

Houses of the Oireachtas Service **Action Plan 2023**



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.

Contents

Foreword by the Secretary General	2
Vision, Mission, Values	4
Statement of Values	5
Strategic Outcomes and Goals	6
Actions and Deliverables	8
● Strategic Outcome 1 – An Effective Parliament	8
● Strategic Outcome 2 – An Inclusive and Well-Supported Parliamentary Community	16
● Strategic Outcome 3 – An Open, Engaged and Sustainable Parliament	21
● Strategic Outcome 4 – A Digitally Transformed Parliament	29
● Strategic Outcome 5 – Towards a Bilingual Parliament	34
Houses of the Oireachtas Service Organisation Chart	37

Foreword by the Secretary General



Peter Finnegan
Clerk of the Dáil and
Secretary General

I am pleased to introduce the *Action Plan 2023* for the Houses of the Oireachtas Service (the Service). This publication is the second of three annual action plans designed to deliver on the vision set out in our *Strategic Plan 2022-2024*, which is:

‘A Parliament working effectively for the People.’

The programme of work scheduled in *Action Plan 2023* continues to be 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.’

This action plan will guide decisions to support the Houses of the Oireachtas, its Committees and the members of the Houses. In identifying the Service's tasks, targets, responsibilities and interdependencies for 2023, the plan builds on the work and achievements of 2022 which will be presented later this year in the first progress report on the implementation of the Strategic Plan 2022-2024 in the Commission's Annual Report.

The five high-level strategic outcomes which the Service continues to work towards, under *Strategic Plan 2022-2024*, and which guide *Action Plan 2023* 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.**

The implementation of *Action Plan 2023* 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 continue to develop our culture of innovation and

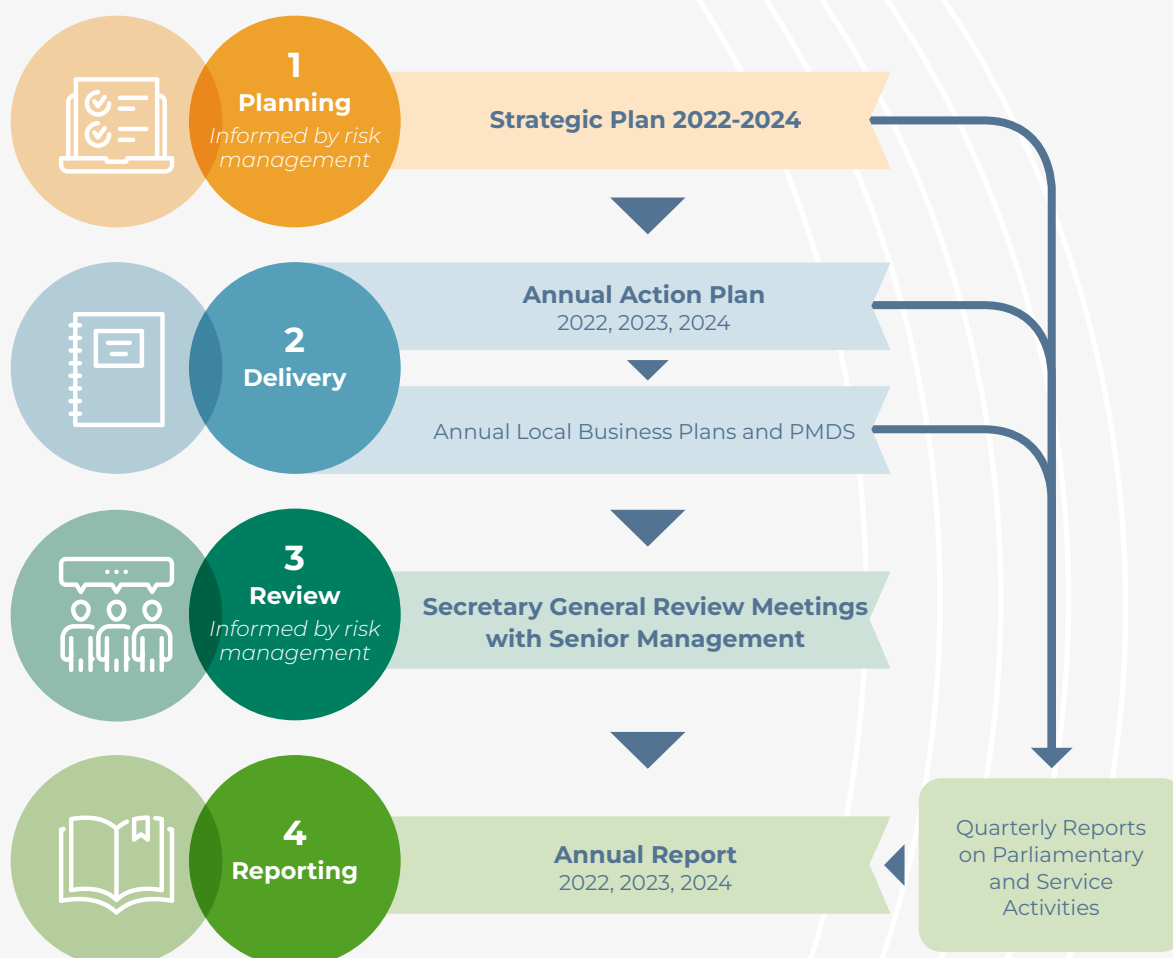
responsiveness. The adoption of a new Cyber Security Strategy for the Houses of the Oireachtas Service will help build a resilient parliament. The further development of our digital capabilities and our blended working practices will support organisational effectiveness and the wellbeing of our community. Our Equality, Diversity and Inclusion Strategy will be an important foundation on how we seek to broaden our Parliamentary Community. Overall, *Action Plan 2023* will help the Service to respond successfully to emerging challenges and opportunities.

I would like to thank everyone for their work over the past year and efforts in identifying our strategic actions and deliverables for 2023. This action plan is another important step towards achieving our strategic objectives against the backdrop of a rapidly changing operating environment. I look forward to working with you all on this schedule of activities throughout 2023.



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

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

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.

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	Improve knowledge management systems such as the Clerks Guide, and the financial scrutiny process. Review key process documents and ensure staff are adequately trained on digital administration systems.	Committees House Services Seanad Office	Q4
4	Continue to support an implementation plan for the Procedural Capacity Strategy by: <ul style="list-style-type: none"> Developing procedural expertise of Service staff; Ensuring that the strategy takes account of change management requirements due to the introduction of Digital Parliament systems (including the Chamber Business system); Providing a regular programme of training on procedural matters for staff in procedural areas; and Developing a career path strategy for specific roles in procedural areas. 	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 by providing inputs to the Committee on Standing Orders and Dáil Reform, preparing briefings as required and examining Committee effectiveness.	House Services Committees	Q4
7	Support and implement agreed parliamentary reform recommendations: <ul style="list-style-type: none"> Debating of Reports from Committees, including allowing the Dáil Chairperson of a Committee to attend and speak to the motion in the Seanad; 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; Engage with the European Parliament through addresses to Seanad Éireann by Irish MEPs; Establish a Seanad EU Scrutiny Committee. 	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	Develop and support the maintenance of a consistent body of Standing Orders and Rulings for Dáil, Seanad and Committee Clerks. <ul style="list-style-type: none"> Contribute to the review of Standing Orders and rulings management and requirements gathering for a digital management solution. 	Journal Office Seanad Office Committees	Q4
9	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
10	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
11	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
12	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
13	Produce and publish in a timely manner, the Official Report of the Dáil, Seanad, Committees and Written Answers.	Debates Office Questions Office	Q4
14	Maintain and develop the capacity to report proceedings in both official languages.	Debates Office	Q4
15	Provide a timely and effective translation service for Dáil, Seanad and Committee business.	Rannóg	Q4
16	Continue to support the Dáil and Seanad and their Committees in contributing to the good functioning of the European Union, as assigned to National Parliaments in the Lisbon Treaty, by: <ul style="list-style-type: none"> Providing members and Sectoral Committees with relevant analysis and advice on EU legislative proposals to assist them in scrutinising proposals and carrying out subsidiarity checks. Supporting Office Holders and members in effective participation in EU-treaty based scrutiny conferences and in inter-parliamentary conferences hosted by the European Parliament. 	EU National Parliament Representative Committees	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 the 2022 reforms of the pre-legislative scrutiny process for draft Government Bills by Joint Committees and report 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	Agree an approach to the review of the Memorandum of Understanding between Dáil Éireann and Government regarding Private Members' Bills (PMBs) in the current Dáil.	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 OPLA	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"> Adapt and develop the Parliamentary Research Service LAS to meet the changing needs of Parliament. 	L&RS (Parliamentary Research Service)	Q4
10	Conduct research on parliamentary procedure and practice: <ul style="list-style-type: none"> Deliver a research programme on parliamentary procedure and practice including pre- and post-legislative scrutiny and PMBs; Conduct an empirical study assessing the impact of PMBs on legislative and policy outcomes. 	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"> Develop and deliver our Topical Research Programme 2023; Deliver a responsive commissioned Information and Research Service to individual members; Deliver innovative research services by collaborating with internal and external research communities. 	L&RS	Q4
2	Develop an Academic Engagement Programme to connect parliamentarians with leading-edge research.	L&RS (Parliamentary Research Service) Communications	Q3

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
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.	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	Q4
7	Prepare proposal for legislation to update the Oireachtas Commission Act on data access outstanding issues.	PBO OPLA	Q4
8	Review the protocols to provide economic and fiscal analysis and advice to Oireachtas Committees and identify and agree areas for improvement (Q1). 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
9	Work with Government to continue to develop the role of the PBO to independently audit budget submissions and election manifestos.	PBO	Q4
10	Develop the 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	Q2
11	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	Q4
12	Deliver a responsive research service to support the work programmes of Oireachtas Committees, including legislative analysis and commissioned research. Review the protocols to provide research and support services to Oireachtas Committees and agree areas for improvement.	L&RS (Parliamentary Research Service) Committees	Q4
13	Develop an action plan to improve the Service's management of documents laid before parliament with a focus on implementing the OPLA advice received in 2022.	L&RS (Oireachtas Library) House Services OPLA	Q4
14	Design and deliver a fit-for-purpose Reading Room for Members and the wider parliamentary community as appropriate.	L&RS (Oireachtas Library) FMU ICT OPW	Q3

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), including the implementation of electronic versions of current paper-based systems.	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"> ● Procure a new ePOS system ● Review existing credit policies ● Review procurement procedures. 	Catering	Q3
4	Undertake a survey of members for their views on the range of services currently offered.	OSS Catering	Q3
5	Provide current information and advice to members in their capacity as employers.	Members' HR HR Services (Training and Development)	Q4
6	Review and update contracts of employment, Scheme booklet, Employers Guide, Induction Guide and Plinth Information (to include EDI proofing).	Members' HR OPLA	Q2
7	Review methodology for the allocation of staffing to political parties (for 34th Dáil) and bring proposals to the Oireachtas Commission for approval.	Members' HR	Q2
8	Review current information booklets for members in relation to pensions schemes. <ul style="list-style-type: none"> ● Publish updated Pension booklets. 	Members' Pension Section	Q2
9	Draft a Service Election Plan for the high-level Election Steering Group for agreement, using the sub-group plans which identify cross-dependencies.	Members' HR	Q1
10	Continue to provide economic and fiscal analysis and advice to members and Committees, including training and confidential costing services.	PBO	Q4
11	Deliver the Correspondence Translation Service for members in a timely manner.	Rannóg	Q4
12	Continue to develop the capacity to produce the Official Report in a timely manner to the highest standard.	Debates Office	Q4
13	Continue to develop the process for the production and publication of the Official Report to ensure accessibility by users in multiple formats.	Debates Office ICT	Q4
14	Review feedback mechanisms for Committee Cathaoirligh and Committee members.	Committees	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
15	Review the effect and procedural impact of the technology introduced to support Committees since Covid-19.	Committees Co-Ordination Unit ICT	Q4
16	Facilitate a major survey of Members by UCD to gather the opinions of elected politicians from both Houses of the Oireachtas on several themes.	L&RS (Parliamentary Research Service)	Q2

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"> Coordinate the development and publication of <i>Action Plan 2023</i> (Q1); Coordinate Review sessions chaired by the Secretary General (quarterly); Coordinate the development and publication of <i>Annual Report 2022</i> (Q2). 	OCSG	Q4
3	Develop and implement the Service's Performance Evaluation Framework for 2022-2024: <ul style="list-style-type: none"> Produce quarterly reports on Parliamentary and Service activities; Carry out our 2023 programme of Efficiency Reviews and Post-Project Benefits Realisation Reviews. 	OCSG	Q4
4	Support ongoing risk management and risk awareness across the organisation: <ul style="list-style-type: none"> Strengthen our communications around risk management and risk awareness. Conduct a series of risk management workshops to further integrate risk management into the Service's operations and processes. 	OCSG	Q4
5	Continue to develop, enhance and promote the Internal Audit function: <ul style="list-style-type: none"> Implement the Internal Audit workplan 2023. 	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"> Review and update our <i>Corporate Governance Framework</i>; Review our corporate governance resources and reporting templates; Conduct a review and update our Project Management Guidelines and facilitate training to all staff; Develop initiatives to strengthen corporate governance awareness within the organisation. 	OCSG	Q4

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

1.5.	Action	Lead Support	Delivery
7	Continue to develop our customer service function: <ul style="list-style-type: none"> Conduct a review of our Customer Charter (Q1); Conduct a series of customer service training sessions to raise awareness of the standards and commitments set out in our Customer Charter. 	OCSG	Q4
8	Re-design Business Continuity Management: <ul style="list-style-type: none"> Review existing policy and procedures; Manage a phased consultation and workshops with business units across the organisation. 	FMU	Q2
9	Strengthen information governance through a best practice approach to Records Management: <ul style="list-style-type: none"> Produce and implement a new File Plan and Retention Schedule & Records Management Policy; Implement a plan to improve the management of off-site storage; Implement a review of the shared network drives, identify record sets for disposition, archiving and retaining; Operationalise records management processes across the Service to ensure regular disposition reviews take place; Support eDocs SMEs (subject matter experts) to implement good records management practices through, for example, an annual programme of SME meetings. 	L&RS (Records Management) ICT	Q4
10	Strengthen information governance through a best practice approach to Data Protection: <ul style="list-style-type: none"> Ensure co-ordination across the organisation on data protection issues including the interaction with the development of a cyber-security strategy; Deliver an annual programme of data protection awareness raising for members and staff; Communicate to the Senior Management Team, and all third parties their roles and responsibilities. Perform a skills gap analysis to understand the skills and behaviours of the parliamentary community and utilise this to build a baseline education roadmap. Run an annual breach incident response drill. 	L&RS (Records Management) ICT HR Services (Training and Development)	Q4
11	Lead the FOI and Data Protection Working Group with an annual programme. Provide an annual programme of FOI decision maker meetings.	L&RS (Records Management)	Q4
12	Provide appropriate storage and develop a related management plan for the Library's print collection including heritage collections. Continue to develop our Library Print Collections management practices.	L&RS FMU OPW	Q4
13	Update the PQ Office Data Retention Policy and guidelines to members on the use of details supplied regarding data protection issues.	Questions Office	Q2

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

1.5.	Action	Lead Support	Delivery
14	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> OPLA	Q4
15	Support the Clerk of the Seanad as Returning Officer for Seanad General and Bye-Elections: Annual review of the Register of Nominating Bodies.	Seanad Office <i>Journal Office</i> OPLA ICT	Q4
16	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	Q2
17	Review and update salaries processes and procedures to ensure alignment with best practice is fully documented.	Salaries	Q4
18	Review and update finance processes and procedures to ensure alignment with best practice is fully documented.	Finance	Q4
19	Review and update procurement processes and procedures to ensure alignment with best practice is fully documented.	Procurement	Q4
20	Ensure the production of quality reporting in an efficient and timely manner.	Finance, Procurement, Salaries	Q4
21	Continuously improve the format and accessibility of our reports.	Finance, Procurement, Salaries	Q4
22	Continue to align performance indicators with senior management and Commission requirements.	Finance, Procurement, Salaries	Q4
23	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.	People & Organisation Strategic Committee HR Services	Q2
2	Implement the Service's Health, Wellbeing and Inclusion Strategy 2021-2023.	HR Services	Q4
3	Update and publish the compensatory leave policy for the Service. Update and publish the attendance policy for the Service.	HR Services	Q3 Q1
4	Update and publish a right to disconnect policy.	HR Services	Q1
5	Deliver information and networking seminars for political staff.	Members' HR	Q4
6	Publish the civil service and political staff newsletters.	HR Services Members' HR	Q4
7	Facilitate virtual and in person CPD sessions within the Debates Office to keep staff connected – under the Oireachtas blended working policy.	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.	HR Services (Training and Development) Procedural Development Unit Bills Office Journal Office Seanad Office Committees ICT	Q4
2	Identify efficiencies to be gained in Bills Office processes as we move to a digital-based publication system.	Bills Office ICT	Q4
3	Develop the <i>HR People Strategy 2023-2025</i> .	HR Services	Q2
4	Develop the <i>HR Learning and Development Strategy 2023-2025</i> .	HR Services	Q2

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

2.2.	Action	Lead Support	Delivery
5	Promote and develop staff groups and networks, i.e. Principal Officer, Assistant Principal and Higher Executive Officer Networks and the LGBTI+ Group.	HR Services	Q4
6	Establish a knowledge management team to implement a High-Performance Team framework and related Professional Development Programme in the Library & Research Service and Records Management.	L&RS (Records Management Unit) HR Services (Training and Development)	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 an Internal Communication strategy to enhance communications across the organisation.	Communications Unit	Q1
2	Continue to 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
3	Continue to align the requirements of the Service with resourcing plans, appropriate recruitment processes and deployment of specialists to roles within the Service.	HR Services	Q4
4	Continue to develop recruitment opportunities and strategies for the Oireachtas to ensure we remain competitive in a challenging market for employers.	HR Services	Q4
5	Continue to develop and train staff in new skills and emerging areas and support managers and leaders in the organisation.	HR Services	Q4
6	Develop new recruitment channels including internships for specialist areas and apprenticeships. <ul style="list-style-type: none"> the People and Organisational Development Working Group will consider the feasibility of an internship programme to include modules focused on the recruitment of bilinguals. 	HR Services <i>Rannóg</i>	Q4
7	Establish a suite of training programmes appropriate to each grade.	HR Services (Training & Development)	Q4
8	Facilitate specialised training and development opportunities for PBO staff.	PBO	Q4
9	Facilitate opportunities for training and staff development in the Debates Office.	Debates Office	Q4
10	Develop and promote options for Committee staff development for implementation during the dissolution period and develop a work plan for Committee staff for the dissolution period, in this context.	Committees	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
11	Recruit librarians, records officers, archivists, researchers to the L&RS RMU. Onboard new staff with tailored induction programmes. Facilitate opportunities for training and staff development across the L&RS RMU.	L&RS (Records Management Unit) HR Services	Q3 Q4
12	Facilitate ongoing engagement with employee representatives through Departmental Council.	HR Services	Q4
13	Provide an ongoing programme of Departmental reviews of resources across the Service, as required.	HR Services	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	Q1
2	Promote staff awareness of the positive working environment guidelines for the organisation, including: <ul style="list-style-type: none"> • <i>Our Code for Working Together</i> • <i>Dignity at Work Policy</i> • <i>Civil Service Code of Standards and Behaviour</i> • <i>Bilingualism in the Oireachtas</i>. 	HR Services <i>Rannóg</i>	Q4
3	Develop the Oireachtas Work Learning (OWL) programme to include ongoing supports to new Departments involved with the programme.	HR Services	Q4
4	Continue to support the work of the Dignity and Respect Steering Group. <ul style="list-style-type: none"> • Report on the work of the Steering Group to the Houses of the Oireachtas Commission. 	Members' HR	Q4 Q1
5	Continue to deliver dignity and respect training and information sessions to members and political staff. <ul style="list-style-type: none"> • dedicated training to complaint recipients will be delivered to strengthen and support procedures under the revised Dignity & Respect policy. 	Members' HR HR Services (Training and Development)	Q4 Q1
6	Develop an Exit Survey for political staff. <ul style="list-style-type: none"> • Seek Commission approval for draft Exit Survey for political staff. 	Members' HR OPLA DPO	Q1
7	Develop guidance for members on conducting Exit Interviews including sample questions. <ul style="list-style-type: none"> • Seek approval for draft Guidance Note on Exit interviews for Members, as employers. 	Members' HR OPLA	Q1
8	Agree Political Staff Engagement Plan 2023 and Implement Political Staff Engagement Plan throughout 2023.	Members' HR	Q1 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	Continue the work of the Steering Group in implementing the recommendations of the <i>Forum on a Family Friendly and Inclusive Parliament</i> Report.	Corporate and Members' Services ICT OPLA	Q4
2	Continue the work of the subcommittees in reviewing the recommendations under the three broad headings: <ul style="list-style-type: none"> ● Procedural ● HR ● Facilities. 	House Services HR Services FMU	Q4
3	The Steering Group is to report to the Commission on a six-monthly basis regarding the implementation of the Report of the <i>Forum on a Family Friendly and Inclusive Parliament</i> .	Corporate and Members' Services	Q2 Q4
4	Assign project teams to implement the recommendations the <i>Forum on a Family Friendly and Inclusive Parliament</i> .	Corporate and Members' Services House Services 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"> ● Document current activities and infrastructure ● Assess current condition of accommodation and services ● Identify opportunities to progress sustainability objectives ● Identify future needs ● Identify long term goals. 	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	Q1
3	Engage with OPW to continue the delivery of key building and engineering projects including: <ul style="list-style-type: none"> ● Covered bike and ebike parking spaces ● The development of electric vehicle car charging facilities ● Lighting upgrades ● Roofworks. 	FMU OPW	Q1

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
4	Continue to progress the provision of additional accommodation to meet current and medium-term needs: <ul style="list-style-type: none"> Facilitate the incorporation of any additional accommodation made available. 	FMU OPW	Q4
5	Continue to operate the safety management system: <ul style="list-style-type: none"> Continue to provide risk assessment training for section heads. Update risk assessments across all sections. Publish an annual Safety Statement. Complete an annual site audit. Update the fire management system <ul style="list-style-type: none"> Update evacuation maps Execute fire drills Maintain fire safety registers Continue to digitize fire safety registers 	FMU (Safety, Health and Compliance)	Q4
6	Review security arrangements for all access points on the Leinster House campus: <ul style="list-style-type: none"> Conduct security reviews in collaboration with An Garda Síochána. 	Superintendent FMU	Q1
7	Conduct a policy review in respect of Oireachtas access passes in consultation with FMU and OPLA.	Superintendent	Q1
8	Review the operation of the Visitor Management System. <ul style="list-style-type: none"> System is to be fully implemented in Q2. 	Superintendent ICT	Q2
9	Review and update the procedures for Ushers and Service Officers for all posts.	Superintendent	Q1
10	Continue to facilitate the provision of security briefing sessions to members and their staff by An Garda Síochána: <ul style="list-style-type: none"> Organise additional briefing sessions in response to demand. 	Superintendent	Q1
11	Undertake an accessibility audit of the parliamentary complex and implement recommendations.	FMU (Safety & Sustainability) OPW HR Services	Q1
12	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
13	Provide a new Main Committee room	FMU OPW ICT House Services	Q4
14	Complete restoration works on Blocks C and D and repair of roofs over main staircase and Dáil chamber.	FMU OPW ICT House Services	Q3

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	Expand our existing capabilities to provide accessible content from the Oireachtas Broadcasting Unit: <ul style="list-style-type: none"> Develop Automatic Speech Recognition (ASR) capabilities for live broadcasting subtitles (RFT requirements finalised in Q1); Continue and expand our academic modules with TCD Centre for Deaf Studies; Work closely with Oireachtas.ie to provide more ISL and subtitled content for the website. 	Broadcasting ICT Editor of Debates/ ASR Programme	Q4
2	Develop programming content and upgrade scheduling techniques on Oireachtas TV: <ul style="list-style-type: none"> Implement a new workflow system to curate channel and web filler content (Q2); Utilise the new channel playout system to expand live graphic capability (Q2); Develop new programming strands such as interviews with Committee chairs (Q2); Expand coverage of international and interparliamentary institutions such as PACE, IPU and the European Parliament (Q4). 	Broadcasting	Q4
3	Enhance our web-based content and communications: <ul style="list-style-type: none"> Further develop the Oireachtas App to include notifications and location-based services; Further improve accessibility on Oireachtas.ie; Ongoing production and editing of clear, informative content on the work of parliament including education materials, centenaries, events, etc. 	Web ICT Social Media Team	Q4
4	Develop and implement an Oireachtas Committees Communications strategy to increase awareness of Committees activity and output and to facilitate public, stakeholder and media engagement with Committees.	Communications Committees Broadcasting Superintendents Web	Q4
5	Deliver the Seanad100 Programme to mark the centenary of Seanad Éireann within the budget and timeline provided for by the Service and Commission. Launch of IPA book (January).	Communications Seanad Office Broadcasting Web Protocol Officer	Q1
6	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	Q2

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
7	Assist members in the effective use of social media through the delivery of workshops and briefings with leading social media platforms.	Communications	Q4
8	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
9	Explore further opportunities through the Digital Parliament Project to increase accessibility and user experience of the Official Report.	Debates Office Web	Q4
10	Contribute to the Decade of Centenaries, cultivating engagement with the Official Report on the Oireachtas website.	Debates Office Rannóg Web	Q4
11	Adopt a universal design approach to all digital communication technologies.	ICT HR Services	Q4
12	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 PBO Communications	Q4
13	Deliver the annual programme to promote the Oireachtas Library's heritage collections.	L&RS (Oireachtas Library) Communications FMU	Q4
14	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 OPLA	Q4
15	Make information on <i>An Caighdeán Oifigiúil</i> available in a user-friendly manner to the public via www.oireachtas.ie .	Rannóg	Q4
16	Make Irish language legislative terminology used by HOS available in a user-friendly manner to the public via www.oireachtas.ie	Rannóg	Q4
17	Utilise the HOS Bilingualism Programme, based on an integrated bilingual approach, to maximise Oireachtas engagement with the Irish-speaking community. <ul style="list-style-type: none"> Monthly strategy meetings will be held, designed to deliver innovative solutions to initiatives under the bilingualism programme. 	Rannóg Communications ICT	Q4

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

3.2.	Action	Lead Support	Delivery
1	Monitor and develop current education and placement programmes (including the Transition Year Programme, the Student Placement Programme for Members, the OWL Programme, the WAM Programme, and the Traveller and Roma Programme) and explore the development of new programmes.	Members' HR HR Services Openness and Inclusion Steering Group	Q4
2	Review the hybrid model of the Student Placement Programme at the end of the 2022/23 academic year and make recommendations for the academic year 2023/24.	Members' HR Openness and Inclusion Steering Group Education Officer	Q4
3	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 Education Officer Communications	Q3
4	Continue to develop education outputs for primary, secondary and third level: <ul style="list-style-type: none"> Provide our annual CPD programme for primary teachers; Review and develop existing animations and resources for primary school students; Review, and edit as required, the Exploring Democracy resource pack for teachers of junior cycle CSPE; Deliver workshops to senior cycle Politics and Society students; Expand delivery of the Ceann Go Ceann programme to include other Oireachtas Officeholders. 	Education Officer Web Broadcasting Seanad Office	Q4
5	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.	Education Officer FMU Superintendent ICT	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	Establish a centralised Oireachtas Archive: <ul style="list-style-type: none"> Prepare proposal for legislation to update the Oireachtas Commission Act on putting the Oireachtas Archive on a statutory basis; Develop strategy and suite of policy documents for the Oireachtas Archives; Implement Axiell archival management software; and Provide appropriate spaces for the storage of archival collections and their use. 	L&RS (Records Management Unit) FMU ICT Communications	Q4

Strategic Goal 3.4: Enhance our engagement with Government Departments.

3.4.	Action	Lead Support	Delivery
1	Develop an engagement programme specific to Government Departments and agencies to coordinate our engagement approach.	Communications Unit	Q2
2	Continue to develop improved procedures in consultation with Government Departments covering matters such as briefings, scheduling of meetings, timeliness of responses, processing of legislation, Estimates etc.	Committees	Q4
3	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
4	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 a cash accounting model.	Finance	Q4
5	Develop and participate in cross-Departmental Procurement Officers Network for increased collaboration across Departments.	Procurement	Q4
6	Develop relationships with colleagues in DPER, National Shared Services Office, HSE and the Office of Government Procurement.	Finance, Procurement, Salaries	Q4
7	Continue to deliver training and information sessions to Government Departments.	House Services Procedural Development Unit	Q4
8	Engage with the HR Managers Network and other civil service networks to progress new HR policies and practices.	HR Services	Q4
9	Working groups for key projects under the OWL Programme Steering Group, are to be established as required.	HR Services	Q4
10	Foster ongoing relationships with State legal departments and government agencies and explore possibilities for knowledge sharing, developing research networks and legal training.	OPLA	Q4
11	Continue to engage to improve the information shared with the PBO by Government departments to support costing work, research work, and monthly expenditure reporting. The possibility of strengthening the data access provisions for the PBO will be explored in the context of the Commission (Amendment) Bill 2023.	PBO	Q4
12	Continue to develop and implement bilingual interface options for Government Departments and bodies that require such facilities to carry out their responsibilities with the Oireachtas. <ul style="list-style-type: none">Bilingual interfaces will be considered for key systems including the Legislative Authoring Amending Publishing System (LAAPS).	Rannóg <i>ICT</i>	Q4
13	Work with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media to maximise the availability of electronic translation support material.	Rannóg	Q4
14	Facilitate Departments in providing Irish language versions of documents relating to elections, e.g. election writs, notices, referendum information booklets, etc.	Rannóg	Q4

Strategic Goal 3.4: Enhance our engagement with Government Departments.

3.4.	Action	Lead Support	Delivery
15	Partner with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in recruitment campaigns.	HR Services <i>Rannóg</i>	Q4
16	Continue to participate in/engage with the Data Protection Officer's Network, DPER's FOI Central Policy Unit, OGCIO's eFOI and eDocs interdepartmental working groups to share our own experience, ensure a consistent approach to compliance, and contribute to the development of systems.	L&RS (Records Management Unit)	Q4
17	Continue to participate in the Research Managers Network and to engage with government librarians to share our own experience, collaborate where appropriate, and keep abreast of developments.	L&RS	Q4
18	Continue to engage with Government Departments to ensure our systems facilitate their laying of documents before parliament in an accessible way.	L&RS (Oireachtas Library)	Q4
19	Continue to engage with Government Departments to: <ul style="list-style-type: none"> ● Improve information shared with the L&RS that supports our legislative analysis and information/research services for members and the wider parliamentary community. ● Raise awareness of our research services. 	L&RS	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"> ● Review and implement our Protocol Policy; ● Deliver our planned series of high level international and interparliamentary conferences including ECPP 2023 (Q3); ● Support the advance planning at parliamentary level for Ireland's next EU Presidency (annual); ● Strengthen and enhance our parliamentary engagement with international organisations, EU institutions and national parliaments; ● Promote and foster the parliamentary friendship group system; ● Facilitate Oireachtas Committees' engagement with international counterparts. 	Interparliamentary <i>Protocol Officer</i>	Q4
2	Develop our EU engagement strategy and implement related activities working through the EU engagement steering group. Develop our engagement with other Bilingual Parliaments.	Committees EU National Representative Interparliamentary L&RS PBO <i>Rannóg</i>	Q4
3	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

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

3.5.	Action	Lead Support	Delivery
4	Participate in staff exchanges with other parliaments and assemblies.	Debates Office HR Services (Training and Development)	Q4
5	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
6	Continue 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
7	Strengthen our relationship with the ECPRD: <ul style="list-style-type: none"> Fulfil our roles of Parliamentary Correspondent and Deputy Correspondent for the ECPRD; Coordinate Oireachtas responses to ECPRD queries from other parliaments; Promote ECPRD as a tool for parliamentary research; Plan an ECPRD seminar on Parliamentary Libraries, Research & Archives. 	L&RS (Parliamentary Research Service)	Q4
8	Maintain Oireachtas data in the Inter-Parliamentary Union (IPU) Parline database and contribute to IPU parliamentary reports and projects.	L&RS (Parliamentary Research Service)	Q4
9	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. <ul style="list-style-type: none"> Members' HR will attend Parliamentary Network Meeting in London. 	OSS Members' HR	Q4 Q1
10	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 Public Engagement L&RS HR Services Debates Office	Q4
11	Participate in legal conferences, exchange programmes and courses hosted by other EU institutions or parliaments and contribute to relevant publications.	OPLA	Q4
12	Participate in economic conferences, exchange programmes and courses hosted by other institutions and parliaments.	PBO	Q4
13	Continue to engage with other economic institutions and fiscal scrutiny units, including through the Inter-Parliamentary Financial Information Network (IPFIN), the OECD IFI network, and with other relevant bodies.	PBO	Q4
14	Renew and strengthen relationships with other parliamentary translation services.	Rannóg L&RS	Q4
15	Support Tionól Thuaisceart Éireann (the Northern Ireland Assembly) in developing its Irish language translation and interpretation services.	Rannóg	Q4

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

3.5.	Action	Lead Support	Delivery
16	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
17	Continue with Phase 2 of the Bilingual Parliaments Research Project to enable the Houses of the Oireachtas Service to develop useful links.	Rannóg <i>L&RS</i>	Q4
18	Foster international relations through participation in meetings of the Association of European Senates.	Seanad Office <i>Interparliamentary</i>	Q4
19	Foster engagement with the European Parliament through addresses by Irish MEPs to Seanad Éireann.	Seanad Office <i>Protocol Officer</i>	Q4
20	Develop and foster relationships with Public Outreach and Engagement initiatives in other parliaments.	Communications Unit	Q4
21	Renew and strengthen relationships with international parliamentary library and research services, and record management offices.	L&RS (Records Management Unit)	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
1	Publish a Sustainability Strategy: <ul style="list-style-type: none"> Re-establish the Green Team Engage in consultation Establish strategic objectives and sustainability themes Establish targets. 	FMU (Sustainability)	Q4
2	Publish a Sustainability Action Plan: <ul style="list-style-type: none"> Establish baseline performance across other sustainability themes through consultation Deliver a new waste management plan Establish biodiversity initiatives 	FMU (Sustainability)	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
3	<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"> ● Establish baseline performance and assess impact of grid decarbonisation, in-flight projects etc ● Engage in consultation ● Hold staff engagement workshops (with a focus on energy related emissions and reducing the organisation's carbon footprint) ● Identify and prioritise operational and capital projects in liaison with the OPW ● Establish pathway to targets ● Continue to engage with the OPW and the <i>Optimising Power@ Work</i> campaign to embed behavioural change as regards energy management. 	FMU (Sustainability) OPW	Q2
4	Develop and implement SEAI approved energy management system	FMU (Sustainability)	Q4
5	Nominate a <i>Climate and Sustainability Champion</i> at Management Board level and an <i>Energy Performance Officer</i> at PO level.	FMU (Sustainability)	Q1

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	Establish a security operations centre. <ul style="list-style-type: none"> Recruit a dedicated internal security team to deal with all aspects of Oireachtas cyber security. Outsource Threat and Vulnerability Management 	ICT	Q4
3	Develop security and cloud policies to improve resilience to protect the Oireachtas, these policies will be developed as part of the cyber security strategy.	ICT	Q4
4	Establish a Cyber Security Culture & Awareness Training Programme <ul style="list-style-type: none"> Develop a Security Awareness programme, and information posters and videos. Communicate the purpose and scope of the awareness programme to all users. Communicate to the Senior Management Team, and all third parties their roles and responsibilities. Perform a skills gap analysis to understand the skills and behaviours of the Oireachtas and utilise this to build a baseline education roadmap. 	ICT HR Services (Training and Development)	Q4
5	Risk Management <ul style="list-style-type: none"> Develop cyber risk management reporting processes. 	ICT OCSG	Q4
6	Restructure the Oireachtas ICT network to increase levels of compartmentalisation.	ICT FMU	Q4

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

4.2.	Action	Lead Support	Delivery
1	Launch the upgraded www.achtanna.ie website which makes official translations of the Acts of the Oireachtas available in a user-friendly manner.	ICT Rannóg	Q1
	Digital Parliament Programme		
2	Develop and operationalise the Áis-Linn Parliamentary Business Calendar (Members Portal Phase 2).	ICT House Services	Q1
3	Go live with Committee meeting information, including live status updates, on Campus Signage and in Áis-Linn.	ICT Committees House Services	Q4
4	Develop requirements for Campus Signage, including Áis-Linn for Dáil and Seanad Éireann.	ICT House Services	Q4
5	Develop the Speakers List and prepare it for business process testing, parallel run and go-live.	ICT House Services	Q3

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

4.2.	Action	Lead Support	Delivery
6	Continue to develop the Chamber Business Manager and prepare it for business process testing, parallel run and go-live.	ICT House Services Journal Office	Q3
7	Develop and test the Committee Task Manager (Phase 1: Work Items).	ICT Committees	Q4
8	Develop requirements for the Committee Task Manager (Phase 2: Planner) (Q2). Development to start in Q4.	ICT Committees	Q4
9	Develop requirements for the Committee Task Manager (Phase 3: Document Manager)	ICT Committees	Q4
10	Develop requirements for Áis-Linn PQ system (Members Portal Phase 4).	ICT Questions Office	Q4
11	Develop requirements for the Messages Module.	House Services Journal Office ICT	Q3
12	Ensure the Digital Team continues the progress of digital transformation across the Oireachtas by: <ul style="list-style-type: none"> supporting business units through requirement gathering and development; conducting and assisting with BPT of Digital Parliament modules; and assisting business units up to and beyond go-live. 	ICT	Q4
Informing the Citizen Programme			
13	Continue to develop and increase the integration of Oireachtas.ie with the Digital Parliament System.	ICT Web	Q4
Informing the Debate Programme			
14	Develop and enhance the pilot of the Constituency Dashboards. <ul style="list-style-type: none"> Develop the next iteration of the Constituency Dashboards service. 	ICT Comms L&RS (Parliamentary Research Service)	Q4
15	Develop a new digital vision for the Oireachtas Library and Parliamentary Research Service.	L&RS (Parliamentary Research Service) ICT	Q3

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

4.2.	Action	Lead Support	Delivery
	Corporate Organisation Programme		
16	Further develop and operationalise the Enterprise Resource Planning (ERP) project (formerly ICSS): <ul style="list-style-type: none"> BRD to be circulated to 5 vendors in advance of meetings in Q1 2023 Single platform solution preferred Finance module to be prioritised for delivery in Q4 2023 	ICT Procurement Finance OSS FMU HR Services Members' HR	Q4
17	Further develop and upgrade the Visitor Management System. <ul style="list-style-type: none"> Full implementation Q2 Followed by system integration with Committee Task Manager 	ICT Superintendent	Q4
18	Enhance and integrate technologies used in the Bar and Restaurants (ePOS) to: <ul style="list-style-type: none"> Improve and streamline ordering and stock management Improve and enhance reporting and financial integration. 	ICT Catering	Q3
	Projects supported by ICT		
19	Approval of POD for Seanad election count IT software in Q1 will be followed by requirements gathering, development and implementation.	Seanad Office ICT	Q4
20	Procure an automatic speech recognition system to capture debates from the Chambers and Committee rooms. <ul style="list-style-type: none"> Finalise requirements for RFT (Q1) Include other stakeholders such as Rannóg an Aistriúcháin, Broadcasting and Web in this work. 	Debates Office ICT	Q3
21	Implement a two-year project to procure a new digital system to replace the current legislative drafting system and integrate with Digital Parliament Systems.	Bills Office ICT	Q4
22	Develop requirements for the Messages Module.	House Services Journal Office ICT	Q2
23	Work with Communications and L&RS to consider and develop an Oireachtas Research page. <ul style="list-style-type: none"> ICT will work with Information and Research stakeholders to develop research services across end points such as Áis-Linn on the Digital Parliament platform and the web. 	PBO ICT Communications Unit L&RS (Parliamentary Research Service)	Q4
24	Engage with ICT to develop an Electronic Systems Development Programme for Rannóg. <ul style="list-style-type: none"> Monthly strategy meetings will be held to deliver innovative solutions to initiatives under the bilingualism programme. 	Rannóg ICT	Q4

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

4.2.	Action	Lead Support	Delivery
25	Integrate translation software with the procedural system portal, including the Legislative Authoring, Amending and Publishing System (LAAPS), Digital Signage and for Task Manager.	Rannóg ICT	Q4
26	Identify appropriate and customised machine-translation software for Rannóg services. <ul style="list-style-type: none"> Develop requirements for an RFT, including machine-translation software (Q2) 	Rannóg ICT	Q4
27	Work with ICT and external partners to capture official translations of Statutory Instruments which are currently only available in rare bound volumes.	Rannóg ICT	Q4
28	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. <ul style="list-style-type: none"> Carry out analysis of final stages in processing official translations of the Acts and identify integration opportunities. This will be considered as a requirement in the procurement of legislative software (LAAPS) 	Rannóg ICT	Q4
29	Develop electronic workflow tracking programmes for the workflows used in Rannóg service provision. <ul style="list-style-type: none"> Monthly strategy meetings will be held to deliver innovative solutions to initiatives under the bilingualism programme. 	Rannóg ICT	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
1	Continue to adapt meeting spaces and offices by delivering the hardware required to complete the transition to a mobile workforce and a blended-ready workplace across the campus.	ICT FMU	Q4
2	Continue to deliver and integrate the new Unified Communications as a Service (UCaaS) solution for the Oireachtas to complement the move to a mobile workforce and blended workplace. <ul style="list-style-type: none"> Procure a provider-hosted Session Border Controllers for SIP trunk connectivity that can integrate with the Microsoft Teams platform and replace the current phone system. 	ICT	Q2
3	Continue to provide modern ICT tools to support members and their staff when carrying out their parliamentary activities under the 7 programmes of the Digital Transformation Strategy.	ICT	Q4
4	Automate routine processes within the Finance, Procurement and Salaries units as far as practicable.	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
5	Foster and promote paperless processes within the Finance, Procurement and Salaries units.	Finance, Procurement, Salaries	Q4
6	Develop Standard Operating Procedure documents for all processes across units.	Finance, Procurement, Salaries	Q4
7	Update Bills Office processes to reduce reliance on paper-based proofing and to adopt digital solutions where feasible.	Bills Office	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
1	Migrate data and systems to cloud-based infrastructure (with security platforms) to improve responsiveness and technical supports, ensuring enhanced resilience and continuity of service.	ICT	Q4
2	Continue to improve technical supports through the recruitment of specialist ICT resources.	ICT HR Services	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
1	Review and update the Rannóg 2024 strategy and propose a revised strategy to the Management Board and to the Commission.	Rannóg	Q1
2	Review the terms of reference of the Rannóg 2024 Steering Group and submit to the Management Board. ● Implement new Steering Group arrangements (Q2)	Rannóg	Q1
3	Report progress to the Management Board through 3 Monthly Reports and annual presentations.	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
1	Present final report and draft action plan to the Management Board for discussion and approval.	Rannóg	Q3

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

5.3.	Action	Lead Support	Delivery
1	Support the work of the two An Ghaeilge sa Teach Steering Groups.	Rannóg	Q2
2	Submit Reports from both Steering Groups to the Dáil Business Committee and the Committee on Parliamentary Privilege and Oversight of Seanad Éireann, as appropriate.	Rannóg Dáil Business Committee Seanad CPPO	Q2
3	Maintain and promote the Bills Glossary facility for members.	Rannóg	Q4
4	Issue general bilingual terminology and a phraseology list to members to facilitate contributions in Irish.	Rannóg	Q3
5	Implement a flexible switching system between the Kildare House interpretation booths to maximise options for simultaneous translation service.	ICT Rannóg	Q2
6	Increase the capacity of the Kildare House interpretation booth suite to include eight booths.	FMU ICT OPW Rannóg	Q2
7	Enhance the Debates Office's capacity to report contributions in both official languages in the Dáil, Seanad and at Committee meetings.	Debates Office HR Services	Q4

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

5.3.	Action	Lead Support	Delivery
8	Ensure maximum use of bilingual headings, procedures and motions in the Official Report when gathering requirements, developing and implementing a new Debates system.	ICT Unit <i>Debates Office</i>	Q4
9	Increase the amount of Irish used in the Ceann Comhairle's notes for Dáil.	House Services <i>Rannóg</i>	Q4
10	Produce and issue a document for staff setting out the headline principles relating to working in a bilingual Oireachtas.	Rannóg <i>HR Services</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).	Rannóg <i>HR Services</i>	Q4
2	Adopt Oireachtas Language Standards to replace the current Language Scheme, including commitments to increase and support the cohort of bilingual staff.	Rannóg	Q4
3	Recruit annually at Aistriheoir Grád – III level (where the role includes translation and interpretation). Recruitment of this grade will be by means of HOS public competitions in order to improve the efficiency of recruitment.	HR Services <i>Rannóg</i>	Q4
4	Include a 'Career in the Oireachtas' module for bilinguals in the Oireachtas Education Outreach programmes for secondary schools.	Education Officer <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	Establish a structure within Rannóg an Aistriúcháin to manage HOS compliance with the Official Languages Act and progress of the HOS Bilingualism Programme.	Rannóg <i>HR Services</i>	Q4
2	Provide Irish language courses to staff and members at all proficiency levels.	HR Services (Training and Development)	Q4
3	Utilise Language Scheme surveys to gauge Irish language ability and interest among members and staff.	HR Services (Training and Development) <i>Rannóg</i>	Q4

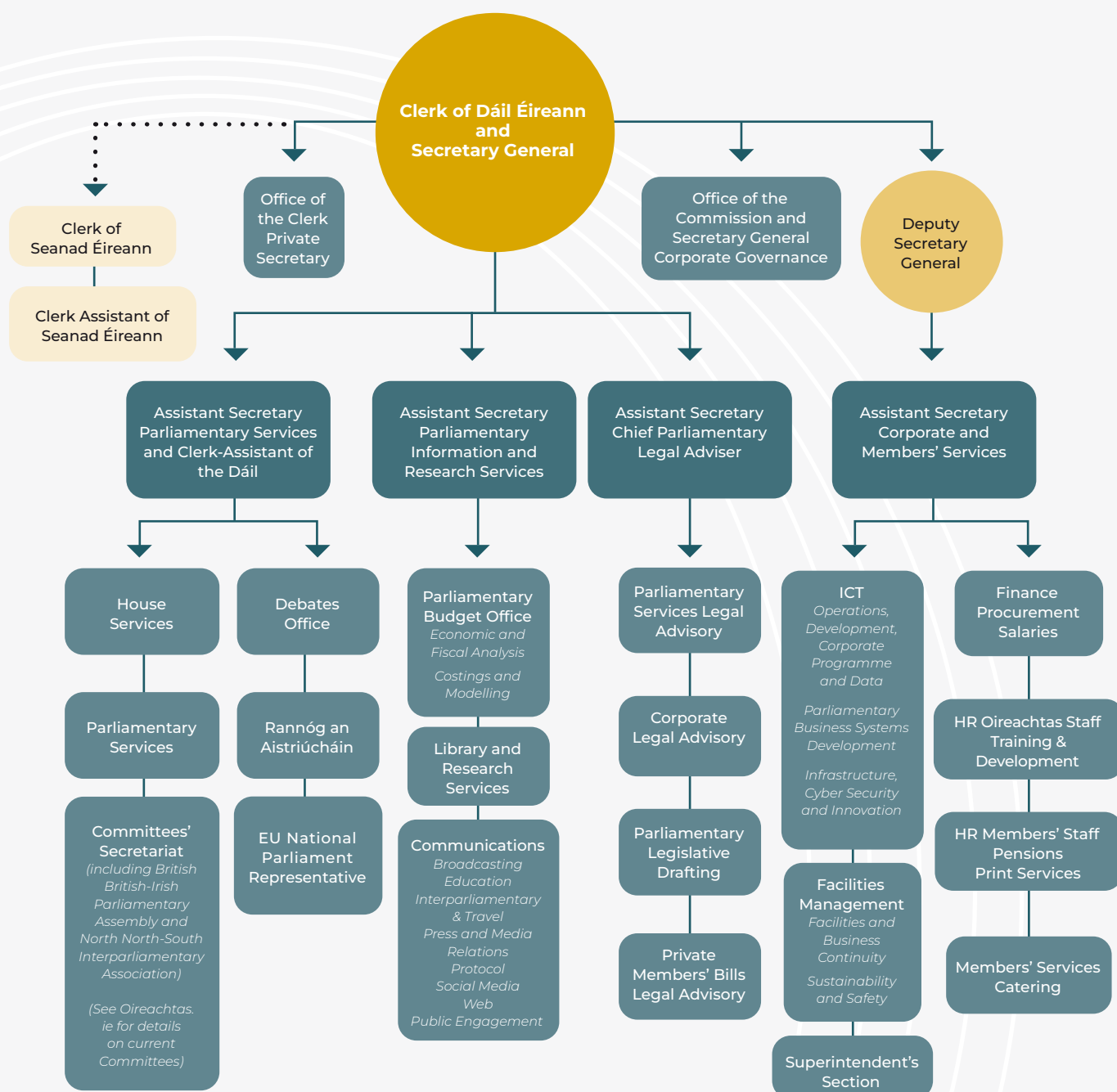
Strategic Goal 5.5: Develop initiatives to support members and staff in maintaining and improving their competence in spoken Irish.

5.5.	Action	Lead Support	Delivery
4	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>	Q1
5	Examine the feasibility of offering training courses through the medium of Irish.	HR Services (Training and Development)	Q4
6	Increase and enhance Irish language content on The Plinth.	Communications	Q1

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

5.6.	Action	Lead Support	Delivery
1	Continue to ensure full compatibility with the Irish language in all electronic systems used in the Service in accordance with the Bilingualism in Technology policy adopted by the Management Board.	ICT <i>Rannóg</i>	Q4

Houses of the Oireachtas Service Organisation Chart¹



¹ [Link to current Houses of the Oireachtas Service Organisation Chart.](#)