Houses of the Oireachtas Service
Action Plan 2024

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

Peter Finnegan
Clerk of the Dáil and
Secretary General

I am pleased to introduce the *Action Plan 2024* for the Houses of the Oireachtas Service (the Service). This is the final 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 2024* continues to be shaped by our 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.'

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 2024, the plan builds on the work and achievements of 2023 which will be presented later this year in the second 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 2024* 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 2024* 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, inclusivity and responsiveness.

The continuous implementation of our Cyber Security Strategy will help build a resilient parliament. The further development of our Digital Transformation Programme and blended working practices will support organisational effectiveness, and the wellbeing

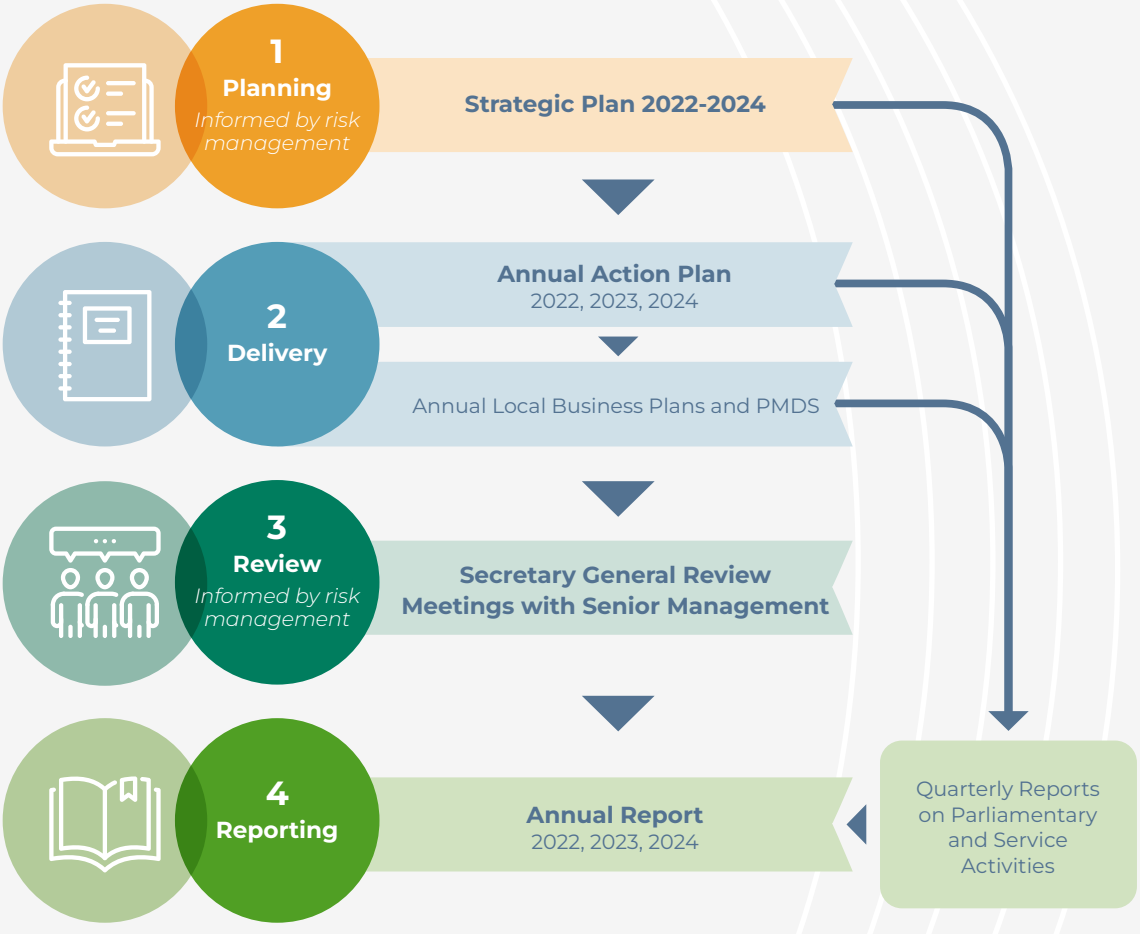
of our community. We will also take the opportunity in 2024 to examine the responsible use of artificial intelligence (AI) in a parliamentary setting through implementing two small AI pilot use projects.

Our Internal Communications Strategy will help us further enhance how we communicate across the organisation. Our Equality, Diversity and Inclusion Strategy will be an important foundation on how we seek to broaden our Parliamentary Community. Overall, *Action Plan 2024* will help the Service to respond successfully to emerging and ongoing 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 2024. 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 2024.

Peter Finnegan
Clerk of the Dáil and Secretary General



Strategic Planning Framework

Vision, Mission, Values

Vision

A Parliament working effectively for the People.

Mission

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

Values

- Impartial
- Accountable
- Inclusive
- People-Focused
- Collegiate
- Innovative

Statement of Values

Impartial

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

Inclusive

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

Collegiate

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

Accountable

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

People-Focused

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

Innovative

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

Strategic Outcomes and Goals

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 Archive 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	Continue to 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.	House Services *Committees* *Seanad Office*	Q4
4	Continue to support an implementation plan for the *Procedural Capacity Strategy* by: • Scoping and delivering annual training interventions for Clerks, Chairs, Service staff, political staff and Government Departments. • Developing a procedural knowledge management (PKM) strategy, to include a review of knowledge management systems in procedural office, and to appropriately leverage technology to support PKM. • Supporting the House Services team to provide appropriate support and cover for Dáil sittings (through rota design, annual leave planning). • Developing a mobility policy, and career/succession planning for procedural areas.	House Services *Procedural Development Unit* *HR Services*	Q4
5	Review the implementation of 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

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
7	Review the (a) structure, format and procedural rules underpinning the Oireachtas committee system ('Structural Review'), and (b) impact on Government policy in the 33rd Dáil, with a focus on outcomes ('Impact Review'): • Enabling Framework for Effective Parliamentary Committees (Q1) [L&RS, with Coordination Unit input]. • Market Soundings re scoping of 'Impact Review' (Q1) [Coordination Unit]. • Pilot methodology for 'Impact Review' (Q2) [Coordination Unit, with L&RS input]. • Revise and conduct request for quote (RFQ) for 'Impact Review' (post-2024) [Coordination Unit].	Committees Committee Coordination Unit L&RS (Parliamentary Research Service)	Q2
8	Continue to support and implement agreed parliamentary reform recommendations: • 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. • Continue to support work of the Seanad EU Scrutiny Committee.	Seanad Office	Q4
9	Develop and support the maintenance of a consistent body of Standing Orders and Rulings for Dáil, Seanad and Committee Clerks: • Contribute to the review of Standing Orders and rulings management and requirements gathering for a digital management solution.	Journal Office *Seanad Office* *Committees*	Q4
10	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
11	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
12	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
13	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
14	Produce and publish in a timely manner the Official Report of the Dáil, Seanad, Committees and Written Answers.	Debates Office *Questions Office*	Q4
15	Maintain and develop the capacity to report proceedings in both official languages.	Debates Office	Q4
16	Provide a timely and effective translation service for Dáil, Seanad and Committee business.	Rannóg	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
17	Develop a strategy for long term role of the Parliamentary Publication Unit, to include consideration of inhouse digital printing service.	Parliamentary Publication Unit	Q4
18	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: • 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
19	Undertake scoping of programme of events and resources required for 2026 EU presidency and business case as required.	Committees EU National Parliament Representative *Public Engagement Team*	Q2

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	Report to the Committee on Standing Orders and Dáil Reform on the review of the 2022 reforms of the pre-legislative scrutiny process for draft Government Bills by Joint Committees.	Committees *House Services* *L&RS*	Q1
2	Provide a factual/statistical Report to the Committee on Standing Orders and Dáil Reform on the implementation of the Memorandum of Understanding between Dáil Éireann and Government regarding Private Members' Bills (PMBs) in the current Dáil.	House Services *Bills Office* *L&RS* *OPLA*	Q3
3	Review and update Bills Office procedures for managing legislation.	Bills Office	Q4
4	Provide legal advisory and legislative drafting services in respect of PMBs.	OPLA	Q4
5	Provide legal advisory services to individual members and Committees with regard to pre-Committee Stage scrutiny of PMBs.	OPLA	Q4
6	Provide legal advice and support to members and Committees in the examination and testing of Government policy.	OPLA	Q4
7	Provide a Legislative Analysis Service (LAS) in respect of Government Bills and PMBs: • Implement recommendations arising out of internal review of LAS.	L&RS (Parliamentary Research Service)	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
8	Conduct research on parliamentary procedure and practice: • Deliver a research programme on parliamentary procedure and practice including research to support work programme of CSODR. • Finalise and publish empirical study assessing the impact of PMBs on legislative and policy outcomes (Q1).	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	Deliver responsive research services to support the Houses, Oireachtas Committees and members including: • Legislative analysis and elective research service to support the work programme of Oireachtas Committees. • Commissioned research service to individual members. • Topical research programme to all members. • Academic engagement strategy and programme, aligned with public engagement strategy, to connect members with leading-edge research.	L&RS (Parliamentary Research Service)	Q4
2	Deliver appropriate library services to support the Houses, Oireachtas Committees and members including: • Reference service to individual members. • An information skills programme focussed on members' staff, PBO, PRS, OPLA and Comm Sec. • Procurement of relevant and responsive press monitoring services. • Procurement of authoritative and accessible content. • Management of the Docs Laid process.	L&RS (Oireachtas Library)	Q4
3	Prepare proposal for legislation to update the Oireachtas Commission Act on outstanding data access issues.	PBO *OPLA*	Q4
4	Further develop a protocol of engagement for PBO to provide economic and fiscal analysis and advice to Oireachtas Committees, identifying and agreeing areas to increase awareness of services provided by the PBO: • 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. • Development of PBO support for Committees with Budgetary Calendar Framework.	PBO *Committees*	Q4
5	Continue to develop capacity within the PBO to provide a high-quality year-round policy costing analysis service for political parties' budget submissions and shadow budgets: • Set up the core capabilities and framework necessary to offer costing services tailored for a potential General Election.	PBO	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
6	Continue to develop the Policy Advice function for Oireachtas Committees through: • Implementing agreed processes for induction and ongoing training of Policy Advisors. • Strengthening links and coordination between the Policy Advice function of Committees with L&RS and PBO.	Committees *Co-Ordination Unit* *PBO* *L&RS (Parliamentary Research Service, and Oireachtas Library)*	Q4
7	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
8	Continue to develop a suite of models for macroeconomic, public finance, and policy costing analyses to enhance the PBO's analytical capacity and further increase the quality of the services. Maintain our key models and capabilities (e.g., DSA framework, indirect tax model, etc.,). Continue to maintain transparency by publishing working papers that showcase our models and methodological approaches).	PBO	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), including the implementation of electronic versions of current paper-based systems.	OSS	Q3
2	Maintain and enhance highest standards of customer service delivery in relation to all catering activities: • Implement a certified Quality Management system for catering.	Catering	Q3
3	Review operational practices to offer an improved experience for all Bar and Restaurant customers, including: • Review procurement procedures. • Fully implement an effective stock control system.	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	Q4
6	Finalise updates to the Scheme booklet, the Employers' Guide and the Induction Guide to issue before the next General Election.	Members' HR *OPLA*	Q3
7	Bring proposals to the Oireachtas Commission for approval in respect of review methodology for the allocation of staffing to political parties (for 34th Dáil).	Members' HR	Q1

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

1.4.	Action	Lead *Support*	Delivery
8	Maintain highest standards of customer service in relation to activities carried out by the Pensions Unit (members and civil services staff): • Develop, test and implement electronic version of current paper-based pension related forms for elections (Q3).	Members' Pension Section HR staff Pensions	Q4
9	Deliver information session for members in relation to pension entitlements under the Houses of the Oireachtas (members) Pension Scheme and the Single Service pension Scheme.	Members' Pension Section	Q2
10	Oversee implementation of the Service's Election Plan and Co-ordinate first days arrangements for reception and induction of new members (election dependent).	Members' HR Catering ICT Communications Unit (Press Office and Social Media Team) FMU	Q4
11	Administer Termination and Pension entitlements (election dependent).	Members' Pension Section Salaries OSS	Q4
12	Administer political staff changes (election dependent): • Terminations and new hires. • Staff severance entitlements.	Members HR Salaries	Q4
13	Continue to provide economic and fiscal analysis and advice to members and Committees, including training. Provide costing related research and analysis for members and political parties.	PBO	Q4
14	Deliver the Correspondence Translation Service for members in a timely manner.	Rannóg	Q4
15	Continue to develop the capacity to produce the Official Report in a timely manner to the highest standard.	Debates Office	Q4
16	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
17	Review feedback mechanisms for Committee Cathaoirligh and Committee members.	Committees	Q4
18	Finalise protocol for governance arrangements for private meetings of Committees over MS Teams following the technology introduced to support Committees since Covid-19.	Committees Co-Ordination Unit *ICT*	Q4
19	Report on a major survey of members conducted by UCD to gather the opinions of elected politicians from both Houses of the Oireachtas on several themes.	L&RS (Parliamentary Research Service)	Q1

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 *Strategic Plan 2022- 2024*: • Coordinate the development and publication of *Action Plan 2024* (Q1). • Coordinate Review sessions chaired by the Secretary General (quarterly). • Coordinate the development and publication of *Annual Report 2023* (Q2).	OCSG	Q4
3	Coordinate planning and development of *Strategic Plan 2025-2027*.	OCSG	Q4
4	Develop and implement the Service's Performance Evaluation Framework for 2022-2024: • Produce quarterly reports on Parliamentary and Service activities. • Carry out our 2024 programme of Efficiency Reviews and Post-Project Benefit Realisation Reviews.	OCSG	Q4
5	Support ongoing risk management and risk awareness across the organisation: • Strengthen our communications around risk management and risk awareness. • Conduct two meetings of the Risk Forum to further enhance a risk aware culture across the organisation. • Conduct a series of risk management meetings with individual units to further integrate risk management into the Service's operations and processes.	OCSG	Q4
6	Continue to develop, enhance and promote the Internal Audit function: • Implement the Internal Audit work plan 2023-2024.	OCSG	Q4
7	Further develop our corporate governance resources to promote awareness of best practice and enhance our culture of corporate responsibility: • Review and update our *Corporate Governance Framework*. • 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
8	Continue to develop our customer service function: • Conduct a series of customer service training sessions to raise awareness of the standards and commitments set out in our revised Customer Charter and Action Plan (Q1).	OCSG	Q4

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

1.5.	Action	Lead *Support*	Delivery
9	Re-design Business Continuity Management (BCM): • Adopt and implement revised policy and procedures. • Train relevant staff. • Participate in LABCoN (Legislative Assemblies Business Continuity Network). • Manage a phased consultation and workshops with business units across the organisation. • Establish a cross-organisational working group. • Develop new BCM/Organisational Resilience plans for the Service and extend scope of BCM to include Committees and some members. • Develop a schedule of regular tests of plans.	FMU ICT	Q2
10	Strengthen information governance through a best practice approach to Records Management: • Determine the strategic direction of the Records Management Unit. • Draft Records Management Policy in consultation with key stakeholders. • Implement a new file plan and Retention Schedule. • Progress the review of the shared network drives to operationalise the disposition of records in line with the Service's retention schedule. • Consolidate and streamline the Service's approach to the management of off-site storage. • Support the Service's use of eDocs by improving governance, documenting procedures and progressing the Service's migration to the new version of the Software. • Support eDocs SMEs (Subject Matter Experts) to implement good records management practices through, for example, an annual programme of SME meetings and training.	L&RS (Records Management) *ICT* *FMU*	Q4
11	Strengthen information governance through a best practice approach to data protection: • Ensure co-ordination across the organisation on data protection issues including the interaction with Cyber Security strategy implementation. • Deliver an annual programme of data protection awareness raising for members and staff and increase take up of the Service's online data protection module. • Communicate to the senior management team, and all third parties their roles and responsibilities. • Run two breach incident response drills.	L&RS (Records Management) *ICT* *HR Services* *(Training and Development)*	Q4
12	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
13	Update the PQ Office Data Retention Policy and guidelines to members on the use of details supplied regarding data protection issues.	Questions Office	Q1

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 and the Clerk of the Seanad in their ex officio roles under the electoral acts.	House Services *Office of the Clerk* *Bills Office* *OPLA* Rannóg	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. • General Election Planning (Q2).	Seanad Office *Journal Office* *OPLA* *ICT* *Web Team* *Social Media Team*	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	Continue to review and update salaries processes and procedures to ensure alignment with best practice is fully documented: • Maintain and update Standard Operating Procedures (SOP) for roles within the Salaries Unit as needed.	Salaries	Q4
18	Continue to review and update finance processes and procedures to ensure alignment with best practice is fully documented: • Maintain and update Standard Operating Procedures (SOP) to ensure they reflect current best practice.	Finance	Q4
19	Review and update procurement processes and procedures to ensure alignment with best practice is fully documented: • Develop a suite of Standard Operating Procedures (SOP) for roles within the Procurement Unit.	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
24	Maintain high standards of oversight of financial controls within the Members HR and Pensions Units: • Bring proposal to Management Board re Digitalisation of Members' Pensions Record Project (Q2).	Members' HR Members' Pension Section	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	Implement a new People and Organisation Development (POD) Programme.	People & Organisation Strategic Committee *HR Services*	Q4
2	Publish and implement the *Health and Wellbeing Strategy 2024*.	HR Services	Q1
3	Publish the civil service and political staff newsletters.	HR Services Members' HR Communications Unit and ICWG	Q4
4	Deliver pension information webinars for civil service staff on all public service pension schemes.	HR Staff Pensions	Q2
5	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.	Procedural Development Unit *Bills Office* *Journal Office* *Seanad Office* *Committees* *ICT* *HR Services (Training and Development)*	Q4
2	Identify efficiencies to be gained in Bills Office processes as we move to a digital-based publication system.	Bills Office Parliamentary Publication Unit *ICT*	Q4
3	Continue to implement the *HR People Strategy 2023-2024*.	HR Services	Q4
4	Continue to implement the *HR Learning and Development Strategy 2023-2024*.	HR Services	Q4
5	Promote and develop staff groups and networks across all grades.	HR Services	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	Implement the Service's *Internal Communication strategy* to enhance communications across the organisation.	Communications Unit ICWG	Q4
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 Service 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 (Training and Development)	Q4
6	Develop new recruitment channels including internships for specialist areas (including bilinguals) and apprenticeships.	HR Services *Rannóg*	Q4
7	Implement a suite of training programmes appropriate to each grade.	HR Services (Training & Development)	Q4
8	Continue to facilitate specialised training and development opportunities for PBO staff, including upskilling through collaboration and internal workshops.	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	Q2
11	Facilitate ongoing engagement with employee representatives through Departmental Council.	HR Services	Q4
12	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, publish and implement an *Equality, Diversity and Inclusion Strategy* for the parliamentary community.	HR Services	Q1
2	Promote staff awareness of the positive working environment guidelines for the organisation, including: • *Our Code for Working Together.* • *Dignity at Work Policy.* • *Civil Service Code of Standards and Behaviour.*	HR Services	Q4
3	Continue to 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.	Members' HR	Q4
5	Continue to deliver dignity and respect training and information sessions to members and political staff.	Members' HR *HR Services (Training and Development)*	Q4
6	Implement exit surveys for civil service staff.	HR Services	Q4
7	Agree and implement Political Staff Engagement Plan 2024, with a focus on election and induction of new staff following election.	Members' HR	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 *Forum on a Family Friendly and Inclusive Parliament* Report.	Corporate and Members' Services *ICT* *OPLA* *FMU*	Q4
2	Continue the work of the subcommittees in reviewing the recommendations under the three broad headings: • 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 *Forum on a Family Friendly and Inclusive Parliament.*	Corporate and Members' Services	Q2 Q4
4	Assign project teams to implement the recommendations of the *Forum on a Family Friendly and Inclusive Parliament.*	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: • 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 Sustainability and Safety *OPW*	Q3
2	Engage with OPW to continue the delivery of key building and engineering projects including: • Covered bike and ebike parking spaces. • Roof works. • EV Charging facilities. • Development of Main Committee room. • Adaption of Dáil chamber to accommodate increased membership. • Upgrade of Fisheries Yard goods lift. • Block D and main staircase roof renovation. • Kildare Street gate renovation. • AV room improvements. • Support of digital transformation projects (digital signage, hybrid meetings). • Part 2 of kitchen works. • Renovation of Committee rooms. • Improvement of heating and insulation in 1966 Block. • Continuation of LED lighting replacement programme. • Alterations to office space in MSW. • Refurbishment programme (circulation areas, Kitchenettes, carpets, toilets). • Implementation of Working Group on Art recommendations. • Improvement/upgrading of disability lift at North Road. • Modified waste handling facilities.	FMU Sustainability and Safety *OPW*	Q1
3	Continue to request the provision of additional accommodation to meet current and medium-term needs: • Facilitate the incorporation of any additional accommodation made available (division bells, broadcasting, IT networks, access control, SRA, extending maintenance contracts). • Liaise with business units and OPW as necessary.	FMU *OPW*	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

4	Continue to operate the safety management system:
	• Continue to provide risk assessment training for section heads.
	• Update risk assessments across all sections.
	• Complete an annual site audit.
	• Provide safety advice and guidance including for events.
	• Monitor and audit the site to identify hazards.
	• Respond to and investigate accidents and near misses.
	• Update the fire management system:
	  ○ Update evacuation maps.
	  ○ Execute fire drills.
	  ○ Maintain fire safety registers.
	  ○ Continue to digitize fire safety registers.
		Sustainability and Safety	Q4

5	Achieve certification for the safety management system.	Sustainability and Safety	Q4
6	Publish an annual Safety Statement.	Sustainability and Safety	Q1
7	Review security arrangements for all the Leinster House campus building on the security reviews conducted by An Garda Síochána.	Superintendent *FMU*	Q4
8	Conduct a policy review in respect of access to the Leinster House Campus in consultation with FMU and OPLA.	Superintendent	Q2
9	Roll out Phase I of the VMS (Visitor Management System) to include training of Superintendent Section staff and briefing for members and/or their staff.	Superintendent *ICT*	Q2
10	Review and update the procedures for Ushers and Service Officers for all posts.	Superintendent	Q1
11	Continue to facilitate the provision of security briefing sessions to members and their staff by An Garda Síochána: • Organise additional briefing sessions in response to demand.	Superintendent	Q4
12	Work with the OPW and EDI to undertake an accessibility audit of the parliamentary complex and implement recommendations.	Sustainability and Safety OPW *HR Services*	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
13	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* *OPW*	Q3
14	Complete restoration works on Blocks C and encourage OPW to commence Block D and repair of roofs over main staircase and Dáil chamber.	FMU *OPW* *ICT* *House Services*	Q3
15	Continue to provide administrative, legal and research services to the Task Force on Safe Participation in Political Life: • Launch survey in January 2024 and publish survey report in March 2024. • Draft and submit agreed report of the Task Force and its recommendations to the Ceann Comhairle and the Cathaoirleach.	Members' HR L&RS (Parliamentary Research Service) OPLA	Q1

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	Continue to expand our existing capabilities to provide accessible content from the Oireachtas Broadcasting Unit: • Develop Automatic Speech Recognition (ASR) capabilities for live broadcasting subtitles. • Continue and expand our academic modules with TCD Centre for Deaf Studies. • Work closely with Oireachtas.ie and Social Media Team to provide more ISL and subtitled content for the website and social media platforms.	Broadcasting *ICT* *Editor of Debates/ ASR Programme* *Web Team* *Social Media Team*	Q4
2	Continue technical development of Broadcasting Unit: • Begin installation of production galleries and hybrid SDi/IP router project. • Undertake a review of livestreaming and video-on-demand provision on Oireachtas.ie and identify best practices in other parliaments. • In line with OBU 3 Year Capital Spending Plan, replace end of life hardware and upgrade software in AVID Media Asset Manager – and investigate efficiencies with project above. • Prepare for possible new Main Committee Project – including scoping of structural changes to OBU Rooms, provision of 8th live stream to Web, and archive of new Committee content.	Broadcasting *Web Team* *ICT* *Facilities*	Q4
3	Develop and expand producing capability in OBU in the following areas: • Provision of dynamic bilingual graphics. • Internally produced Irish language programming for Oireachtas TV. • Continued engagement with Coimisiúin Na Mean Sound and Vision Fund for documentary programming for Oireachtas TV. • Expanded existing programming around European Institutions (EU Parl, COE, etc). • Support broadcasting/streaming requirements for special events such as OSCE conference.	Broadcasting ICT	Q4
4	Enhance our web-based content and communications: • Develop clear, informative content on the work of parliament including education materials, centenaries, events, etc and promote these actively on social media.	Web Team *Social Media Team* *Education Office*	Q4
5	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 Press Office Social Media Team Broadcasting Web Team *Committees* *Superintendent*	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
6	Develop a *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.	Social Media Team RaA *L&RS* *PBO*	Q2
7	Develop a *Public Engagement Strategy* to ensure a coordinated and supported approach to public engagement events and initiatives, focusing on an impartial, inclusive, participatory, innovative and responsive public engagement programme.	Public Engagement Team Education Office	Q3
8	Assist members in the effective use of social media through the delivery of workshops and briefings with leading social media platforms.	Social Media Team	Q4
9	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.	Press Office *Web Team* *Broadcasting* *Social Media Team*	Q3
10	Explore further opportunities through the Digital Parliament Project to increase accessibility and user experience of the Official Report.	Debates Office *Web Team*	Q4
11	Adopt a universal design approach to all digital communication technologies.	ICT	Q4
12	Improve reach and engagement with services from the PBO. Tasks include development of a social media and dissemination strategy.	PBO Communications (Social Media Team and Web Team)	Q3
13	Consider the development of a cross-unit approach to managing the Houses of the Oireachtas Heritage Collections.	L&RS (Oireachtas Library) Communications Unit FMU	Q4
14	Make information on *An Caighdeán Oifigiúil* available in a user-friendly manner to the public via www.oireachtas.ie.	Rannóg	Q4
15	Make Irish language legislative terminology used by HOS available in a user-friendly manner to the public via www.oireachtas.ie.	Rannóg	Q4
16	Utilise the HOS Bilingualism Programme, based on an integrated bilingual approach, to maximise Oireachtas engagement with the Irish-speaking community: • Monthly strategy meetings will be held, designed to deliver innovative solutions to initiatives under the bilingualism programme.	Rannóg *Communications Unit* *ICT*	Q4
17	Continue to ensure that public business of the Houses and related documents are published on the Oireachtas website in a timely manner.	Web Team	Q4
18	Continue to work with business units to revise or develop new features on Oireachtas.ie that support their work and the public understanding of parliament.	Web Team ICT	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
19	Continue to work with business units to revise or develop new features on Oireachtas.ie schedules switchover to real-time, Digital Parliament System data in 2024. The applications involved include: • The Committee In-Meeting System. • The Chamber Business System. • Seanad schedule application.	Web Team ICT	Q3
20	Support and further develop the Oireachtas App, with a focus on accessibility and notifications.	Web Team	Q3
21	Maintain the highest standards of customer service delivery in relation to all email queries received to info@oireachtas.ie and phone queries.	Web Team	Q4
22	Continue to develop the data visualisation capacity of the PBO by implementing models and analyses in user-friendly dashboards and the development of a website with interactive report pages.	PBO	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).	Openness and Inclusion Steering Group *Members' HR* *HR Services* *Education Office*	Q4
2	Continue to implement the hybrid model of the Student Placement Programme for the academic year 2023/24, and 2024/25: • Develop an election protocol with course directors and party administrators for managing placements during an election period.	Members' HR *Openness and Inclusion Steering Group* *Education Office*	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 Office* *Communications Unit*	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	Continue to develop education outputs for primary, secondary and third level institutions: • 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 Office *Web Team* *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 Office FMU Superintendent ICT	Q4
6	Develop and implement internship work programmes for third-level students in collaboration with the IGEES internship programme.	PBO	Q3

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 Archives on a statutory basis: • Include the Oireachtas Archives in the Houses of the Oireachtas Commission Act. • Implement Axiell archival management software.	L&RS (Oireachtas Library) *FMU* *ICT* *Communications Unit*	Q4

Strategic Goal 3.4: Enhance our engagement with Government Departments.

3.4.	Action	Lead *Support*	Delivery
1	Develop an engagement framework specific to Government Departments and agencies to coordinate our engagement approach to partnerships.	Public Engagement Team	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 Co-ordination unit	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 *Questions Office*	Q4

Strategic Goal 3.4: Enhance our engagement with Government Departments.

3.4.	Action	Lead *Support*	Delivery
4	Continue to engage with the Finance Officers Network and engagement with colleagues across Government Departments to achieve communal learnings.	Finance	Q4
5	Continue to develop and participate in cross-Departmental Procurement Officers Network for increased collaboration across Departments.	Procurement	Q4
6	Maintain and further 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.	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: • Bilingual interfaces will be considered for key systems including Reachtra.	Rannóg *ICT*	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
15	Partner with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media in recruitment campaigns.	HR Services *Rannóg*	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

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

3.5.	Action	Lead *Support*	Delivery
1	Strengthen our international relations: • Review and implement our Protocol Policy. • Deliver our planned series of high level international and interparliamentary conferences including the 22nd autumn Meeting of the OSCE PA 2024 (Q3). • Support and implement 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.	International Parliamentary Engagement and Protocol	Q4
2	Continue developing our EU engagement strategy and implement related activities working through the EU engagement steering group.	Committees EU National Representative Interparliamentary L&RS PBO	Q4
3	Continue our engagement with other bilingual parliaments: • Maintain and develop the annual Oireachtas Colloquium on Bilingual Parliaments.	Rannóg	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 the staff of the Official Reports of Debates of other parliaments and assemblies.	Debates Office	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	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
8	Continue to lead on our relationship with the ECPRD: • Deliver International Annual Conference of ECPRD Correspondents (Autumn 2024). • 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.	L&RS (Parliamentary Research Service)	Q4
9	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

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

3.5.	Action	Lead *Support*	Delivery
10	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
11	Members' HR to engage and participate in monthly online Parliamentary Network Meetings with counterparts in NI and UK parliaments.	Members' HR	Q4
12	Foster and develop ongoing relationships with other parliaments and their legal offices, e.g., through participation in *InterPares* projects, ECPRD knowledge sharing programmes and the annual UK and Ireland Inter-Parliamentary Lawyers' Conference.	OPLA *Public Engagement Team* *Social Media Team* *L&RS* *HR Services* *Debates Office*	Q4
13	Participate in legal conferences, exchange programmes and courses hosted by other EU institutions or parliaments and contribute to relevant publications.	OPLA	Q4
14	Participate in economic conferences, exchange programmes and courses hosted by other institutions and parliaments.	PBO	Q4
15	Continue to engage with other economic institutions and fiscal scrutiny units, including through the Inter-Parliamentary Financial Information Network (IPFIN) and the OECD IFI network. Engage with other parliaments and inter-parliamentary groups concerning relevant initiatives.	PBO	Q4
16	Renew and strengthen relationships with other parliamentary translation services.	Rannóg	Q4
17	Support Tionól Thuaisceart Éireann (the Northern Ireland Assembly) in developing its Irish language translation and interpretation services.	Rannóg	Q4
18	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
19	Continue with Phase 2 of the Bilingual Parliaments Research Project to enable the Houses of the Oireachtas Service to develop useful links.	Rannóg	Q4
20	Foster international relations through participation in meetings of the Association of European Senates.	Seanad Office *Interparliamentary*	Q4
21	Foster engagement with the European Parliament through addresses by Irish MEPs to Seanad Éireann.	Seanad Office *Protocol Officer*	Q4
22	Develop and foster relationships with public outreach and engagement initiatives in other parliaments.	Public Engagement Team Education Office	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 the Service's *Sustainability Strategy*: • Align it with the Service's new strategic plan for 2025-2027. • Engage with the Parliamentary Community. • Establish strategic objectives and sustainability themes. • Establish a Climate Action Hub.	Sustainability and Safety	Q4
2	Deliver sustainability initiatives: • Establish baseline performance across sustainability themes. • Deliver a new waste management plan. • Work with the OPW to deliver biodiversity initiatives. • Promote and facilitate 'Smarter Travel'. • Review and reduce water use across the campus. • Coordinate sustainability initiatives with catering, HR and procurement. • Facilitate training for senior management to embed sustainability across all units. • Facilitate and manage the Oireachtas Green Team.	Sustainability and Safety FMU	Q4
3	Publish an annual Climate Action Roadmap setting out how we will deliver our decarbonisation and energy efficiency reduction targets: • 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 reduce energy and emissions.	Sustainability and Safety FMU *OPW*	Q1
4	Develop and implement a certified energy management system.	Sustainability and Safety	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	Continue to implement the work programme resulting from the approved *Cybersecurity Strategy* to protect the Houses of the Oireachtas and the parliamentary community from cyber threats.	ICT	Q4
2	Establish a security operations centre: • Recruit a dedicated internal security team to deal with all aspects of Oireachtas cyber security. • Outsource threat and vulnerability management.	ICT	Q4
3	Develop and implement 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	Continue to implement the Cyber Security Culture & Awareness Training Programme: • Implement 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	Implement cyber risk management reporting processes.	ICT	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	Complete development and implement Digital Signage for Dáil and Seanad Éireann, including live information for Deputies on Áis-Linn regarding speakers lists.	ICT *House Services* *Seanad Office*	Q3
3	Complete parallel run, Go-live and Implement the Chamber Business System, including political engagement, engagement with office-holders and temporary Chairs and engagement with advisory clerks.	*Chamber Business Team* *ICT* *House Services*	Q2
4	Develop and test the Committee Task Manager: (Phase 1: Work Items).	ICT *Committees*	Q2

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

4.2.	Action	Lead *Support*	Delivery
5	Complete development of the Committee Task Manager (Phase 2: Planner), business process test and prepare Phase 1 Work Items and Phase 2 Planner for Implementation.	ICT *Committees*	Q4
6	Develop requirements for the Committee Task Manager and commence development (Phase 3: Document Manager).	ICT *Committees*	Q4
7	Carry out framing for Dáil Clerk Sheet, Dáil Journal and Messages modules with requirements to be gathered for Dáil Clerk Sheet and Dáil Journal.	ICT *House Services* *Journal Office* *Committees*	Q4
8	Complete requirements gathering for a new PQ system including an Áin-Linn interface to allow Members to submit and track PQs. Commence development of these modules.	ICT House Services Questions Office	Q4
9	Commence requirement gathering for replacement of the L&RS Enquiry Tracking Database and Legislative Analysis Service Database including interface to allow Members to submit queries and track responses.	ICT L&RS	Q4
10	Commence requirement gathering for Áis-Linn module for Committee secretariat outputs.	ICT Committees	Q4
11	Commence requirement gathering for Committee Decision Manager.	ICT Committees	Q4
12	Complete requirement gathering for updates to Dáil Business based on live information from Chamber Business System and a mechanism for Seanad sitting information to be displayed on Digital Signage. Development and implementation of these modules.	ICT *House Services* *Journal Office* *Seanad Office*	Q4
13	Conduct ongoing maintenance and enhancement of existing modules.	ICT	Q4
14	Ensure the Digital Team continues the progress of digital transformation across the Oireachtas by: • supporting business units through requirement gathering and development. • conducting and assisting with BPT of Digital Parliament modules. • assisting business units up to and beyond go-live.	ICT	Q4
15	Develop OGCIO investment case for Digital Transformation 2025-2027.	ICT	Q2
	Informing the Citizen Programme		
16	Continue to develop and increase the integration of Oireachtas.ie with the Digital Parliament System.	ICT *Web Team*	Q4

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

4.2.	Action	Lead *Support*	Delivery
	Informing the Debate Programme		
17	Develop and enhance the Constituency Dashboards: • Launch the Constituency Dashboard with new CSO data. • Develop the next iteration of the Constituency Dashboards Service.	ICT Comms L&RS (Parliamentary Research Service)	Q4
18	Develop a new digital vision for the Oireachtas Library and Parliamentary Research Service.	ICT *Oireachtas Library* *Parliamentary Research Service*	Q3
	Corporate Organisation Programme		
19	Further develop and operationalise the Enterprise Resource Planning (ERP) project (formerly ICSS): • ITT for Financial Management System to issue in Q1 2024. • Finance module be prioritised for delivery in Q4 2024. • HR module to be implemented in second phase.	ICT *Procurement* *Finance* *OSS* *FMU* *HR Services* *Members' HR*	Q4
20	Further develop and upgrade the Visitor Management System: • Full implementation Q1 2024. • Followed by system integration with Committee Task Manager.	ICT *Superintendent*	Q4
	Infrastructure and Operations Programme		
21	Establish new governance and programme board for new board managing large scale infrastructure and operations projects.	ICT	Q1
	Projects supported by ICT		
22	Develop and implement Seanad election count IT software following PID approval.	Seanad Office *ICT*	Q4
23	Following issuing of RFT, implement an automatic speech recognition system to capture debates from the Chambers and Committee rooms: • Include other stakeholders such as Rannóg an Aistriúcháin, Broadcasting and Web in this work.	Debates Office *ICT*	Q3
24	Develop the Reachtra system to replace the current legislative drafting system and integrate it with Digital Parliament Systems.	Bills Office *ICT*	Q4

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

4.2.	Action	Lead *Support*	Delivery
25	Work with Communications and L&RS to consider and develop an Oireachtas Research page: • 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* *Web Team* *L&RS (Parliamentary Research Service)*	Q4
26	Engage with ICT to develop a Digital Transformation Programme for Rannóg: • Monthly strategy meetings will be held to deliver innovative solutions to initiatives under the bilingualism programme. • Prioritise a customised electronic Rannóg Workflow Management System.	Rannóg *ICT*	Q4
27	Integrate translation software with the procedural system portal, including Reachtra, Digital Signage and Task Manager.	Rannóg *ICT*	Q4
28	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
29	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: • 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
30	Develop electronic workflow tracking programmes for the workflows used in Rannóg service provision: • Monthly strategy meetings will be held to deliver innovative solutions to initiatives under the bilingualism programme.	Rannóg *ICT*	Q4
31	Explore the potential and feasibility of using AI as a tool to facilitate business needs e.g., analytical work of the PBO.	PBO 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 support a mobile workforce and hybrid workplace.	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 hybrid workplace: • Complete the replacement of the current phone system and integration with Microsoft Teams. • Commence the migration of users from the old system to the new Unified Communications Platform.	ICT	Q2

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
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	Continue to automate routine processes within the Finance, Procurement and Salaries units as far as practicable.	Finance, Procurement, Salaries	Q4
5	Continue to foster and review paperless processes within the Finance, Procurement and Salaries units.	Finance, Procurement, Salaries	Q4
6	Maintain and further 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 in line with forthcoming development of the Reachtra system.	Bills Office	Q4
8	Examine the potential and feasibility of responsible use of Artificial intelligence (AI) in a parliamentary setting through implementing two small AI proof of concept projects. Commence engagement to plan for an AI strategy.	ICT	Q2

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	Deploy new procured firewall for the Oireachtas.	ICT	Q1
3	Procure new Core Switch and replace existing network infrastructure.	ICT	Q3
4	Procure new Storage Area Network (SAN) solution and migrate data to it.	ICT	Q4
5	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: • As part of this, review the structure of Rannóg and make recommendations on the appropriate structure to deliver on the strategy.	Rannóg	Q2
2	Report progress to the Management Board through quarterly updates and annual reports from Coiste Straitéiseach an Oireachtais Dhátheangaigh (CSOD).	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 implementations of the recommendations of the two An Ghaeilge sa Teach steering groups through ongoing monitoring and review by CSOD: • Track progress of recommendations requiring political approval through the Committee on Standing Orders and Dáil Reform (CSODR) and the Seanad Committee on Parliamentary Privileges and Oversight (CPPO).	Rannóg *CSODR and Seanad CPPO secretariats*	Q2
2	Maintain and promote the Bills Glossary facility for members.	Rannóg	Q4
3	Issue general bilingual terminology and a phraseology list to members to facilitate contributions in Irish.	Rannóg	Q3
4	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
5	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 *Debates Office*	Q4
6	Increase the amount of Irish used in the Ceann Comhairle's notes for the Dáil.	House Services *Rannóg*	Q4
7	Produce and issue a document for staff setting out the headline principles relating to working in a bilingual Oireachtas.	Rannóg	Q4
8	Add additional interpretation services for Committee meetings into simultaneous interpretation booths for private meeting remote participants.	Rannóg Committees ICT	Q1

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

5.4.	Action	Lead *Support*	Delivery
1	Incorporate bilingual recruitment as a strategic priority within our overall recruitment strategy: • Monitor progress and impact on service delivery through regular reporting to CSOD.	HR Services Rannóg	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 Aistritheoir 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 *Rannóg*	Q4
4	Include a 'Career in the Oireachtas' module for bilinguals in the Oireachtas Education Outreach programmes for secondary schools.	Education Office *Rannóg*	Q4

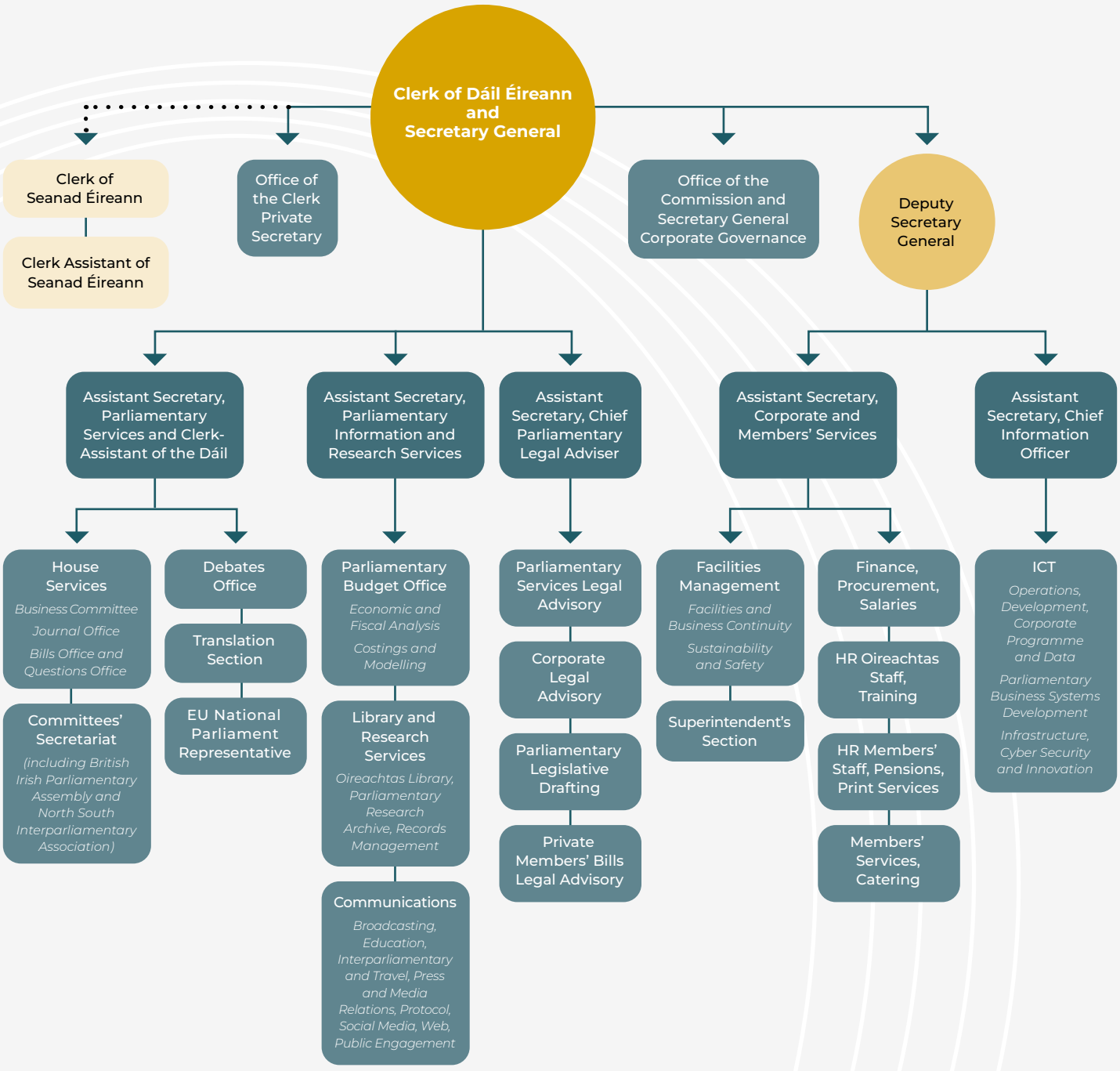
Strategic Goal 5.5: Develop initiatives to support members and staff in maintaining and improving their competence in spoken Irish.

5.5.	Action	Lead *Support*	Delivery
1	Manage HOS compliance with the Official Languages Act and progress the HOS Bilingualism Programme.	Rannóg	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.	*Rannóg*	Q4
4	Develop a series of online Irish language events for members and staff as part of Straitéis na Gaeilge.	*Rannóg*	Q1
5	Examine the feasibility of offering training courses through the medium of Irish.	HR Services *(Training and Development)*	Q4
6	Continue to increase and enhance Irish language content on The Plinth.	Communications and ICWG	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 *Rannóg*	Q4
2	Continue to maintain Oireachtas.ie as a bilingual English/Gaeilge website and ensure the translation of English content in a timely fashion.	Web Team	Q4

Houses of the Oireachtas Service Organisation Chart[1]



[1] *Link to current Houses of the Oireachtas Service Organisation Chart.*