



▶ **Developing
Agri-Food & Fisheries**



▶ **Food Safety**



▶ **Rural Economy,
Marine & Environment**



▶ **Effective
Delivery**



Department of
**Agriculture,
Food and the Marine**

An Roinn
**Talmhaíochta,
Bia agus Mara**

Statement of Strategy

2011-2014





Mission Statement

“To lead the sustainable development of the agri-food and marine sector and to optimise its contribution to national economic development and the natural environment”

Message from Minister Simon Coveney, T.D. and Tom Moran, Secretary General



The seventh Statement of Strategy of the Department of Agriculture, Food and the Marine, presents the opportunities, challenges and goals facing the Department and the sector over the next three years. It is our jointly agreed strategy which sets the framework for the delivery of a wide range of initiatives to be progressed in tandem with the priorities in the Programme for Government.

The agri-food and fisheries sector is a valuable indigenous manufacturing industry. It is currently thriving on the global stage and has positioned itself as one of the main drivers of exports. In addition, its value to the national economy is significantly greater than other manufacturing industries due to its high expenditure on Irish goods and services and its low level of profit repatriation.

The Department, its staff and State Agencies, have a vital leadership role in providing and encouraging an environment where enterprise can flourish. Our sectoral strategies are designed to enhance the competitiveness of the agri-food and fisheries sector and deliver on national economic objectives, including a strategic approach to managing resources in a value for money context. This emphasis will help to maintain rural employment and achieve a small increase in overall employment levels, particularly in the micro, SME, seafood and aquaculture areas.

The next three years will bring tremendous change to the industry and to the people working in it. This Strategy Statement sets out how we intend to manage these challenging times within the parameters set by the EU/IMF programme, our national medium term fiscal statement and the public sector reform programme.

Using this Strategy Statement as a vehicle for change, our joint objectives are to drive the development of the agriculture, food and fisheries sectors, to harness its full potential while maximising its overall contribution to our country's economic recovery. We plan, using the strategies and targets in Food Harvest 2020, to work with industry, primary producers and our staff to maintain this impetus which is so critical to national recovery.

We have set ourselves a number of milestones, including delivery of nationally beneficial outcomes to the negotiations on the Common Agricultural Policy and the Common Fisheries Policy, running an effective EU Presidency and, by end 2015, to increasing the value-added of the sector by €1 billion, achieving €10 billion in exports and delivering a 17% increase (10,000 tonnes annually) in aquaculture production.

It is recognised that the achievement of these targets will be very challenging within the reduced staffing and financial resources available to us. We do not underestimate the potential pressures and difficulties faced by individual staff members in endeavouring to achieve these outcomes. However, we know from past experience that the management and staff of this Department have consistently shown remarkable resilience and dedication and through their cooperation and support great things have been achieved.

Is feider linn arís.



Minister for Agriculture, Food and the Marine



Secretary General

Chapter 1 Our Mission, Values and Priorities

	Page
Mission Statement	4
Goals	4
Mandate	5
Values and Priorities	5
Resources	6
State Bodies	6

Chapter 2 Context and Challenges

Our business operational environment	7
■ Economic environment	7
■ Public Service Reform	7
■ Achieving growth through FH2020	7
■ EU and international context	7
■ Environmental challenges	7

Chapter 3 Goals, Strategies and Performance Indicators

Goal 1 – Output/impact indicators, Strategies	9
Goal 2 - Output/impact indicators, Strategies	12
Goal 3 - Output/impact indicators, Strategies	14
Goal 4 - Output/impact indicators, Strategies	17

Chapter 4 Key Linkages and Monitoring Arrangements

Key linkages and monitoring process	23
Table of principal cross-governmental linkages	24

Appendix A: Organisation Chart

30

Appendix B: DAFM lead commitments in the 2011-2016 Programme for Government

33

Mission Statement

“To lead the sustainable development of the agri-food and marine sector and to optimise its contribution to national economic development and the natural environment”

The agri-food sector encompasses all primary agriculture, forestry and the food processing industry, including seafood. Our marine remit relates to fisheries, aquaculture, fishery harbours, marine research, engineering and leisure.

Department’s Goals

The Department’s mission is encapsulated in the following four goals.

Goal 1

Agri-Food and Fisheries Policy, Development and Trade

“Progressing, in collaboration with relevant sectors and State Bodies, the further development of the agri-food and marine sector including the achievement of Food Harvest 2020 targets”

Goal 2

Food Safety, Animal Health and Welfare and Plant Health

“Maintaining the highest standards of food safety, consumer protection, animal health and welfare and plant health.”

Goal 3

Rural Economy, Marine and Environment

“Promoting economic, social and environmentally sustainable farming, fishing and forestry.”

Goal 4

Effective Delivery of Schemes and Services

“Further enhance our human and technological capabilities to provide effective and responsive services for all clients, and to also deliver public service reform.”

Chapter one Our Mission, Goals, Values and Priorities

Mandate

Our mandate, which is set out in greater detail in Chapter 3, would include the following principal functions:

- National policy development and support for the agri-food and marine sector,
- Monitoring and implementation of regulations and controls to ensure compliance with relevant national and EU legislation and standards,
- Supporting and overseeing State Bodies and Agencies,
- Developing and implementing national and EU schemes to support the sector,
- Controlling and reducing animal and plant disease levels and improving animal welfare standards,
- Maintaining effective financial management systems and controls ,
- Representation at international, EU and national negotiations.

The exercise of our mandate is particularly influenced by the following strategic policy documents:

- The Programme for Government 2011-2016
- Medium –Term Fiscal Statement
- Public Sector Reform Programme
- Food Harvest 2020 and Milestones For Success.

Values

The following principles will guide how we pursue our mission and our work.

We will

- Behave ethically, fairly, impartially and treat customers and colleagues with courtesy and respect.
- Operate to the highest standards of efficiency and diligence to provide a responsive service to all.
- Be open, honest and accountable, avoid conflicts of interest and commit to the highest standards of public service and service delivery.
- Value and respect the Department’s staff and seek to improve motivation by enhancing communication and leadership skills.

Priorities

We intend to

- Pursue the priorities in the *Programme for Government, Food Harvest and Milestones for Success*, so as to maximise the contribution of the sector to the national export-led economic recovery,
- Optimise the development of the agri-food and marine sector,
- Maintain the highest standards in food safety and consumer protection,
- Seek to implement further efficiencies and improvements in service delivery in the context of budgetary constraints,
- Steer a successful EU presidency during the first six months of 2013,
- Work collaboratively with other Member States to maintain a supportive and well resourced Common Agricultural Policy and Common Fisheries Policy.

The effective management of these priorities will be challenging in the current climate and at a minimum will require strategic reprioritisation of resources.

Chapter two Context and Challenges

Resources

Staffing

The Department's staffing complement at the end of 2011 was 3,525 full-time equivalents (FTEs). Under the Employment Control Framework (ECF), staffing levels must be at or below 3,265 by end 2015, which represents a reduction of 1,535 in staffing levels since 2005.

Staff are located in the six headquarter offices (Dublin, Cavan, Portlaoise, Backweston, Clonakilty and Johnstown Castle) as well as in a wide geographical spread of regional offices, laboratories and other premises.

Over the coming years, further changes will occur as the Local Office Reorganisation programme evolves, operations are consolidated to improve efficiency and service delivery, and further budgetary constraints are introduced in line with the Comprehensive Review of Expenditure.

A detailed organisation chart is set out in Appendix A.

Funding

Under the expenditure ceilings set out in the 2012-2014 Comprehensive Review of Expenditure, the Department's total budget will reduce from €1,647 million (2011) to €1,197 million (2014). This involves a 43% reduction on the 2008 Estimates outturn and gives an indication of the scale of economies which remain to be achieved during the lifetime of this strategy.

In addition, the Department is the Accredited Paying Agency for EU funding of the order of €1,157 million annually, bringing the Departments total gross annual expenditure to between €2.4 and €2.8 billion.

State Bodies and Agencies

The following commercial and non-commercial State Agencies operate under the remit of the Department:

- Bord Bia; www.bordbia.ie
- Teagasc, Agriculture and Food Development Authority; www.teagasc.ie
- Bord Iascaigh Mhara; www.bim.ie
- Marine Institute; www.marine.ie
- The Irish National Stud Company Limited; www.irish-national-stud.ie
- Coillte Teoranta; www.coillte.ie
- Horse Racing Ireland; www.goracing.ie
- Irish Greyhound Board; www.igb.ie
- Sea-Fisheries Protection Authority (SFPA); www.sfpa.ie
- National Milk Agency; www.nationalmilkagency.ie
- Veterinary Council of Ireland; www.vci.ie
- Agriculture Appeals Office; www.agriappeals.gov.ie
- Aquaculture Licences Appeals Board; www.alab.ie

Our Business Operational Environment

Economic Environment

The global recession and downturn in the Irish economy has brought a new set of challenges. The current constraints on public finances, including the commitments and responsibilities under the EU-IMF programme, will apply for the duration of this Strategy Statement. Consequently, to achieve the most effective outcomes, this Department must target its reduced resources at key priorities. Greater collaboration with other agencies will also help to position the agri-food, fisheries and forestry sector as a strategic component of the export-led growth.

Public Service Reform

The public service reform programme envisages a smaller, leaner, more integrated and technology driven civil service. This citizen focused service will operate with a reduced cost base and with fewer staff. Achieving these intended results will mean that the working environment for all staff of the Department will change. During the lifetime of this Strategy, the transformation programme will mean more flexible work practices, continued redeployment arrangements, delivery of targeted quality services with less resources and reconfiguration of services and structures.

Previous experience has demonstrated the capacity of this Department and its staff to deal effectively with challenges and pressures. Recognising that there is, and has always been, a genuine commitment to productivity and change, management will foster this capability by improving its own leadership and communication skills, by facilitating more structured on the job development, ensuring greater responsiveness and personal interaction with staff. Management will also take whatever further steps are necessary to effect the cultural and organisational changes recommended under the Organisational Review Programme.

Achieving Growth through Food Harvest 2020 and Milestones for Success

The effective implementation of *Food Harvest 2020* and *Milestones for Success* is core to the future development of the sector. The compelling vision of these reports is the belief in the underlying growth potential of the sector and the need to realise the targets set through a coordinated and collaborative response from Government and State Agencies and a parallel commercial commitment from industry.

EU and International Context

The national strategic direction is influenced by international developments, global trading patterns and EU policy. Issues such as world population growth and increasing affluence in some Asian economies offer significant growth potential for the sector. On the other hand, increased trade liberalization, volatility of international commodity prices and scarce resources can endanger market stability, cause uncertainty and could undermine growth for European farmers and fishermen. The planned restructuring under EU 2020 and the reform of the Common Agricultural Programme (CAP) and the Common Fisheries Policy (CFP) will reflect these issues. In that context, the Department is working to ensure a properly resourced CAP and CFP which will underpin a sustainable and profitable European agricultural, fisheries and food production base in harmony with environmental best practice.

Environmental Challenges

The global challenges of food security, climate change, biodiversity and conservation of scarce resources- oil, soil, water, fish stocks, etc. - has influenced our relationship with the environment. The result is a growing consumer concern for the protection of the environment, interest in the provision of public goods and a demand for food products which can be verified as being ethically and sustainably produced. Furthermore, rising global food demand affords growth potential for the Irish food and drinks industry. Realising the potential opportunities and meeting the challenges involved are central to our policy response and to the future direction of the agri-food and marine sector.

CHAPTER 3

GOALS, STRATEGIES AND PERFORMANCE INDICATORS



Goal 1

**AGRI-FOOD AND FISHERIES POLICY,
DEVELOPMENT AND TRADE**





Chapter three Goals, Strategies and Performance Indicators

We fulfill our mission through **FOUR GOALS** which are underpinned and measured by the following detailed strategies and performance indicators.

Goal 1: Agri-Food and Fisheries Policy, Development and Trade

“Progressing, in collaboration with relevant sectors and State Bodies, the further development of the agri-food and marine sector including the achievement of Food Harvest 2020 targets”

Context and Impact High Level Indicators

-  Degree of implementation of the *Programme for Government, Food Harvest 2020* and *Milestones for Success* and their impact on the sector.
-  Outcome of EU and international negotiations and the impact on Irish agriculture, food industry, fisheries and forestry.
-  Increased value of agriculture, food and fish, primary output, value added and exports in line with *Food Harvest 2020* targets.
-  Performance and governance of State Agencies assessed and verified.

Number Strategic Actions

Performance Indicators

1.1	Implement relevant commitments in the <i>Programme for Government 2011-2016, Milestones for Success</i> and other strategic policy plans.	<ul style="list-style-type: none"> ■ Degree of implementation of policy documents as quantified and reported publicly.
1.2	Promote and defend the interests of the Irish agriculture, fisheries, food and forestry sectors at EU and international level.	<ul style="list-style-type: none"> ■ Outcome of EU Financial Perspective, CAP Towards 2020, CFP Reform, EU 2020 and other negotiations, and their impact on the sectors. ■ Degree to which EU legislation and policies reflect Irish interests.
1.3	Steer a successful EU presidency during the first six months of 2013.	<ul style="list-style-type: none"> ■ Enhanced reputation of Ireland at national and EU level. ■ Contribution to CFP and CAP reform.
1.4	Support and oversee the State agencies in the discharge of their development, regulatory, promotion, training, advisory and other functions .	<ul style="list-style-type: none"> ■ Level of funding provided. ■ Impact of State Agency activities on the sector assessed, using baseline data and periodic performance reviews. ■ Compliance with corporate governance requirements assessed.
1.5	Advance the development of the food & drinks industry including seafood, organic, artisan and local produce.	<ul style="list-style-type: none"> ■ Impact of actions taken under FH2020, Milestones for Success and other initiatives to increase value, innovation and competitiveness of the overall food sector.
1.6	Advance the competitive development of the primary agriculture, fisheries and forestry sectors.	<ul style="list-style-type: none"> ■ Impact of FH2020, Milestones for Success on the relevant sectors as measured by value of primary output.

Chapter three *Goals, Strategies and Performance Indicators*

Number	Strategic Actions	Performance Indicators
1.7	Support, co-ordinate and align research activities in respect of plants, animals, food, forestry & the marine to best progress the sector's development.	<ul style="list-style-type: none"> ■ Number and value of research projects funded under Irish (FIRM, Stimulus & COFORD) and EU research programmes. ■ Strategic research agendas or roadmaps developed and implemented. ■ Agri-food, marine and bio-economy sector included in the National Research Prioritisation Plan. ■ Number/range of collaborative research projects with industry.
1.8	Ensure the legislative framework is in place to operate all schemes and services in an effective manner and in compliance with EU requirements .	<ul style="list-style-type: none"> ■ Timely establishment of the necessary legislative framework. ■ Meeting deadlines on transposition of EU Directives .
1.9	Actively promote North- South cooperation in the context of the NSMC and implement the agreed work programme.	<ul style="list-style-type: none"> ■ Number and extent of North-South policy initiatives implemented.
1.10	Participate effectively in Ireland's efforts to fight global hunger and malnutrition, particularly through engagement with FAO and WFP.	<ul style="list-style-type: none"> ■ Scale of contribution to, and policy impact on FAO, WFP and other hunger and nutrition activities. ■ Key indicators agreed for policy coherence for development.



Goal 2



**FOOD SAFETY, ANIMAL HEALTH
AND WELFARE AND PLANT HEALTH**

Chapter three Goals, Strategies and Performance Indicators

Goal 2 : Food Safety, Animal Health and Welfare and Plant Health

“Maintaining the highest standards of food safety, consumer protection, animal health and welfare and plant health”

Context and Impact High Level Indicators

-  Status of food and feed safety as indicated by markets available to Irish products, and the verification reports and audits of external agencies e.g. FSAI, FVO, etc.
-  Animal health status protected and enhanced as evidenced by changes in disease incidence.
-  Enhanced animal welfare standards.

Number Strategic Actions

Performance Indicators

2.1	Operate and oversee effective food safety monitoring, inspection and control programmes.	<ul style="list-style-type: none"> ■ Effective level of compliance with statutory regimes and Multi-Annual National Control Plans, as verified by inspections and other control programmes, such as internal and external audits. ■ Effectiveness of responses to food safety incidents. ■ Compliance with DAFM service contract with the FSAI.
2.2	Operate authorisation, monitoring, inspection, certification and control programmes to ensure that imports and inputs (feed, fertilisers, biocides, seeds, etc) meet statutory requirements and food safety standards.	<ul style="list-style-type: none"> ■ Effective programmes and level of compliance with statutory regimes as verified by results of inspections and other control programmes. ■ Compliance by the Marine Institute and the SPFA with all national and EU legislation.
2.3	Promote and enforce enhanced animal/fish product identification and trace-back systems to support food safety, trade and animal health & welfare.	<ul style="list-style-type: none"> ■ Further development of animal identification and traceability systems. ■ Level of traceability achieved based on internal / external audit and evaluation systems. ■ Continued monitoring of finfish and aquaculture production by the Marine Institute and the SPPA.

Chapter three Goals, Strategies and Performance Indicators

Number	Strategic Actions	Performance Indicators
2.4	Develop, promote and implement effective measures to control animal, fish diseases and contaminants.	<ul style="list-style-type: none"> ■ Uptake of control programmes and reduction in disease levels. ■ Levels of laboratory and field surveillance. ■ Maintenance of national animal health status. ■ Compliance with EU requirements as indicated by FVO Reports. ■ Compliance by the Marine Institute and the SFPA with all national and EU legislation.
2.5	Review and update animal health contingency plans and the legislative framework of OIE listed diseases* .	<ul style="list-style-type: none"> ■ Completion of reviews, simulation exercises and updating of contingency plans/ manuals and legislation, as necessary.
2.6	Develop and implement initiatives to promote the highest possible welfare and health standards for all animal and farmed fish and to secure compliance.	<ul style="list-style-type: none"> ■ Progress on introduction of the Animal Health & Welfare Bill. ■ Level of compliance with health and welfare standards. ■ Effectiveness of measures to deal with non-compliance including collaborative action with other agencies and NGOs on welfare cases.
2.7	Operate an efficient and effective plant health service by implementing monitoring and control programmes for harmful plant and forestry pests and diseases.	<ul style="list-style-type: none"> ■ Level of detection and control of harmful plant and forest pests and diseases.
2.8	Operate a secure, comprehensive and effective laboratory and research service for animals, plants and food products.	<ul style="list-style-type: none"> ■ Scope and range of tests for diagnostic, animal health, food safety, plant health, pesticides and seed certification surveillance programmes. ■ Range of tests accredited and effectiveness in delivering National Reference Laboratories functions.

*Foot and Mouth, Avian Flu, Classical Swine Fever, Pancreatic Necrosis, etc.



Goal 3

**RURAL AND MARINE
ECONOMY AND ENVIRONMENT**

Chapter three Goals, Strategies and Performance Indicators

Goal 3. Rural and Marine Economy and Environment

“Promoting economic, social and environmentally sustainable farming, fishing and forestry.”

Context and Impact High Level Indicators

→ Participation rates in environmentally friendly agriculture and fishing schemes and developments,

- Impact of *Food Harvest 2020* as measured by ‘green’ initiatives at producer and processor level,
- Changes in water quality, ammonia and agriculture related GHG emissions as measured by the Environmental Protection Agency,
- Increased output value of agriculture, marine, forestry and rural micro enterprises in line with *Food Harvest 2020* and *Milestones for Success*,
- Impact of the RDP on the agriculture sector and the wider rural economy as assessed through the monitoring and evaluation framework.

Number	Strategic Actions	Performance Indicators
3.1	Develop and implement measures, schemes and services that underpin a rural economy.	<ul style="list-style-type: none"> ■ Number and income levels of farm households. ■ Number of full and part time farmers, foresters, fishermen. ■ Level of annual expenditure on schemes in the revised Rural Development Programme.
3.2	Promote structural change at farm level.	<ul style="list-style-type: none"> ■ Average farm size. ■ Profile of farmers (age, gender, education levels). ■ Consolidation of holdings and farm partnerships.
3.3	Promote and implement specific measures supporting environmentally sustainable agriculture and fisheries.	<ul style="list-style-type: none"> ■ Funding allocation and participation rates in revised rural development programme including AEOS and TAMS. ■ Implementation of the National Action Plan for Pesticides. ■ New EIA screening and consent system implemented. ■ Number of fish stocks fished at sustainable levels. ■ Fisheries and aquaculture in Natura sites in compliance with EU directives. ■ The advice of the Attorney General implemented in relation to appropriate sanctions for minor fisheries offences. ■ A sea fisheries sustainability impact assessment brought before the Dail annually. ■ Substantial progress achieved in the licencing of offshore aquaculture sites. ■ Outcomes of cross-compliance and Nitrates Action Programme compliance controls inspections.

Chapter three Goals, Strategies and Performance Indicators

Number	Strategic Actions	Performance Indicators
3.4	Work at international, EU and national level for a coherent and effective response to the twin challenges of food security and climate change.	<ul style="list-style-type: none"> ■ Progress on agriculture work programme in the UN climate change negotiations. ■ Contribution to further development of national climate strategy.
3.5	Actively collaborate with other organisations to deliver policies on environmental sustainability and biodiversity.	<ul style="list-style-type: none"> ■ In conjunction with other agencies, complete an environmental assessment on FH2020 targets. ■ Collaborative engagement with D/ECLG, EPA and OPW on National Climate Change Strategy, Nitrates Action Programme, Water Framework, Directive, Birds and Habitat Directives, Marine Strategy Framework Directive, and Flood Risk Management. ■ State Agencies supported in their sustainability activities.
3.6	Develop policies and programmes to increase the output of organic produce in a viable market environment.	<ul style="list-style-type: none"> ■ Progress achieved on target of 5% of agricultural area converted to organic production. ■ Share of market supplied by indigenous organic products.
3.7	Enhance the development of a sustainable and diverse forestry sector.	<ul style="list-style-type: none"> ■ Maximise planting levels within budgetary resources. ■ Progress achieved on attaining 30% of annual planting target for broadleaf. ■ Value of forest products. ■ Contribution made by forests to public goods such as biodiversity carbon sequestration and recreation facilities.
3.8	Develop the seafood sector.	<ul style="list-style-type: none"> ■ Value of landings into Ireland. ■ % of seafood processed. ■ Value of seafood exports.
3.9	Implement measures which specifically promote the development and use of non-food crops for energy production.	<ul style="list-style-type: none"> ■ Impact of bioenergy initiatives on the supply of renewable energy.



Goal 4

**EFFECTIVE DELIVERY
OF SCHEMES AND SERVICES**

Chapter three Goals, Strategies and Performance Indicators

Goal 4. Effective Delivery of Schemes and Services

“Further enhance our human and technological capabilities to provide effective and responsive services for all clients, and to also deliver public service reform”

Context and Impact High Level Indicators

- ➔ Implementation of budgetary constraints and maintenance of high standard of financial management and controls as verified by external monitoring agencies,
- ➔ Improved capability and responsiveness through staff development, effective use of technology and efficient structures and processes,

- ➔ Performance of the Department and its contribution to public sector reform as assessed by the Public Service Agreement (PSA) Implementation Body,
- ➔ Degree to which commitments in the Farmers Charter & Action Plans are achieved,
- ➔ Improved satisfaction rates from citizens and bodies with whom we interact as verified by surveys or other monitoring arrangements,
- ➔ Effective contribution to the cross-sectoral governance agenda, e.g. Programme for Government 2011-2016, Inter-departmental Committee on Marine Co-Ordination, Development Policy Coherence, National Action Plan for Social Inclusion 2007-2016, National Women’s Strategy, Equality, etc. as measured by feedback from relevant bodies.

Number	Strategic Actions	Performance Indicators
4.1	Deliver schemes and services to citizens in accordance with agreed quality principles and targets.	<ul style="list-style-type: none"> ■ Performance on payment deadlines and protocols specified in the Farmers Charter & Action Plan. ■ Feedback from citizens and the Charter Monitoring Committee.
4.2	Implement and monitor progress on the Department’s Action Plan under the PSA EU/IMF Agreement and Comprehensive Review of Expenditure.	<ul style="list-style-type: none"> ■ Satisfactory reports from PSA Implementation Body and the EU/IMF.
4.3	Develop and improve services to all customers.	<ul style="list-style-type: none"> ■ Feedback system for internal customers developed and monitored in principal support divisions. ■ Performance of service delivery, including response times for correspondence, phones, tests, licences, etc. measured, reported and improved. ■ Progress achieved on ISO Quality Management certification. ■ Degree of effective collaboration with other Departments/agencies.

Chapter three Goals, Strategies and Performance Indicators

Number	Strategic Actions	Performance Indicators
4.4	Develop and implement HR policies which encourage a motivated and skilled workforce.	<ul style="list-style-type: none"> ■ HR Strategy agreed and implemented. ■ Training Strategy implemented. ■ Effective monitoring of and improved participation in the Performance Management and Development System (PMDS). ■ On -the- job training, mentoring, coaching, networking systems introduced and improved. ■ Human resource, leadership, communication and staff relationship elements of the Organisational Review Process (ORP) implemented.
4.5	Review Department's structures and processes to improve capability and achieve more effective operations.	<ul style="list-style-type: none"> ■ Department's structures and processes aligned with changing requirements and reduced resources. ■ Effective ICT systems operated to support efficient delivery of schemes, operations and controls. ■ Generic processes automated. ■ Progress ICT systems for claim and payment processing, inspection scheduling and reporting. ■ Reduced unit cost of scheme operations.
4.6	Provide a high quality service to the Minister and Minister of State.	<ul style="list-style-type: none"> ■ Level of service provided as measured by timely delivery of replies to PQs, information, briefing material, speeches and papers. ■ Feedback given to senior management.
4.7	Operate to the highest standards of financial management, including procurement and revenue collection, to ensure full compliance with EU and national financial, audit and control requirements.	<ul style="list-style-type: none"> ■ Declining budgetary resources managed effectively. ■ Outcome of audit reports of Internal Audit Unit, C&AG, and EU clearance of accounts decisions. ■ Risk Management and other financial control systems operated effectively and, where necessary, adjusted.

Chapter three Goals, Strategies and Performance Indicators

Number	Strategic Actions	Performance Indicators
4.8	Establish a central Procurement Unit to advise, monitor and enforce best practice in procurement throughout the Department in order to maximise value for money.	<ul style="list-style-type: none"> ■ Procurement Unit established. ■ 10% savings target achieved.
4.9	Undertake regular evaluations of key spending areas through the Value for Money and Policy Review programme.	<ul style="list-style-type: none"> ■ Reviews completed within defined timeframes. ■ Monitor and report on degree of action taken on review recommendations.
4.10	Enhance strategic planning within Divisions and the Department.	<ul style="list-style-type: none"> ■ Divisional Business Plans linked to Strategy Statement, completed and reviewed within target dates. ■ Implementation of new Estimates format linking the Strategy Statement, performance budgets and outcomes. ■ All contingency plans reviewed, updated and tested, as necessary. ■ Data management strategy completed and updated on an ongoing basis. ■ Policy analysis expertise developed through MSc Policy Analysis programmes and other initiatives.
4.11	Provide legal services to all Divisions in the Department and to manage the prosecution and defence of litigation involving the Department.	<ul style="list-style-type: none"> ■ Legal advice provided to management. ■ Timely and effective response to all litigation involving the Department. ■ Successful outcomes to legal actions.
4.12	Improve awareness of Department's activities and provide clear, understandable information to all customers (internal and external).	<ul style="list-style-type: none"> ■ Range, quality, accessibility and use of Departmental publications and briefings. ■ Participation in and feedback from seminars. ■ Improved communication strategy implemented.
4.13	Pursue simplification of schemes and controls.	<ul style="list-style-type: none"> ■ Number of on-line applications. ■ Streamlined inspection service. ■ Actions taken under <i>Milestones for Success</i> and other processes to streamline the compliance burden.

Chapter three Goals, Strategies and Performance Indicators

Number	Strategic Actions	Performance Indicators
4.14	Implement successful policies on equality and diversity.	<ul style="list-style-type: none"> ■ Equality, gender and disability impact assessments included in major policy initiatives. ■ Progress achieved on providing full disability access and other relevant objectives in the National Disability Strategy. ■ Meeting or exceeding the statutory employment target of 3% for people with a disability. ■ Training specifically targeted at women at senior management level to improve gender balance at HOD and MAC level.
4.15	Fully implement occupational health and safety standards and comply with legislative requirements and best practice standards.	<ul style="list-style-type: none"> ■ H & S objectives established and integrated into all operating procedures. ■ Risk assessments reviewed annually to ensure relevance and effectiveness. ■ Employees supported in their H & S roles and responsibilities.
4.16	Contribute to the delivery of cross-departmental policies and issues under the Medium Term Fiscal Statement and other key initiatives .	<ul style="list-style-type: none"> ■ Effective collaborative on cross- departmental issues as indicated by effective outcomes of Senior Officials Groups, Inter-Departmental Committees, etc.

CHAPTER 4



KEY LINKAGES AND MONITORING ARRANGEMENTS

Chapter four *Key Linkages and Monitoring Arrangements*

Key Linkages

This Department has a broad remit covering a wide range of economic, social and environmental issues. The successful implementation of these goals and strategies is, to a large extent, dependent on a co-ordinated approach from a number of Departments and agencies.

A growing range of complex issues require extensive cross-departmental action and a 'whole of Government' approach to achieve desired outcomes. Current major crosscutting issues include contributing fully to national economic stability and recovery, development of the agri-food and fisheries industry, development policy coherence, climate change, environmental protection and food safety.

Co-ordination is achieved using a variety of mechanisms including Cabinet Committees, Senior Officials Groups, Food Harvest 2020 High Level Implementation Committee, cross-departmental committees, working groups and regular business contacts both formal and informal. A further important element of this process is effective two-way engagement, information sharing and feedback between stakeholders, citizens, EU and international institutions, high level action groups, etc.

Internally, our current organisational structure brings together closely related work areas. Cross functional co-ordination takes place both through permanent structures and ad-hoc groups established as required. For future effective working, increased use will be made of multi-disciplinary teams to address cross-cutting issues and to respond to specific challenges. Reduced resources will mean that staff from all streams, veterinary, professional, technical and administrative, must continue to more actively collaborate and work closely together to ensure effective and co-ordinated service delivery.

The table following gives an indication of the principal agencies and the cross-functional issues with which this Department interacts.

Monitoring and Reporting Processes

External independent monitoring of progress achieved will be effected through the annual ministerial bilateral with An Taoiseach; the regular progress reports on the Programme for Government, reports to independent external bodies such as the EU/IMF Review Mission, PSE Implementation Body, EU Accreditation Body, C & AG, FVO, FSAI and other agencies.

Internally, progress on the Strategy Statement is monitored by MAC and Heads of Divisions on an ongoing basis. This process will be augmented by assigning responsibility for driving, and reporting bi-annually, on specific deliverables, to individual MAC members. Other review mechanisms include the Department's Annual Report, the Annual Output Statement, reviews of processes and controls under the Risk Management, Value for Money and Policy Review programmes as well as reviews conducted by Management Service and Internal Audit. These will help to highlight any necessary changes in policy emphasis and resource reprioritisation.

Chapter four Key Linkages and Monitoring Arrangements

Goal 1	Issue	National Linkages	Co-ordination mechanisms	EU/International linkages	Co-ordination mechanisms
Agri-Food and Fisheries Policy, Development and Trade	Agri-food and fisheries development and trade	D/Finance –Finance, Monetary D/PER- Expenditure, Reform D/EJI - Enterprise development, Research, Innovation D/Taoiseach-Collective management D/E&S- Research, Innovation D/FAT – Trade, Development Aid, Embassies D/TTS- Food Tourism CSO-Data collection & management AG- Legislation	Input into PFG 2011 - 2016 Collaboration with FH2020 HLIC, SOGs, Interdept. Committees, Networks, etc	EU Commission (Cion) EU Parliament COREPER Other Member States	Council of Ministers SCA Mgt. Ctte. Meetings Working Groups
		FH 2020 HLIC Bord Bia Teagasc Enterprise Ireland BIM Forfas Marine Institute 3rd level Institutes FSAI Coillte Teoranta Irish National Stud ICBF Farm and Fisheries Organisations	Bi-monthly meeting Regular business contact twice yearly performance review meeting with relevant agencies		

Chapter four Key Linkages and Monitoring Arrangements

Goal 1	Issue	National Linkages	Co-ordination mechanisms	EU/International linkage	Co-ordination mechanisms
	North-South Co-operation D/ Taoiseach is Lead Department	D/Taoiseach		D/ARDNI NSMC	NSMC and other high level contacts with Northern Ireland
	UN activities & Food Aid	D/FAT		WTO OECD International Grains Council OIE World Food Programme /Food Aid Convention FAO Codex Alimentarius	Regular meetings and other business contacts with the organisations listed.

Chapter four Key Linkages and Monitoring Arrangements

Goal 2	Issue	National Linkages	Co-ordination mechanisms	EU/International linkage	Co-ordination mechanisms
Food Safety, Animal Health & Welfare and Plant Health	Food Safety Public Health	Programme for Government 2011-2016 FSAI-Service Contract FSPB-Food Safety D/Health-Food Safety, Public Health, Drugs Strategy State Lab.- Food safety Customs-Import controls Port and Airport authorities –Import Controls HSA-public health Local Authorities- Public Health, Control of Horses INAB-Accreditation D/Finance- Finance, Monetary D/PER- Expenditure, reform D/Taoiseach-Collective management Irish Medicines Board- Licensing Marine Institute-Fish Health SFPA- Seafood safety AG & OPC- Legislation	Input into PFG Service Contract, review meetings and annual report to FSAI Preparation of MANCP and Annual Reports Interdepartmental Committees & networks	Other MS EU Commission DG Sanco D/EFRA D/ARDNI EU Reference Laboratories EFSA CIPAC	Council of Ministers SCA Mgt. Ctte. Meetings Working Groups EU Standing Committee on Food Chain and Animal Health
			National Drugs Strategy Regular business contact with bodies listed	D/ARDNI	NSMC and other high level contacts with Northern Ireland

Chapter four Key Linkages and Monitoring Arrangements

Goal 2	Issue	National Linkages	Co-ordination mechanisms	EU/International linkage	Co-ordination mechanisms
	Animal and Plant Health & Animal Welfare	<i>Animal Health Irl-Non regulated diseases</i> <i>FAWAC- Welfare issues</i> <i>HSE- Welfare issues</i> <i>D/ECLG- GMOs</i> Farm organisations	Regular business contact with bodies listed	FVO OIE Other MS EU Commission D/G Sanco EPPO	Coreper, EU CVO EU COPHS Codex Alimentarius Conference on Phytosanitary Matters EU Standing Committees on -Food Chain & Animal Health -Biological safety -Import Controls -Plant Health
				D/ARDNI	NSMC and other high level contacts with Northern Ireland
Goal 3 Rural Economy, Marine and Environment	Promoting environmental farming and fishing and rural economies	Programme for Government 2011-2016 D/ECLG- Nitrates, WFD, GHG, Climate Change, RDP, Green Procurement, North-South, Marine Strategy Framework Directive, Water Services NPWS- Biodiversity, Forestry EPA- Environment, FH2020 D/TTS- Food Tourism, marine related tourism D/CENR- Renewable energy	Input into PFG FH 2020 HLIC Collaboration and engagement with State Bodies, Interdepartmental Committees & networks, etc.	EU Parliament D/G Mare D/G Environment D/ARDNI OECD UN & associated agencies FAO	Council of Ministers Coreper Mgt. Ctte. Meetings Working Groups NSMC and other high level contacts with Northern Ireland Regular meetings and other business contacts with the organisations listed.

Chapter four Key Linkages and Monitoring Arrangements

Goal 3	Issue	National Linkages	Co-ordination mechanisms	EU/International linkage	Co-ordination mechanisms
		<p>D/Finance- Finance, Monetary D/PER- Expenditure, Reform D/Taoiseach-Collective management</p> <p>Teagasc Marine Institute BIM SFPA Coillte IEN Inland Fisheries Ireland An Foras Organach Farm and fisheries organisations</p>			
<p>Goal 4</p> <p>Effective Delivery of Schemes and Services</p>	<p>Improving Customer service</p>	<p>Programme for Government 2011-2016 D/Finance- Finance, Monetary D/PER- Expenditure, Reform D/Taoiseach-Collective management D/PER- Public Sector Reform, Expenditure Review D/ECLG- Inspections D/SP – Farm /Fisheries Assist Charter Monitoring Ctte.- Service delivery Revenue Commissioners- Revenue Collection CSO-Data collection & management</p>	<p>Input into PFG Collaboration and engagement with Interdepartmental Committees & Networks, etc.</p> <p>Regular business contact with bodies listed</p>	<p>ECB IMF Other MS EU Commission DG Agri EU Parliament EU Court of Auditors OLAF</p>	<p>Council of Ministers SCA Mgt. Ctte. Meetings Working Groups Delegations/Missions</p>

Chapter four Key Linkages and Monitoring Arrangements

Goal 4	Issue	National Linkages	Co-ordination mechanisms	EU/International linkage	Co-ordination mechanisms
	Enhancing Performance	D/CENR- Shared services PSA Implementation Body- Croke Park Agt. C&AG- Financial Management ARG- Accreditation External Audit Ctte.- Financial management CSSO/AG - Legal issues, ISO- Quality standards D/JED- Equality, Disability, Migrant Integration, Contingency Planning OPW-Procurement (NPS), Buildings, energy reduction State Claims Agency- Personal injury claims Public Appointments Service - recruitment. Civil Service unions HSA- Health & Safety Veterinary Council of Ireland- Corporate governance Farm & Fisheries organisations	Input into PFG Collaboration and engagement with Interdepartmental Committees & Networks, etc. Regular business contact with bodies listed	ECB IMF Other MS EU Commission DG Agri EU Parliament EU Court of Auditors OLAF	Council of Ministers SCA Mgt. Ctte. Meetings Working Groups Delegations/Missions

Appendix A: Organisation Chart

MAC/Director	Deputy	Function	Head of Division	Location
Martin Heraghty <i>Livestock Products, Food</i>		Meat & Milk Policy	Brendan Gleeson	Dublin, Portlaoise
		Milk, Meat Hygiene & Animal By-Products	Tom Loftus	Portlaoise
		Dairy Controls and Certification	Nicholas Finnerty	Dublin, Portlaoise
		Food Industry Development	Marian Byrne	Dublin
Aidan O'Driscoll <i>International, Economics, Rural Development, Sustainability</i>		Rural Development	Patricia Cannon	Dublin
		EU Policy and Trade	Brid Cannon	Dublin
		Embassies Brussels, London, Paris, Rome, Berlin, Geneva, Madrid, Warsaw, Washington	Dermot Ryan	Brussels
		Economics, Planning & Development Aid	Ann Derwin	Dublin, Portlaoise
		Climate Change and Bio Energy Policy	Paul McKiernan	Portlaoise, Johnstown Castle
Philip Carroll <i>Animal Health & Welfare Human Resources Management Services Corporate Affairs</i>		ERAD, Veterinary Medicines, DVO Operations	Richard Healy	Backweston
		Animal Health and Welfare	Dermot Murphy	Dublin, Portlaoise
		Animal Health and Welfare	Stephen Fitzpatrick	Dublin,
		National Beef Assurance Scheme	Martin Farrell	Backweston
		Management Service	Breffini Carpenter	Portlaoise
		Accommodation, ISO and Health & Safety	Vacancy	Dublin, Portlaoise
		Human Resources	Bert O'Reilly	Dublin, Portlaoise
		Corporate Affairs, FOI Food Safety Liaison, Teagasc, State Bodies Co-ordination	Paul Dillon	Dublin, Portlaoise

Appendix A: Organisation Chart

MAC/Director	Deputy	Function	Head of Division	Location
Mick Bunyan <i>Information Management & Technology</i>		IT- Payments Systems (IACS)	Sean Keevey	Dublin, Portlaoise
		IT- Infrastructure and Operations	Robert Butler	Dublin
		IT- Customer, Financial, Fisheries & Animal Health Systems	Joe Hanly	Dublin, Portlaoise, Backweston
Tony Burke <i>Finance, Accounts, Audit, Governance and Agri-environment (incl. REPS)</i>		Finance	Heber McMahon	Dublin, Portlaoise
		Accounts	Geraldine Mullen	Cavan
		Internal Audit	Tom Medlycott	Dublin, Portlaoise
		Legal Services	Randall Plunkett	Dublin, Cavan
		Agricultural Structures and OFI	Gordon Conroy	Johnstown Castle
		Agriculture Environment and Structures	Liam Fahey	Castlebar, Regions
Kevin Smyth <i>Direct Payments inc. Suckler Cow Forestry, Market Supports</i>		Single Payment & Suckler Cow	Paud Evans	Portlaoise
		Disadvantaged Areas	Andy McGarrigle	Castlebar, Portlaoise
		Direct Payment Inspection Controls	Al Grogan	Dublin, Regions
		Market Supports	Gordon Conroy	Johnstown Castle
		Forest Service Inspectorate	Seamus Dunne	Dublin, Regions
		Forest Service	Bridgeena Nolan	Johnstown Castle
Cecil Beamish <i>Fisheries</i>		Seafood Policy & Development	Josephine Kelly	Clonakilty
		Sea Fisheries Administration	Paschal Hayes	Clonakilty
		Aquaculture & Foreshore Management	John Quinlan	Clonakilty
		Marine Engineering	Gerard Farrell	Dublin
Dave Beehan <i>Chief Inspector</i>	Dermot A Ryan <i>Deputy Chief Inspector</i>	Livestock Breeding, Production & Trade	Gerry Greally	Backweston, Portlaoise, Cavan
		Pesticide Evaluation & Controls	Dermot Sheridan	Backweston
		Feedingstuffs, Fertilisers, Grain and Poultry	Liam Hyde	Backweston
		Crop Evaluation and Certification	Donal Coleman	Backweston
		Horticulture & Plant Health	Gabriel Roe	Backweston
		Research & Codex	Richard Howell	Dublin
		Nitrates, Biodiversity and Engineering.	Bill Callanan	Portlaoise
		Crop Policy, Production & Safety	Kevin Cassidy	Backweston

Appendix A: Organisation Chart

MAC/Director	Deputy	Function	Head of Division	Location
Martin Blake <i>Chief Veterinary Officer</i>	Michael Sheridan, Paula BarryWalsh <i>Deputy Chief Veterinary Officers</i>	Northern Area Management Team	Vacancy	
		Southern Area Management Team	Vacancy	
		Veterinary Service Audit Unit	Pat Flanagan	Dublin
		ERAD – Brucellosis, Animal Welfare	Vacancy	Dublin
		ERAD – TB Eradication, Animal Identification	Margaret Good	Dublin
		Veterinary Public Health Inspection Service (VPHIS) (Beef, Sheepmeat, Dairy, NBAS, Labelling and Traceability)	Vacancy	Dublin
		Veterinary Public Health Inspection Service (VPHIS) (Pigmeat, Poultrymeat, Petfood and Zoonoses)	Dave Nolan	Dublin
		International Trade, Class A Contingency, Class B Diseases, TSE & Animal By-Products	Billy McAteer	Dublin
		Veterinary Medicines and SIU	John Griffin	Dublin
Dan O'Sullivan <i>Director of Laboratories</i>	Vacancy <i>Head of Agriculture Laboratories</i> Donal Sammin <i>Head of Veterinary Laboratories</i>	Plant Health, Pesticides and Seed Testing Laboratories	Vacancy	Backweston
		Dairy Sciences Laboratories	Nicholas Finnerty	Backweston
		Veterinary Public Health Regulatory Laboratory	Vacancy	Backweston
		Regional Veterinary Laboratories	Micheal Casey	Regions, Longtown
		Bacteriology/Parasitology	John Egan	Backweston
		Pathology	Vacancy	Backweston
		Virology	Pat Lenihan	Backweston

Appendix B: 2011-2016 Programme for Government showing DAFM Lead Commitments

Commitment

- ➔ We will create a single food safety monitoring agency, building on the existing Food Safety Authority, responsible for food safety inspection from farm to fork. This will enhance the food traceability system and reduce the burden of red tape on business.
- ➔ CAP reform will be vital for the future development of the agri-food sector. Our primary aim is to secure a fair overall funding envelope for agriculture under the CAP and a fair share of this budget for Irish agriculture
- ➔ We will prioritise a Single Farm Payment system which best benefits active Irish farmers and the Irish grass based system of production.
- ➔ Further expansion and innovation in our dairy and meat sectors will be a key priority under a reformed CAP and we will work with industry to achieve more intensive levels of production.
- ➔ We will facilitate cooperation in the sector to move towards market-based pricing in order to reflect improved products and innovation in the meat and dairy sectors and the development of more integrated supply chains.
- ➔ We will promote greater land mobility and involvement of young farmers by investigating new farm models and farm partnerships between farmers, while retaining our family farm structure.
- ➔ We will work at an EU level to ensure that programmes targeting the involvement of young farmers in agriculture will be a key policy of the CAP.
- ➔ New food businesses will be developed through a series of coordinated efforts across the food sector and state agencies, such as building pilot plant kitchens to allow food producers develop and manufacture products on small scale and development by Enterprise Ireland of scaleable manufacturing solutions for food businesses that have the capacity to expand
- ➔ We will develop a single brand for the Irish agri-food sector globally. Bord Bia will also work in cooperation with producers and small businesses to develop value-added Irish food brands, such as an eco brand, and local brands
- ➔ We will put in place an Irish seafood strategy to develop Ireland as a European hub for seafood processing, and to grow market profile and demand for Irish seafood products. Bord Iascaigh Mhara will be tasked with assisting Irish companies in adding value to products through innovation
- ➔ We will take advantage of our links at an EU level to engage in bi-lateral exchanges with other countries to ensure that any changes in EU policy or in WTO negotiations do not place the Irish agri-food sector at a competitive disadvantage.

Appendix B: 2011-2016 Programme for Government showing DAFM Lead Commitments

Commitment

- ➔ We will move responsibility for agri-payments to a new one-stop-shop as well as developing a new innovation unit in the Department to drive new policy initiatives in the agri-food industry
- ➔ Further expansion and innovation in our dairy and meat sectors will be a key priority under a reformed CAP and we will work with industry to achieve more intensive levels of production
- ➔ We support the recommendations of Harvest Food 2020 Report
- ➔ Building on the existing Food Safety Authority, we will create a single food safety monitoring agency responsible for food safety inspection from farm to fork.
- ➔ We recognise the contribution that farm gate schemes make to farm incomes. We particularly value agri-environment schemes as an income support and in protecting the environment. As funds permit, we will investigate the possibility of expanding the Agri-Environment Options Scheme to farmers locked out of the scheme following the conclusion of their REPS 3 contracts
- ➔ We will invest in a 14,700ha per annum afforestation programme
- ➔ We will amend and strengthen legislation on animal cruelty and animal welfare.
- ➔ We will negotiate the best possible deal for fishermen in the review of the Common Fisheries Policy
- ➔ We will support the development of sustainable aquaculture and fish farms by streamlining the licensing process and reducing associated bureaucracy
- ➔ Marine responsibilities will be merged under one Department, for better co-ordination in policy delivery. We will develop an integrated marine and coastal planning process in order to maximise the potential of Ireland's coastline in fishing, aquaculture, ocean energy and tourism
- ➔ A Sea Fisheries Sustainability Impact Assessment, based on consultation with all major stakeholders, will be brought before the Dáil annually before EU fisheries negotiations commence
- ➔ We will replace criminal sanctions system for minor fisheries offences with administrative sanction system to bring Ireland into line with other European jurisdictions



Department of
**Agriculture,
Food and the Marine**
An Roinn
**Talmhaíochta,
Bia agus Mara**