



An Roinn Iompair,
Turasóireachta agus Spóirt
Department of Transport,
Tourism and Sport

Strengthening Our Department

Action Plan Following the Organisation Capability Review

Secretary General's Message

This Action Plan contains measures that seek to revitalise and rebuild the capability and capacity of the Department of Transport Tourism and Sport for the future. It is informed by the findings and recommendations of the Organisation Capability Review Report, and it also reflects further input from management and our staff as to what more we can do to ensure that we continue to serve effectively.

We are committing dedicated staff resources to make sure that we deliver on the actions set out in this document, but success will depend on the support of everyone in the Department. I promise the full support of the Management Board, and I am encouraged by the strong appetite for change that is evident from staff engagement during the OCR process and during the formulation of this Plan. The Plan sets out a number of areas where we will work to be better. The priority area will be Investing in Our Team to create a working environment that is rewarding and supportive.

The Management Board is very proud of the commitment and professionalism of our staff, which is also recognised in the OCR Report. This was crucial in sustaining the Department through a difficult period of severe resource constraint and in ensuring that the major priorities in terms of policy development and service provision continued to be delivered to a very high standard. As the Action Plan shows, the Department has a very broad policy and operational remit - including sectoral policymaking, licencing, emergency response, accident investigation, regulation and inspection – and also an extensive cohort of State entities under its remit – including transport agencies and companies, sports bodies and tourism agencies.

Resourcing constraints necessitated the prioritisation of day to day urgent matters, and as a result our capacity to deal with less urgent but important medium and long term strategic matters has been constrained. The Department now needs to reboot and reconfigure to address organisational vulnerabilities that pose a threat to our continued effectiveness.

The Civil Service Renewal agenda provides a spring board for the Department to do things better. Against the backdrop of an easing of overall resource constraints, the Department now has an opportunity to address some priority pressures and invest in our organisation. Our challenge now is to do all that we can to ensure that we are able to meet the needs of a rapidly expanding economy and population.

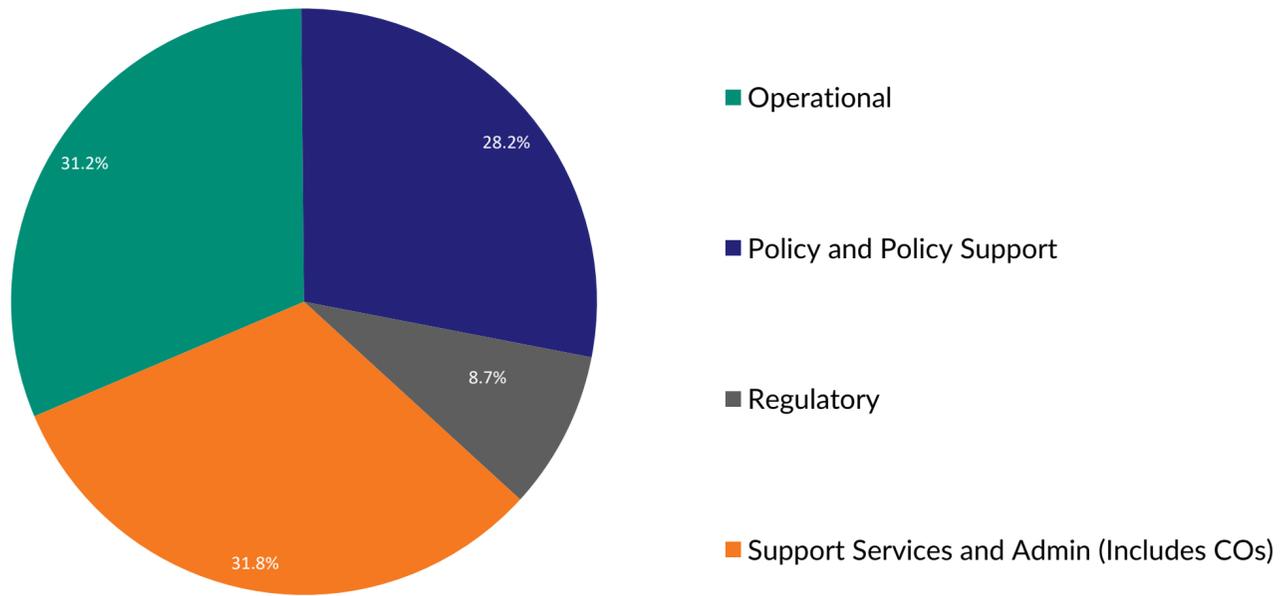
Who We Are

The Department of Transport, Tourism and Sport is committed to being an organisation that:

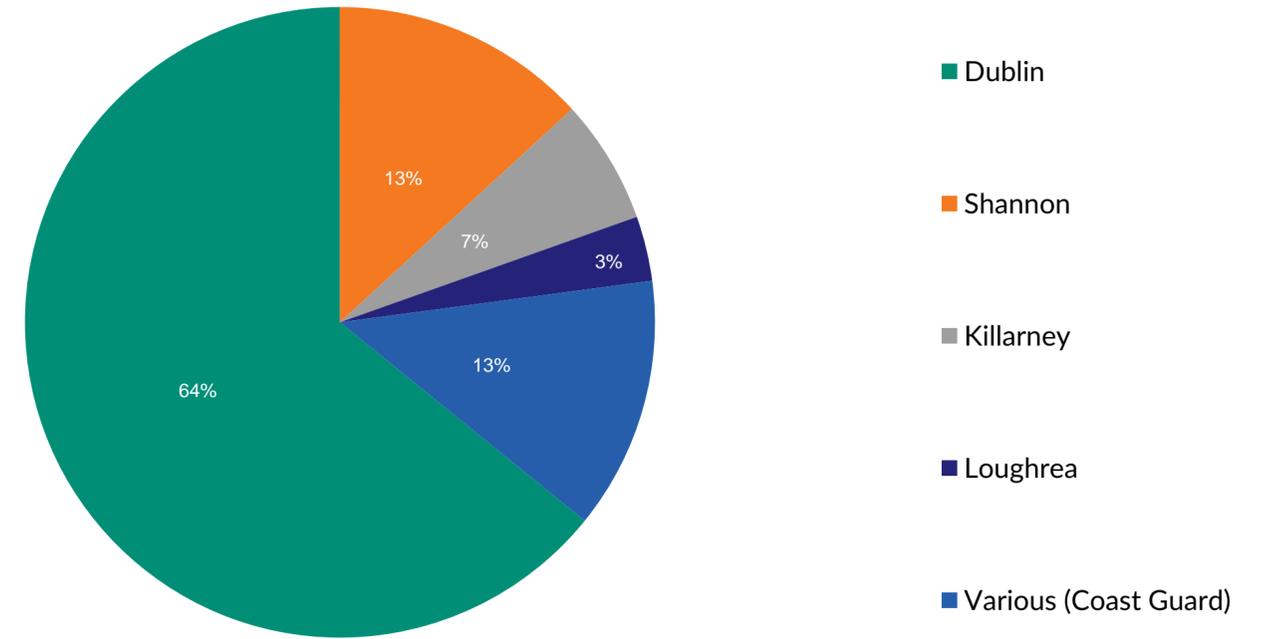
- Develops and implements policies for the transport, tourism and sport sectors that make the best possible contribution to Ireland's economic and social development
- Provides high quality and impartial policy advice to Ministers and the Government
- Provides high quality, professional public services.

Policy Areas	Operational Responsibilities	Regulatory/Investigative	Agencies
<p>Land Transport</p> <ul style="list-style-type: none"> • Roads/Road safety • Public Transport • Freight 	Irish Coast Guard	Air Accident Investigation Unit	<p>25 agencies (including NTA, TII, Fáilte Ireland, Transport Regulators)</p>
<p>Maritime</p> <ul style="list-style-type: none"> • Ports • Safety • Certification 	Road Transport Operator Licensing	Marine Casualty Investigation Board	
<p>Aviation</p> <ul style="list-style-type: none"> • Airports • Air services • Air security/safety 	Driver / Vehicle Licensing	Rail Accident Investigation Unit	<p>12 Commercial State-Owned Companies (Including Ports and Airports)</p>
<p>Sports</p> <ul style="list-style-type: none"> • Infrastructure • Funding 		Marine Survey Office	
<p>Tourism</p> <ul style="list-style-type: none"> • Promotion/marketing 	<p>Motor Tax (National Vehicle and Driver File)</p>	Mercantile Marine Office	

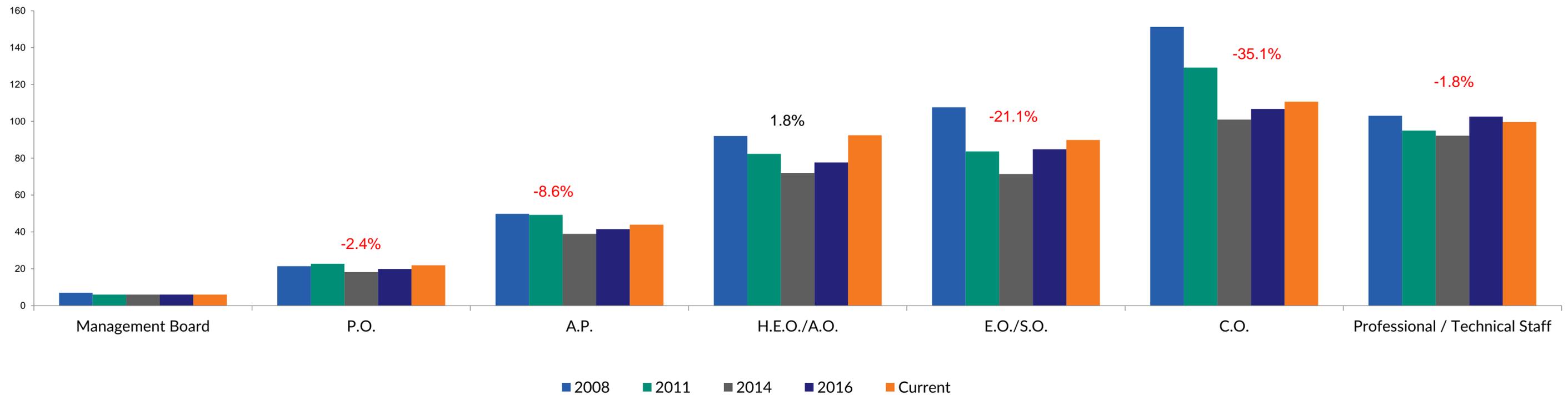
Staff Numbers (485 FTEs Total)



Staff Locations



Changes in Staff Numbers 2008-Present



What We Do

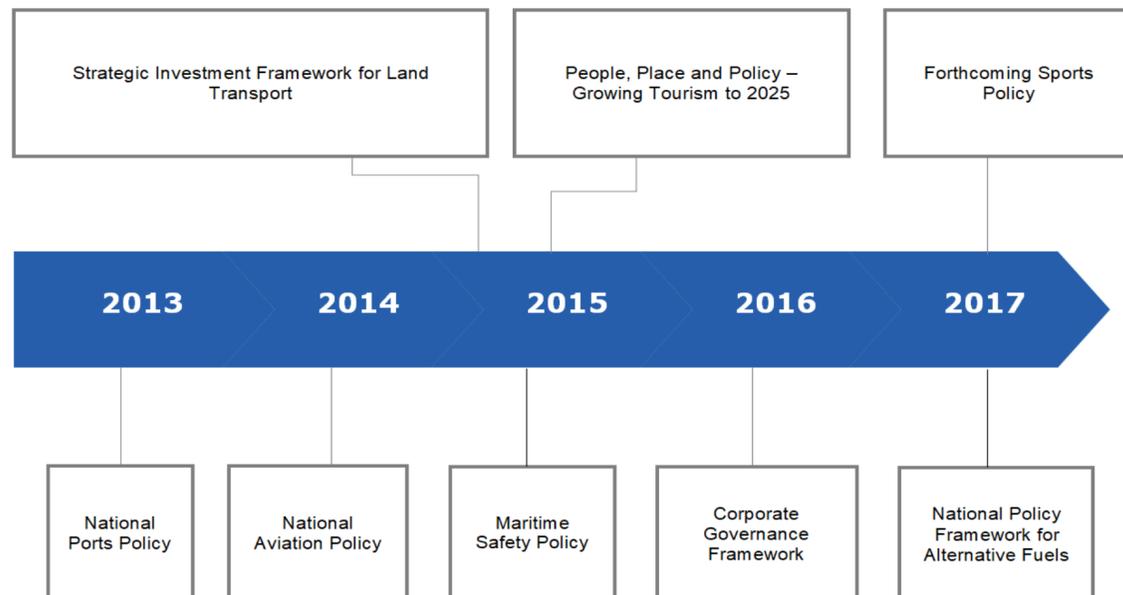
Socio Economic Impact

Our mission is to enable economic and social development in Ireland through the safe and sustainable development of transport, tourism, and sport, to support economic growth and social progress.

- We support transport by land, sea and air, enabling the safe, efficient movement of goods and people
- We support the sustainable growth of the tourism sector, which was worth €7.8bn in 2016 and employed 225,000 people
- We contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of sport facilities.

Setting Strategic Direction

Over the past 5 years, the Department has published a number of key sectoral policies, strategies and guidelines



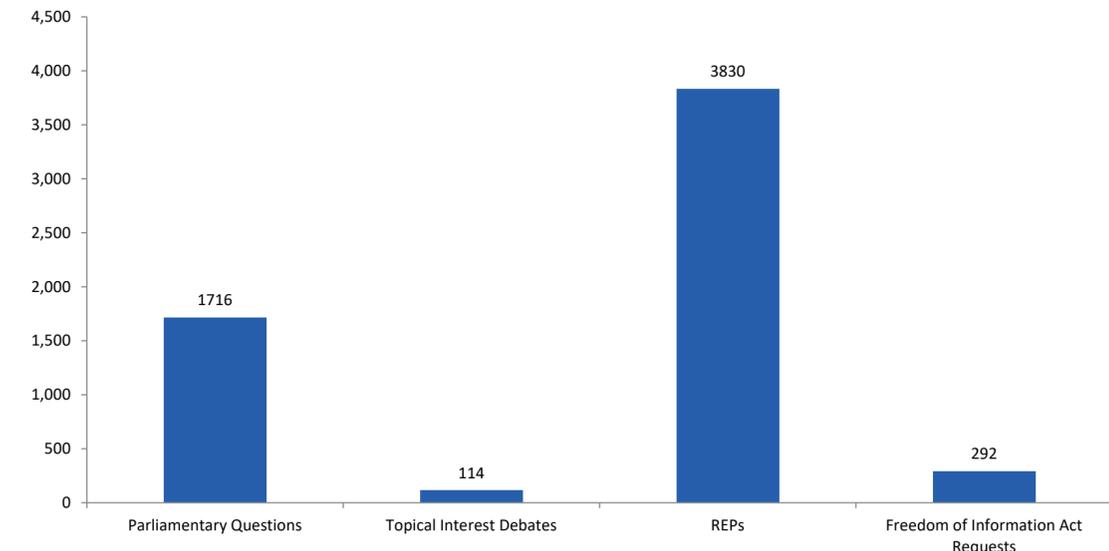
Operating Vital Services

The Department’s operational units have delivered the following in 2016:

- 4,080 IRCG call-outs
- 575,000 Driver licences issued
- 1.2m vehicles registered
- Manages €324m regional/local roads programme
- €1.1bn motor tax receipts
- C. 800 Vessel Survey/Certifications

Serving the Democratic Process

In 2016, staff in the Department provided briefing for more than 5,000 Ministerial Representations, PQs, Topical Interest Debates and FOI Requests.



What We Can Do Better – Four Pillars



The OCR Report concludes that the Department can be better at staff mobility, succession planning, and learning and development.

Department Response

The Management Board recognises it is critically important to invest in our staff by developing the skills each person needs to do their job professionally and maximise their potential. The increased workload, reduced staffing and constrained budgets following the economic and fiscal crises impacted the priority we could give to staff training and development. We now want to take corrective action and ensure that all staff have access to job appropriate development, training and education. We have not implemented staff mobility plans well. We need to rectify this too.

Proposed Actions

1. We are restructuring HR to bring sharper focus to this priority area. A restructured HR will be a central support to the rest of the Department. It will focus on enhancing the capacity of managers to develop and manage staff. HR will improve workforce planning and staff mobility. In doing this it will engage more closely with managers and business unit.
2. There will be a new staff training and development programme, informed by the Civil Service “OneLearning” framework, to make sure that everyone in the Department is supported in doing their work in a high quality and professional manner. The Department will support this by increasing spending in this area, with a focus on investing in effective and job relevant training.
3. We will ground all of these actions in a new HR Strategy.

The OCR Report proposes that the Department can make improvements to how it works internally (across business units and divisions).

Department Response

The Management Board recognises the value of collaboration between different business units and policy areas of the Department. Delivering on day-to-day demands associated with providing efficient public services is important work, but we also need to create more space to share ideas and think about medium and long term issues. In this regard we can be better at engaging staff, at stimulating debate to feed policy and at internal communications.

Proposed Actions

4. As part of the business planning and review process, we are introducing new arrangements for scheduled engagement between the Management Board and divisions over the course of each year.
5. We will establish an Open Policy Forum – for all staff - which will convene bi-monthly and host internal and external policy experts and provide space for discussion/debate on national and sectoral policy topics.
6. We will hold an annual Departmental conference, which will provide an opportunity to address cross-cutting policy and corporate issues.
7. We will publish a regular internal bulletin with updates on Ministerial and Management Board developments, progress reports on legislation and policy initiatives, corporate issues and other matters of interest.

Stronger Strategic Focus

The OCR Report identified the Department's sectoral knowledge, professionalism and capability to initiate and lead on long-term strategic change as our particular strengths. It suggested that capacity to develop strategy and policy could be strengthened further.

Department Response

The Management Board is proud of the work done to deliver the important strategic and policy initiatives delivered by the Department over the last number of years and recognises there is further scope for improvement and more opportunities to affect change. The Department will ensure its strategic goals and priorities continue to be aligned to the needs of our country reflecting, for example, our now expanding economy, growing population and Brexit.

Proposed Actions

8. The Department's Management Board will dedicate a monthly "horizon" strategic policy meeting to examine medium to long term issues and priorities.
9. We are re-establishing the Senior Management Forum to support better collaboration in the areas of organisational management, formulation and strategic planning.
10. We will retain a high level of focus on our risk management capacity to ensure that it informs and is informed by our activities and those of our agencies.
11. We are strengthening central corporate functions – in the area of HR, governance and evaluation – and bringing a centralised approach to some strategic policy areas – e.g. Brexit, Climate Change – in order to bring greater strategic focus to key issues and better support the work of line divisions throughout the Department.

Policy Implementation

The OCR Report proposes that the Department should reflect on how it can maximise its value-added contribution to making and implementing policy. As part of the development of policies and strategies, particular attention should be given to implementation factors, resources and timelines.

Department Response

The Management Board accepts that the Department needs to strengthen its approach to policy implementation, including oversight of agency performance.

Proposed Actions

12. As part of the development of all of our future strategy documents and policy positions, we will identify implementation requirements and processes, including resourcing and delivery methods.
13. The Department will further enhance its corporate governance and engagement arrangements to enable it to better monitor, measure and evaluate the pace and quality of implementation by agencies, respecting their varying statutory mandates.
14. The Department will strengthen its financial advisory oversight through more formal and closer engagement with NewEra, which is a centre of expertise available to Government departments.

Strengthening Our Department
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