for the People.



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.



Impartial



Accountable



Inclusive



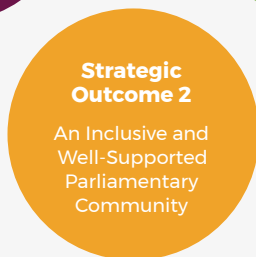
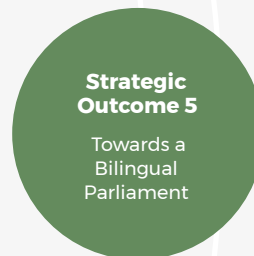
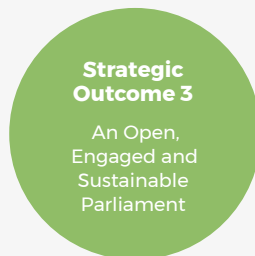
People focused



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

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### 1

#### **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.
- 

### 2

#### **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.
-

## Actions and Deliverables

### Strategic Outcome 1 – An Effective Parliament

#### Strategic Goal 1.1: Support and advise Dáil Éireann, Seanad Éireann, Oireachtas Committees and their members in conducting their business effectively.

1.1.	Action	Lead Support	Delivery
1	Provide quality procedural supports and advice to the Dáil, Ceann Comhairle and Teachtaí Dála.	House Services Journal Office Bills Office Questions Office	Q4
2	Provide quality procedural supports and advice to the Seanad, the Cathaoirleach and Senators.	Seanad Office Bills Office	Q4
3	Provide quality procedural and administrative supports to Oireachtas Committees.	Committees House Services Seanad Office	Q4
4	Develop an implementation plan for the Procedural Capacity Strategy: <ul style="list-style-type: none"> <li>Establish a dedicated office and a Steering Committee;</li> <li>Provide a regular programme of training on procedural matters for staff in procedural areas;</li> <li>Develop a career paths strategy for specific roles in procedural areas;</li> <li>Develop procedural expertise of Service staff;</li> <li>Review and develop roles and career opportunities of staff in the procedural areas.</li> </ul>	House Services (Procedural Development Unit) HR Services	Q4
5	Implement the recommendations of the review of the Dáil chamber electronic voting system.	House Services Journal Office ICT	Q4
6	Continue to support the programme of Dáil Reform.	House Services Committees	Q4
7	Support and implement agreed parliamentary reform recommendations: <ul style="list-style-type: none"> <li>Debating of Reports from Committees, including allowing the Dáil Chairperson of a Committee to attend and speak to the motion in the Seanad;</li> <li>Vocational Panel/University debates on a motion proposed by a Senator elected for a particular Panel/University with speaking priority given to Senators elected for the particular Panel/University;</li> <li>Engage with the European Parliament through addresses to Seanad Éireann by Irish MEPs;</li> <li>Establish a Seanad EU Scrutiny Committee.</li> </ul>	Seanad Office	Q4

### Strategic Goal 1.1: Support and advise Dáil Éireann, Seanad Éireann, Oireachtas Committees and their members in conducting their business effectively.

1.1.	Action	Lead Support	Delivery
8	Provide training to Cathaoirligh in relation to Committee work and explore the option of providing training to Committee members generally.	Committees	Q4
9	Introduce regular Clerks and Policy Advisor meetings to share best practice.	Committees	Q4
10	Develop and support the maintenance of a consistent body of Standing Orders and Rulings for Dáil, Seanad and Committee Clerks.	Journal Office Seanad Office Committees	Q4
11	Provide legal advice and legal services to the Ceann Comhairle, Cathaoirleach, Clerk of Dáil Éireann, Clerk of Seanad Éireann and all Oireachtas Committees.	OPLA	Q4
12	Provide legal advice and legal services to the Houses of the Oireachtas Service in support of the delivery of services to the Houses.	OPLA	Q4
13	Manage the conduct of litigation relating to the Houses and their Committees. Provide solicitor services and procure the services of Counsel for the conduct of litigation.	OPLA	Q4
14	Manage the conduct of litigation relating to the Houses of the Oireachtas Commission (the Commission) and the Service. Provide solicitor services and procure the services of Counsel for the conduct of litigation.	OPLA	Q4
15	Produce and publish the Official Report of the Dáil, Seanad, Committees and Written Answers.	Debates Office Questions Office	Q4
16	Maintain and develop the capacity to report Irish language proceedings.	Debates Office	Q4
17	Provide a timely and effective translation service for Dáil, Seanad and Committee business.	Rannóg	Q4

### Strategic Goal 1.2: Promote initiatives to support an effective legislative process in Dáil Éireann, Seanad Éireann and Oireachtas Committees.

1.2.	Action	Lead Support	Delivery
1	Review procedures regarding the pre-legislative scrutiny of draft Government Bills by Joint Committees and make recommendations to the Committee on Standing Orders and Dáil Reform.	Committees House Services L&RS	Q4
2	Review procedures regarding post-enactment scrutiny of Government legislation by Joint Committees and make recommendations to the Committee on Standing Orders and Dáil Reform.	Committees House Services L&RS	Q4

### Strategic Goal 1.2: Promote initiatives to support an effective legislative process in Dáil Éireann, Seanad Éireann and Oireachtas Committees.

1.2.	Action	Lead Support	Delivery
3	Review the Memorandum of Understanding between Dáil Éireann and Government regarding Private Members' Bills (PMBs) and make recommendations to the Committee on Standing Orders and Dáil Reform.	House Services Bills Office Committees L&RS OPLA	Q4
4	Finalise the Standing Orders for Private Bills, have them agreed by the Joint Committee and manage the passage of Private Bills through the Houses.	Bills Office	Q4
5	Review and update Bills Office procedures for managing legislation.	Bills Office	Q4
6	Provide legal advisory and legislative drafting services in respect of PMBs.	OPLA	Q4
7	Provide legal advisory services to individual members and Committees with regard to pre-Committee Stage scrutiny of PMBs.	OPLA	Q4
8	Provide legal advice and support to members and Committees in the examination and testing of Government policy.	OPLA	Q4
9	Continue to provide our Legislative Analysis Service (LAS) in respect of Government Bills and PMBs: <ul style="list-style-type: none"> <li>Adapt and develop the Parliamentary Research Service LAS to meet the changing needs of Parliament;</li> <li>Review the 'Reading Legislation' series;</li> <li>Review and develop the Parliamentary Research Service LAS to meet the requirements of PMBs.</li> </ul>	L&RS (Parliamentary Research Service)	Q4
10	Deliver a responsive research service to support the work programmes of Oireachtas Committees, including legislative analysis and commissioned research.	L&RS (Parliamentary Research Service) Committees	Q4
11	Conduct research on parliamentary procedure and practice: <ul style="list-style-type: none"> <li>Deliver a research programme on parliamentary procedure and practice including pre- and post-legislative scrutiny and PMBs;</li> <li>Commission an empirical study assessing the impact of PMBs on legislative and policy outcomes.</li> </ul>	L&RS (Parliamentary Research Service) Committees House Services	Q4

### Strategic Goal 1.3: Strengthen the delivery of research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses, Oireachtas Committees and members.

1.3.	Action	Lead Support	Delivery
1	Continue to deliver innovative and responsive research services to members: <ul style="list-style-type: none"> <li>Develop and deliver our Topical Research Programme 2022;</li> <li>Deliver a responsive commissioned Information and Research Service to individual members;</li> <li>Deliver innovative research services by collaborating with internal and external research communities.</li> </ul>	L&RS (Parliamentary Research Service, Oireachtas Library)	Q4
2	Develop an Academic Engagement Programme to connect parliamentarians with leading-edge research: <ul style="list-style-type: none"> <li>Disseminate and promote outputs from the Academic Engagement Programme.</li> </ul>	L&RS (Parliamentary Research Service) Communications	Q4
3	Procure and deliver high quality and curated content to members and the wider parliamentary community which is easily accessible and meets the specific needs of our users.	L&RS (Oireachtas Library)	Q4
4	Deliver an information skills programme to members' staff and the wider parliamentary community.	L&RS (Oireachtas Library)	Q4
5	Deliver relevant and responsive press monitoring services. Implement and promote a new extended press monitoring service to all users in the parliamentary community.	L&RS (Oireachtas Library)	Q4
6	Deliver specialist services and a programme of engagement to OPLA, PBO, Committees Secretariat, Corporate Services and House Services.	L&RS (Oireachtas Library, Parliamentary Research Service)	Q4
7	Continue to provide economic and fiscal analysis and advice to members and Committees through written material, presentations, direct queries and appearances before Committees in private session.	PBO Committees	Q4
8	Work with Government to expand the role of the PBO to independently audit budget submissions and election manifestos.	PBO	Q4
9	Develop policy advice function for Oireachtas Committees by providing support and training to policy advisers and strengthening links and coordination with L&RS and PBO.	Committees Co-Ordination Unit PBO L&RS	Q4
10	Refine Bills Office case management and tracking processes regarding PMBs and Money Messages and in relation to pre-legislative scrutiny.	Bills Office Committees Co-Ordination Unit	Q1
11	Align the new requirements of the Service with resourcing plans, appropriate recruitment processes and deployment of specialists to roles within the Service.	HR Services (Recruitment)	Q4

### Strategic Goal 1.4: Ensure the delivery of quality support services to members in a changing working environment.

1.4.	Action	Lead Support	Delivery
1	Maintain highest standards of customer service delivery in relation to all activities carried out by the One Stop Shop (OSS).	OSS	Q4
2	Maintain highest standards of customer service delivery in relation to all catering activities.	Catering	Q4
3	Review operational practices to offer an improved experience for all Bar and Restaurant customers, including: <ul style="list-style-type: none"> <li>● Procure a new ePOS system;</li> <li>● Review existing credit policies;</li> <li>● Review procurement procedures.</li> </ul>	Catering	Q4
4	Undertake a survey of members for their views on the range of services currently offered.	OSS Catering	Q4
5	Provide current information and advice to members in their capacity as employers.	Members' HR <i>HR Services (Training and Development)</i>	Q4
6	Review current information booklets for members in relation to pensions schemes.	Members' Pension Section	Q4
7	Establish a high-level Election Steering Group and subgroups with agreed terms of reference.	Members' HR	Q1
8	Continue to provide economic and fiscal analysis and advice to members and Committees, including training and confidential costing services.	PBO	Q4
9	Deliver the Correspondence Translation Service for members in a timely manner.	Rannóg	Q4
10	Reimagine and refurbish the Reading Room of the Oireachtas Library to meet the needs of the parliamentary community.	L&RS (Oireachtas Library) <i>FMU ICT OPW</i>	Q4
11	Continue to develop the capacity to produce the Official Report in a timely manner to the highest standard.	Debates Office	Q4
12	Continue to develop the process for the production and publication of the Official Report to ensure accessibility by users in multiple formats.	Debates Office <i>ICT</i>	Q4
13	Develop and introduce formal feedback mechanisms for Committee Cathaoirligh and Committee members.	Committees	Q4
14	Review how we have used technology in the context of COVID-19 to ensure better alignment with Committee needs.	Committees Co-Ordination Unit <i>ICT</i>	Q4

**Strategic Goal 1.5: Ensure high standards of professionalism and corporate governance.**

1.5.	Action	Lead Support	Delivery
1	Provide innovative and secure secretariat supports to the Oireachtas Commission, its Committees, and the Management Board.	OCSG	Q4
2	Coordinate, develop, and monitor the implementation of <i>Strategic Plan 2022-2024</i> : <ul style="list-style-type: none"> <li>● Finalise and publish <i>Strategic Plan 2022-2024</i> (Q2);</li> <li>● Coordinate the development of (internal) <i>Action Plan 2022-2024</i> (Q1);</li> <li>● Coordinate the development and publication of <i>Action Plan 2022</i> (Q2);</li> <li>● Review sessions chaired by the Secretary General (Q3, Q4);</li> <li>● Coordinate the development and publication of <i>Annual Report 2021</i> (Q2).</li> </ul>	OCSG	Q4
3	Develop and implement the Service's Performance Evaluation Framework for 2022-2024: <ul style="list-style-type: none"> <li>● Produce quarterly reports on parliamentary and Service activities;</li> <li>● Carry out our 2022 programme of Efficiency Reviews and Post-Project Benefits Realisation Reviews.</li> </ul>	OCSG	Q4
4	Support ongoing risk management and risk awareness across the organisation: <ul style="list-style-type: none"> <li>● Strengthen our communications around risk management and risk awareness;</li> <li>● Conduct a series of risk management workshops to further integrate risk management into the Service's operations and processes.</li> </ul>	OCSG	Q4
5	Continue to develop, enhance and promote the Internal Audit function: <ul style="list-style-type: none"> <li>● Implement the Internal Audit workplan 2022.</li> </ul>	OCSG	Q4
6	Further develop our corporate governance resources to promote awareness of best practice and enhance our culture of corporate responsibility: <ul style="list-style-type: none"> <li>● Review and update our <i>Corporate Governance Framework</i> (Q3);</li> <li>● Review our corporate governance resources and reporting templates (Q3);</li> <li>● Develop initiatives to strengthen corporate governance awareness within the organisation.</li> </ul>	OCSG	Q4
7	Continue to develop our customer service function: <ul style="list-style-type: none"> <li>● Conduct a review of our Customer Charter;</li> <li>● Conduct a series of customer service training sessions to raise awareness of the standards and commitments set out in our Customer Charter.</li> </ul>	OCSG	Q4
8	Re-design of Business Continuity Management: <ul style="list-style-type: none"> <li>● Publish SRFT for professional expertise (Q2);</li> <li>● Engage with successful tenderer and agree a programme of work (Q3);</li> <li>● Review existing policy and procedures;</li> <li>● Phased consultation and workshops with business units across the organisation.</li> </ul>	FMU	Q4

**Strategic Goal 1.5: Ensure high standards of professionalism and corporate governance.**

1.5.	Action	Lead Support	Delivery
9	<p>Strengthen information governance through a best practice approach to Records Management:</p> <ul style="list-style-type: none"> <li>● Produce and implement a new File Plan and Retention Schedule &amp; Records Management Policy;</li> <li>● Implement a plan to improve the management of off-site storage;</li> <li>● Implement a review of the shared network drives, identify record sets for disposition, archiving and retaining;</li> <li>● Operationalise records management processes across the Service to ensure regular disposition reviews take place;</li> <li>● Support eDocs SMEs (subject matter experts) to implement good records management practices through, for example, an annual programme of SME meetings.</li> </ul>	L&RS (Records Management)	Q4
10	<p>Strengthen information governance through best practice approach to Data Protection:</p> <ul style="list-style-type: none"> <li>● Deliver an annual programme of data protection awareness raising for members and staff;</li> <li>● Run a breach incident response drill;</li> <li>● Update the records of processing activities (data inventories);</li> <li>● Finalise policies for CCTV and MS Teams recording, and updates to the staff privacy notice;</li> <li>● Coordinate the implementation of outstanding tasks from the GDPR gap analysis.</li> </ul>	L&RS (Records Management)	Q4
11	Address issues raised through the FOI and Data Protection Working Group and provide an annual programme of FOI decision maker meetings.	L&RS (Records Management)	Q4
12	Review our policies and guidelines to ensure that the Oireachtas Library complies with new developments in domestic and EU law regarding copyright and content sharing.	L&RS	Q4
13	<p>Continue to develop our Library Print Collections management practices:</p> <ul style="list-style-type: none"> <li>● Implement a review of current policies and procedures around print collection management including acquisition, disposition and circulation;</li> <li>● Produce a new integrated storage plan for LH2000 and the Reading Room;</li> <li>● Implement a plan to improve the management of on-site and off-site storage.</li> </ul>	L&RS	Q4
14	Update PQ Office Data Retention Policy and guidelines to members on the use of details supplied regarding data protection issues.	Questions Office	Q3
15	Support the Clerk of the Dáil in their ex officio roles under the electoral acts.	House Services <i>Office of the Clerk</i> <i>Bills Office</i>	Q4
16	<p>Support the Clerk of the Seanad as Returning Officer for Seanad General and Bye-Elections:</p> <ul style="list-style-type: none"> <li>● Annual review of the Register of Nominating Bodies.</li> </ul>	Seanad Office <i>Journal Office</i> OPLA ICT	Q4



**Strategic Goal 1.5: Ensure high standards of professionalism and corporate governance.**

1.5.	Action	Lead Support	Delivery
17	Provide legislative drafting services and legal advice to the Commission and the Service in assisting the preparation of proposals for inclusion in Government Bills in respect of the Houses of the Oireachtas Commission (Amendment) Acts, and other such legislation as required.	OPLA	Q3
18	Review and update salaries processes and procedures to ensure alignment with best practice, fully documented.	Salaries	Q4
19	Review and update finance processes and procedures to ensure alignment with best practice, fully documented.	Finance	Q4
20	Review and update procurement processes and procedures to ensure alignment with best practice, fully documented.	Procurement	Q4
21	Production of quality reporting in an efficient and timely manner.	Finance Procurement Salaries	Q4
22	Continuously improve the format and accessibility of our reports.	Finance Procurement Salaries	Q4
23	Continue to align performance indicators with organisational requirements.	Finance Procurement Salaries	Q4
24	Maintain high standards of oversight of financial controls within the Bar, Restaurant and OSS, and ensure that all audit findings and recommendations are actioned.	Catering OSS	Q4

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

### Strategic Goal 2.1: Promote and support the health, wellbeing and resilience of the Parliamentary Community.

2.1.	Action	Lead Support	Delivery
1	Introduce a new People and Organisation Development (POD) Programme to explore the Future of Work after the pandemic.	HR Services	Q3
2	Implement the Service's Health, Wellbeing and Inclusion Strategy 2021-2023.	HR Services (Health and Wellbeing Group)	Q4
3	Update and publish the compensatory leave policy and annual leave policy for the Service. Publish an updated attendance policy for the Service.	HR Services (Strategy and Reform)	Q3
4	Develop a right to disconnect policy.	HR Services	Q4
5	Deliver information and networking seminars for political staff.	Members' HR HR Services (Training and Development)	Q4
6	Publish political staff newsletter.	Members' HR HR Services	Q4
7	Facilitate monthly virtual CPD sessions within the Debates Office to keep staff connected while remote working.	Debates Office	Q4

### Strategic Goal 2.2: Reimagine the way we work and implement flexible and innovative blended working practices.

2.2.	Action	Lead Support	Delivery
1	Develop a cross-organisation knowledge management team to maximise the benefits of available technologies, improve role-specific staff induction and promote procedural knowledge and knowledge transfer.	Procedural Development Unit <i>Bills Office</i> <i>Journal Office</i> <i>OCSG</i> <i>Seanad Office</i> <i>Committees</i>	Q4
2	Identify efficiencies to be gained in Bills Office processes as we move to a digital-based publication system.	Bills Office <i>ICT</i>	Q4
3	Implement the <i>HR People Strategy 2022-2024</i> .	HR Services	Q4
4	Implement the <i>HR Learning and Development Strategy 2022-2024</i> .	HR Services	Q4

### Strategic Goal 2.2: Reimagine the way we work and implement flexible and innovative blended working practices.

2.2.	Action	Lead Support	Delivery
5	Publish a <i>Blended Working Policy</i> for the Service in line with the DPER Framework and <i>National Remote Working Strategy</i> .	HR Services (Systems and Change)	Q2
6	Promote and develop staff groups and networks, i.e. Principal Officer, Assistant Principal and Higher Executive Officer Networks and the LGBTI+ Group.	HR Services (Personnel Officer)	Q4

### Strategic Goal 2.3: Provide ongoing support and development opportunities to ensure we are an employer of choice.

2.3.	Action	Lead Support	Delivery
1	Develop new training and development opportunities for staff, including training on working and managing staff in a blended working context.	HR Services (Training and Development)	Q4
2	Develop recruitment opportunities and strategies for the Oireachtas to ensure we remain competitive in a challenging market for employers.	HR Services (Recruitment)	Q4
3	Develop and train staff in new skills and emerging areas and support managers and leaders in the organisation.	HR Services (Training and Development, Personnel Office, Administration)	Q4
4	Develop new recruitment channels including internships for specialist areas and apprenticeships.	HR Services (Strategy and Reform)	Q2
5	Provide a career path to attract and retain suitably qualified staff, including the option to work across the Finance, Procurement and Salaries teams where possible.	Finance, Procurement, Salaries HR Services (Training and Development)	Q4
6	Establish a suite of training programmes appropriate to each grade level, including cross-training in salaries, finance, and procurement.	Finance, Procurement, Salaries HR Services (Training and Development)	Q4
7	Facilitate specialised training and development opportunities for PBO staff.	PBO	Q4
8	Facilitate opportunities for training and staff development in the Debates Office.	Debates Office	Q4

**Strategic Goal 2.4: Strengthen our culture of dignity and respect, diversity and inclusion.**

2.4.	Action	Lead Support	Delivery
1	Develop and publish an <i>Equality, Diversity and Inclusion Strategy</i> for the parliamentary community.	HR Services (EDI)	Q3
2	Promote staff awareness of the positive working environment guidelines for the organisation, including: <ul style="list-style-type: none"> <li>● <i>Our Code for Working Together</i>;</li> <li>● <i>Dignity at Work Policy</i>;</li> <li>● <i>Civil Service Code of Standards and Behaviour</i>.</li> </ul>	HR Services	Q2
3	Develop the Oireachtas Work Learning (OWL) programme to include ongoing supports to new Departments involved with the programme.	HR Services (EDI)	Q4
4	Review and update our <i>Dignity and Respect Policy</i> in line with central policy developments.	Members' HR HR Services (Training and Development)	Q2
5	Establish, support and report on the work of the pilot Dignity and Respect Steering Group.	Members' HR	Q1
6	Deliver dignity and respect training and information sessions to members and political staff.	Members' HR HR Services (Training and Development)	Q4
7	Develop an Exit Survey for political staff.	Members' HR OPLA DPO	Q4
8	Develop guidance for members on conducting Exit Interviews including sample questions.	Members' HR OPLA	Q4

**Strategic Goal 2.5: Develop a strategy to implement the recommendations of the Forum on a Family Friendly and Inclusive Parliament.**

2.5.	Action	Lead Support	Delivery
1	Establish a Steering Committee to co-ordinate initiatives to implement the recommendations of the <i>Forum on a Family Friendly and Inclusive Parliament</i> .	Corporate and Members' Services	Q1
2	Establish subcommittees to review the recommendations under three broad headings: <ul style="list-style-type: none"> <li>● Procedural;</li> <li>● HR; and</li> <li>● Facilities.</li> </ul>	Procedural Development Unit HR Services FMU	Q1
3	Report to the Commission quarterly, commencing with an interim report on the recommendations and the anticipated costs of implementation.	Corporate and Members' Services	Q3

### Strategic Goal 2.5: Develop a strategy to implement the recommendations of the Forum on a Family Friendly and Inclusive Parliament.

2.5.	Action	Lead Support	Delivery
4	Develop one-year, three-year and five-year implementation plans to progress the recommendations of the <i>Forum on a Family Friendly and Inclusive Parliament</i> .	Corporate and Members' Services Procedural Development Unit HR Services FMU	Q4

### Strategic Goal 2.6: Provide a safe, secure and accessible physical environment that meets the needs of the parliamentary community.

2.6.	Action	Lead Support	Delivery
1	Develop an Estate Strategy for the Houses of the Oireachtas: <ul style="list-style-type: none"> <li>Document current activities and infrastructure;</li> <li>Assess current condition of accommodation and services;</li> <li>Identify opportunities to progress sustainability objectives;</li> <li>Identify future needs;</li> <li>Identify long term goals.</li> </ul>	FMU OPW	Q4
2	Review accommodation and facilities and develop strategies and resources to assist with the implementation of blended working arrangements.	FMU HR Services	Q4
3	Engage with OPW to continue delivery of key building and engineering projects including: <ul style="list-style-type: none"> <li>Expansion of translation booth facility for Rannóg;</li> <li>Covered bike and ebike parking spaces;</li> <li>Develop electric vehicle car charging facilities;</li> <li>Lighting upgrades;</li> <li>Roofworks.</li> </ul>	FMU OPW	Q4
4	Progress the provision of additional accommodation to meet current and medium-term needs: <ul style="list-style-type: none"> <li>Document our 'as is' position (Q2);</li> <li>Identify our immediate need (Q2);</li> <li>Facilitate the incorporation of any additional accommodation made available (Q4).</li> </ul>	FMU OPW	Q4
5	Modify office accommodation to ensure it is fit for blended working, especially in a COVID-19 context.	FMU	Q4

### Strategic Goal 2.6: Provide a safe, secure and accessible physical environment that meets the needs of the parliamentary community.

2.6.	Action	Lead Support	Delivery
<b>6</b>	Update safety management system: <ul style="list-style-type: none"> <li>● Provide risk assessment training for section heads (Q2);</li> <li>● Complete/update risk assessments across all sections (Q3);</li> <li>● Publish an annual Safety Statement (Q4);</li> <li>● Complete annual site audit (Q4);</li> <li>● Update fire management system (Q4).</li> </ul>	FMU (Safety, Health and Compliance)	Q4
<b>7</b>	Review security arrangements for all access points on the Leinster House campus: <ul style="list-style-type: none"> <li>● Conduct security reviews in collaboration with An Garda Síochána (Q1 and Q2).</li> </ul>	Superintendent FMU	Q4
<b>8</b>	Review arrangements for the management of Oireachtas access passes and review policies in respect of passes: <ul style="list-style-type: none"> <li>● Monitor the transfer of ActWin and access passes issuance and control to Superintendent's Section (Q2);</li> <li>● Conduct a policy review in consultation with FMU and OPLA.</li> </ul>	Superintendent FMU OPLA	Q4
<b>9</b>	Review the operation of the Visitor Management System.	Superintendent ICT	Q4
<b>10</b>	Review and update the procedures for Ushers and Service Officers for all posts.	Superintendent	Q4
<b>11</b>	Facilitate the provision of security briefing sessions to members and their staff by An Garda Síochána: <ul style="list-style-type: none"> <li>● Organise initial series of security briefing sessions (Q1);</li> <li>● Organise additional briefing sessions in response to demand.</li> </ul>	Superintendent FMU	Q4
<b>12</b>	Undertake an accessibility audit of the parliamentary complex and implement recommendations.	FMU OPW HR Services (EDI)	Q4
<b>13</b>	Publish revised COVID-19 Response Plan aligned to the national Protocol and Return to the Workplace Plan.	HR Services (Systems and Change)	Q4
<b>14</b>	Continue the refurbishment project in the catering, bar and kitchen locations, with a view to enhancing the customer experience and making the workplace environment safer and more efficient.	Catering FMU	Q4

## Strategic Outcome 3 – An Open, Engaged and Sustainable Parliament

### Strategic Goal 3.1: Strengthen public engagement with the Houses of the Oireachtas, including through the use of digital communication technologies.

3.1.	Action	Lead Support	Delivery
1	<p>Move the Oireachtas Broadcasting Unit towards an IP-based broadcasting/streaming environment and maximise efficiencies from other technical upgrades:</p> <ul style="list-style-type: none"> <li>● Installation of IP ready cameras in all chambers (Q1).</li> </ul>	Broadcasting	Q1
2	<p>Expand our existing capabilities to provide accessible content from the Oireachtas Broadcasting Unit:</p> <ul style="list-style-type: none"> <li>● Develop Automatic Speech Recognition (ASR) capabilities for live broadcasting subtitles (Q4);</li> <li>● Continue and expand our academic modules with TCD Centre for Deaf Studies (Q2);</li> <li>● Work closely with Oireachtas.ie to provide more ISL and subtitled content for the website (Q4).</li> </ul>	Broadcasting <i>ICT</i> <i>Editor of Debates/ASR Programme</i>	Q4
3	<p>Develop programming content and upgrade scheduling techniques on Oireachtas TV:</p> <ul style="list-style-type: none"> <li>● Implement new workflow system to curate channel and web filler content (Q2);</li> <li>● Utilise the new channel playout system to expand live graphic capability (Q2);</li> <li>● Develop new programming strands such as interviews with Committee chairs (Q2);</li> <li>● Expand coverage of international and interparliamentary institutions such as PACE, IPU and the European Parliament (Q4).</li> </ul>	Broadcasting	Q4
4	<p>Enhance our web-based content and communications:</p> <ul style="list-style-type: none"> <li>● Further develop the Oireachtas App to include notifications and location-based services (Q2);</li> <li>● Further improve accessibility on Oireachtas.ie (Q4);</li> <li>● Ongoing production and editing of clear, informative content on the work of parliament including education materials, centenaries, events, etc. (Q4).</li> </ul>	Web <i>ICT</i> <i>Social Media Team</i>	Q4
5	<p>Implement Oireachtas Committees Communications Strategy to promote the Committees across all relevant national and regional media, including print, broadcast and digital media.</p>	Communications <i>Committees</i> <i>Broadcasting</i> <i>Superintendents</i> <i>Web</i>	Q4

### Strategic Goal 3.1: Strengthen public engagement with the Houses of the Oireachtas, including through the use of digital communication technologies.

3.1.	Action	Lead Support	Delivery
<b>6</b>	Deliver the Seanad100 Programme to mark the centenary of Seanad Éireann within the budget and timeline provided for by the Service and Commission.	Communications Seanad Office Committees Broadcasting Superintendent FMU Web Protocol Officer	Q4
<b>7</b>	Implement our Social Media Strategy to increase the range of content shared, diversify the audience engaged and improve the quality of the content in terms of innovative design and high-quality visual design.	Communications Broadcasting Web L&RS PBO	Q4
<b>8</b>	Assist members in the effective use of social media through the delivery of workshops and briefings with leading social media platforms.	Communications	Q2
<b>9</b>	Launch a new digital first regional media strategy to connect local/regional interest proceedings of the Oireachtas with regional media and create regional interest content using our social media, broadcasting and web resources.	Communications Web Broadcasting	Q4
<b>10</b>	Explore further opportunities through the Digital Parliament Project to increase accessibility and user experience of the Official Report.	Debates Office Web	Q4
<b>11</b>	Contribute to the Decade of Centenaries, cultivating engagement with the Official Report on the Oireachtas website.	Debates Office Web	Q4
<b>12</b>	Adopt a universal design approach to all digital communication technologies.	ICT HR Services (EDI)	Q4
<b>13</b>	Improve reach of and engagement with services from the Oireachtas Library, Parliamentary Research Service and Parliamentary Budget Office. Tasks include development of a social media and dissemination strategy.	L&RS (Parliamentary Research Service, Oireachtas Library) PBO Communications	Q4
<b>14</b>	Deliver the annual programme to promote the Oireachtas Library's special collections.	L&RS (Oireachtas Library) Communications Rannóg FMU	Q4
<b>15</b>	Explore the practicalities of publishing, via the FOI Publication Scheme, a wider range of Members' Services (OSS) information and records on the Oireachtas website.	OSS Catering	Q4



### Strategic Goal 3.1: Strengthen public engagement with the Houses of the Oireachtas, including through the use of digital communication technologies.

3.1.	Action	Lead Support	Delivery
<b>16</b>	Re-develop and re-launch the <a href="http://www.achtanna.ie">www.achtanna.ie</a> website to make official translations of the Acts of the Oireachtas available in a user-friendly manner: <ul style="list-style-type: none"> <li>● Upgrade database including new search engine (Q3);</li> <li>● Arrange for dynamic update of the database going forward (Q3);</li> <li>● Repair links throughout the database (Q3);</li> <li>● Launch upgraded database (Q4).</li> </ul>	Rannóg <i>ICT</i>	Q4
<b>17</b>	Make information on <i>An Caighdeán Oifigiúil</i> available in a user-friendly manner to the public via <a href="http://www.oireachtas.ie">www.oireachtas.ie</a> .	Rannóg	Q4
<b>18</b>	Utilise the HOS Bilingualism Programme, based on an integrated bilingual approach, to maximise Oireachtas engagement with the Irish-speaking community.	Rannóg <i>Communications ICT</i>	Q4

### Strategic Goal 3.2: Further develop our education programme for primary, post-primary and third-level institutions.

3.2.	Action	Lead Support	Delivery
<b>1</b>	Monitor and develop current education and placement programmes (including the Transition Year Programme, Student Placement Programme for Members, OWL Programme, WAM Programme) and explore the development of new programmes.	Members' HR <i>HR Services Education Officer Openness and Inclusion Steering Group</i>	Q4
<b>2</b>	Review programmes such as the Student Placement Programme and Transition Year Programme including consideration of a continued remote and blended model.	Members' HR <i>Openness and Inclusion Steering Group Education Officer</i>	Q3
<b>3</b>	Develop a Rannóg an Aistriúcháin outreach programme with a particular focus on Irish language medium secondary schools to create awareness of the role and responsibilities of the Rannóg within a developing bilingual Oireachtas.	Rannóg <i>Education Officer Communications</i>	Q3

### Strategic Goal 3.2: Further develop our education programme for primary, post-primary and third-level institutions.

3.2.	Action	Lead Support	Delivery
4	<p>Continue to develop education outputs for primary, secondary and third level:</p> <ul style="list-style-type: none"> <li>● Provide our annual CPD programme for primary teachers (Q3);</li> <li>● Review and develop existing animations and resources for primary school students;</li> <li>● Review, and edit as required, the Exploring Democracy resource pack for teachers of junior cycle CSPE;</li> <li>● Deliver workshops to senior cycle Politics and Society students;</li> <li>● Expand delivery of the Ceann Go Ceann programme to include other Oireachtas Officeholders and examine ways to include Senators as part of Seanad100 (Q4).</li> </ul>	<p>Education Officer Web Broadcasting Seanad Office</p>	Q4
5	<p>Develop a dedicated education space where workshops can be delivered and students can work in a classroom-like environment with appropriate audio visual, seating and space for collaborative activities (Q4).</p>	<p>Education Officer FMU Superintendent ICT</p>	Q4

### Strategic Goal 3.3: Establish a centralised Oireachtas Archives to safeguard and preserve the documents produced by the Houses of the Oireachtas.

3.3.	Action	Lead Support	Delivery
1	<p>Establish a centralised Oireachtas Archives:</p> <ul style="list-style-type: none"> <li>● Amend standing orders to establish Oireachtas Archives on a statutory basis;</li> <li>● Complete policy documents and obtain Commission approval;</li> <li>● Procure Axiell archival management software;</li> <li>● Catalogue 10,000 historical records from the procedural offices;</li> <li>● Identify and refurbish a space for the storage of archival collections and the use of archival materials.</li> </ul>	<p>L&amp;RS (Records Management Unit) FMU ICT Communications</p>	Q4
2	<p>Scope and draft a suite of Standing Order changes related to parliamentary archive.</p>	<p>L&amp;RS (Records Management Unit) House Services Journal Office</p>	Q4

### Strategic Goal 3.4: Enhance our engagement with Government Departments.

3.4.	Action	Lead Support	Delivery
1	Explore the opportunity for developing improved procedures in consultation with Government Departments covering matters such as briefings, scheduling of meetings, timeliness of responses, processing of legislation, etc.	Committees	Q4
2	Review the ePQ system, in conjunction with OGCIO, with a view to developing and streamlining the process for dealing with the increased number and complexity of Written PQs and Referred/Deferred Replies.	Debates Office <i>Questions Office</i>	Q4
3	Engage with the Finance Officers Network, including participation in a working group to develop an accruals accounting model and standards for movement of all Appropriation Accounts away from cash accounting model.	Finance	Q4
4	Develop and participate in cross-Departmental Procurement Officers Network for increased collaboration across Departments.	Procurement	Q4
5	Develop relationships with colleagues in DPER, National Shared Services Office, HSE and the Office of Government Procurement.	Finance, Procurement, Salaries	Q4
6	Deliver training and information sessions to Government Departments.	HR Services (Training and Development) <i>House Services</i> <i>Procedural Development Unit</i>	Q4
7	Provide SME services to OneLearning for the development of courses on legislative process for Departments.	Bills Office	Q2
8	Engage with the HR Managers Network and other civil service networks to progress new HR policies and practices.	HR Services	Q4
9	Develop the role of the OWL Programme Steering Group which includes PAS and DPER and support Departments which are new to the Programme.	HR Services (EDI)	Q4
10	Continue to engage with Government Departments and agencies to ensure that their statutory obligations to lay documents before the Houses are met and that our systems are effective and user-friendly: <ul style="list-style-type: none"> <li>Conduct a comprehensive review of legal issues regarding DocsLaid.</li> </ul>	L&RS (Oireachtas Library) <i>OPLA</i>	Q4
11	Foster ongoing relationships with State legal departments and government agencies and explore possibilities for knowledge sharing, developing research networks and legal training.	<i>OPLA</i>	Q4
12	Progress data sharing agreements with Government Departments while continuing to engage on research and economic analysis.	PBO	Q4
13	Develop and implement bilingual interface options for Government Departments and bodies that require such facilities to carry out their responsibilities with the Oireachtas.	Rannóg <i>ICT</i>	Q4
14	Work with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media to maximise the availability of electronic translation support material.	Rannóg	Q4

**Strategic Goal 3.4: Enhance our engagement with Government Departments.**

3.4.	Action	Lead Support	Delivery
15	Facilitate Departments in providing Irish language versions of documents relating to elections, e.g. election writs, notices, referendum information booklets, etc.	Rannóg	Q4
16	Partner with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in recruitment campaigns.	HR Services Rannóg	Q4

**Strategic Goal 3.5: Strengthen our EU, UK and other international relationships.**

3.5.	Action	Lead Support	Delivery
1	Strengthen our international relations: <ul style="list-style-type: none"> <li>● Implement and review our Protocol Policy (Q3);</li> <li>● Deliver our planned series of high level international and interparliamentary conferences (Q2);</li> <li>● Support the advance planning at parliamentary level for Ireland's next EU Presidency (annual);</li> <li>● Strengthen and enhance our parliamentary engagement with international organisations, EU institutions and national parliaments;</li> <li>● Promote and foster the parliamentary friendship group system (Q4);</li> <li>● Facilitate Oireachtas Committees' engagement with international counterparts (Q4).</li> </ul>	Interparliamentary Protocol Officer	Q4
2	Increase awareness of North/South Inter-Parliamentary Association (NSIPA) and British-Irish Parliamentary Assembly (BIPA) within the Committees' Secretariat and strengthen the supports provided.	Committees	Q4
3	Review and strengthen engagement at EU level through the establishment of an official-level EU engagement group.	Committees EU National Representative Interparliamentary L&RS PBO	Q4
4	Continue to enhance relationships with Official Report services in other parliaments and assemblies through the British-Irish Parliamentary Reporting Association, the Hansard Association of Canada and Official Report units in other legislatures.	Debates Office	Q4
5	Participate in staff exchanges with other parliaments and assemblies.	Debates Office HR Services (Training and Development)	Q4
6	Continue to develop our relationship with the procurement function in the House of Commons (UK) and the NI Assembly, particularly as we move to cloud procurements.	Procurement	Q4
7	Continued investment in our relationship with the European Commission, national industry and SMEs to ensure that emerging guidance and best practice is incorporated into the Houses of the Oireachtas procurement function.	Procurement	Q4

### Strategic Goal 3.5: Strengthen our EU, UK and other international relationships.

3.5.	Action	Lead Support	Delivery
8	Continue to use the European Centre for Parliamentary Research and Documentation (ECPRD) to inform HR policy development and decision making.	HR Services	Q4
9	Strengthen our relationship with the ECPRD: <ul style="list-style-type: none"> <li>● Fulfil our roles of Parliamentary Correspondent and Deputy Correspondent for the ECPRD;</li> <li>● Coordinate Oireachtas responses to ECPRD queries from other parliaments;</li> <li>● Promote ECPRD as a tool for parliamentary research;</li> <li>● Plan an ECPRD seminar on Parliamentary Libraries, Research &amp; Archives.</li> </ul>	L&RS (Parliamentary Research Service)	Q4
10	Host an international conference for the International Federation of Library Associations and Institutions' (IFLA) Parliamentary Library and Research Services.	L&RS (Oireachtas Library, Parliamentary Research Service) <i>Protocol Officer</i>	Q3
11	Maintain Oireachtas data in Inter-Parliamentary Union (IPU) Parline database and contribute to IPU parliamentary reports and projects.	L&RS (Parliamentary Research Service)	Q4
12	Maintain and deepen networks with parliamentary civil servants developed during international conferences, notably the International Parliamentary Regulators Forum, on Members' Allowance systems and related matters.	OSS	Q4
13	Foster and develop ongoing relationships with other parliaments and their legal offices, e.g. through participation in <i>InterPares</i> projects, ECPRD knowledge sharing programmes and the annual UK and Ireland Inter-Parliamentary Lawyers' Conference.	OPLA <i>Public Engagement</i> L&RS <i>HR Unit</i>	Q4
14	Participate in legal conferences, exchange programmes and courses hosted by other EU institutions or parliaments.	OPLA	Q4
15	Participate in economic conferences, exchange programmes and courses hosted by other institutions and parliaments.	PBO	Q4
16	Continue to engage with other economic institutions and fiscal scrutiny units, including through the Inter-Parliamentary Financial Information Network (IPFIN).	PBO	Q4
17	Host and engage in the Organisation for Economic Co-operation and Development (OECD) PBO and IFI network.	PBO <i>Interparliamentary Protocol Officer</i>	Q2
18	Renew and strengthen relationships with other parliamentary translation services.	Rannóg L&RS	Q4
19	Support the Tionól Thuaisceart Éireann (Northern Ireland Assembly) in developing its Irish language translation and interpretation services.	Rannóg	Q4
20	Build relationships with Irish language units supporting the EU Parliament, Council and Commission with a view to identifying translation and interpretation processes, including the use of digital technology, that would be of benefit to the Houses of the Oireachtas Service.	Rannóg	Q4

**Strategic Goal 3.5: Strengthen our EU, UK and other international relationships.**

3.5.	Action	Lead Support	Delivery
<b>21</b>	Utilise the Bilingual Parliaments Research Project to identify bilingual parliaments with which the Houses of the Oireachtas Service can develop useful links.	Rannóg <i>L&amp;RS</i>	Q4
<b>22</b>	Foster international relations through participation in meetings of the Association of European Senates.	Seanad Office <i>Interparliamentary</i>	Q4
<b>23</b>	Foster engagement with the European Parliament through addresses by Irish MEPs to Seanad Éireann.	Seanad Office <i>Protocol Officer</i>	Q4

**Strategic Goal 3.6: Support the delivery of the *Public Sector Decarbonisation Strategy, Climate Action Plan 2021* and the implementation of biodiversity initiatives.**

3.6.	Action	Lead Support	Delivery
<b>1</b>	<p>Publish a Climate Action Roadmap setting out how we will deliver our decarbonisation and energy efficiency reduction targets:</p> <ul style="list-style-type: none"> <li>● Review energy audits (Q2);</li> <li>● Assess impact of grid decarbonisation, in-flight projects, digital transformation and blended working (Q3);</li> <li>● PO consultation (Q3);</li> <li>● Staff consultation (Q3);</li> <li>● Identify operational and capital projects for energy efficiency, electrification and onsite renewables in liaison with OPW (Q4);</li> <li>● Establish pathway to targets (Q4);</li> <li>● Publish Climate Action Roadmap (Q4);</li> <li>● Continue to engage with OPW and the Optimising Power @ Work campaign to embed behavioural change as regards energy management.</li> </ul>	FMU (Sustainability) <i>OPW</i>	Q4
<b>2</b>	<p>Publish a Sustainability Strategy:</p> <ul style="list-style-type: none"> <li>● Re-establish the Green Team (Q1);</li> <li>● PO consultation (Q2);</li> <li>● Establish strategic objectives and sustainability themes (Q2);</li> <li>● Section head consultation (Q3);</li> <li>● Political/External Consultation (Q3);</li> <li>● Establish targets (Q4);</li> <li>● Publish Sustainability Strategy (Q4).</li> </ul>	FMU (Sustainability)	Q4
<b>3</b>	<p>Sustainability Action Plan:</p> <ul style="list-style-type: none"> <li>● Publish Climate Action Roadmap (Q4);</li> <li>● Baseline performance across other sustainability themes (Q4).</li> </ul>	FMU (Sustainability)	Q4

## Strategic Outcome 4 – A Digitally Transformed Parliament

### Strategic Goal 4.1: Continue to advance our cyber security capabilities.

4.1.	Action	Lead Support	Delivery
1	Protect the Houses of the Oireachtas and the parliamentary community from cyber threats.	ICT	Q4
2	Develop and deliver our Data and Cyber Security Strategy and establish a security operations centre.	ICT	Q4
3	Implement security and cloud policies to improve resilience to protect the Oireachtas.	ICT	Q4

### Strategic Goal 4.2: Progress the implementation of the Digital Transformation Programme.

4.2.	Action	Lead Support	Delivery
	<b>Digital Parliament Programme</b>		
1	Develop and operationalise the consolidation of Achtanna.ie and Oireachtas.ie.	ICT <i>Rannóg</i>	Q4
2	Develop and operationalise Áis-Linn Topical Issues and Daily Commencement Matters (Members Portal Phase 1).	ICT <i>Ceann Comhairle's Office Seanad Office</i>	Q4
3	Develop and operationalise the Áis-Linn Parliamentary Business Calendar (Members Portal Phase 2).	ICT <i>House Services</i>	Q4
4	Develop requirements for Campus Signage, including Áis-Linn (Dáil Chamber and Committees).	ICT <i>Committees House Services</i>	Q4
5	Develop the Speakers List and prepare it for business process testing.	ICT <i>House Services</i>	Q4
6	Develop the Chamber Business Manager and prepare it for business process testing.	ICT <i>House Services Journal Office</i>	Q4
7	Develop and operationalise the Committee Task Manager (Work Items).	ICT <i>Committees</i>	Q4
8	Develop requirements for the Committee Task Manager (Planner).	ICT <i>Committees</i>	Q4
9	Establish a Digital Team to continue the progress of digital transformation across the Oireachtas.	ICT	Q4

**Strategic Goal 4.2: Progress the implementation of the Digital Transformation Programme.**

4.2.	Action	Lead Support	Delivery
	<b>Informing the Citizen Programme</b>		
<b>10</b>	Develop and operationalise the integration of Oireachtas.ie with the Digital Parliament System.	ICT Web	Q4
	<b>Informing the Debate Programme</b>		
<b>11</b>	Develop and operationalise the Constituency Dashboards. <ul style="list-style-type: none"> <li>Develop next iteration of Constituency Dashboards service. (Informing the Debate)</li> </ul>	ICT Comms L&RS (Parliamentary Research Service)	Q4
	<b>Corporate Organisation Programme</b>		
<b>12</b>	Further develop and operationalise the Integrated Corporate Support System (ICSS): <ul style="list-style-type: none"> <li>Deliver upgraded financial management systems as part of corporate systems procurement;</li> <li>Automate and integrate the contract register with existing and future financial management system;</li> <li>Identify and create digital versions of frequently used forms for members with a focus on merging the developed technologies into the ICSS.</li> </ul>	ICT Procurement Finance OSS FMU	Q4
<b>13</b>	Further develop and upgrade the Visitor Management System.	ICT Superintendent	Q4
<b>14</b>	Further develop and upgrade the System for Recording Attendance (SRA).	ICT HR Services	Q4
<b>15</b>	Develop and operationalise CorePay (Phase 2): <ul style="list-style-type: none"> <li>Develop capacity to view payslips outside the Oireachtas network;</li> <li>Upgrade CorePay reporting tool.</li> </ul>	ICT Finance, Salaries, Pensions	Q4
<b>16</b>	Enhance and integrate technologies used in the Bar and Restaurants to provide increased accuracy in financial reporting (ePOS).	ICT Catering	Q4
	<b>Projects supported by ICT</b>		
<b>17</b>	Adapt the Digital Transformation Programme Procedural System to the work of the Seanad Chamber and Seanad Office and submit a programme of work to the Digital Parliament Project Board.	Seanad ICT	Q4
<b>18</b>	Review and update the Seanad election count IT software functionality.	Seanad Office ICT	Q4
<b>19</b>	Procure an automatic speech recognition system to capture debates from the Chambers and Committee rooms.	Debates Office ICT	Q4



**Strategic Goal 4.2: Progress the implementation of the Digital Transformation Programme.**

4.2.	Action	Lead Support	Delivery
<b>20</b>	Implement a two-year project to procure a new digital system to replace the current legislative drafting system by end 2023 and integrate with Digital Parliament Systems.	Bills Office <i>ICT</i>	Q4
<b>21</b>	Develop requirements for the Messages Module.	House Services Journal Office <i>ICT</i>	Q4
<b>22</b>	Engage with ICT to develop an Electronic Systems Development Programme for Rannóg.	Rannóg <i>ICT</i>	Q4
<b>23</b>	Integrate translation software with the procedural system portal.	Rannóg <i>ICT</i>	Q4
<b>24</b>	Identify appropriate and customised machine-translation software for Rannóg services.	Rannóg <i>ICT</i>	Q4
<b>25</b>	Work with ICT and external partners to capture official translations of Statutory Instruments which are currently only available in rare bound volumes.	Rannóg <i>ICT</i>	Q4
<b>26</b>	Identify and adopt effective electronic options for integrating Rannóg workstream processes, particularly in relation to the finalisation/publication stage of the production of official translations.	Rannóg <i>ICT</i>	Q4
<b>27</b>	Develop electronic workflow tracking programmes for the workflows used in Rannóg service provision.	Rannóg <i>ICT</i>	Q4

**Strategic Goal 4.3: Continue to implement innovative solutions to modernise our technical infrastructure in the context of a blended working model.**

4.3.	Action	Lead Support	Delivery
<b>1</b>	Deliver the new hardware required to complete the transition to a mobile workforce and a blended-ready workplace across the campus.	ICT	Q4
<b>2</b>	Deliver and integrate the new Unified Communications as a Service (UCaaS) solutions for the Oireachtas to complement the move to a mobile workforce and blended workplace.	ICT	Q4
<b>3</b>	Provide modern ICT tools to support members and their staff when carrying out their parliamentary activities and deliver a new customer service model for members and staff.	ICT	Q4
<b>4</b>	Automate routine processes within the Finance, Procurement and Salaries units as far as practicable.	Finance, Procurement, Salaries	Q4
<b>5</b>	Foster and promote paperless processes within the Finance, Procurement and Salaries units.	Finance, Procurement, Salaries	Q4

### Strategic Goal 4.3: Continue to implement innovative solutions to modernise our technical infrastructure in the context of a blended working model.

4.3.	Action	Lead Support	Delivery
<b>6</b>	Develop Standard Operating Procedure documents for all processes across units.	Finance, Procurement, Salaries	Q4
<b>7</b>	Update Bills Office processes to reduce reliance on paper-based proofing and to adopt digital solutions where feasible.	Bills Office	Q4
<b>8</b>	Implement a Learning Management System for the parliamentary community.	HR Services	Q4

### Strategic Goal 4.4: Provide effective and responsive technical supports to ensure resilience and continuity of service in our digital systems.

4.4.	Action	Lead Support	Delivery
<b>1</b>	Deliver enhanced resilience and continuity of service through our continued migration to cloud services.	ICT	Q4
<b>2</b>	Deploy new cloud-based infrastructure and security platforms to improve responsiveness and technical supports, ensuring resilience and continuity of service.	ICT	Q4
<b>3</b>	Improve technical supports through the recruitment of specialist ICT resources.	ICT	Q4

## Strategic Outcome 5 – Towards a Bilingual Parliament

**Strategic Goal 5.1: 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.**

5.1.	Action	Lead Support	Delivery
<b>1</b>	Review progress on implementation of the Rannóg 2024 Plan through monthly Steering Group meetings.	Rannóg	Q4
<b>2</b>	Report progress to the Management Board on an annual basis.	Rannóg	Q3
<b>3</b>	Conduct a mid-term review of the plan and submit to the Management Board and Commission.	Rannóg	Q4

**Strategic Goal 5.2: Conduct a comparative study of bilingual parliaments to enable us to progress towards a bilingual Oireachtas.**

5.2.	Action	Lead Support	Delivery
<b>1</b>	Conduct preliminary research to identify relevant bilingual parliaments.	Rannóg	Q2
<b>2</b>	Present final report and draft action plan to the Management Board for discussion and approval.	Rannóg	Q4

**Strategic Goal 5.3: Facilitate a progressive increase in the amount of Irish spoken in both Houses.**

5.3.	Action	Lead Support	Delivery
<b>1</b>	Support the work of the two An Ghaeilge sa Teach Steering Groups.	Rannóg	Q2
<b>2</b>	Submit interim reports from the two Steering Groups to the Dáil Business Committee and the Committee on Parliamentary Privilege and Oversight of Seanad Éireann, as appropriate.	Rannóg <i>Dáil Business Committee</i> <i>Seanad CPPO</i>	Q4
<b>3</b>	Maintain and promote the Bills Glossary facility for members.	Rannóg	Q4
<b>4</b>	Issue general bilingual terminology and phraseology list to members to facilitate contributions in Irish.	Rannóg	Q3
<b>5</b>	Implement a flexible switching system between the Kildare House interpretation booths to maximise options for simultaneous translation service.	ICT <i>Rannóg</i>	Q2
<b>6</b>	Increase the capacity of the Kildare House interpretation booth suite to include eight booths.	FMU <i>ICT</i> <i>OPW</i> <i>Rannóg</i>	Q3
<b>7</b>	Enhance the Debates Office's capacity to report Irish spoken in the Dáil, Seanad and at Committee meetings.	Debates Office <i>HR Services</i>	Q4
<b>8</b>	Develop the capacity to insert bilingual headings, procedures and motions in the Official Report.	Debates Office <i>ICT Unit</i>	Q4
<b>9</b>	Increase the amount of Irish used in the Ceann Comhairle's notes for Dáil.	House Services <i>Rannóg</i>	Q4

**Strategic Goal 5.4: Progressively increase the cohort of bilingual staff in the Service.**

5.4.	Action	Lead Support	Delivery
1	Develop an Oireachtas Bilingual Recruitment Strategy (OBRS).	HR Services (Recruitment) <i>Rannóg</i>	Q2
2	Adopt Oireachtas Language Standards to replace the current Language Scheme, including commitments to increase and support the cohort of bilingual staff.	Rannóg	Q2
3	Continue to work towards recruitment of a specialised interpretation team for the simultaneous translation service.	HR Services <i>Rannóg</i>	Q4
4	Include modules focused on the recruitment of bilinguals in the Oireachtas Internship Programme, aimed at attracting highly qualified people.	HR Services <i>Rannóg</i>	Q3
5	Include a 'Career in the Oireachtas' module for bilinguals in the Oireachtas Education Outreach programmes for secondary schools.	Education <i>Rannóg</i>	Q4

**Strategic Goal 5.5: Develop initiatives to support members and staff in maintaining and improving their competence in spoken Irish.**

5.5.	Action	Lead Support	Delivery
1	Provide Irish language courses to staff and members at all proficiency levels.	HR Services (Training and Development)	Q4
2	Utilise Language Scheme surveys to gauge Irish language ability and interest among members and staff.	HR Services (Training and Development) <i>Rannóg</i>	Q1
3	Develop a series of online Irish language events for members and staff as part of Straitéis na Gaeilge.	HR Services (Training and Development) <i>Rannóg</i>	Q3

**Strategic Goal 5.6: Adopt a 'Bilingualism through Technology' programme for the Service.**

5.6.	Action	Lead Support	Delivery
1	Develop a 'Bilingualism through Technology' policy on the use of bilingualism in external-facing Oireachtas electronic systems.	Rannóg <i>ICT</i>	Q2
2	Ensure full compatibility with the Irish language in all electronic systems used in the Service.	ICT <i>Rannóg</i>	Q4

# Houses of the Oireachtas Service Organisation Chart

