Statement of Strategy 2016 – 2019
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The overarching objective of my Department will be to ensure that the sectors and programmes for which it is responsible continue to support the achievement of sustainable economic growth, job creation, competitiveness and regional and rural development.

The Programme for a Partnership Government has identified climate change as “the global challenge” requiring “radical and ambitious thinking”. The Paris Climate Change Agreement entered into force on 4 November 2016 and was ratified by Ireland. My Department has an overall role in drawing together the sectoral plans required to ensure Ireland meets its international and EU climate change targets and has a lead role in ensuring that the energy sector is at the forefront in Ireland’s transition to a low carbon economy. The Energy White Paper published in 2015 completely reviewed energy policy across all pillars to ensure security, sustainability and competitiveness are appropriately pursued and to maximise opportunities for economic growth.

The Government’s National Broadband Plan recognises that high quality, reliable broadband is a key infrastructure and service for a 21st Century society. The Department commenced a formal procurement process in December 2015 to deliver a high speed broadband network to parts of Ireland where commercial investment in high speed services may not be forthcoming. The three bidders in the procurement process have indicated that they are proposing a predominantly fibre-to-the-home solution for rural Ireland under this major State intervention. The impact for communities, businesses and households will be transformational, unlocking considerable potential in terms of innovation in areas such as smart farming, local business development, entrepreneurship, home working, eHealth, eGovernment and education.

There are also a range of priority initiatives to be pursued in the broadcasting and postal sectors, in particular supporting the development of our national public service broadcasters, RTÉ and TG4, and ensuring An Post is maintained on a sound financial footing.
The Department’s objective is to ensure our natural resources are exploited and managed in a sustainable way, through developing our knowledge of Ireland’s hydrocarbon and mineral resources, ensuring an economy based on resource efficiency and the re-use, recovery, recycling and disposal of waste, advancing geoscience knowledge through the work of the Geological Survey of Ireland and overseeing the protection, management and development of Ireland’s inland fisheries resources.

The Statement of Strategy sets out the changing external environment within which the Department operates. One of the most significant challenges is Brexit. There are several areas for which the Department is responsible, most notably energy, which are potentially affected by Brexit and for which contingency planning will be updated on an ongoing basis.

I look forward to working with my colleague Sean Kyne, T.D., Minister of State at the Department with special responsibility for Natural Resources, the Oireachtas, the staff in the Department and State Bodies under its aegis, and other stakeholders in carrying through the challenging agenda set out in this Statement of Strategy.

Denis Naughten T.D.
Minister for Communications, Climate Action and Environment
The new Department of Communications, Climate Action and Environment was established in May this year. As well as the functions previously assigned to us viz communications, broadcasting, postal, energy and natural resources, additional functions in the areas of climate change, waste management, resource efficiency, air quality and environmental policy now fall within the Department’s remit. The structure of the Department can be found on www.whodoeswhat.gov.ie and the way in which we conduct our business is outlined in our Corporate Governance Framework which we published earlier this year. We have conducted a detailed analysis in the Statement of Strategy of the key external developments that the Department has to plan for and respond to.

The Strategy also sets out the objectives, strategies and target outcomes of the Department for the next three years. It recognises that the Department is central to delivery of policies and programmes which have a significant strategic national importance, and which are essential to our national economic development. It also acknowledges that the Department has an important role to play in leading on cross-Government initiatives in the areas of climate change, the digital economy and cyber security and in supporting other key initiatives such as the Action Plan for Jobs and the Action Plan for Rural Ireland.

The Department has a very substantial EU and international agenda across most of our sectors. We are responsible for 17 commercial, non-commercial and regulatory bodies which are key actors in the sectors in which they operate.

The key performance indicators to measure achievement over the period of the strategy are set out. The Strategy will be underpinned by an annual statement of priorities and business plans and the Department’s Annual Reports will report on our performance by reference to the indicators contained in the Strategy. Objectives and strategies will evolve having regard to changing Government priorities and external factors, and the Department will respond accordingly and re-prioritise and reallocate resources as required.

Mark Griffin
Secretary General
Who we are

Our new Department was established following the reconfiguration of a number of Departments by Government in May 2016. As well as the functions previously assigned to us (and which were reflected in our last Statement of Strategy), viz communications, broadcasting, postal, energy and natural resources, additional functions transferred to us from the former Department of the Environment, Community and Local Government. The areas of climate change, waste management, resource efficiency, air quality and environmental policy now fall within the Department’s remit. Over the period of this Statement of Strategy we will ensure that the previous and new functions are fully integrated within the Department and the synergies between them, in particular, climate action and energy, are maximised. Our Department also has governance responsibilities for 17 commercial, non-commercial and regulatory bodies.

The areas under the Department’s remit are by their nature undergoing substantial and rapid change. In collaboration with our agencies, other Government Departments and our stakeholders we will ensure that the Department is actively engaged in shaping and responding to these changes.

The political head of the Department is the Minister for Communications, Climate Action and Environment. The Department is managed by the Secretary General with the assistance of the Management Board which consists of the Secretary General, Assistant Secretaries and the heads of the HR and Finance Divisions.

For the purposes of day-to-day management, the Department is split into five sectoral areas, each headed by an Assistant Secretary. These are:

- Communications;
- Energy;
- Climate Action and Environment;
- Natural Resources; and
- Governance and Operations.

Further information on our organisational structure can be found on www.whodoeswhat.gov.ie and on our website, www.dccae.gov.ie which aims to provide up-to-date information in a clear, concise and accessible way that follows best practice guidelines.
**Our Mission**

Our mission is to support economic and social progress and help the country reach its full potential by:

- facilitating the development of communications and energy infrastructure and markets;
- leading the national transition to a sustainable, low-carbon, resource-efficient economy;
- protecting and improving our high-quality natural environment;
- ensuring the sustainable and productive use of our natural resources; and
- promoting the development of the public and private broadcasting sectors.

**Our Values**

Delivery of the goals and objectives set out in this Statement of Strategy will be underpinned by the values set out in the Civil Service Renewal Plan:

- A deep-rooted public service ethos of independence, integrity, impartiality, equality, fairness and respect;
- A culture of accountability, efficiency and value for money;
- The highest standards of professionalism, leadership and rigour.

These values are further elaborated on in our Corporate Governance Framework (published in April 2016) as follows:

- We will serve the public to the best of our ability by supporting economic and societal improvements through the development and implementation of policies and programmes.
- We are committed to open communications with stakeholders and consultation and collaboration will underpin policy development and programme delivery.
- We aim to have a consistently high performing and unified organisation.
- We aim to develop a performance driven work culture with a team approach and shared ownership of common goals.
- We value the highest standards in terms of accountability, efficiency and value for money underpinned by integrity and impartiality.
**Environmental Analysis**

This section of the document sets out some of the key external developments that the Department has to plan for and respond to.

The draft *National Risk Assessment* published by the Department of the Taoiseach earlier this year notes that despite some concerns over the prospects for global economic growth, the Irish economy experienced strong growth in 2015 leading to a reduction in unemployment and a strengthening fiscal position. The National Risk Assessment also notes, however, that given that Ireland is largely dependent on growth in the international environment, any impact on such growth represents a serious risk for Ireland. The analysis of potential risks for 2016 identifies certain risks that have become more significant and, insofar as our Department is concerned, include the following macro risks:

- Brexit;
- Weakening Global Economic Growth; and
- Infrastructural Deficits.

In addition, the National Risk Assessment highlights several other risks which this Department will have a key leadership role in addressing:

- Climate change;
- Ensuring an affordable, sustainable and diverse energy supply; and
- Cyber security.

One of the biggest challenges facing the Government and Government Departments is how to respond to the UK’s decision of June 2016 to leave the European Union. Preparations are ongoing across Government Departments to ensure the Irish positions are fully developed and robustly negotiated during the exit process. There are several areas for which the Department is responsible, most notably energy, which are potentially affected by Brexit and for which contingency planning will be updated and evolved as the Brexit process proceeds and which will input into the overall Government approach to managing the response to Brexit.
The Programme for Government has identified climate change as “the global challenge” requiring “radical and ambitious thinking” in order to respond to the changing environment. On 5 October 2016, the threshold for entry into force of the Paris Agreement was passed and the Agreement will now enter into force on 4 November 2016. The Paris Agreement commits 197 countries to the mitigation goal of limiting the increase in global temperature to well below 2°C above pre-industrial levels and to pursue efforts for a target of 1.5°C. Ireland will contribute to this global effort through a collective EU goal which is to reduce greenhouse gas emissions by at least 40% by 2030, compared with 1990 levels. This covers both the Emissions Trading sector (ETS) and the non-emissions trading sector. Proposals from the European Commission on new obligations in both the ETS and non-ETS sectors are currently being negotiated amongst Member States and between the Council of Ministers and the European Parliament. These are complex negotiations and the outcome will no doubt require significant national efforts on our behalf to ensure that Ireland continues to play its part in contributing to the overall EU target. In finalising our national targets and in developing our national climate adaptation and mitigation plans, we will ensure that a whole of Government approach is adopted, covering all of the relevant sectors, including transport, agriculture, energy and the built environment.

Ireland’s energy sector is impacted by national, European and global developments, not least in the area of climate change. Nationally, focus will be maintained on achieving energy objectives in the areas of infrastructure deployment, renewable energy and energy efficiency targets and addressing energy affordability. Energy policy was completely reviewed in 2015 across all pillars to ensure security, sustainability and competitiveness are appropriately pursued and also to maximise opportunities for economic growth; the outcome of this review was set out in the Energy White Paper published in December 2015.

The Irish digital economy is worth more than €12bn or 6% Gross Domestic Product (GDP) and is conservatively expected to expand to about €21.4 billion or 7.9% of GDP by 2020. The Government’s National Broadband Plan recognises that high quality, reliable broadband is a key infrastructure and service for a 21st Century society and essential for harnessing the potential of the digital economy. High quality, reliable broadband will allow new businesses and services to emerge, will increase Ireland’s competitiveness and attractiveness as a place to live and do business and thereby will enhance the lives of citizens. The commercial telecommunications sector has now delivered high-speed broadband to approximately 1.3m premises. The Government has committed to ensuring that high speed broadband is, however, available to all citizens and businesses, regardless of location. The Department, therefore, commenced a formal procurement process in December 2015 to deliver a high speed broadband network to parts of Ireland where commercial investment in high speed services may not be forthcoming. The three bidders in the procurement process have indicated that
they are proposing a predominantly fibre-to-the-home solution for rural Ireland under this major State intervention. This will require an extensive network build to reach well over 700,000 premises in approximately 50,000 townlands in Ireland, and covering 100,000km of road network. The impact for communities, businesses and households will be transformational, unlocking considerable potential in terms of innovation in areas such as smart farming, local business development, entrepreneurship, home working, eHealth, eGovernment and education.

Delivering on this commitment is a key element of a wider strategy to optimise the use of digital for jobs, economic growth and social inclusion. Building on better connectivity, the National Digital Strategy aims to foster greater and safer use of the internet, by empowering and enabling citizens, businesses and communities. The rate at which digital applications are emerging into the global market continues to grow. Up to now the majority of these applications have supported basic communications, information sharing and some level of user engagement. A new generation of applications is starting to emerge such as wearable devices, connected sensors, drones, autonomous vehicles etc. These next generation applications are likely to have a far more transformative impact on people’s lives than those that have gone before.

The transformational impact of emerging digital applications.

In 2017 the Department will commence work, on a cross-Departmental basis, on a new National Digital Strategy working with industry, the public and stakeholders across Government. This will be complemented by the Cyber Security Strategy and ongoing internet governance policies.

1 Inspired from Nokia Networks Technology Vision white paper 2020
Internationally, the **broadcasting sector** has been subject to enormous change due to the growth of digital and online technologies, resulting in the development of new modes of delivery and new business models. As a result, traditional broadcasters, both public and commercial, are subject to increasing competition from large international players and new forms of content delivery. Traditional broadcasters need to rapidly adapt in order to maintain their relevance, audience and commercial revenues. The Irish broadcasting market faces the same challenges as an ever-increasing number of non-Irish channels compete for audience share and advertising revenues. The increasing dominance of online platforms and use of handheld devices is further impacting on Irish broadcasters’ audiences and revenues and, in the case of public service broadcasters, licence fee revenues.

The **postal sector** is also facing both threats and opportunities from the growth of the digital economy. Postal volumes are experiencing long term structural decline with the associated impact on the An Post financial position and its capacity to continue to deliver its universal service obligation.

The Energy White Paper recognises that the transition to a low carbon economy will mean moving to lower emissions fuels and ultimately away from fossil fuels altogether. In the course of the transition we will gradually reduce our dependence on the fossil fuels – coal, peat, oil and gas – that currently dominate our energy mix. But, as the International Energy Agency acknowledges, there will continue to be a need for oil and gas (particularly gas) to meet our energy needs well into this century.

Decisions to invest in the exploration and development of Ireland’s **natural resources** take place in an internationally competitive environment. The global market prices of oil, gas and other minerals can affect large financial decisions made by companies when they are considering investment decisions. Over recent years, the global economic slowdown and the related decline in commodity prices have been key challenges affecting this sector. However, Ireland’s continental shelf, which is approximately ten times the size of the island of Ireland, is large and relatively unexplored. Ireland’s seabed also offers the geological potential for the discovery of hydrocarbons. Consequently, our approach is to ensure Ireland has a fit-for-purpose regulatory structure for hydrocarbon and mineral exploration and extraction and to enhance the geological knowledge of Ireland’s land and seabed.

The Department has a diverse range of **stakeholders** across Government Departments, our agencies and state companies, members of the public, and the Oireachtas. The Department is subject to statutory obligations regarding stakeholder engagement under the Aarhus Convention and EU legislation. The National Risk Assessment highlights the risk that pertains to the public acceptance of
infrastructural development. Potential projects can undergo rigorous planning and compliance processes yet still fail to gain the support of the communities in which they might be located. Effective engagement with stakeholders is, therefore, critical to the continued successful development of policy and the provision of critical infrastructure such as telecommunications, energy and waste. We are currently developing a formal stakeholder engagement toolkit to deepen our engagement with stakeholders and ensure a sustained, consistent and accessible approach to such engagement. The stakeholder toolkit will be published on the Department’s website when completed.

The Department has an important role to play in leading on cross-Government initiatives in the areas of climate change, the digital economy and cyber security and in supporting other key initiatives such as the Action Plan for Jobs, the Action Plan for Rural Ireland (which is a commitment in the Programme for Government) and emergency management.

_Strategic Planning, priority setting and decision making_

This Statement of Strategy is a requirement under the Public Service Management Act, 1997 and provides the template for the strategic planning framework within Government Departments.

The Statement of Strategy provides the underpinning for annual business plans formulated at Division level in the department which reflect Programme for Government and other commitments and priorities.

A short annual statement of key priorities, agreed between the Secretary General and the Minister, is used as an input into the business planning process. The statement of key priorities is reviewed on an ongoing basis including through the monthly Ministerial/Management Board meetings. The annual statement of priorities does not represent an exhaustive list of the work to be taken forward by the Department in any given year. This approach, along with the estimates process and workforce planning, supports the alignment of Departmental policies, programmes and projects with the necessary financial and human resources.

Government Departments operate in a dynamic environment. Setting priorities, and the approach to delivering priorities, must adapt in response to changes in the external environment. Decisions taken by Government (e.g. an update to the Programme for Government; a reprioritisation in specific policy areas for which the Department is responsible or in other policy areas which could
have consequential effects for us e.g., a reallocation of Departmental functions, etc.), EU policy or decisions (e.g., in relation to the adoption, transposition or implementation of EU Law), changes in the working relationship between Government and the Oireachtas, decisions of the Irish Courts, funding decisions as part of the estimates/budgetary process that impact on the Departments administrative or programme budgets and many other external factors can affect the Departments key priorities.

Progress on the delivery of priorities is set out in the Department’s Annual Report, answers to Parliamentary Questions, cross Government publications such as the Action Plan for Jobs, and is also reported on by Ministers and officials when dealing with specific issues before Oireachtas Committees.

Further information on priority setting and decision making in the Department is set out in our Corporate Governance Framework.

**International & European Union Context**

There is a significant EU/international dimension with much of the policy and legislation in the various sectoral areas of the Department deriving from the European Union.

The environment, energy and telecommunications sectors are subject to regular appraisal from the EU and Organisation for Economic Co-operation and Development (OECD) in terms of how Irish domestic policy is performing vis-a-vis other member states.

In the energy area, the Paris-based International Energy Agency (part of the OECD) carries out an in-depth review of Irish energy policy every 4 to 5 years. On the telecommunications side, the European Commission carries out an annual market review in all Member States, including Ireland. The OECD last carried out a comprehensive Environmental Performance Review of Ireland in 2010.
High Level Objectives and Strategies

High level Objective 1
Communications

To contribute to the ongoing growth and development of Irish economy and society by continuing to develop a stable, innovative and secure digital communications and services infrastructure.

This will be achieved by actively developing communications networks across the country, by supporting the growth of businesses online, by developing a range of actions around the security of network and information infrastructure and by playing a leadership role at international level in pursuit of national interests.

The development of the internet and the pervasive range of devices and services that access and use digital technology has resulted in a set of fundamental changes to economies and societies globally. In Ireland, the digital economy already represents over 6% of GDP and is one of the fastest growing sectors in the economy, expected to expand to about €21.4 billion or some 8% of GDP by 2020. Irish consumers spend around €850,000 per hour, 24 hours a day online. The digital industry supports some 120,000 direct and indirect jobs, and this is projected to grow to 175,000 by the end of the decade. Moreover, almost all aspects of the economy and society now depend on networked technologies to some extent.

This development has also provided a historic opportunity for Ireland. As a small State, physically isolated from the main markets of Europe, the weightless and instant nature of the technology has allowed us compete globally and position ourselves as an attractive location for business. In turn, we have been able to leverage our economic openness and geographic position so that now all of the top 10 international technology companies are based in Ireland, employing many thousands of people. With a young, talented and motivated workforce and a population which embraces new communications technology, the opportunities for growth of a vibrant digital economy are significant. Government and citizens can also reap the rewards of a fully connected society through attractive and consumer friendly e-government services, the ability to access and deliver business services, and a more inclusive society generally.
The objectives set out below are ambitious, but they reflect the opportunity Ireland has with the development of the digital economy:

- Delivery of the State intervention segment of the National Broadband Plan which aims to ensure that high quality, future-proofed broadband services are available to ALL citizens and business, regardless of where they live. This objective is being achieved through €2bn commercial investment and a state subsidy in areas where commercial investment may not happen. The telecoms sector has already delivered high speed broadband to 1.3m homes and businesses. A procurement process began in 2015 for the State-led intervention which will deliver a predominantly fibre-to-the-home network to well over 700,000 premises.

- Delivery of a new National Digital Strategy to build on existing initiatives aimed at businesses, education and citizens. The Trading Online Voucher Scheme will continue to support small and micro enterprises to successfully trade online. To date businesses participating in this scheme are predicting 35% growth on average. The Programme will be scaled over 2017-2020 to reach a greater number of businesses. A new Digital Skills Training Programme will support citizens to develop and enhance their basic digital skills, thus ensuring that all citizens and communities can reap the benefits of a connected society. Building on the successful rollout of 100Mbps broadband to every second level school, the School Digital Champion Programme will be rolled out nationwide. As these policy initiatives evolve, the National Broadband Plan and National Digital Strategy will be closely aligned in order to optimise economic and social benefits for citizens, businesses and communities.

- Creating a business environment in which new digital enterprises can thrive by supporting the Digital Hub Development Agency (DHDA) as it transitions to Dublin City Council, and by reviewing the National Digital Research Centre (NDRC).

- Developing a cohesive, cross-Departmental, national policy to support a fully inclusive digital economy in Ireland and to ensure that Ireland can take a leadership role in Europe in delivering on the digital single market and negotiating ambitious new initiatives at European level.

The Government’s draft National Risk Assessment 2016 recognises the threat from cyber-attacks for the public sector and for critical infrastructure. Facilitating a secure and safer internet environment for citizens and critical infrastructure providers is therefore essential. Internet governance policies that foster greater and safer use of the internet are also critical. The Department will work with other state bodies, such as the Office of the Government Chief Information Officer on measures to support the greater availability and use of Government data, both to support entrepreneurship and generate efficiencies in the public sector.
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| Sustaining investment in telecommunications infrastructure, including the delivery of the National Broadband Plan which facilitates commercial investment and will deliver a State-led intervention in areas deemed non-commercial. | All citizens and business have access to high speed, future-proofed broadband with minimum speeds of at least 30Mbps and to have visibility on when services will be delivered after. Contract(s) have been awarded to build the requisite network to deliver on this outcome. Governance arrangements in place in accordance with Programme for Government commitments. | • Number of premises having access to high speed broadband  
• Market penetration of mobile voice and data services.  
• Appropriate governance arrangements in place for NBP and other State owned broadband infrastructure. |
| Delivery of the National Digital Strategy | Small businesses growing, increasing employment and exporting through online trade. Increased citizen engagement with the internet. Enhanced use of digital technology in schools | • A minimum of 1,000 additional small businesses trading online each year and a scaling up programme in place to increase this number.  
• Numbers of citizens provided with basic internet training and support  
• Number of schools participating in the national School Digital Champion Programme. |
| Support new digital enterprises | Digital Hub as a vibrant and expanded cluster of digital enterprises. New digital ventures emerging from the NDRC and review of this initiative | • Number of successful enterprises and jobs supported by each entity  
• Successful transition of the DHDA to Dublin City Council. |
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| Ensure safety of key economic infrastructure and businesses operating over telecommunications networks | Enhanced security of critical national infrastructure and Government systems, and the development of a response capacity to deal with active incidents. | • Implementation of the EU Network and Information Security Directive.  
• Services response capacity developed to be able to engage in cyber security actions. |
| Enhancing Ireland's EU and international reputation and delivering for Ireland at EU level on digital matters. | Progress on key performance targets relevant to the Department, identified in the EU's Digital Agenda for Europe (DAE), the Digital Single Market initiative and the Commission’s Review of the Regulatory Framework | • % availability of high speed broadband  
• % of citizens online  
• 4G penetration and plans to deliver 5G services  
• eGovernment services  
• Delivery of key DAE legislative measures  
• Ensuring Ireland's interests are reflected on digital matters at EU level |
High Level Objective 2
Broadcasting

To promote, support and protect a diverse and plural media sector, including the provision of high quality public service broadcasting, and a broadcasting sector underpinned by a proportionate and effective regulatory regime.

Media convergence is now a fact of life as content is accessed across a wide range of digital devices and platforms. While this has brought opportunities for the broadcasting and print industries in that it has allowed many to build strong online brands, the business and revenue generation models to support online content and counteract the loss of traditional revenue are still being tested. Ensuring a sustainable funding model for public service broadcasting remains a priority and will require detailed consideration of options and meticulous implementation of any changes to the existing model.

The growth in digital technologies and the now accepted centrality of the internet to modern life has also created a host of opportunities, in particular, for new media businesses that are now competing vigorously with the more long-standing players in the broadcasting and print media sectors. The resultant diversity and availability of content has been a benefit for consumers of media. However, the ubiquity of the internet and the increasing ease of access have also led to concerns around harmful content and the steps that need to be taken to assist in the protection of minors from exposure to such content.

The job of regulation in a converged dynamic media environment is challenging. However, the underlying goal of supporting the development of a competitive, diverse and pluralistic Irish media sector remains. Ensuring that the policy and regulatory framework can support our strategic goals while recognising and adapting to the complex environment in which we operate is key. These challenges are dealt with, not only on a national basis, but also on an EU and a wider international basis.
The focus of the Department’s work in this area during the lifetime of this Strategy will be on delivering the following strategic objectives:

- Sustaining a healthy and relevant public service broadcasting sector;
- Ensuring a vibrant indigenous broadcast and audio-visual media content industry;
- Maintaining plurality and diversity in the Irish media sector;
- Ensuring appropriate prominence in the globalised media space for content that is relevant to and reflects the culture, heritage and experience of all people on the island of Ireland;
- Ensuring appropriate regulation of content in an environment where content is increasingly delivered across multiple device platforms and from a range of sources; and
- Providing appropriate protection, especially for minors, in a global media environment.

The Department will continue to develop the policy and legislative framework for media to facilitate the development of media in Ireland so that all citizens have access to a diverse and plural range of media outlets, across a range of platforms. We will seek to ensure that the approach taken is open and fair to all players, and optimises the contribution of broadcasters, programme makers and other content generators to ensure the development of a vibrant and high quality digital media ecosystem in Ireland.

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<td>Seek to ensure the continued provision of commercial, community and public service broadcasting services that meet the needs of Irish audiences.</td>
<td>Appropriately funded RTÉ and TG4 continuing to provide high quality public service broadcasting content and services across a range of platforms.</td>
<td>- Stable financial position in both RTÉ and TG4 underpinned by demonstrated value for money outcomes and meeting of annual commitment targets by both organisations</td>
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<td>Strong commercial and community broadcasting sectors, providing a diverse range of programmes to audiences on a local, regional and national level.</td>
<td>- A robust and diverse broadcasting sector delivering high quality output.</td>
</tr>
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| Seek to ensure the availability of high quality reception of Irish broadcasting services on a universal and free-to-air basis | Continued universal availability of free-to-air broadcasting services to Irish audiences.
Appropriate progress made in preparing for the migration of terrestrial broadcasting services from the 700MHz spectrum band.
Universal free-to-air availability of Irish broadcasting services enhanced by availability on alternative digital platforms. | • Number of events made available on a free-to-air basis.
• Universal provision of terrestrial free-to-air television and radio services in accordance with the Broadcasting Act 2009.
• Number of alternative digital platforms on which Irish broadcasting services are available on a non-subscription basis. |
| --- | --- | --- |
| Maintain a regulatory environment which supports a free, plural and diverse media sector in Ireland. | Fully developed, competitive and mature audio and audio-visual media sector in place.
Equitable application of the Media Merger system | • Radio Licences issued by BAI
• Grants provided by the BAI for programming
• Media merger applications dealt with appropriately and in a timely manner. |
| Contribute to the development of a safer internet environment for all by minimising the risks of exposure to harmful content. | Implementation of the Recommendations of the Internet Content Governance Advisory Group’s Report.
Industry and stakeholders promoting and working towards a safer internet for all. | • Recommendations of ICGAG report implemented.
• Engagement with stakeholders to promote the adoption of best practices across industry. |
High Level Objective 3
Postal

To ensure Irish customers, both business and residential, enjoy competitively priced, high quality postal services on a par with the highest quality standards in key comparator EU economies.

The postal sector as a whole is facing significant change as a result of the growth of the Digital economy. Postal volumes are experiencing long term structural decline with the associated impact on the An Post financial position and its capacity to continue to deliver its universal service obligation. On the other hand, the growth of online business has provided new opportunities for the logistics industry.

Managing the scale of the challenge facing An Post will require a focus on innovation and new business models by the company and oversight of the shareholding Departments working with NewERA. In addition, the regulatory framework set out in the Postal Services Act, 2011 will be reviewed to ensure that it is fit for purpose.

The post office network is also facing significant challenges. The Report of the Post Office Network Business Development Group sets out a number of recommendations to assist the post office network as it prepares to address the changing demands of the postal market. Responsibility for implementation of the Report has transferred to the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs. The introduction of Eircodes has supported service provision and field services in both the private and public sectors. It will also support policy development in the public sector as awareness and usage of the codes improves.

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<td>Facilitate the development of a competitive postal market.</td>
<td>A dynamic postal sector with a range of operators.</td>
<td>• A well-functioning market with universal service provision being delivered in accordance with the statutory framework.</td>
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<td>Work to ensure An Post remains a strong and viable company, providing a high quality nationwide postal service and availing of commercial opportunities to leverage its asset base and to diversify.</td>
<td>An Post in a position to discharge universal service obligations with a nationwide, customer-focused network of post offices in operation.</td>
<td>• An Post experiencing a sustainable profitable financial position.</td>
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<td>Deliver National Postcode System, Eircode, in accordance with the implementation strategy and contract with the Eircode Service Provider.</td>
<td>Deliver efficiency gains and long term benefits in ecommerce, location-based services, the postal sector and the wider economy.</td>
<td>• Fully operating postcode system realising the benefits to the public, public sector bodies and private sector (including online services) from locating all addresses in the state and use of geospatial analysis.</td>
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High Level Objective 4
Environment
To promote the protection of our natural environment, the health and well-being of our citizens and the transition to a resource-efficient circular economy in support of ecologically sustainable development, growth and jobs.

Protecting and enhancing our environment contributes to both sustainable economic growth and quality of life. Within the EU and at a wider international level, we share many challenges and opportunities with other countries to achieve and maintain a high quality natural environment.

The UN Agenda for Sustainable Development – Transforming our World - incorporates a comprehensive international response to major global environmental challenges and opportunities. Its core focus is the achievement of 17 Sustainable Development Goals and 169 associated targets in the period to 2030. Ireland will work to integrate the ambition and objectives of the Agenda into policy and measures on environmental protection at both national and EU level.

The EU is already pursuing an ambitious programme of action on environment protection and environmentally sustainable development through the 7th Environment Action Programme to 2020 (7th EAP) ‘Living well, within the limits of our planet’. Major on-going initiatives such as the Circular Economy Action Plan ‘Closing the loop’ and the 2016 Environmental Implementation Review, will be central to shaping national policy in the coming years. The Life Programme is the main source of EU environment funding. Its objective is to contribute to the development and implementation of EU environment policy in Member States. Under the LIFE Programme 2014 -2020, Ireland will continue to seek to maximise funding for projects that can address key national objectives.

The long-term national vision for environmental policy is underpinned by Ireland’s broader sustainable development policy framework – ‘Our Sustainable Future’. The focus of the Department includes promoting good air quality, maintaining public confidence in relation to nuclear safety and radiation protection, ensuring a sustainable waste policy, promoting access to information on the environment, and supporting the Environmental Protection Agency (EPA) in the performance of its legislative mandate to protect and improve the environment.
With regard to waste policy in particular, Ireland is evolving progressively from waste disposal and management to resource efficiency and ultimately the transition to a circular economy. Consistent with ‘Our Sustainable Future’, the Government’s waste policy, ‘A Resource Opportunity’ (2012) sets out the measures through which Ireland can become a society that prioritises waste management and prevention in a way that is compatible with the protection of our environment. For the period to 2019, Ireland’s waste policy is likely to be developed in the context of a negotiated EU agreement based on the European Commission’s ‘Closing the Loop’.

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promotion and oversight of ‘Our Sustainable Future’ policy framework.</td>
<td>Improved sustainable development performance nationally</td>
<td>• Improved Sustainable Development Indicator report by CSO</td>
</tr>
<tr>
<td>Maintain good air quality.</td>
<td>Sustained levels of good air quality</td>
<td>• Publication and implementation of the first national Clean Air Strategy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Implementation of relevant EU Directives and Regulations</td>
</tr>
<tr>
<td>Continue to prioritise the regulation and monitoring of nuclear safety and radiation protection</td>
<td>Current levels of awareness and confidence in nuclear safety and radiation protection are maintained and enhanced</td>
<td>• Implementation of relevant EU Directives and Regulations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Continued high level of engagement and participation at international fora to ensure Ireland’s interests are protected</td>
</tr>
<tr>
<td>Progress the implementation of the Government’s waste management policy.</td>
<td>Transition towards an environmentally sustainable economy taking advantage of the benefits of improved resource efficiency.</td>
<td>• Achievement of waste diversion, recovery and recycling targets.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review implementation of waste management policy.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Remediation of high-risk legacy landfill sites.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Outcome</td>
<td>Performance Indicators</td>
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| Negotiate achievable and effective revisions to EU waste legislation, while building awareness and capacity amongst Ireland’s government and business leaders of Circular Economy opportunities. | Ireland is capable of meeting new EU waste targets and ready to capitalise on the growth and employment opportunities arising from the Circular Economy. | • Waste targets agreed that are achievable and ambitious.  
• Improved resource efficiency data available. |
| Improving implementation of the three pillars of the Aarhus Convention(AC) in Ireland | Appropriate public participation (PP) in environmental decision-making, with greater public awareness of Access to Environmental Information (AIE) and improved access to justice (AtJ) on environmental matters | • Establishment of an AIE Review Group  
• Publication of the Ireland’s second AC National Implementation Report  
• Changes to Irish law initiated where necessary |
| Support the EPA in the performance of its legislative mandate | Effective discharge of the EPA of its legislative mandate | • Human and financial resources in place supported by best practice governance arrangements |
High Level Objective 5
Climate Action and Energy

To enable the State, within EU and global frameworks, to pursue and achieve transition to a low-carbon, climate-resilient and environmentally sustainable economy, underpinned by a secure and competitive energy supply, in the period to 2050.

National climate policy in Ireland recognises the threat of climate change for humanity, and supports mobilisation of a comprehensive international response to climate change, and global transition to a low-carbon future. The United Nations Framework Convention on Climate Change (UNFCCC) held its 21st Conference of the Parties (COP 21) in Paris from 30 November to 12 December 2015. The major outcome of COP 21 was agreement on a long term temperature goal to limit the temperature rise to well below 2°C above pre-industrial levels, with an ambition to pursue efforts to limit the increase to 1.5°C. This objective will be undertaken through a range of climate action plans known as Intended Nationally Determined Contributions (INDCs) which will address 95% of the world’s emissions.

The European Union put forward an INDC on behalf of its Member States in accordance with the agreement reached at the European Council in October 2014. The objective is to reduce overall EU greenhouse gas (GHG) emissions by 40% by 2030 (compared to 1990), based on reductions in the emissions trading system (ETS) sector of 43% and the non-ETS sector of 30%. Ireland will contribute to the Paris Agreement via the INDC tabled by the EU in March 2015 on behalf of its Member States. The specific details of Ireland’s contribution to the overall EU 30% reduction in the non-ETS sector, as well as the contributions to be made by other Member States, will be agreed in 2017.

The evolution of climate policy in Ireland will be an iterative process, presenting both challenges and opportunities for society. The long-term vision is also underpinned by the Climate Action and Low Carbon Development Act, 2015. Under the legislation Ireland will develop a National Mitigation Plan and a National Adaptation Framework. These will be the focus of effort over the coming years, as well as the establishment of a National Dialogue on Climate Change that will involve extensive public consultation.

Climate and energy policy are inextricably linked. A new Energy White Paper – Ireland’s Transition to a Low Carbon Energy Future 2015-2030 – was published in December 2015. It sets out a framework to guide Irish energy policy in the period up to 2030 which reiterates the fundamental pillars of
energy policy – competitiveness, security of supply and sustainability. It sets out a vision for a profound transformation of Ireland’s energy systems, moving to lower emissions fuels and ultimately towards a lower reliance on fossil fuels, significantly increasing renewable generation, achieving a step change in energy efficiency performance, implementing smart and interconnected energy systems, strong regulatory structures and markets to underpin these changes, and repositioning energy consumers to have a more active role within the energy sector.

At EU level, new legislation on energy is set to issue in late 2016, specifically on electricity market design and security of supply, energy efficiency and renewable energy. This legislation will be negotiated over the timeframe of this strategy statement and the Department will be advocating Ireland’s specific needs and interests during the negotiation process at EU level.

The strategies set out below will require significant levels of investment from the public and private sectors. This will include continued support for certain technologies under the Public Service Obligation. In line with the Energy White Paper, evidence and/or cost-benefit analysis will form key underpinnings for any proposals for new support schemes. Such investment also relies on appropriate regulation by the Commission for Energy Regulation and the Environmental Protection Agency.

<table>
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<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
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<tbody>
<tr>
<td>Combat Climate Change</td>
<td>Economic and societal developments which support achievement of 2020 and 2030 climate change targets</td>
<td>• Continued progress towards 2020 climate change targets in the areas of emissions reduction, renewable energy and energy efficiency</td>
</tr>
<tr>
<td></td>
<td>Agreed National Mitigation Plan and National Adaption Framework with planning advanced on National Energy and Climate Plan</td>
<td>• Agreement of 2030 emissions reduction target and commencement of progress towards successful achievement</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Development and implementation of National Mitigation and Adaptation Plans</td>
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<tr>
<td>Strategy</td>
<td>Outcome</td>
<td>Performance Indicators</td>
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| Ensure citizen and community participation | Participation of citizens and communities in Ireland’s transition to a low carbon economy and society | • Strong citizen and community engagement and input into policy making – in particular via the National Dialogue on Climate Change.  
• Support for citizens and communities investing in energy efficiency and renewable energy.  
• Strong citizen and community participation in the energy transition including sharing in the benefits of new energy infrastructure |
| Ensure security and continuity of energy supply for the economy and society | Maintenance of strategic oil stocks  
Secure and reliable gas supply  
Consistent and reliable electricity supply meeting demand  
Diversity of energy sources across all energy sectors | • Robust national and regional emergency planning and response arrangements in place  
• Adequacy and reliability of electricity and gas supply (including interconnection and indigenous supply)  
• Examination of fuel mix including the future use of coal in electricity generation and the potential future use of liquefied natural gas |
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<tr>
<th>Strategy</th>
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| Ensure the long term competitiveness, security and EU energy regulation policy compliance of Ireland’s electricity and gas markets | Well-functioning compliant electricity and gas markets characterised by competition in the context of the EU internal and regional market, enhancing security of supply, competitiveness and consumer choice while bringing certainty for investment | - Electricity and gas market functioning in accordance with regional and EU market integration objectives  
- Ireland’s compliance with EU electricity and gas regulation policy, in line with Government policy.  
- Strong domestic competition and consumer and investor confidence in electricity and gas markets  
- Continuing input of Irish perspective to development of EU energy legislation |
| Reduce the number of households experiencing, or at risk of, energy poverty | Alleviating the burden of energy poverty on households experiencing or at risk of it | - Implementation of the Strategy to Combat Energy Poverty (2016-2019)  
- Continued focus on low-income households receiving targeted energy efficiency measures under the Better Energy Scheme |
| Increase the sustainability of the energy sector through energy efficiency | A more energy efficient economy that enhances economic competitiveness | - Progress towards national 2020 energy efficiency target and contribution towards EU 2030 target  
- Progress towards public sector energy efficiency target |
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<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
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| Increase the sustainability of the energy sector through increased use of renewable energy | Sustainable and fuel diverse energy sector with increased levels of renewable energy | - Progress towards national 2020 renewable energy target (including sub-sector targets for electricity, heat and transport) and contribution to EU 2030 target  
- A new renewable electricity support scheme including a range of technologies such as wind, waste, solar and biomass.  
- A new framework for development of renewable electricity reflecting revised wind energy guidelines  
- Support for research, development and demonstration of offshore renewable electricity technologies – in particular wave and tidal  
- A new renewable heat incentive targeted at larger heat users, supporting indigenous biomass sector development  
- Increased use of renewable energy and low carbon fuels in transport |
| EU-UK Relationship                                                     | Continued strong relationship with the UK                                | - Strong relationship on climate and energy matters with Northern Ireland – in particular in relation to the single electricity market and security of supply |
To exploit and manage our inland fisheries, mineral, hydrocarbon and other geological resources in a sustainable and productive manner.

The Department oversees the development and management of a wide range of natural resources in Ireland, including inland fisheries, mineral, hydrocarbon and other geological resources. We are responsible for the development of policy, legislation and the regulatory framework for the petroleum, mining, geoscience and inland fisheries sectors. In the hydrocarbon and mineral sectors, we also provide an extensive regulatory function, in addition to promoting private sector investment and development. In addition, we acquire and develop geological knowledge and provide geological advice and information to public, private and research bodies.

These sectors employ about 30,000 people and contribute approximately 3% of GNP. Ireland is Europe’s second largest producer of zinc, has about 25% of its land area under mineral exploration authorisations and has seen a significant increase in offshore hydrocarbon exploration activity. While success in finding offshore hydrocarbons has been relatively modest, there have been successes such as the fields off Kinsale and the Corrib field, the latter contributing over 40% of our gas needs in its early years of production. Ireland has over 77,000 kilometres of freshwater rivers and streams and a quarter of a million hectares of lakes, as well as sea-angling resources within the national 12 mile nautical limit. The recreational angling sector has been estimated to contribute over €800 million primarily to Ireland’s rural and regional economy.

Our objective is to ensure these resources are sustainably managed, developed and utilised, through developing our knowledge and understanding of Ireland’s hydrocarbon and mineral resources, encouraging exploration for and development of commercial discoveries, advancing geoscience knowledge through the work of the Geological Survey of Ireland, and overseeing the protection, management, development and promotion of Ireland’s inland fisheries resources.

We will advance these objectives by:

- continually ensuring that Ireland has a fit-for-purpose, transparent and robust regulatory regime across the natural resources sector;
- actively promoting the opportunity to invest in exploration in onshore minerals and offshore hydrocarbons, including companies not currently active here; and,
- deepening our knowledge of hydrocarbon, mineral, geological and fisheries resources, in particular through data acquisition and supporting key research projects.

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<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
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<tr>
<td><strong>Ensure that the regulatory framework is robust and clear and is in keeping with international best practice in order to promote certainty and investment.</strong></td>
<td>Effective exploration, development and production activities carried out in a safe and environmentally compliant manner.</td>
<td>• Robust regulatory framework to best international practice, including safety and environmental standards</td>
</tr>
<tr>
<td><strong>Maximise the level of hydrocarbon exploration activities in Ireland’s offshore.</strong></td>
<td>Improved understanding of Ireland’s offshore hydrocarbon potential and enhanced opportunity for further commercial discoveries/production.</td>
<td>• Number of exploration authorisations and technical/financial capacity of companies involved. • Number of exploration/appraisal wells and quantum of acquisition of new exploration data.</td>
</tr>
<tr>
<td><strong>Maximise the contribution of the minerals sector to the economy with due regard to its social and environmental impact</strong></td>
<td>The discovery of additional economic mineral deposits thus increasing the potential for future economic returns of taxes and royalties to the State and employment to local communities</td>
<td>• Number of extant exploration licences. • Numbers of Licences &amp; State Mining Facilities applications processed on time. • Continued expenditure on mineral exploration in Ireland.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Outcome</td>
<td>Performance Indicators</td>
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| Provide high quality and reliable geoscience support for environmental protection, spatial planning and sustainable development of Ireland’s natural resources. | Better informed decision making for local, regional and national physical planning through identified potential for groundwater, aggregate resources, geohazards and provision of marine mapping. | • Develop and launch a National Geological Data Centre.  
• Progress in marine mapping under INFOMAR.  
• Extend TELLUS mapping to 60% of country.  
• Increased mapping, monitoring and modelling of vulnerable groundwater locations, including turloughs.  
• Expand Geoscience Ireland research activity and business cluster. |
| Ensure the effective conservation and sustainable development of inland fish habitats and stocks, primarily through Inland Fisheries Ireland and the Loughs Agency. | River stock conservation limits for salmon achieved and maintained.  
Illegal harvest from inland fisheries prevented.  
Inland fisheries contributing to regional economy and rural development. | • Level of participation in angling.  
• Level of compliance with relevant EU Directives and obligations  
• Legislation in place to effectively protect, regulate and manage the inland fisheries sector. |
High Level Objective 7
Governance and Operations

To promote and operate a culture of value for money and continual evaluation of our performance in a measureable, transparent and accountable manner. To develop our staff and deliver the public service reform agenda and Civil Service Renewal Plan whilst providing a high quality service to our customers and stakeholders.

Our corporate areas support the Department’s line divisions in achieving the sectoral objectives set out in this Statement of Strategy and are responsible for specific cross cutting issues. The Governance and Operations area has lead responsibility for implementing government policy in respect of Corporate Governance of the bodies under the aegis of the Department, Public Service Reform and implementation of the Civil Service Renewal Plan in the Department. Much of the role and responsibilities of the Department is delivered or supported by the bodies and agencies under the Department’s remit. Positive and close working relationships, respecting independent mandates where they exist, is central to the achievement of the Department’s objectives.

The HR function and Corporate Services have been re-configured in order to offer more strategic and structured support to managers and staff to underpin the achievement of business objectives and a new HR strategy for the Department was published at the start of 2016.

ICT has a critical role to play in supporting delivery of the Departments business priorities and programmes. It ensures the Department can deliver improved services to stakeholders, improve efficiency and innovation and accelerate reform efforts by ensuring that all staff have access to common and up-to-date technologies.

We will continue to promote effective teamwork, internal communication and partnership. Effective and efficient use of the funds provided to the Department will continue to be a core cross-cutting objective of our work. Critical analysis of spending, efficiency, and service-delivery models will continue, including in the contexts of Value For Money (VFM) Reviews, performance budgeting and specific expenditure reviews.
<table>
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<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
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</table>
| Implement the Public Service Reform agenda and the Departments HR Strategy while continuing to support and develop our staff. | Department continues to deliver on business priorities with appropriate resources. | • Performance against the measurable targets set out in Department’s Reform Plan.  
• Implementation of the HR Strategy  
• Compliance with annual budgetary targets for payroll. |
| Provide a high quality stable and secure information and communications infrastructure, technologies and systems in support of the Department’s functions. | A high level of service delivered through the development and maintenance of applications which support business objectives. | • Continued rollout of online services and measurable efficiencies delivered through the shared service arrangement as set out in the Department’s ICT Strategy. |
| Adherence to the ceilings on expenditure set by Government and full implementation of changes in relation to Estimates and Budgetary Process. | Optimum management of budgets and full transparency and accountability for funds. | • No financial overruns and clear linkage between outputs, outcomes and funds voted by the Oireachtas. |
| Manage the finances of the Department on an ongoing basis in full compliance with financial procedures and to support organisational effectiveness and evidence-based policy making with robust business, economic and financial planning, evaluation and foresight. | Evidence informed policy development.  
Full compliance with financial procedures and audit plan as agreed by audit committee delivered in full.  
Full Programme of value for money reviews completed in line with Programme agreed with the Department of Public Expenditure and Reform. | • No. of issues of non-compliance with financial procedures.  
• Approximately 10 audits per annum depending on work programme. |
<p>| Promote best practice in procurement across the Department. | Compliance with rules governing public procurement | • Fully transparent process and value for money. |</p>
<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outcome</th>
<th>Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue to manage cost effective contracts, service suppliers and other arrangements, to enable the Department perform its core functions.</td>
<td>Reduction in cost of services obtained by Department.</td>
<td>• Demonstrable savings in monetary terms achieved over the 3 years.</td>
</tr>
<tr>
<td>Oversee and implement cost reduction and value for money analyses in areas of expenditure that can yield greater efficiencies.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reduce the Department’s energy usage in line with the national 33% public sector energy saving target.</td>
<td>The Department’s energy usage reduced in accordance with the Plan.</td>
<td>• Compliance with annual reporting requirements and the national public sector energy management programme.</td>
</tr>
<tr>
<td>Ensure that the Department’s overarching corporate governance structure is robust, effective and based on best practice, to facilitate Divisions in their day-to-day governance of the Bodies under the aegis of the Department and to ensure reports on governance activity is accurate and timely.</td>
<td>Robust corporate governance structure in place across the Department and in Departmental agencies and bodies.</td>
<td>• Number of instances of non-compliance with reporting requirements.</td>
</tr>
</tbody>
</table>
Resource Allocation 2017-2019

The multi-annual expenditure ceilings for the Department for the period 2017-2019 are presented in the table below.

<table>
<thead>
<tr>
<th>Communications, Climate Action &amp; Environment</th>
<th>2017 €m</th>
<th>2018 €m</th>
<th>2019 €m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Voted Current Expenditure</td>
<td>358</td>
<td>358</td>
<td>358</td>
</tr>
<tr>
<td>Gross Voted Capital Expenditure</td>
<td>171</td>
<td>201</td>
<td>256</td>
</tr>
<tr>
<td>Total Gross Voted Expenditure</td>
<td>529</td>
<td>559</td>
<td>614</td>
</tr>
</tbody>
</table>

A breakdown of expenditure by Programme for 2017 is set out in the chart below.

Programme Breakdown
Appendix 1

Bodies under the aegis of the Department

An Post
Bord na Móna
Broadcasting Authority of Ireland
Commission for Communications Regulation
Commission for Energy Regulation
Digital Hub Development Agency
EirGrid
Electricity Supply Board
Environmental Protection Agency
Inland Fisheries Ireland
Irish National Petroleum Corporation
Loughs Agency of the Foyle, Carlingford and Irish Lights Commission
Mining Board
National Oil Reserves Agency
Raidió Teilifís Éireann
Sustainable Energy Authority of Ireland
Telifís na Gaeilge
To remedy this situation for at least the next 25 years, we will guarantee the delivery of next-generation broadband to every household and business in the country. No town, village or parish will be left behind under the National Broadband Plan. Once the contract is awarded the rollout phase will begin immediately and, in conjunction with commercial investment, 85% of premises in Ireland will have access to high speed broadband within two years, with 100% access as soon as possible up to at most 5 years.

The tender process for the National Broadband Plan is currently underway and will influence the contract’s terms and conditions.

We will work with local councils to establish broadband taskforces to help facilitate the local rollout of commercial and National Broadband Plan infrastructure in each county area.

To manage all the State’s commercial communications contracts, we will consolidate these responsibilities into a single entity. This will act as a centre of expertise for managing all the State’s commercial activities in communications such as the TII fibre ducts, the MANs network and masts on OPW lands, as well as the ultimate National Broadband Plan contract.

Within 100 days, we will establish a mobile phone and broadband taskforce to provide immediate solutions to the broadband/phone coverage deficit, involving the Department of Communications, the Department of Environment, the Department of Transport, ComReg, the telecommunications industry and consumers, to investigate how to provide better services for consumers including better use of State assets.

The first National Mitigation Plan will be published within 6 months of the new Government forming and will focus on four key sectors: Electricity Generation, Built Environment, Transport, Agriculture.
<table>
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<tr>
<th>Commitment Description</th>
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<tr>
<td>We will scale up climate finance in the following ways:</td>
</tr>
<tr>
<td>• In addition to continuing the current level of support, which from 2016 to 2020 will ensure €175 million in public funding, mainly for adaptation, we will commence contributions to the Green Climate Fund in 2016 with a view to building up our support over the coming years</td>
</tr>
<tr>
<td>• Increasing our contribution to the Least Developed Countries Fund</td>
</tr>
<tr>
<td>• Examining ways to mobilise private finance from Ireland, to further contribute to the 2020 goal</td>
</tr>
</tbody>
</table>

We believe that Ireland’s long-term interests are best supported by further decreasing our dependence on foreign fossil fuels through the continued development of indigenous renewable energy. The new Partnership Government will comprehensively review price supports for renewable energy following the closure of the REFIT 2 scheme.

We will establish a National Dialogue on Climate Change that will involve extensive public consultation. This will incorporate the key infrastructural, land use and economic issues to be considered in our long-term transition to a new low carbon future.

Wave and tidal energy will have an important role in Ireland’s future renewable energy mix. We will support these technologies through the research and development stage by continuing to fund further research, development and demonstration of these technologies. This will include support of research and testing facilities such as the Irish Marine and Energy Research Cluster (IMERC) and the Atlantic Marine Energy Test Site.

We will support the transition of peat power plants to greater amounts of biomass, and we will work with industry to develop a sustainable indigenous supply chain. We will seek agreement to introduce a renewable heat incentive (RHI), targeted at larger heat users, subject to state aid clearance.

We will facilitate the development of solar energy projects. Solar has the potential to provide a community dividend. The Department of Agriculture shall endeavour to facilitate such development while maintaining basic payment schemes, subject to EU Commission approval.

We will invest in the Better Energy Programme, which has already provided grants to 170,000 households.
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<th>Commitment Description</th>
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<tr>
<td><strong>We will use the public sector (including schools and hospitals) as exemplars of Smart Energy Management, and we will set targets for achieving savings through energy efficiency, monitoring and control.</strong></td>
</tr>
<tr>
<td><strong>The new Government will work to achieve the 33% Energy Efficiency target for the public sector by working with public sector organisations with an annual energy spend of €500,000+ to go to the market to identify solutions for the delivery of energy reduction services. We will launch another round of the successful Energy Efficiency Fund to assist investment in large-scale projects.</strong></td>
</tr>
<tr>
<td><strong>In anticipation of Moneypoint coming to the end of its operating life in its current configuration, the National Dialogue on Climate Change will identify, as soon as possible, the most suitable replacement low-carbon generation technology.</strong></td>
</tr>
<tr>
<td><strong>The new Government remains supportive of the proposal to construct a LNG terminal near Ballylongford, County Kerry. The LNG facility would bring connectivity for the first time to the global LNG market. The prospect of such a facility would be a positive step for the island of Ireland. While the regulation of the gas market is the responsibility of the Energy Regulator we will request the National Dialogue on Climate Change to examine if there are ways to facilitate liquid natural gas on the island of Ireland.</strong></td>
</tr>
<tr>
<td><strong>As a matter of urgency the new Government will update the wind farm planning guidelines, within 3 to 6 months, to offer a better balance between the concerns of local communities and the need to invest in indigenous energy projects. These new planning guidelines will be informed by the public consultation process and best international practice.</strong></td>
</tr>
<tr>
<td><strong>It is also important that there is community participation in renewable energy and energy efficiency projects as it is in both the national and local interest.</strong></td>
</tr>
<tr>
<td><strong>Bord na Móna has a significant role to play in Ireland’s climate change policy. The Departments with responsibility for Agriculture and Energy policy will explore, with Bord na Móna, the potential of energy crops, which can be grown in the vicinity of Bord na Móna plants, through a national bioenergy strategy, recognising Bord na Móna’s strategy of moving away from peat.</strong></td>
</tr>
<tr>
<td>Commitment Description</td>
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<tr>
<td>It will be highlighted in waste management plans as a technology suitable for development at a local and regional level and at varying scales. The REFIT schemes, which support the generation of electricity and CHP technologies, including anaerobic digestion, will support the use of waste as a renewable energy.</td>
</tr>
<tr>
<td>We will establish a dedicated taskforce involving relevant government departments, agencies, industry and representative groups, to work on this goal and to set ambitious and achievable targets. The taskforce will also investigate the potential role and use of other future fuels such as hydrogen.</td>
</tr>
<tr>
<td>In order to tackle the persisting problem of illegal dumping, we will work with local authorities on ways to improve new and existing deterrents, such as CCTV.</td>
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