Houses of the Oireachtas Service
Action Plan 2025

A Democratic Parliament Working Effectively for the People

Seirbhís Thithe
an Oireachtais
Houses of the
Oireachtas Service

Contents

Foreword by the Secretary General

I am pleased to introduce the *Action Plan 2025* for the Houses of the Oireachtas Service (the Service). This is the first of three annual action plans designed to deliver on the vision set out in our *Strategic Plan 2025-2027*, which is:

'A Democratic Parliament Working Effectively for the People.'

The programme of work scheduled in *Action Plan 2025* is shaped by our mission:

'We support our parliamentary democracy by providing excellence in our parliamentary services.'

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 2025, the plan builds on the work and achievements of 2024 which will be presented later this year in the final progress report on the implementation of the *Strategic Plan 2022-2024* in the Houses of the Oireachtas Commission's Annual Report.

The six high-level strategic outcomes which the Service operates under its pillars, as named in our *Strategic Plan 2025-2027*, and which guide *Action Plan 2025*, are:

1. **An Effective and Excellence Driven Parliament**
2. **A Workplace of Choice and a People-Focused Parliament**
3. **A Secure and Sustainable Parliament**
4. **A Transparent, Accessible and Internationally Engaged Parliament**
5. **An Innovative and Digital-First Parliament**
6. **A Bilingually Enabled Parliament.**

The implementation of *Action Plan 2025* 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 excellence, innovation, and inclusivity.

Following the 2024-2025 Dáil and Seanad General Elections, 174 Teachtaí Dála and 60 Senators joined the 34th Dáil and 27th Seanad. A key priority for us in 2025 will be to continue to demonstrate excellence in the delivery of our parliamentary services while having regard to available resources and the need for us to be resilient in the face of uncertainty and changing demands.

We will also take the opportunity in 2025 to strengthen and further develop the secure environment and play our part in implementing the recommendations arising out of the Task Force on Safe Participation in Political Life. To become a sustainable parliament, we will further publish a Sustainability Strategy, release our annual Climate Action Roadmap, and pursue a range of sustainability initiatives. We will further establish the Houses of the Oireachtas responsible Artificial Intelligence (AI) framework, fostering innovation while ensuring safety and security.

I would like to thank everyone for their work over the past year and efforts in identifying our strategic actions and deliverables for 2025. This action plan is another important step towards achieving our strategic objectives in a transparent and accountable manner.

Overall, *Action Plan 2025* will help the Service to respond successfully to emerging and ongoing challenges and opportunities. I look forward to working with you all on this throughout 2025.

Peter Finnegan
Clerk of the Dáil and Secretary General

Figure 1. Strategic Planning framework for 2025-2027
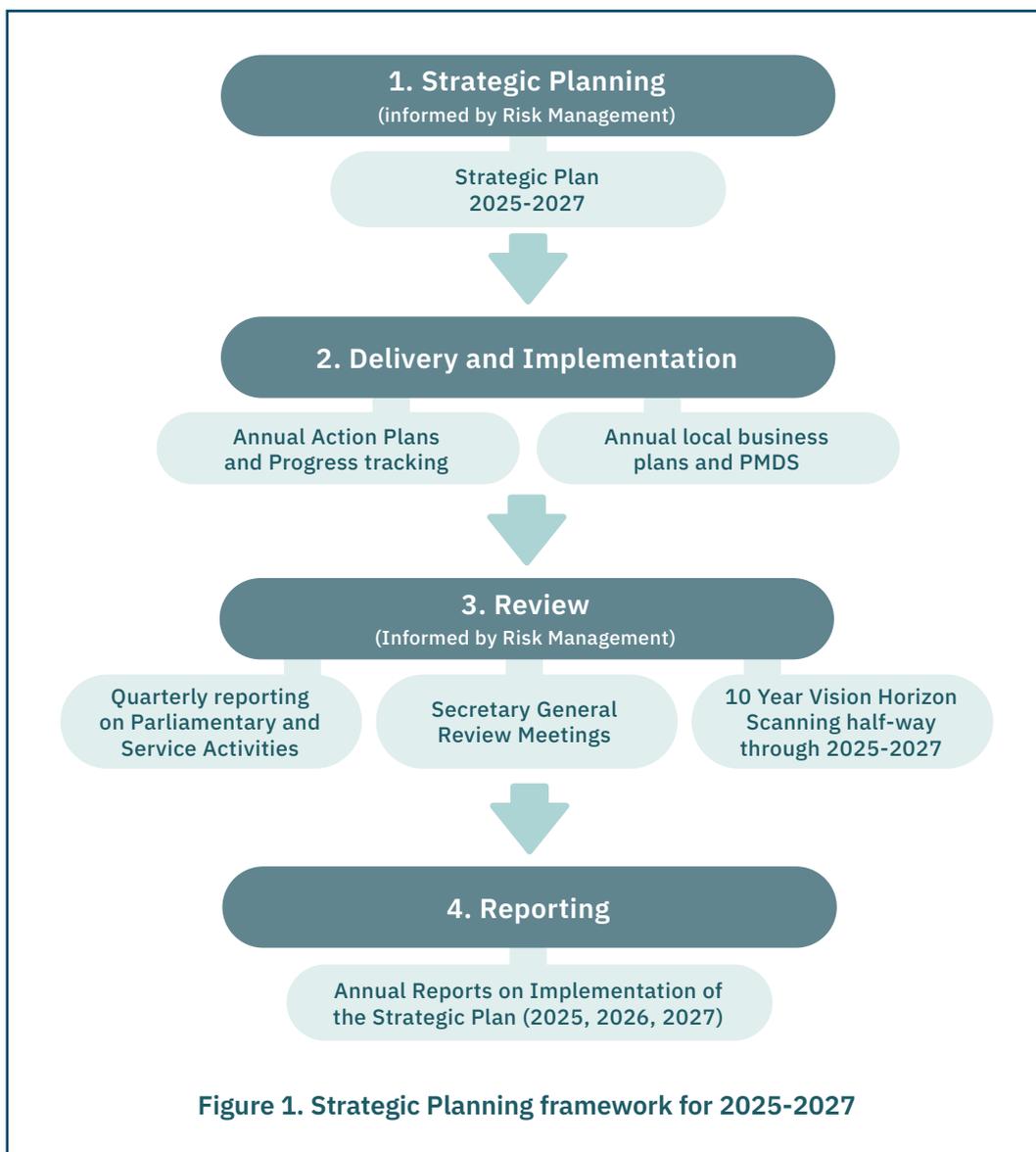
Vision, Mission, Values
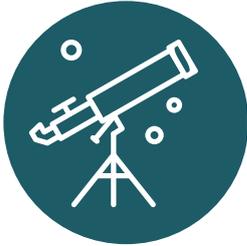
Vision Statement

'A Democratic Parliament Working Effectively for the People.'

Mission Statement

'We support our parliamentary democracy by providing excellence in our parliamentary services.'

Values

Excellence

People-Focus

Inclusivity

Innovation

Impartiality

Accountability

Statement of Values

The core values below set out the behaviours we live by on a day-to-day basis in our interactions with members of the Houses of the Oireachtas and their staff, our staff, members of the public, and other stakeholders.

Excellence
We take pride in our professionalism and the high quality of the services we provide, and we take action based on evidence and robust decision-making.

People Focus
We work together, we believe in a workplace that is fair, and we recognise people as our greatest asset by developing capability and supporting wellbeing.

Inclusivity
We value and treat people with dignity and respect, and we embrace a culture of equality, diversity and inclusion across the parliamentary community.

Innovation
We embrace innovation in our ambitions, we learn continuously, and we proactively find new ways to deliver on our goals.

Impartiality
We are independent, we conduct ourselves with integrity at all times, and we serve all members of the Houses of the Oireachtas and the public fairly and objectively.

Accountability
We act with transparency, we honour our commitments, and we are publicly accountable for our work and for what we do.

The Civil Service core values of independence, respect, integrity, impartiality, fairness, equality are integral to our work, and further underpin our approach to our vision, mission, and the delivery of our functions.

Strategic Plan 2025-2027 – Strategic Pillars, Outcomes and Goals

Strategic Pillars

1 Parliamentary services

2 Our Parliamentary Community

3 The Estate

Strategic Outcomes

1 An Effective and Excellence Driven Parliament

2 A Workplace of Choice and a People-Focused Parliament

3 A Secure and Sustainable Parliament

An Effective and Excellence Driven Parliament	A Workplace of Choice and a People-Focused Parliament	A Secure and Sustainable Parliament
1. Support and advise the Houses of the Oireachtas, their Committees and members in conducting business effectively.	1. Promote the Houses of the Oireachtas as a workplace of choice and provide ongoing support and development opportunities for our staff.	1. Further develop and strengthen the secure environment.
2. Drive excellence in our initiatives to support an effective legislative process.	2. Build the parliamentary workforce of the future.	2. Implement the recommendations of the Task Force on Safe Participation in Political Life.
3. Deliver excellent research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses of the Oireachtas.	3. Foster connection and a values-driven culture in a flexible blended working environment.	3. Develop an Estate strategy for the Houses of the Oireachtas.
4. Provide support services of the highest quality to members to enable them in their role as parliamentarians.	4. Reinforce our culture of dignity and respect and Equality, Diversity and Inclusion (EDI).	4. Develop a costed programme of capital works for the Leinster House campus in partnership with the Office of Public Works (OPW).
5. Continue and enhance the support to the Houses of the Oireachtas and their Committees in their roles as a National Parliament under the EU Treaties in the context of the Irish EU Presidency in 2026.	5. Address outstanding recommendations of the Forum on a Family Friendly and Inclusive Parliament.	5. Deliver on our sustainability and climate action commitments.
6. Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.		

4	**5**	**6**
The Public and our International Relations	**Digital and Innovation**	**Our Official Languages**

4	**5**	**6**
A Transparent, Accessible and Internationally Engaged Parliament	**An Innovative and Digital-First Parliament**	**A Bilingually Enabled Parliament**

A Transparent, Accessible and Internationally Engaged Parliament

1. Develop public confidence and promote active involvement and engagement with the Houses of the Oireachtas in all areas of society.

2. Create a comprehensive plan that best reflects an internationally connected parliament.

3. Improve our education programmes at every level and launch an outreach initiative to foster broader understanding of democracy, delivering inclusivity.

4. Enhance our collaboration with relevant external stakeholders and promote a deeper, clearer understanding of our role in upholding democracy.

An Innovative and Digital-First Parliament

1. Strengthen and mature our cyber security capabilities.

2. Deliver the next stages of our Digital Transformation Programme.

3. Deploy innovative solutions to modernise our parliamentary environment.

4. Provide effective and responsive technical supports to ensure the resilience and continuity of our digital systems.

5. Develop and implement a Responsible Artificial Intelligence (AI) Framework for the Houses of the Oireachtas to foster innovation while ensuring safety and security.

A Bilingually Enabled Parliament

1. Deliver on our Irish language obligations and policy.

2. Provide expanded bilingual services and facilitate an increase in the amount of Irish used in the Houses of the Oireachtas.

3. Maximise the role of technology in achieving bilingual service provision.

4. Drive training and development opportunities, and recruitment and retention of bilingual staff.

Strategic Pillar 1 – Parliamentary Services

Strategic Outcome 1 – An Effective and Excellence Driven Parliament

Strategic Goal 1.1: Support and advise the Houses of the Oireachtas, their Committees and members in conducting business effectively.

1.1.	Action	Lead *Support*	Timeline for Delivery
1	Provide quality procedural supports and advice to the Dáil, Ceann Comhairle and Teachtaí Dála, having regard to core areas to be considered by the Committee on Standing Orders and Dáil Reform (CSODR). Core areas include: • Private members' legislation. • Recommendations by the Task Force on Safe Participation in Political Life. • The Impact of GDPR on parliamentary proceedings.	House Services *Journal Office* *Bills Office* *Committees' Secretariat* *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' Secretariat Seanad Office ICT	Q4
4	Adapt work processes and structures in Dáil procedural areas as a response to the Digital Transformation project by: • Adapting roles and responsibilities of clerks and work practices generally in the Dáil chamber arising from inception of Chamber Business System (CBS). • Adapt desk and working arrangements for clerks in the Dáil chamber arising from inception of CBS. • Adapt work processes of Journal Office and Business Committee Secretariat so that they are complementary to the Chamber Business Team.	House Services *ICT*	Q4
5	Develop a new Procedural Capability Strategy 2025-2027 with the objective of: • Ensuring procedural offices have the resources required and to ensure mobility and recruitment of staff is clearly defined. • Increasing the level of procedural ability and knowledge of staff by continuous professional development through training and supports. • Ensuring procedural guidance notes are accessible, kept up to date, and delivered in line with digital developments.	House Services *Procedural Development Unit* *Seanad Office* *HR Services* *ICT*	Q4
6	Review the structure, format and procedural rules underpinning the Houses of the Oireachtas committee system ('Operational Review').	Committees' Secretariat Committees' Coordination Unit *Parliamentary Research Service*	Q2

Strategic Goal 1.1: Support and advise the Houses of the Oireachtas, their Committees and members in conducting business effectively.			
1.1.	**Action**	**Lead** *Support*	**Timeline for Delivery**
7	Continue to support the programme of Dáil Reform by providing inputs to the Committee on Standing Orders and Dáil Reform (CSODR), preparing briefings as required – in particular, in the 34th Dáil, to administer matters such as consideration of proportional rotas, restoration of legislation and establishment of Committee system.	House Services Committees' Secretariat	Q4
8	Undertake an external review of Houses of the Oireachtas Committees' impact on Government policy in the 33rd Dáil, with a focus on outcomes: • Request for Tender (RFT) on external review.	Committees' Secretariat Committees' Coordination Unit *Parliamentary Research Service*	Q3
9	Engage with the Working Group of Committee Cathaoirligh (WGCC) on the further development and enhancement of a coordinated Committees' approach to drive cohesion and best practice.	Committees' Secretariat Committees' Coordination Unit	Q4
10	Continue to support the programme of emerging Seanad Reform measures proposed in the 27th Seanad, by providing inputs to the CPPO and preparing informed briefings as required.	Seanad Office	Q4
11	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' Secretariat ICT*	Q4
12	Provide legal advice and legal services to the Ceann Comhairle, Cathaoirleach, Clerk of Dáil Éireann, Clerk of Seanad Éireann and all Houses of the Oireachtas Committees.	OPLA	Q4
13	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
14	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
15	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
16	Produce and publish in a timely manner, the Official Report of the Dáil, Seanad, Committees and Written Answers.	Debates Office *Questions Office*	Q4
17	Maintain and develop the capacity to report proceedings in both official languages.	Debates Office	Q4

Strategic Goal 1.1: Support and advise the Houses of the Oireachtas, their Committees and members in conducting business effectively.

1.1.	Action	Lead *Support*	Timeline for Delivery
18	Provide a timely and effective translation service for Dáil, Seanad and Committee business.	Rannóg an Aistriúcháin	Q4
19	Explore development of a strategy for the long-term role of the Parliamentary Publication Unit (PPU), to include: • Detailed consideration of the role of the PPU in the context of digital developments. • Consideration of printing service in-house. • Integration of PPU staff with the wider organisation.	Parliamentary Publication Unit *ICT*	Q4

Strategic Goal 1.2: Drive excellence in our initiatives to support an effective legislative process.

1.2.	Action	Lead *Support*	Timeline for Delivery
1	Provide a factual/statistical report to the Committee on Standing Orders and Dáil Reform (CSODR) on the implementation of the Memorandum of Understanding between Dáil Éireann and Government regarding Private Members' Bills (PMBs).	House Services *Bills Office* *Committees' Secretariat* *Parliamentary Research Service* *OPLA*	Q4
2	Review and update Bills Office procedures for managing legislation.	Bills Office	Q4
3	Provide legal advisory and legislative drafting services to members in respect of their PMBs.	OPLA	Q4
4	Provide legal advisory services to individual members and Committees with regard to Pre-Committee Stage scrutiny of PMBs.	OPLA	Q4
5	Provide legal advice and support to members and Committees in the examination and testing of Government policy.	OPLA	Q4
6	Provide a Legislative Analysis Service (LAS) in respect of Government Bills and PMBs: • Implement recommendations arising out of internal review of LAS.	Parliamentary Research Service *ICT*	Q4
7	Conduct research on parliamentary procedure and practice: • Deliver a research programme on parliamentary procedure and practice including research to support work programme of CSODR. • Publish empirical study assessing the impact of PMBs on legislative and policy outcomes (Q1).	Parliamentary Research Service *Committees' Secretariat* *House Services* *Seanad Office*	Q4

Strategic Goal 1.2: Drive excellence in our initiatives to support an effective legislative process.

1.2.	Action	Lead *Support*	Timeline for Delivery
8	Provide policy costing services to assist members in parliamentary debates, budgetary scrutiny, and Committee work.	PBO	Q4
9	Development of a bespoke parliamentary response to the application of GDPR to core parliamentary functions, including through developing parliamentary processes in light of the implications of the CJEU decision in Case C-33/22, Österreichische Datenschutzbehörde v WK (OD).	GDPR Cross-Service Working Group House Services Bills Office Questions Office Committees' Secretariat Seanad Office OPLA Records Management Unit ICT	Q4
10	Provision of legal support and advice in terms of the short-, medium- and long-term implications for parliament of the CJEU decision in Case C-33/22, Österreichische Datenschutzbehörde v WK (OD).	OPLA	Q4

Strategic Goal 1.3: Deliver excellent research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses of the Oireachtas.

1.3.	Action	Lead *Support*	Timeline for Delivery
1	Deliver responsive research and analysis services to support the Houses of the Oireachtas, Oireachtas Committees and members: • Legislative analysis and elective research service to support the work programme of Oireachtas Committees. • Publish Research Matters: key insights for the new parliament (Q1). • Commissioned research service to individual members. • Topical research programme to all members. • Develop and implement an academic engagement programme, to facilitate greater access to academic experts and research to support parliamentary scrutiny.	Parliamentary Research Service	Q4
2	Deliver library services to support the Houses of the Oireachtas, Oireachtas Committees and members including: • Reference service to individual members. • An information skills programme focused on members' staff, PBO, PRS, OPLA and Committees' Secretariat. • Procurement of relevant press monitoring services. • Procurement of authoritative and accessible content. • Management of the Docs Laid process.	Oireachtas Library ICT	Q4

Strategic Goal 1.3: Deliver excellent research, analysis and information services to support the legislative, oversight and scrutiny functions of the Houses of the Oireachtas.			
1.3.	**Action**	**Lead** *Support*	**Timeline for Delivery**
3	Procure external consultants to conduct an independent and evidence-based Strategic and Capacity Review of the Houses of the Oireachtas Library and the Houses of the Oireachtas Archives (Q1).	Oireachtas Library	Q4
4	Prepare proposal for legislation to update the Houses of the Oireachtas Commission Act on outstanding data access issues.	OPLA	Q4
5	Procure a new records management system to improve: • The management of information and research requests. • The management and tracking of Legislative Analysis Service research outputs.	Oireachtas Library Parliamentary Research Service	Q4
6	Implement and refine the protocol of engagement developed between the PBO and the Committees' Secretariat regarding economic and fiscal analysis and services available to Oireachtas Committees: • 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' Secretariat*	Q4
7	Continue to develop the PBO's capacity, including adequate resourcing, to deliver high-quality policy costing analysis services for members and political parties/groups, particularly for annual budget submissions and shadow budgets as part of our election proposal costing service.	PBO	Q4
8	Provide independent analysis and research of budgetary and economic issues to support the parliamentary budget process.	PBO	Q4
9	Explore the development of a detailed tracking system to improve access to information regarding bills. This includes refining Bills Office case management and tracking processes regarding PMBs and Money Messages and in relation to pre-legislative scrutiny.	Bills Office Parliamentary Publication Unit *Chamber Business Team* *Committees' Secretariat* *Committees' Coordination Unit* *ICT*	Q4
10	Maintain the PBO's key models and capabilities and further develop a suite of analytical models for public finance analysis and policy costing to enhance service quality. Ensure transparency by publishing working papers that showcase our models and methodological approaches.	PBO	Q4

Strategic Goal 1.4: Provide support services of the highest quality to members to enable them in their role as parliamentarians.			
1.4.	**Action**	**Lead** *Support*	**Timeline for 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 *ICT*	Q3
2	Review operational practices to offer an improved experience for all Bar and Restaurant customers, including: • Review procurement strategy. • Embrace modern technology to enhance customer experience.	Catering *ICT*	Q4
3	Maintain highest standards of customer service in relation to activities carried out by the Facilities Management Unit: • Develop, test and implement new ticketing system for requests for facilities services.	Facilities Management Unit ICT	Q4
4	Undertake a survey of members for their views on the range of services currently offered.	OSS *Catering*	Q3
5	Deliver high standards of customer service for activities carried out by the HR (Political Staff) Unit and the Pensions Unit (members and civil service staff).	HR (Political Staff) Unit Members and Staff Pensions Unit	Q4
6	Bring proposal on Political Staff Allocations and related Statutory Instrument (replacing) SI 89/2021 to the Houses of the Oireachtas Commission.	HR (Political Staff) Unit OPLA OCSG	Q4
7	Adapt and continue to deliver high-quality economic and fiscal analysis, research, and advice to members and Committees, including training. Ensure timely provision of costing-related research and analysis for members, responding swiftly to external changes.	PBO	Q4
8	Deliver the Correspondence Translation Service for members in a timely manner.	Rannóg an Aistriúcháin	Q4
9	Continue to develop the capacity to produce the Official Report in a timely manner to the highest standard.	Debates Office	Q4
10	Maintain and further develop accessibility of the Official Report for users in multiple formats across multiple platforms.	Debates Office *ICT*	Q4

Strategic Goal 1.4: Provide support services of the highest quality to members to enable them in their role as parliamentarians.			
1.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
11	Operate the Members' Feedback Committee (MFC) to provide feedback on how effective our services are at meeting Members' needs and to hear their views on how we are supporting them in fulfilling their parliamentary duties across a range of issues. Ex-officio membership of the Committee will include the Leas-Cheann Comhairle, the Leas-Chathaoirleach and the Deputy Chairperson of the Commission. The Chair of the MFC will be one of these ex-officio members of the Committee. The Committee members will, at every meeting of the Committee, be presented with updates from the relevant stakeholders in the Houses of the Oireachtas Service on the areas of Security, Protocol, Facilities and other areas of concern to members. Members will be invited to give their views and feedback and the MFC may report, if necessary, to the Commission at one of its meetings.	Corporate and Members' Services	Q4

Strategic Goal 1.5: Continue and enhance the support to the Houses of the Oireachtas and their Committees in their roles as a National Parliament under the EU Treaties in the context of the Irish EU Presidency in 2026.			
1.5.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Provide members and Sectoral Committees with relevant analysis and advice on EU legislative proposals to assist them in scrutinising proposals and carrying out subsidiarity checks.	Committees' Secretariat *Seanad Office*	Q4
2	Support Office Holders and members in effective participation in EU-treaty based scrutiny conferences and inter-parliamentary conferences hosted by the European Parliament.	EU National Parliament Representative	Q4
3	Continue preparation for the parliamentary dimension of the Irish 2026 EU Presidency.	Committees' Secretariat EU National Parliament Representative Interparliamentary Unit Protocol Public Engagement Team ICT Superintendent	Q4

Strategic Goal 1.5: Continue and enhance the support to the Houses of the Oireachtas and their Committees in their roles as a National Parliament under the EU Treaties in the context of the Irish EU Presidency in 2026.			
1.5.	**Action**	**Lead** *Support*	**Timeline for Delivery**
4	Develop an EU Engagement Strategy and implement related activities working through the EU Engagement Steering Group.	Committees' Secretariat EU National Parliament Representative Interparliamentary Unit PBO Oireachtas Library Parliamentary Research Service	Q4

Strategic Goal 1.6: Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.			
1.6.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Provide high level administrative supports to the Houses of the Oireachtas Commission, its Committees, and the Management Board in the conduct of their business.	OCSG	Q4
2	Finalise reporting on the implementation of *Strategic Plan 2022-2024*: • Coordinate the development and publication of *Annual Report 2024* and the *Executive Summary* version of the Annual Report.	OCSG	Q2
3	Coordinate, develop and publish *Strategic Plan 2025-2027* in consultation with the relevant internal and external stakeholders: • Coordinate development/publication of *Action Plan 2025* (Q1). • Coordinate Review sessions chaired by the Secretary General.	OCSG	Q4
4	Develop and implement the Service's Performance Evaluation Framework for 2025: • Produce quarterly reports on Parliamentary and Service activities. • Carry out our 2024-2025 programme of Efficiency Reviews and Post-Project Benefit Realisation Reviews. • Track progress on actions and deliverables outlined in the Service's 2025 Action Plan.	OCSG	Q4

Strategic Goal 1.6: Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.			
1.6.	**Action**	**Lead** *Support*	**Timeline for Delivery**
5	Deliver on ongoing risk management and risk awareness across the organisation: • Conduct two sessions of the Risk Forum. • Conduct a series of risk management meetings with individual units to further integrate risk management into the Service's operations and processes. • Deliver on the 2025 work programme of the Risk Office.	OCSG	Q4
6	Continue to develop, enhance and promote the Internal Audit function: • Implement the Internal Audit work plan 2024-2025.	OCSG	Q4
7	Further develop our corporate governance resources to promote awareness of best practice and enhance our culture of corporate responsibility: • Routinely update our Corporate Governance Framework. • Review our corporate governance resources. • Ensure harmonisation of corporate governance obligations.	OCSG	Q4
8	Enhance communication to the parliamentary community on the variety of corporate governance activities and structures supported and facilitated by the OCSG.	OCSG	Q4
9	Continue to develop our customer service function in light of our updated Customer Service Charter and Action Plan. • Devise and deliver presentation on a modular basis to increase awareness of the customer service function.	OCSG	Q4
10	Re-design Business Continuity Management (BCM): • Implement approved policy and procedures. • Continue training of Service staff. • Continue to 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 plans for the Service and extend scope of BCM to include Committees and some members.	Facilities Management Unit ICT OPLA	Q4

1.6.	Action	Lead *Support*	Timeline for Delivery
Strategic Goal 1.6: Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.			
11	Strengthen information governance through a best practice approach to Records Management: • Set out strategic direction of the Records Management Unit. • Strengthen the capacity of the Records Management Unit, including by recruiting a Records Manager. • Strengthen the Service's capability in records management by supporting eDocs Subject Matter Experts (SMEs). • Strengthen capability in records management, including by enhancing the Service use of eDocs, through harnessing Artificial Intelligence to automate the management of records, and through piloting MS 365 for automated retention. • Implement the 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 File Plan and Retention Schedule. • Consolidate and streamline the Service's approach to the management of off-site storage.	Records Management Unit *ICT* *Facilities Management Unit*	Q4
12	Strengthen information governance through a best practice approach to Data Protection: • Recruit a data protection specialist to work with procedural units. • Update the GDPR Compliance Gap Analysis Report and work programme and bring this through governance. • Communicate with senior management and all third parties regarding their roles and responsibilities. • Run two breach incident response drills. • Address matters arising from data breaches. • Deliver a help desk service and advise on Data Protection Impact Assessments (DPIAs). • Ensure a consistent Service-wide approach to data protection issues including through interacting with the work of the Cyber Security strategy. • Deliver an annual programme of data protection awareness for members. • Scale up programme of data protection awareness and training for staff. • Lead the FOI and Data Protection Working Group by developing and implementing programme of work.	Records Management Unit *ICT* *OPLA* *Environmental and Social Sustainability (Training and Development)*	Q4

Strategic Goal 1.6: Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.			
1.6.	**Action**	**Lead** *Support*	**Timeline for Delivery**
13	Manage the FOI function: • Ensure compliance with the FOI Act. • Ensure a consistent approach to FOI and coordinate requests where appropriate. • Support decision makers, including by delivering an annual programme of FOI decision maker meetings and providing support around processes and policies. • Support internal reviewers and stakeholders. • Provide support to decision makers if a new FOI Act is enacted.	Records Management Unit *OPLA*	Q4
14	Ensure the updated PQ Office Data Retention Policy is approved and implemented.	Questions Office *OPLA*	Q2
15	Update guidelines to members on the use of details supplied regarding data protection issues and GDPR.	Questions Office *OPLA* *ICT*	Q4
16	Support the Clerk of the Dáil and the Clerk of the Seanad in their *ex officio* roles under the ethics and the electoral acts.	House Services *Office of the Clerk of the Dáil* *Bills Office* *Seanad Office* *OPLA* *Rannóg an Aistriúcháin* *ICT*	Q4
17	Support the Clerk of the Seanad in his or her statutory role as Seanad Returning Officer: • In the administration and conduct of Seanad General and Bye-Elections. • In the annual review of the Register of Nominating Bodies.	Seanad Office *Journal Office* *OPLA* *ICT* *Web Team* *Social Media*	Q4
18	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	Q4

Strategic Goal 1.6: Ensure the highest standards of professionalism and corporate governance, demonstrating value-for-money.			
1.6.	**Action**	**Lead** *Support*	**Timeline for Delivery**
19	Continue to review and improve salaries processes and procedures to ensure alignment with best practice is achieved: • Maintain and update Standard Operating Procedures (SOPs) for roles within the Salaries Unit as needed.	Salaries	Q4
20	Continue to review and improve finance processes and procedures to ensure alignment with best practice is achieved: • Maintain and update Standard Operating Procedures (SOPs) to ensure they reflect current best practice.	Finance	Q4
21	Continue to review and update procurement processes and procedures to ensure alignment with best practice is fully documented: • Develop a suite of Standard Operating Procedures (SOPs) for roles within the Procurement Unit.	Procurement	Q4
22	Ensure the production of quality reporting in an efficient and timely manner.	Finance Procurement Salaries	Q4
23	Continuously improve the format and accessibility of our reports.	Finance Procurement Salaries	Q4
24	Continue to align performance indicators with senior management and Commission requirements.	Finance Procurement Salaries	Q4
25	Increase publication of payments and allowances, where appropriate, to members, to enhance transparency.	OSS	Q4
26	Maintain high standards of oversight and financial controls of expenditure by HR (Political Staff) and Pensions Units, in compliance with audit standards.	HR (Political Staff) Pensions Units (Salaries and Finance)	Q3

Strategic Pillar 2 – Our Parliamentary Community

Strategic Outcome 2 – A Workplace of Choice and a People-Focused Parliament

Strategic Goal 2.1: Promote the Houses of the Oireachtas as a workplace of choice and provide ongoing support and development opportunities for our staff.

2.1.	Action	Lead *Support*	Timeline for Delivery
1	Continue to implement the People and Organisation Development (POD) Programme and its five streams: • Mentoring and Coaching. • Managerial Excellence. • Culture and Values. • Leadership Development. • Parliamentary Excellence.	People & Organisation (P&O) Strategic Committee *HR Services* *Debates Office* *Environmental and Social Sustainability (Training and Development)* *House Services* *Seanad Office* *OCSG* *OPLA*	Q4
2	Draft and implement a Health and Wellbeing Strategy 2025-27.	Environmental and Social Sustainability (Training and Development)	Q4
3	Develop a Political Staff Engagement Plan for the 34th Dáil.	HR (Political Staff) Environmental and Social Sustainability (Training and Development)	Q4
4	Continue to align the requirements of the Service with resourcing plans, appropriate recruitment processes and develop recruitment channels including internships for specialist areas (including bilinguals).	HR Services	Q4
5	Continue to develop and train staff, including in new skills and emerging areas and support managers and leaders in the organisation in addressing organisational needs through training and development.	Environmental and Social Sustainability (Training and Development Unit)	Q4
6	Continue to facilitate specialised training and development opportunities for PBO staff, including upskilling through collaboration and internal workshops.	PBO	Q4
7	Facilitate opportunities for training and staff development in the Debates Office.	Debates Office	Q4

Strategic Goal 2.1: Promote the Houses of the Oireachtas as a workplace of choice and provide ongoing support and development opportunities for our staff.		
2.1. Action	**Lead** *Support*	**Timeline for Delivery**
8 Promotion of the OPLA as a workplace of choice in the legal community.	OPLA	Q4
9 Facilitate ongoing engagement with staff representatives through Departmental Council and directly with staff unions.	HR Services HR (Political Staff)	Q4
10 Promote the use of the refurbished Fitness Room.	Facilities Management Unit Internal Communications	Q1

Strategic Goal 2.2: Build the parliamentary workforce of the future.		
2.2. Action	**Lead** *Support*	**Timeline for 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' Secretariat* *ICT*	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 Review Reachtra project role profiles to ensure effective implementation of the project plan with the system provider.	Bills Office *ICT*	Q4
4 Draft and implement a Learning and Development Strategy 2025-2027.	Environmental and Social Sustainability (Training and Development)	Q4
5 Collaborate with relevant units for future planning, fast track internal progression in the bar and catering units.	Catering	Q4

2.3.	Action	Lead *Support*	Timeline for Delivery
Strategic Goal 2.3: Foster connection and a values-driven culture in a flexible blended working environment.

2.3.	Action	Lead *Support*	Timeline for Delivery
1	Publish and implement the HR People Strategy 2025-27.	HR Services	Q4
2	Promote employee engagement as well as promote and develop staff groups and networks across all grades.	HR Services Internal Communications	Q4
3	Continue to implement the actions of the Internal Communications Strategy: • Review the internal communications platform and resources in use. • Deliver communications outputs using multiple tools and techniques (newsletter, weekly email, Service staff meetings, grade networks). • Create a measurement framework to measure reach and impact across all sections. • Work with senior management to maximise impact • Create a training module for all Service staff to demonstrate what Internal Communications is. • Support the People and Organisational Development (POD) Programme.	Internal Communications	Q4

Strategic Goal 2.4: Reinforce our culture of dignity and respect and Equality, Diversity and Inclusion (EDI).

2.4.	Action	Lead *Support*	Timeline for Delivery
1	Develop, publish and implement an *Equality, Diversity and Inclusion Strategy 2025-2027* for the parliamentary community.	Environmental and Social Sustainability (Equality, Diversity and Inclusion)	Q1
2	Promote staff awareness of the positive working environment guidelines for the organisation.	HR Services	Q4
3	Continue to develop the Houses of the Oireachtas Work Learning (OWL) programme to include ongoing supports to new Government Departments involved with the programme.	Environmental and Social Sustainability (Equality, Diversity and Inclusion)	Q4
4	Continue to develop the Houses of the Oireachtas Irish Sign Language (ISL) work, including by providing ISL interpretation and translation of Oireachtas debates, events and website content.	ISL Team	Q4
5	Make recommendations on future role of the Dignity and Respect Steering Group in the 34th Dáil in wider dignity and respect context.	HR (Political Staff)	Q4

2.4.	Action	Lead *Support*	Timeline for Delivery
Strategic Goal 2.4: Reinforce our culture of dignity and respect and Equality, Diversity and Inclusion (EDI).			
6	Establish and facilitate regular engagement with Party/Group Administrators Forum post-election.	HR (Political Staff)	Q4
7	Roll out more inclusivity training, outlined in the national inclusion strategies.	Environmental and Social Sustainability (Equality, Diversity and Inclusion)	Q4

2.5.	Action	Lead *Support*	Timeline for Delivery
Strategic Goal 2.5: Address outstanding recommendations of the Forum on a Family Friendly and Inclusive Parliament.			
1	Examine outstanding recommendations of the Forum on a Family Friendly and Inclusive Parliament and report on progress.	Corporate and Members' Services *HR Services*	Q1
2	Progress outstanding recommendations, where appropriate, following examination and report on progress.	Corporate and Members' Services	Q4
3	Continue the operation of the Houses of the Oireachtas crèche, by liaising with the service provider to ensure optimum service.	Facilities Management Unit	Q4

Strategic Pillar 3 – The Estate

Strategic Outcome 3 – A Secure and Sustainable Parliament

Strategic Goal 3.1: Further develop and strengthen the secure environment.

3.1.	Action	Lead *Support*	Timeline for Delivery
1	Review security arrangements for all the Leinster House campus building on the security reviews conducted by An Garda Síochána.	Superintendent *Facilities Management Unit*	Q4
2	Conduct a policy review in respect of access to the Leinster House campus in consultation with Facilities Management Unit and OPLA.	Superintendent *Facilities Management Unit OPLA*	Q2
3	Continue to roll out the updated Visitor Management System (VMS).	Superintendent *ICT*	Q4
4	Review and update the procedures for Ushers and Service Officers for all posts.	Superintendent	Q1
5	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
6	Continue to operate the safety management system.	Environmental and Social Sustainability (Safety and Sustainability)	Q4
7	Publish an annual Safety Statement.	Environmental and Social Sustainability (Safety and Sustainability)	Q4

Draft Strategic Goal 3.2: Implement the recommendations of the Task Force on Safe Participation in Political Life.

3.2.	Action	Lead *Support*	Timeline for Delivery
1	Oversee the implementation of the recommendations of the Task Force and report annually to the Houses of the Oireachtas Commission.	Senior Officials Implementation and Oversight Group (SOIOG)	Q4
2	Support the Senior Officials Implementation and Oversight Group (SOIOG) in implementing the recommendations of the Task Force on Safe Participation in Political Life.	HR (Political Staff)	Q4

Draft Strategic Goal 3.2: Implement the recommendations of the Task Force on Safe Participation in Political Life.			
3.2.	**Action**	**Lead** *Support*	**Timeline for Delivery**
3	Establish formalised arrangements for co-operation between An Garda Síochána (AGS) and the Houses of the Oireachtas authorities regarding security arrangements in line with recommendations of the Task Force.	Superintendent AGS	Q4
4	Implement a designated single point of contact in the Superintendent's Section to whom security-related incidences can be reported, including an escalation process to AGS as appropriate.	Superintendent	Q4
5	Conduct comprehensive security reviews on a periodic basis to ensure appropriate and proportionate measures are in place to maintain safe access to and egress from the Leinster House complex.	Superintendent	Q4
6	Undertake a review of the Security Requirements Allowance scheme to assess that it sufficiently meets the requirements of members.	OSS	Q4
7	Establish and resource a comprehensive social media support service for members and training, in conjunction with social media companies, on safe engagement online for members and their staff.	Superintendent Communications Unit ICT	Q4
8	Establish a forum for engagement with representatives from social media companies, Coimisiún na Meán and AGS on the collective response to online abuse of members of the Houses of the Oireachtas.	Superintendent	Q4
9	Review and update the existing Codes of Conduct under the Standards in Public Office Act for TDs and Senators to include provisions to address abuse, including online abuse, and discriminatory behaviours.	House Services	Q4

Strategic Goal 3.3: Develop an Estate strategy for the Houses of the Oireachtas.			
3.3.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	In the process of developing an Estate strategy for the Houses of the Oireachtas: • Document current activities and infrastructure. • Assess current condition of accommodation/services. • Identify opportunities to progress sustainability objectives. • Identify future needs in collaboration with business units. • Identify long-term goals.	Facilities Management Unit Environmental and Social Sustainability (Safety and Sustainability) *OPW* *ICT*	Q4
2	Continue to request the provision of additional accommodation to meet current and medium-term needs. Consult with business units, political parties and groups, and OPW as necessary.	Facilities Management Unit *OPW* *ICT*	Q4

Strategic Goal 3.3: Develop an Estate strategy for the Houses of the Oireachtas.			
3.3.	**Action**	**Lead** *Support*	**Timeline for Delivery**
3	Ensure the implementation of recommendations flowing from the Accessibility Audit within the remit of the Social and Environmental Sustainability and the Facilities Management Unit.	Environmental and Social Sustainability Facilities Management Unit	Q4
4	Develop and implement a programme of improvements to welfare facilities to include implementation of relevant accessibility and family friendly improvements.	Facilities Management Unit	Q4

Strategic Goal 3.4: Develop a costed programme of capital works for the Leinster House campus in partnership with the Office of Public Works (OPW).			
3.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Develop and agree a programme of capital works for the Leinster House campus.	Environmental and Social Sustainability Facilities Management Unit OPW ICT	Q4
2	Engage with OPW to continue the delivery of key building, sustainability, security, accessibility and engineering projects.	Facilities Management Unit Environmental and Social Sustainability OPW ICT	Q4
3	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 Facilities Management Unit OPW	Q4
4	Refurbishment works to Block D and repair of roofs over main staircase and Dáil chamber.	Facilities Management Unit *OPW* *ICT* *House Services*	Q3
5	Explore cost effective plans for development of parking facilities in the Leinster House Campus.	Facilities Management Unit	Q4

Strategic Goal 3.5: Deliver on our Sustainability and Climate Action commitments.			
3.5.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Publish the Service's Sustainability Strategy.	Environmental and Social Sustainability (Sustainability and Safety)	Q4
2	Publish an annual Climate Action Roadmap setting out how we will deliver our decarbonisation and energy efficiency reduction targets.	Environmental and Social Sustainability (Sustainability and Safety) Facilities Management Unit *OPW*	Q1
3	Deliver sustainability initiatives in the areas of waste, water, travel, procurement and biodiversity.	Environmental and Social Sustainability (Sustainability and Safety) Facilities Management Unit Catering	Q4
4	Deliver sustainability training including climate leadership training.	Environmental and Social Sustainability (Sustainability and Safety)	Q4
5	Develop a sustainability-focused approach to the acquisition and procurement of corporate identity materials, merchandise and event collateral.	Social Media Environmental and Social Sustainability (Sustainability and Safety)	Q4
6	Collaborate with relevant units to achieve tangible results in delivering sustainable infrastructure projects for Catering, focusing on facilities, compliance, staff welfare, and energy and waste management.	Catering *Facilities Management Unit Environmental and Social Sustainability*	Q4

Strategic Pillar 4 – The Public and our International Relations

Strategic Outcome 4 – A Transparent, Accessible and Internationally Engaged Parliament

Strategic Goal 4.1: Develop public confidence and promote active involvement and engagement with the Houses of the Oireachtas in all areas of society.

4.1.	Action	Lead *Support*	Timeline for Delivery
1	Continue to expand our existing capabilities to provide accessible content from the Houses of 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 the Social Media Team to provide more ISL and subtitled content for the website and social media platforms.	Broadcasting *ICT* *Debates Office* *Web Team* *Social Media*	Q4
2	Develop specific work in relation to Over-the-top (OTT) Player/ Video-on-Demand: • Build out infrastructure and workflows to underpin new digital video services.	Broadcasting *Web Team* *ICT*	Q4
3	Develop and maintain producing capability in Oireachtas Broadcasting Unit (OBU) in the following areas: • Provision of dynamic bilingual graphics. • Internally produced Irish language programming for Oireachtas TV. • Continued engagement with Coimisiún na Meán Sound and Vision Fund for documentary programming for Oireachtas TV. • Expanded existing programming around European Institutions (European Parliament, Council of Europe).	Broadcasting ICT	Q4
4	Develop and implement a parliamentary communications strategy (to involve all teams within the Communications Unit).	Communications Unit	Q4
5	Implement and test fully resilient new live streaming cloud infrastructure and services to replace on-premises encoding infrastructure.	Web Team	Q3
6	Develop and implement a Houses of the Oireachtas Committees Communications Plan to increase awareness of Committees activity and output and to facilitate public, stakeholder and media engagement with Committees.	Communications Unit Press Office Social Media Broadcasting Web Team *Committees' Secretariat* *Seanad Office* *Superintendent*	Q4

Strategic Goal 4.1: Develop public confidence and promote active involvement and engagement with the Houses of the Oireachtas in all areas of society.		
4.1. **Action**	**Lead** *Support*	**Timeline for Delivery**
7 Develop a Social Media Strategy for the Houses of the Oireachtas based on audience and stakeholder engagement: • Set clear attainable KPIs related to audience engagement and metrics, content types (multimedia, live streams), and regional and targeted outreach. • Explore new and innovative ways of communicating on the social platforms using inbuilt features, and social trends.	Social Media	Q4
8 Review and update the 2014 Branding and Corporate Identity for the Houses of the Oireachtas: • Audit the current use of the guidelines and engage with audiences and stakeholders through a working group and identify areas of improvement. • Undertake an organisation-wide review and update of the guidelines. • Devise and implement harmonised branding across units and mediums.	Social Media	Q4
9 Develop actions in relation to merchandise: • Implement a Houses of the Oireachtas Merchandise Policy and Management Plan based on the development and implementation of new branding and corporate identity. • Review current budget, policies, and day-to-day management of all Houses of the Oireachtas branded merchandise, and the use of the corporate identity ensuring consistency across all sections/units.	Social Media	Q4
10 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 Parliamentary Education Office	Q3
11 Develop a protocol to be observed for public engagements to include guidelines for members and expenditure rules.	Public Engagement Team	Q4
12 Maintain and develop press and media services: • Support the timely provision of information via a single point of contact for media queries. • Regular and timely communications including press releases to support the work of parliament. • Promote and increase awareness of Committee activity and output and facilitate media engagement with Committees. • Promote parliamentary events.	Press Office Social Media	Q4
13 Launch a new digital first regional media strategy to connect local/regional interest proceedings of the Houses 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*	Q3

Strategic Goal 4.1: Develop public confidence and promote active involvement and engagement with the Houses of the Oireachtas in all areas of society.			
4.1.	**Action**	**Lead** *Support*	**Timeline for Delivery**
14	Explore further opportunities through the Digital Parliament Project to increase accessibility and user experience of the Official Report.	Debates Office ICT	Q4
15	Adopt a universal design approach to all digital communication technologies.	ICT Web Team	Q4
16	Improve reach and engagement with services from the PBO. Tasks include development of a social media and dissemination strategy.	PBO Social Media Web Team	Q3
17	Make information on An Caighdeán Oifigiúil available in an accessible manner to the public via www.oireachtas.ie.	Rannóg an Aistriúcháin	Q4
18	Make Irish language legislative terminology used by Houses of the Oireachtas Service available in an accessible manner to the public via www.oireachtas.ie.	Rannóg an Aistriúcháin Web Team ICT	Q4
19	Utilise the HOS Bilingualism Programme, based on an integrated bilingual approach, to maximise Houses of the 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 an Aistriúcháin *ICT*	Q4
20	Continue to ensure that public business of the Houses of the Oireachtas and related documents are published on the Houses of the Oireachtas website in a timely manner.	Web Team	Q4
21	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
22	Continue to work with business units to revise features on Oireachtas.ie schedules switchover to real-time, Digital Parliament System data. The applications involved include: • The Committee In-Meeting System. • The Chamber Business System. • Seanad schedule application.	Web Team ICT	Q3
23	Support and further develop the Houses of the Oireachtas App, with a focus on accessibility and notifications.	Web Team	Q3
24	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

Strategic Goal 4.1: Develop public confidence and promote active involvement and engagement with the Houses of the Oireachtas in all areas of society.			
4.1.	**Action**	**Lead** *Support*	**Timeline for Delivery**
25	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 Web Team	Q4
26	Scope the feasibility of delivering an historical photography archive and related workflows and services in the context of the Strategic and Capacity Review of the Houses of the Oireachtas Library and the Houses of the Oireachtas Archives.	Oireachtas Library	Q4
27	Further develop the data provided in our open data Application Programming Interfaces (APIs).	Web Team ICT	Q4

Strategic Goal 4.2: Create a comprehensive plan that best reflects an internationally connected parliament.			
4.2.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Continue to work to strengthen our international relations: • Strengthen and enhance our parliamentary engagement with international organisations, EU institutions and national parliaments. • Promote and foster parliamentary friendship group system. • Facilitate Houses of the Oireachtas Committees' engagement with international counterparts. • Deliver training to members/office holders on international activities and protocol.	Interparliamentary Unit Protocol	Q4
2	Implement the International Parliamentary Engagement Strategy.	Interparliamentary Unit Protocol	Q4
3	Develop an engagement framework specific to Department of the Taoiseach, Department of Foreign Affairs and Trade and Áras an Uachtaráin, to coordinate our engagement approach (including briefings) to international work.	Interparliamentary Unit Protocol	Q4
4	Develop relations with resident Diplomatic Corps and increase engagements with the Parliamentary Friendship Groups and their Convenors.	Interparliamentary Unit Protocol	Q4
5	Review and Implement our Protocol Policy.	Protocol	Q4
6	Continue our engagement with other bilingual parliaments: • Maintain and develop the annual Houses of the Oireachtas Colloquium on Bilingual Parliaments.	Rannóg an Aistriúcháin	Q4
7	Participate in staff exchanges with the staff of the Official Reports of Debates of other parliaments and assemblies.	Debates Office	Q4

Strategic Goal 4.2: Create a comprehensive plan that best reflects an internationally connected parliament.			
4.2.	**Action**	**Lead** *Support*	**Timeline for Delivery**
8	Develop our relationship with the procurement function in the House of Commons (UK) and the Northern Ireland Assembly to leverage shared procurement interests and concerns.	Procurement	Q4
9	Continue investment in our relationship with the European Commission, national industry and small and medium-sized enterprises (SMEs) to ensure that emerging guidance and best practice is incorporated into the Houses of the Oireachtas procurement function.	Procurement	Q4
10	Continue to lead on our relationship with the European Centre for Parliamentary Research and Documentation (ECPRD): • Fulfil our roles of Parliamentary Correspondent and Deputy Correspondent for the ECPRD. • Coordinate Houses of the Oireachtas responses to ECPRD queries from other parliaments. • Promote ECPRD as a tool for parliamentary research.	Parliamentary Research Service	Q4
11	Maintain Houses of the Oireachtas data in the Inter-Parliamentary Union (IPU) Parline database and contribute to IPU parliamentary reports and projects.	Parliamentary Research Service	Q4
12	Maintain and deepen networks with parliamentary civil servants developed during international conferences, notably the International Parliamentary Regulators Forum, on members' allowance systems and related matters.	OSS	Q4
13	Develop and foster relationships with EU institutions and other parliaments, including through participation in Parliaments in Partnership (InterPARES) projects, interparliamentary networks and exchange programmes.	HR (Political Staff) HR Services OPLA Protocol Social Media Parliamentary Research Service PBO Environmental and Social Sustainability (Training and Development) Debates Office Public Engagement Team Parliamentary Education Office Rannóg an Aistriúcháin	Q4

Strategic Goal 4.2: Create a comprehensive plan that best reflects an internationally connected parliament.		
4.2. **Action**	**Lead** *Support*	**Timeline for Delivery**
14 Development of parliamentary knowledge and awareness amongst wider Irish and International legal community.	OPLA	Q4
15 Engage with other economic institutions and fiscal scrutiny units, including through the Inter-Parliamentary Financial Information Network (IPFIN) and the OECD independent fiscal institutions (IFI) network.	PBO	Q4
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.	Rannóg an Aistriúcháin *ICT*	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 an Aistriúcháin	Q4
18 Foster international relations through participation in meetings of the Association of European Senates.	Seanad Office *Interparliamentary Unit*	Q4
19 Increase engagement with regional, provincial and state legislators and officials.	Seanad Office *Interparliamentary Unit*	Q4
20 Foster engagement with the European Parliament through addresses by Irish MEPs to Seanad Éireann.	Seanad Office *Protocol*	Q4
21 Publish travel expenditure on our website by default.	Interparliamentary Unit Web Team	Q4

Strategic Goal 4.3: Improve our education programmes at every level and launch an outreach initiative to foster broader understanding of democracy, delivering inclusivity.		
4.3. **Action**	**Lead** *Support*	**Timeline for 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 Willing Able Mentoring (WAM) Programme, and the Traveller and Roma Programme).	Openness and Inclusion Steering Group *HR (Political Staff)* *Parliamentary Education Office*	Q4

Strategic Goal 4.3: Improve our education programmes at every level and launch an outreach initiative to foster broader understanding of democracy, delivering inclusivity.			
4.3.	**Action**	**Lead** *Support*	**Timeline for Delivery**
2	Support the Student Placement Programme for third-level graduate programmes.	HR (Political Staff) *Openness and Inclusion Steering Group*	Q4
3	Continue to develop education outputs for primary, secondary and third level institutions: • Provide our annual Continuous Professional Development (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 Civil, Social and Political Education (CSPE). • Deliver workshops to senior cycle Politics and Society students. • Expand delivery of the Go Ceann programme to include other Houses of the Oireachtas Officeholders.	Parliamentary Education Office *Web Team* *Broadcasting*	Q4
4	Develop a dedicated education space where workshops can be delivered, and students can work in a classroom-like environment with appropriate audio-visual facilities, seating and space for collaborative activities.	Parliamentary Education Office *Facilities Management Unit* *Superintendent* *ICT*	Q4
5	Develop a "Careers in the Oireachtas" module and expand the Transition Year (TY) work experience to include Gaelscoileanna students.	Parliamentary Education Office *Social Media* *Web Team*	Q4

Strategic Goal 4.4: Enhance our collaboration with relevant external stakeholders and promote a deeper, clearer understanding of our role in upholding democracy.			
4.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Develop an engagement framework specific to public sector agencies to coordinate our engagement approach to partnerships.	Public Engagement Team	Q2
2	Improve departmental and key stakeholder communications to facilitate better parliamentary engagement.	Committees' Coordination Unit	Q4

Strategic Goal 4.4: Enhance our collaboration with relevant external stakeholders and promote a deeper, clearer understanding of our role in upholding democracy.			
4.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
3	Continue to develop and strengthen engagement with other parliaments and assemblies.	Committees' Coordination Unit Procedural Development Unit	Q4
4	Review the ePQ system, in conjunction with Office of the Government Chief Information Officer (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.	Questions Office *Debates Office* *ICT*	Q4
5	Continue to engage with the various networks and engage with colleagues across Government Departments, public bodies and agencies to achieve communal learnings and increase collaboration.	Finance Procurement Salaries HR Services OPLA PBO Records Management Unit	Q4
6	Continue to deliver training and information sessions to Government Departments.	House Services Procedural Development Unit	Q4
7	Continue to develop and implement bilingual interface options for Government Departments and bodies that require such facilities to carry out their responsibilities with the Houses of the Oireachtas.	Rannóg an Aistriúcháin *ICT*	Q4
8	Work with the Department of Tourism, Culture, Arts, Gaeltacht, Sport and Media, where appropriate, to maximise the availability of electronic translation support material.	Rannóg an Aistriúcháin	Q4
9	Facilitate Government Departments in providing Irish language versions of documents relating to elections, e.g. election writs, notices, referendum information booklets, and others.	Rannóg an Aistriúcháin	Q4

Strategic Pillar 5 – Digital and Innovation

Strategic Outcome 5 – An Innovative and Digital-First Parliament

Strategic Goal 5.1: Strengthen and mature our cyber security capabilities.

5.1.	Action	Lead *Support*	Timeline for Delivery
1	Continue to implement the Cyber Security programme resulting from the Cybersecurity Strategy to protect the Houses of the Oireachtas and the parliamentary community from cyber threats.	ICT	Q4

Strategic Goal 5.2: Deliver the next stages of our Digital Transformation Programme.

5.2.	Action	Lead *Support*	Timeline for Delivery
Digital Parliament Programme			
1	Complete development and go live of real time Dáil information and speakers list for TDs in Áis-Linn.	ICT House Services	Q1
2	Commence the development of the new PQ system including the Áis-Linn interface to allow members to submit and track PQs.	ICT *Questions Office* *House Services*	Q4
3	Go live of the full Committee Task Manager application, which includes the Work Items Project, the Planner Project and the Document Management Project.	ICT Committees' Secretariat	Q4
4	Complete development and go live of updates to the Dáil Business website, including introduction of live information from Chamber Business System to landing page of website.	ICT House Services Journal Office	Q2
5	Complete requirements gathering for the next phases of the Dáil modules, the Clerk Sheet, the Journal and Messages. Complete designs for the Clerk Sheet and begin development.	ICT House Services Journal Office	Q4
6	Seanad Gap Analysis: Initial analysis of Seanad requirements and comparison against existing Dáil Procedural System.	ICT Seanad Office	Q4

Strategic Goal 5.2: Deliver the next stages of our Digital Transformation Programme.			
5.2.	**Action**	**Lead** *Support*	**Timeline for Delivery**
Corporate Organisation Programme			
7	Further develop and operationalise the Enterprise Resource Planning (ERP) project: • ERP Financial Management System (Phase 1: Q1 2025, Phase 2: Q2 2025). • Broader ERP requirements to be reviewed and finalised in order to commence procurement.	ICT *Procurement* *Finance* *OSS* *Facilities Management Unit* *HR Services* *HR (Political Staff)*	Q4
8	Integrate the Visitor Management System with the Committee Task Manager.	ICT *Superintendent*	Q4
Projects supported by ICT			
9	Establish new governance and programme board for new board managing large-scale infrastructure and operations projects.	ICT	Q2
10	Following the issue of a request for tender (RFT), commence implementation of 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.	ICT Debates Office Rannóg an Aistriúcháin Broadcasting Web Team	Q4
11	Commence development of the Reachtra system to replace the current legislative drafting system and integrate it with Digital Parliament Systems.	Bills Office *ICT* *OPLA*	Q4
12	Work with the Web Team and the Parliamentary Research Service 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 Web Team *ICT* *Parliamentary Research Service*	Q4
13	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 improved reporting functionality for Rannóg an Aistriúcháin.	Rannóg an Aistriúcháin *ICT*	Q4
14	Integrate translation software with the procedural system portal, including Reachtra, Digital Signage and Task Manager.	Rannóg an Aistriúcháin *ICT*	Q4

Strategic Goal 5.2: Deliver the next stages of our Digital Transformation Programme.

5.2.	Action	Lead *Support*	Timeline for Delivery
15	Work with ICT and external partners to capture official translations of Statutory Instruments which are currently only available in rare bound volumes.	Rannóg an Aistriúcháin *ICT*	Q4
16	Identify and adopt effective electronic options for integrating Rannóg workstream processes, particularly regarding finalisation/publication stage 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 (Reachtra).	Rannóg an Aistriúcháin *ICT*	Q4

Strategic Goal 5.3: Deploy innovative solutions to modernise our parliamentary environment.

5.3.	Action	Lead *Support*	Timeline for Delivery
1	Continue to provide modern ICT tools to support members and their staff when carrying out their parliamentary activities under the seven programmes of the Digital Transformation Strategy.	ICT	Q4
2	Continue to automate routine processes within the Finance, Procurement and Salaries units as far as practicable, including as part of Enterprise Resource Planning (ERP) Financial Management Software (FMS) implementation.	Finance Procurement Salaries ICT	Q4
3	Continue to foster and review paperless processes within the Finance, Procurement and Salaries units.	Finance Procurement Salaries	Q4
4	Maintain and further develop Standard Operating Procedure (SOP) documents for all processes across units. Further development of SOPs to be conducted where appropriate.	Finance Procurement Salaries	Q4
5	Update Bills Office processes to reduce reliance on paper-based proofing in line with development of the Reachtra system.	Bills Office *ICT*	Q4
6	Modernise Public Engagement activities: • Implement online booking system to collect consistent information for planned events. • Implement online dashboard to review past and pending events. • Implement an integrated event management system with interactive invitation portal.	Public Engagement Team ICT	Q4
7	Support all business units in any projects relating to the digitisation of Paper Based Files with the use of optical character recognition (OCR).	ICT	Q4

Strategic Goal 5.4: Provide effective and responsive technical supports to ensure the resilience and continuity of our digital systems.			
5.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Continue to modernise and refresh the Houses of the Oireachtas IT Architecture.	ICT	Q4
2	Continue to improve technical supports through the recruitment of specialist ICT resources.	ICT HR Services	Q4
3	In collaboration with ICT, continue to maintain and monitor our PBO servers, which host statistical software and models for conducting costing analysis and research.	PBO *ICT*	Q4

Strategic Goal 5.5: Develop and implement a responsible Artificial Intelligence (AI) Framework for the Houses of the Oireachtas to foster innovation while ensuring safety and security.			
5.5.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Develop an Artificial Intelligence (AI) Strategy, Programme and Roadmap.	ICT	Q4
2	Develop and implement the Oireachtas Responsible AI (RAI) Framework.	ICT	Q4
3	In collaboration with ICT, implement AI tools and solutions to support business needs, such as the analytical work of the PBO.	PBO *ICT*	Q4

Strategic Pillar 6 – Our Official Languages

Strategic Outcome 6 – A Bilingually Enabled Parliament

Strategic Goal 6.1: Deliver on our Irish language obligations and policy.

6.1.	Action	Lead *Support*	Timeline for Delivery
1	Manage Houses of the Oireachtas Service (the Service) compliance with the Official Languages Act and progress the Service's Bilingualism Programme.	Rannóg an Aistriúcháin	Q4
2	Devise and implement a new Strategic Plan, Rannóg 2027, to provide a strategic focus on the varied workload of Rannóg an Aistriúchán, set out objectives for the three years ahead, and establish continuity with the previous Strategic Plan, Rannóg 2024.	Rannóg an Aistriúcháin	Q4
3	Revise and agree reporting formats for Coiste Straitéiseach an Oireachtais Dhátheangaigh (CSOD Strategic Committee) and the Management Board for 2025 onwards in line with the new Strategic Plan, Rannóg 2027.	Rannóg an Aistriúcháin	Q4
4	Adopt and implement annual prioritisation plans for publication of official translations of the Acts in line with the prioritisation policy agreed by the Management Board.	Rannóg an Aistriúcháin	Q4
5	Engage with a range of stakeholders, including other parliaments and EU institutions, to identify best practice in translation and interpretation services.	Rannóg an Aistriúcháin	Q4
6	Report progress to the Management Board through quarterly updates and annual reports from CSOD.	Rannóg an Aistriúcháin	Q4

Strategic Goal 6.2: Provide expanded bilingual services and facilitate an increase in the amount of Irish used in the Houses of the Oireachtas.

6.2.	Action	Lead *Support*	Timeline for Delivery
1	Implement and report progress on the Bilingualism Action Plan with the aim of increasing bilingual parliamentary services.	Rannóg an Aistriúcháin	Q4
2	Support the implementation 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 an Aistriúcháin *CSODR and Seanad CPPO secretariats*	Q2
3	Maintain and promote the Bills Glossary facility for members.	Rannóg an Aistriúcháin	Q4
4	Work with members to ensure that a renewed effort is made to increase the informal and formal use of Irish.	Rannóg an Aistriúcháin	Q4

Strategic Goal 6.2: Provide expanded bilingual services and facilitate an increase in the amount of Irish used in the Houses of the Oireachtas.

6.2.	Action	Lead *Support*	Timeline for Delivery
5	Issue general bilingual terminology and a phraseology list to members to facilitate contributions in Irish.	Rannóg an Aistriúcháin	Q3
6	Ensure maximum use of bilingual headings, procedures and motions in the Official Report when gathering requirements, developing and implementing a new Debates system.	ICT *Debates Office*	Q4
7	Develop the bilingual content of the Official Report, including bilingual headings and procedural lines, in conjunction with other business units.	Debates Office	Q4
8	Increase the amount of Irish used in the Ceann Comhairle's notes for the Dáil.	House Services *Rannóg an Aistriúcháin*	Q4
9	Produce and issue a document for staff setting out the headline principles relating to working in a bilingual Oireachtas.	Rannóg an Aistriúcháin	Q4
10	Add additional interpretation services for Committee meetings into simultaneous interpretation booths for private meeting remote participants.	Rannóg an Aistriúcháin Committees' Secretariat ICT	Q1

Strategic Goal 6.3: Maximise the role of technology in achieving bilingual service provision.

6.3.	Action	Lead *Support*	Timeline for 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. This includes ensuring bilingualism is reflected across signage on the Leinster House campus.	ICT *Rannóg an Aistriúcháin*	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
3	Review the Bilingualism in Technology policy to ensure its implementation across all systems developed or procured by the Service.	Rannóg an Aistriúcháin	Q4
4	Coordinate with other bilingual parliaments to maintain up-to-date knowledge of technological options in translation and bilingual service provision.	Rannóg an Aistriúcháin	Q4

Strategic Goal 6.4: Drive training and development opportunities, and recruitment and retention of bilingual staff.			
6.4.	**Action**	**Lead** *Support*	**Timeline for Delivery**
1	Incorporate bilingual recruitment as a strategic priority, including recruiting annually at Aistritheoir – Grád III level.	HR Services Rannóg an Aistriúcháin	Q4
2	Adopt Oireachtas Language Standards to replace the current Language Scheme, including commitments to increase and support the cohort of bilingual staff.	Rannóg an Aistriúcháin	Q4
3	Recruit the Bilingualism Officer and team to support the achievement of our strategic objective relating to bilingualism and to support compliance with Official Language obligations for the Service.	Rannóg an Aistriúcháin	Q4
4	Include a "Career in the Oireachtas" module for bilinguals in the Oireachtas Education Outreach programmes for secondary schools.	Parliamentary Education Office *Rannóg an Aistriúcháin*	Q4
5	Provide Irish language courses to staff and members at all proficiency levels.	Environmental and Social Sustainability (Training and Development)	Q4
6	Utilise Language Scheme surveys to gauge Irish language ability and interest among members and civil service and political staff.	Rannóg an Aistriúcháin	Q4
7	Develop a series of online and in person Irish language events for members and civil service and political staff as part of Straitéis na Gaeilge.	Rannóg an Aistriúcháin	Q1
8	Continue to increase and enhance Irish language content on The Plinth.	Internal Communications	Q1
9	Explore options to support Gaeltacht attendance among the Parliamentary Community.	Environmental and Social Sustainability (Training and Development)	Q4

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