



Department of Communications, Energy & Natural Resources  
An Roinn Cumarsáide, Fuinnimh agus Acmhainní Nádurtha



**Communications**



**Broadcasting**



**Energy**



**Natural Resources**

Statement of Strategy  
2008 - 2010

---





Department of Communications, Energy & Natural Resources  
An Roinn Cumarsáide, Fuinnimh agus Acmhainní Nádurtha



Communications



Broadcasting



Energy



Natural Resources

Statement of Strategy  
2008 - 2010

---

Statement of Strategy 2008 – 2010  
Department of Communications,  
Energy and Natural Resources  
29-31 Adelaide Road, Dublin 2.

Tel: 01 678 2000  
Fax: 01 678 3057  
LoCall: 1890 44 99 00  
Web: [www.dcenr.gov.ie](http://www.dcenr.gov.ie)  
PRN: A8/0948

Copies of this Strategy Statement may be downloaded from [www.dcenr.gov.ie](http://www.dcenr.gov.ie)

# CONTENTS

	Page
1. Ministerial Foreword	1
2. Introduction by Secretary General	2-3
3. Mission Statement/Environmental Assessments /High Level Goals	4-8
4. Communications	9-15
5. Broadcasting	16-20
6. Energy	21-31
7. Natural Resources	32-46
8. Corporate Management	47-53
9. Crosscutting Issues	54-55
10. Consultation, Implementation and Review of Strategy	56-57

# APPENDICES

A. Structure of Department	58
B. The Department's Agencies	59
C. Programme for Government Commitments	60-64
D. List of submissions received	65-66
E. Glossary of Abbreviations Used	67-68

# DCENR STATEMENT OF STRATEGY 2008 - 2010

## MINISTERIAL FOREWORD



**Eamon Ryan T.D.**  
**Minister for Communications,**  
**Energy and Natural Resources**

This Statement of Strategy reflects the broad and challenging agenda for my Department over the next three years. It was developed following a consultation process, which resulted in over 60 submissions ranging across all areas of the Department's remit. This Statement ensures that the Department's mission and strategies are clearly defined and sets the key targets and performance indicators by which our achievements will be measured over the period 2008 – 2010.

It recognises that the areas under my remit are vital to future economic and environmental sustainability. The role of my Department is to ensure that communications and energy infrastructure and markets are developed in a way that will contribute to sustainable economic development. The harnessing of Ireland's natural resources in a productive and environmentally friendly way will also be a priority.



**Sean Power T.D.**  
**Minister of State**

This Strategy Statement reflects the key impact of energy and communications policy on competitiveness and growth. It also reflects the hugely important role of energy policy in meeting international, EU and national climate change targets and the energy security challenges facing our country. These targets will have a major impact on energy policy, particularly in the area of renewables and energy efficiency.

The Strategy also focuses on my Department's role in promoting close working cooperation with all State Bodies, along with the delivery of cross Government priorities in the area of climate change, environmental sustainability, research and innovation.

I look forward to working with my colleague Sean Power T.D. Minister of State, the staff in the Department and State Bodies and other stakeholders in delivering on the challenging agenda set out in this Statement. Our success, at the end of the day, will be measured on our ability to deliver on our goals and objectives over the next three years.

A handwritten signature in black ink that reads "Eamon Ryan". The signature is written in a cursive style.

**Eamon Ryan, T.D.**  
**Minister for Communications, Energy and Natural Resources**

## INTRODUCTION BY SECRETARY GENERAL



This Statement of Strategy has been prepared within the policy framework of the Agreed Programme for Government, the National Development Plan 2007–2013, the Energy White Paper, Towards 2016, the Social Partnership Agreement and other relevant policy documents. Our Mission Statement, high level goals, objectives and key targets have been formulated to implement policies and priorities as set by the Minister and the Government.

The Statement of Strategy takes account of the sectoral and policy environment in which the Department operates. It recognises that areas under the aegis of the Department are vital to future economic and environmental sustainability. It sets a demanding agenda over the next three years with particular emphasis on the development of communications and energy infrastructure networks and markets. The Strategy also places particular focus on the Department's critical role in contributing to the delivery of cross Government priorities particularly in the areas of climate change, environmental sustainability, research and innovation. The harnessing of our natural resources in a productive and environmentally friendly way is also a major challenge for the Department over the period.

The Department oversees the operation of a number of commercial and non-commercial State bodies operating in the Communications, Broadcasting, Energy and Natural Resources sectors. We aim to work with these bodies in a constructive way to further the policy of the Minister and Government and to protect the State's shareholder interest. The maintenance of best practice corporate governance standards, practices and procedures within these bodies is also a priority for the Department.

An important consideration informing implementation of the Statement of Strategy will be value for money and delivery of the programmes provided by the Vote of the Department. This will require intensive monitoring and evaluation of expenditure and very close liaison with our implementing agencies.

The staff of the Department will be central to the implementation of this Strategy. The continued development of work related skills to foster a high level of technical and financial expertise is critical in maintaining and improving business continuity and service delivery. Decentralisation to Cavan will also proceed during the period of this strategy. This is a major challenge affecting not only business implementation but also the training and development of a significant proportion of new staff who will join the Department within a very short timeframe. As a consequence we will

continually review our organisational structure and make what changes are necessary to ensure the most effective and efficient delivery of our objectives.

The key performance indicators by which achievement will be measured over the period 2008 – 2010 are outlined in the Statement of Strategy. The Department's Annual Report for each of the years encompassed by the Strategy will report on our performance.

The development of this Statement of Strategy involved engagement with the Minister, Minister of State and staff, our stakeholders and a consultation process which resulted in over 60 submissions ranging across the Department's sectoral areas.

In May 2008 it was announced that the functions relating to the Knowledge Society were to transfer from the Department of the Taoiseach to DCENR. The modalities and detail surrounding the future strategic priorities and administration of this policy function will be decided upon in the near future.

I look forward to working with all staff, under the guidance of the Minister, Eamon Ryan, T.D., and Minister of State, Sean Power, T.D., in advancing the challenging agenda set out in the Statement of Strategy.

A handwritten signature in black ink, appearing to read 'Aidan Dunning', with a stylized flourish at the end.

Aidan Dunning  
Secretary General

## **MISSION STATEMENT**

To promote the development of communications and energy infrastructure and markets that contribute to sustainable economic development and to harness our natural resources in a productive and environmentally responsible manner.

The mission statement reflects the key impact of energy and communications policy on competitiveness and growth. It also reflects the highly important role of energy policy in meeting the climate change and energy security challenges facing our country.

### **Mission Statement and Strategies**

The Mission Statement aims to encapsulate the policy objectives for the Department which are delivered either directly or through associated State bodies and agencies.

Our strategies over the period 2008 – 2010 are grounded in many policy documents including the Programme for Government 2007 – 2012, the National Development Plan 2007-2013, the Social Partnership Agreement Towards 2016, the National Climate Change Strategy and the Energy Policy Framework.

### **Environmental Analysis**

This Statement of Strategy is very much governed by our assessment of the environment facing the Department over the period 2008-2010 and indeed beyond. Some of these factors, notably external ones, encompass areas where the Department does not have direct control. More general uncertainty in various aspects of the environmental framework requires a capability for policy flexibility and dexterity on the part of the Department to adapt as necessary to changing circumstances.

## **EXTERNAL FACTORS**

### **Economic Outlook**

The present prognosis is for a continuation of economic growth in 2008 – 2010 but at a lower rate than in recent years. In these circumstances the contribution of the Department to national competitiveness and productivity will be vitally important.

### **International Outlook**

In the energy area the price of oil has reached all time high levels and the outlook, whilst subject to the prevailing international economic climate, is one of continued high levels of prices relative to historical averages. Gas prices, have also become subject to volatility as North Sea production which account for 90% of our supplies has now peaked and is declining by some 8-9% per annum. These key fossil fuels

are finite resources and there is growing international concern about the difficulty in matching of new supplies to growing global demand. This supply side risk is leading to increasing international attention on renewable energy and energy efficiency as key policy instruments.

In telecommunications there is also increasing international emphasis on development of next generation broadband networks and access. Countries with the best networks will have a competitive advantage. Our policy in this area will be informed by this.

### **Climate Change**

Energy policy has a major role to play in meeting international and national climate change targets. The European Union commitment to a 20% reduction in emissions by 2020 and a 30% reduction in event of a successful conclusion to the UNFCCC process will heavily inform energy policy notably in the area of renewables and energy efficiency.

### **Reliance on Third Parties**

Many of the policy goals set out in this Statement will rely on the efficiency and effectiveness of the State Bodies under the aegis of the Department. This is particularly pronounced in the Energy Sector where it will be important to ensure that State Body policy and implementation is fully aligned with established Government policy. In the case of telecommunications the primary focus of delivery of infrastructure and services rests with private sector operators.

### **European Union/North/South**

The European Union and the drive to deliver the knowledge economy (Lisbon Agenda) as well as sustainable development and environmental best practice is the context for much of the Department's responsibilities. Within the national strategic approach to the EU we will continue to work with all players to deliver on policy priorities at EU level to 2010 and beyond.

The continued development and deepening of North/South cooperation is a key Government priority. The Department's wide ranging remit is reflected in areas of existing and potential North/South cooperation within the institutional framework established under the Good Friday Agreement as well as the economic dimension including energy, communications and natural resources.

## **INTERNAL FACTORS**

### **Human Resources**

The key element under this heading is to ensure that the Department is properly positioned and resourced to deliver the various policy goals set out in this Statement

of Strategy. This has implications for the level and expertise of the human resources in the Department. It relates to the issue of decentralisation (see below) and to our training and ICT strategies.

### **Resource allocation**

Whilst the Department has a relatively small budget, it funds areas of key importance such as Energy Conservation and Research, targeted Broadband Development, Broadcasting and Inland Fisheries. A prospective scenario of more constrained resources underpins the need for the pursuit of value for money and optimal outputs by the Department and its agencies for the resources made available.

### **Decentralisation**

Under the Decentralisation Programme the full complement of the Department is due to be transferred to Cavan by end 2010. Already an advance party of some 48 staff is based in Cavan and further sections are due to be transferred in 2008, 2009 and 2010.

Business continuity, service delivery and staff well-being are key priorities in the implementation of decentralisation. The major challenges inherent in the Decentralisation Programme include the planning and management of high volumes of staff turnover and strategies for business continuity, risk management and sectoral business delivery. The ability of officials engaged in policy work to maintain the necessary contact with key stakeholders who will still be located in the Dublin area, will be another key consideration.

### **Decentralisation – State Agencies**

Three of the State Bodies under the aegis of the Department – the Central Fisheries Board, Sustainable Energy Ireland and Ordnance Survey Ireland are scheduled to decentralise to Carrick on Shannon, Dundalk and Dungarvan, Co Waterford respectively. The Department will provide support to the organisations and work with the Decentralisation Implementation Body in this regard.

### **Quality Customer Service**

Our Quality Customer Service goals set out in the Customer Service Action Plan and Customer Charter reflect the Department's wide stakeholder base including consumers, enterprise, sectoral players and representative organisations, as well as environmental and community groups. Our Quality Customer Service includes the delivery of Irish and bilingual services in accordance with the scheme agreed under Section 11 of the Official Languages Act 2003. In line with the Government's commitment to enhance the quality of consultation, we will keep our consultative processes under regular review and enhance them as necessary over the period of this Statement.

Arising from the above assessment the following are the High Level Goals of the Department for the period 2008 – 2010.

## High Level Goals

- To underpin growth, competitiveness and innovation by ensuring that Ireland is to the forefront in availing of the opportunities afforded by the electronic communications and postal sectors.
- To promote a vibrant broadcasting sector, which provides engaging, entertaining and informative content for Irish audiences.
- To ensure a fully sustainable, secure and competitive energy market underpinned by diverse energy sources, energy efficiency and robust infrastructure.
- To address climate change by meeting our obligations in the reduction of energy related greenhouse gas emissions.
- To manage our river, mineral, hydrocarbon and other geological resources in a sustainable and productive manner.
- To provide best practice corporate governance and regulatory systems in all our sectors and to promote optimal communications with relevant stakeholders.
- To position the Department as a knowledge-based and results-oriented organisation, operating to the highest public service values and standards of service delivery.

## Key Targets/Issues

Consistent with the High Level Goals the following sets out key targets and issues for the Department for the period 2008 – 2010. These targets and issues will act as a central reference point for the work of the Department over the period. Many other activities and objectives are set out in the body of the Statement.

1. Facilitate optimal regulatory regimes for telecommunications, postal and energy to promote competition, efficiency and innovation.
2. Promote widespread availability of and access to high quality Broadband Next Generation Networks (NGN's).
3. Promote a dynamic and flexible postal sector which assists the development of new e-commerce services across the country.
4. Advance Digital Terrestrial Television (DTT) consistent with target switchover date of 2012 and enact a comprehensive new legislative basis for development of the Broadcasting sector.

5. Promote security and competitiveness of energy supply through competition and ensure choice in the energy market and delivery of strategic energy infrastructure.
6. Deliver key contributions to Ireland's emissions targets through accelerated deployment of renewable energy technologies and energy efficiency.
7. Enhance fuel diversity through delivering renewable energy sourced electricity target of 15% by 2010.
8. Manage the exploitation in a sustainable way of onshore and offshore mineral and hydrocarbon resources.
9. Introduce improved organisational structures for the management of inland fisheries in Ireland to, inter alia, protect and improve our fresh water fish stocks.
10. Promote close working cooperation with all State Bodies to assist in the delivery of Government Policy and to ensure best practice in corporate governance of the Bodies and that the Bodies can discharge their mandates.
11. Optimum and efficient service to the Minister, the Government, the Oireachtas and to all our customers.
12. Actively and constructively contribute to formulation and implementation of policy on cross cutting issues.
13. Actively promote North South cooperation in the areas of Departmental responsibility.
14. Effectively service all EU issues under the aegis of the Department with a view to promoting Ireland's interests and making a substantive contribution to the formulation of EU policies.
15. Promotion of an excellent working environment and human resources policy for all our staff.
16. Progress the decentralisation of the Department to Cavan in such a way as to ensure the continuity of business delivery.

## COMMUNICATIONS

### Introduction

The electronic communications sector is fully liberalised and open and there are now almost 400 authorised operators in Ireland, including fixed-line, mobile and cable broadcasting services, compared to just over a decade ago when there was only one fixed line monopoly provider and the mobile market was in its infancy. In the provision of broadband services, the sector has seen considerable growth since service launch in 2002. Since the launch of commercial broadband products in 2002, there has been an exponential increase in broadband customers and this trend is set to continue.

The sector can be regarded as a significant contributor to the economy as a whole, representing approximately 3% of GNP.

The next few years will deliver further dynamic changes in this sector. Key developments on the technology front will include the deployment of fibre based Next Generation Broadband increasing use of wireless technologies for broadband, the role of 3G networks and the move to the Internet Protocol (IP) standard for transmission of voice and data. Rollout of these new technologies and standards will vastly increase the ubiquity of broadband and increase the bandwidth available to both business and residential consumers. This will lead to the creation and availability of richer content in terms of eLearning, entertainment and eGovernment and to the growth of the digital content industry. At the same time, convergence between fixed and mobile technologies and the availability of content over many networks will substantially change service delivery models.

The drivers of most of these changes will arise, in part from international developments and from investments by private sector players in the Irish communications market. Government has a role in adopting the correct regulatory approach to facilitate the rollout of new technologies and innovative developments, the provision of new services and intervening in the market only in clearly defined circumstances.

### Policy Goal

To contribute to sustainable economic growth, competitiveness and innovation and to ensure that Ireland is well placed to avail of the opportunities afforded by the development of the electronic communications sector.

## **Objective 1**

**To facilitate competition, innovation and growth in the electronic communications sector.**

### **Implementation**

- Maintain a legislative and regulatory framework, including participating in the EU Commission Review of EU regulatory framework that encourages and supports a competitive, dynamic and innovative communications industry and facilitates private sector investment.
- Engage with the relevant stakeholders in order to keep abreast of developments and to ensure that the regulatory regime reflects the rapidly changing nature of the sector.
- Enable the Commission for Communications Regulation (ComReg) to carry out its functions effectively in accordance with the European regulatory framework
- Develop a policy that will encourage a progressive shift to Internet Protocol based Next Generation Broadband.
- Develop a policy and supporting legislation that facilitates the efficient and effective use of radio spectrum.
- Appropriate Infrastructure intervention.
- Establish the National Digital Research Centre (NDRC) as a focal point for interdisciplinary collaborative research in respect of digital media.
- Exercise effective corporate governance at the Digital Hub Development Agency aimed at ensuring the development of a vibrant digital media content industry based at the Digital Hub.

### **Impact**

Competition, innovation and growth in the electronic communications sector contributing to the economy as a whole and playing a key role in maintaining and improving national competitiveness.

### **Performance Indicators**

- Full and effective participation in the EU review of the electronic communications regulatory framework.
- A sound regulatory regime, underpinned by appropriate legislation, as evidenced by the level of competition, growth and innovation.
- Reduced necessity for regulatory intervention as a consequence of increased private sector investment and competition.
- Continuing advances in the Irish wholesale and retail telecommunications markets in terms of service availability and price.

- Publication of a policy paper that sets out a clear framework for the development of Next Generation Networks.
- Publication of radio spectrum policy paper and supporting legislation that recognises radio spectrum as a valuable national resource.
- Establishment of the NDRC as a fully operational research facility by end 2009.
- The Digital Hub Development Agency supporting a vibrant digital media content industry based at the Hub.

### **Objective 2**

**To support the necessary investments in electronic communications infrastructure including next generation broadband to ensure that the sector plays its part in maintaining and improving overall economic and social development.**

### **Implementation**

- Support a regulatory framework that provides certainty for and minimises barriers to investment by the private sector.
- Undertake publicly funded investment which does not displace private sector investment, and which is considered only where there are clearly defined social, economic or strategic objectives.
- Facilitate infrastructure cooperation in the context of next generation broadband.
- Test emergency response plans of electronic communications operators.
- Ensure arrangements are in place to allow for the broadcasting of public service messages for use during an emergency.

### **Impacts**

An improved investment environment for the private sector, leading to a rollout of next generation broadband.

The continued operation of electronic communications networks and services in the event of an emergency.

### **Performance Indicators**

- Publication of policy guidelines for Government investment.
- Increased levels of private sector led investment in infrastructure.
- Policy formulated in respect of the facilitation of infrastructure sharing.
- Completion of desktop structured exercises with electronic communications operators simulating an emergency and testing of broadcasting arrangements.

### **Objective 3**

**To enhance economic and social inclusion and regional development and competitiveness.**

#### **Implementation**

- Appropriate State intervention to ensure the availability of broadband services where market failure has led to geographical and social exclusion.
- Facilitate infrastructure development in the regions.
- Maximise synergies in electronic communications infrastructure on a North/South basis.
- Reflect the needs of consumers in negotiations on the EU review of the regulatory framework for electronic communications and the EU Green Paper on Universal Service Obligations.
- Design of a new emergency call answering service and ensure provision by the private sector.

#### **Impact**

Equality of access by all citizens to electronic communications services, balanced regional development, and enhanced social cohesion.

#### **Performance Indicators**

- Broadband services available to all parts of the country.
- Sufficient electronic communications infrastructure in the regions to assist balanced regional development.
- Continuing North/South cooperation on communications infrastructure.
- Consumer needs fully reflected in the regulatory framework.
- A new emergency call answering service in place with the emergency services using the national call numbers.

## POSTAL

### Introduction

The postal sector comprises providers and operators of local, regional, national and international postal services that produce, collect, sort, transport and deliver physical information and goods. Approximately 80% of postal transactions are business related. The provision of high quality, competitively priced postal services will continue to play a role in underpinning national competitiveness. Electronic communications services provide both threats in the form of electronic substitution and opportunities in the form of electronic order fulfilment (e-fulfilment).

An Post, as the designated universal service provider and with its wide reaching post office network, remains the chief operator in the market. However, with the gradual opening to competition of the market since 2000, the industry has become increasingly more competitive, as illustrated by the number (30) of postal operators possessing an authorisation from ComReg to operate in the market. Full liberalisation of the Irish market, set to happen by 1st January 2011, will increase this level of competition. The key issue in the transposition process will be to maintain access to postal services for all, while facilitating the provision of new and innovative high quality services. In the current climate, it is essential that An Post not only fully implements its change strategies but also seeks innovative ways to further its business, in order for it to remain a viable operator of choice in an ever-changing and open market environment.

The Third EU Directive on postal services will be transposed, following consultation with stakeholders, and will reflect issues important to the Irish market. In this regard, a light regulatory approach will continue to be taken so as to minimise the regulatory burden on any new entrants to the market.

### Policy Goal

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 economies elsewhere in the EU.

### Objective 1

**To facilitate the development of a competitive postal market which offers consumers a variety of high quality products and services and which may be easily accessed by all consumers.**

### Implementation

- Transposition of the third Postal Directive in a manner which reflects the requirements of the Irish market.
- Ensure ComReg has sufficient powers in terms of enforcement of the regulatory requirements of the postal sector, with particular regard to quality of service.

### Impact

A dynamic postal sector with postal operators ranging from large operators with nationwide and international reach, to small niche operators, each focussed on providing innovative, attractive and competitive postal products.

### Performance Indicator

Timely transposition of the EU Directive on Postal Services through legislation which ensures an effective regulatory regime and which reflects the requirements of the Irish market.

## Objective 2

**Introduce a postcode system with high levels of usage by the public.**

### Implementation

Progress the work carried out by the Post Code study group to implementation phase including collaboration with other departments and state agencies to ensure that the benefits from introducing such a spatial data system are developed in areas outside the immediate postal business.

### Impact

The introduction of the system will deliver efficiency gains and long term benefits to the postal sector and wider economy.

### Performance Indicator

A fully functioning post code system should be introduced within the lifetime of this strategy.

## Objective 3

**An Post remains a strong and viable company, in a position to compete in a liberalised market, provide a high quality, nationwide postal service and maintain a nationwide, customer-focused network of post offices.**

### **Implementation**

- Continue to exercise effective corporate governance of An Post in accordance with best practice and Government guidelines.
- Continue to support the maintenance of a nationwide post office network in locations conducive to providing a broad suite of services.

### **Impact**

A nationwide, customer-focussed network of post offices in operation.

### **Performance Indicators**

- Maintenance of high quality postal services at competitive prices, accessible by all consumers.
- A strong and viable An Post competing in a liberalised market and ensuring a nationwide postal service and Post Office network.

# BROADCASTING

## Introduction

Ireland has a long and successful tradition of public service and independent Irish broadcasting. Irish broadcast services, particularly those with significant indigenous content, provide a vital space, through which Ireland informs, engages and entertains in a manner based on its own experience and the changing Irish identity. It is intended to enact the consolidating and comprehensive Broadcasting Bill in the early period of this Statement of Strategy. This will underpin the role and accountability of the Irish public service broadcasters, the regulation and licensing of the sector and the rights of the audience. Recognising rapid changes in the sector, the maintenance and development of public service broadcasting remains a core principle.

Broadcasting has traditionally been divided into the categories of 'radio' and 'television'. Recent years have seen a major expansion in the number and variety of new platforms through which audio and audio-visual content is made available and can be accessed. Traditional broadcasters themselves are exploiting new technologies – from pod-casting to MP3 players to web-streaming to the provision of content for mobile consumption. At the same time there are other new businesses starting up which challenge the role of broadcasters by providing new or repackaged content through these new platforms – such as video-on-demand or websites based on user-generated content. While it is still the case that the vast majority of audio and audio-visual content consumed is provided by traditional broadcasters through the familiar channels of mass audience radio and television, the situation is changing and roles are blurring and converging.

This is very much a digital convergence. Television services are now being digitised on most platforms, and recent legislation sets out a framework, for the rollout and licensing of a universal national Digital Terrestrial Television (DTT) service. This will allow for the switch-off of analogue television in Ireland. The European Commission has suggested 2012 as a suitable date for switch-off. While FM Radio has been very successful, listeners now also turn to satellite and the internet for audio services, and Digital Audio Broadcasting (DAB) is now also being trialled in Ireland. The challenge for Irish broadcasters is to ensure that they harness, and are to the forefront of, new technologies. Public service broadcasters need to ensure that they are available on all relevant platforms and easily accessible to the public. Adequate funding of public

service broadcasters remains a cornerstone in ensuring a healthy broadcast sector in the digital age.

Globalisation is a significant theme in the television broadcasting sector. More and more content from jurisdictions outside Ireland is becoming available, and the challenge to Irish broadcasters is to remain relevant and popular. It is also vital to ensure that news and current affairs available to Irish citizens remains pluralistic and independent at both international and local levels. The Irish free-to-air TV channels – RTÉ, TG4 and TV3 - have borne up well in the multi-channel environment. In many instances this reflects the high quality indigenous content that has been produced. The Broadcasting Fund continues to be a significant source of support to high quality indigenous programming on both radio and television.

### Policy Goals

- To seek to ensure the continued provision by the Irish broadcasting sector, in particular through public service broadcasting, of audio and audiovisual content and schedules that serve the needs of Irish audiences.
- To seek to retain access to a range of such content and schedules on a universal and free-to-air basis.
- To create an environment which encourages the growth, development and success of the audio and audiovisual media sector in Ireland.

### Objective 1

**To continue to support the Irish public service broadcasting sector, as appropriate, in order to ensure that all viewers and listeners are provided with a comprehensive range of programming, in the English and Irish languages, on a universal and free to air basis.**

### Implementation

- Ensuring that both RTÉ and TG4 operate effectively and efficiently in carrying out their public service mandates.
- Ensuring that continued appropriate funding is available to RTÉ and TG4 to discharge their public service mandates and that the allocation and expenditure of such funding is supervised.
- Facilitating the efficient operation of the TV Licence fee system to assist with the delivery of a public service broadcasting service.

- Exercising oversight of arrangements in respect of the Broadcasting Fund with a view to the continued support of new television and radio programmes.

### Impact

High quality public service broadcasting available to, and availed of, by Irish audiences.

### Performance Indicators

- Appropriate funding for RTÉ and TG4 to fulfil their public service mandates.
- Continuing review of implementation by RTÉ of corporate change and efficiency measures in the context of a strengthened television licence fee adjustment mechanism.
- Improvements to the licence fee system identified and follow-on changes progressed – in particular, service level agreement with licence collection agency, An Post, in place and revised on an annual basis.

## Objective 2

**To seek to ensure the development of a regulatory framework appropriate to the maintenance and growth of an Irish broadcasting sector which serves the needs of Irish audiences.**

### Implementation

- Ensure that Ireland's key priorities are clearly articulated at European level in order to benefit from, and contribute to, European policy development.
- Publication and enactment of the Broadcasting Bill - establishing a single content regulator for public service, commercial and community broadcasters.
- To effect the organisational changes proposed under the Broadcasting Bill.

### Impact

A regulatory environment that facilitates the development of public service, commercial and community broadcasting.

### Performance Indicators

- Continued and active engagement with the European Commission, the Council of Europe, and their Member States on key priorities.
- Transposition into Irish law of the forthcoming Audiovisual Media Services Directive.
- Publication and enactment of the Broadcasting Bill.
- Establishment of the Broadcasting Authority of Ireland.

### Objective 3

**To ensure the availability of high quality reception of Irish broadcasting services on a universal and free to air basis in Ireland, and the development of services for Irish communities abroad.**

#### Implementation

- To foster the migration of Irish broadcasting services to diverse digital platforms.
- To facilitate the development of a free to air digital television broadcasting platform as a replacement for the current analogue platform.
- To develop a strategy for analogue terrestrial television switch-off.
- To facilitate RTÉ in the creation of an international television service capable of being made available in the UK on a free-to-air basis and on other platforms as appropriate.

#### Impact

Continued availability to Irish audiences of universal and free-to-air broadcasting services in a digital environment and development of services for Irish communities abroad.

#### Performance Indicators

- Successful completion of Digital Terrestrial Television (DTT) pilot.
- Stakeholder group developed to facilitate the rollout of National DTT.
- Strategy for analogue switch-off developed – including a public awareness campaign on analogue switch off.

### Objective 4

**To provide the framework for the creation of a new Oireachtas television channel which will provide digital free to air coverage of the workings of the Dáil, Seanad, Joint Oireachtas Committees and additional coverage such as meetings of the European Parliament.**

#### Implementation

To assist in the development of the channel in conjunction with the Oireachtas Commission and other stakeholders.

#### Impact

The provision of the channel service should strengthen the democratic institutions of the state.

**Performance Indicator**

Framework in place to allow the Oireachtas channel to air within the lifetime of this strategy.

## ENERGY

### Introduction

Reliable and affordable energy supply is central to Ireland's economic and social development. How we generate and use energy is fundamental to ensuring that Ireland's economic development is environmentally sustainable while remaining internationally competitive. The challenges for energy policy are complex and urgent in the new global energy and climate change landscape.

The Government's White Paper "Delivering a Sustainable Energy Future for Ireland" and the Programme for Government set the comprehensive energy policy framework to address these challenges. They are the context and basis for the Department's goals and actions in relation to security of energy supply, sustainability and competitiveness over the period of this Strategy Statement and beyond. The Department's framework for action to 2010, therefore, is accelerated implementation of the energy policy commitments in the White Paper and Programme for Government.

Energy security and climate change are among the most urgent international challenges. There is now agreed recognition that world wide action is needed to curb growth in fossil fuel energy demand and related emissions. A sustainable energy path is essential to tackling climate change and ensuring economic and social growth based on secure, diverse and affordable energy supply.

Ireland faces similar energy challenges to those being confronted globally and by the European Union. Our situation is made more acute by the small size of our energy market, peripherality and limited indigenous fuel resources. Sustained economic growth and population growth also add to the challenges for Irish energy policy. We are vulnerable to supply disruption and imported price volatility. We also have distinct advantages. Ireland has probably the best renewable energy resources in Europe. Priority is being given to harnessing the exploitable potential of these resources together with radically enhanced energy efficiency strategies. Sustained delivery of necessary energy infrastructure is a priority. This includes electricity interconnection, investment in gas and electricity transmission and distribution networks and this investment will be strongly informed by the All Island grid strategy, which was published in January 2008 especially to accommodate renewable powered technologies and support economic and regional development. Generation adequacy and consistent availability of power is crucial for the economy and for

consumers. The delivery of flexible generation capacity over the period is also essential to underpin the growth of renewable energy's contribution to electricity. Gas and oil storage are strategic imperatives. Sustainable exploitation of indigenous gas supplies is also a priority.

The planned significant growth in harnessing renewable energy over the period will contribute fundamentally to fuel diversity, security of supply and the reduction of greenhouse gas emissions. Ambitious targets for electricity, heating and transport will require the accelerated deployment of renewable energy technologies and radical energy efficiency improvements across the board. Sustainable Energy Ireland (SEI) has a pivotal role to play. Positioning the Authority to deliver on this remit in light of the Strategic Review of SEI is a key priority for the period.

The successful establishment of the Single Electricity Market in 2007 underlines the shared energy challenges and opportunities for the island of Ireland. Continued North/South cooperation on energy matters to mutual benefit will be maintained over the period. This will also support progress towards integrated energy markets on these islands in the context of the EU internal energy market and overall EU energy policy objectives.

Ensuring a sustainable future for the Semi State Energy enterprises (ESB, BGÉ, Bord na Móna and EirGrid) is a key priority for the period. New strategic directions in support of overall sustainable energy policy goals will be allied to ensuring that the enterprises deliver as strong commercially viable entities. ESB, BGÉ and EirGrid will continue to have responsibilities for delivering strategic energy infrastructure. The overall objective is to position the state companies strongly in the new energy landscape underpinned by regulatory certainty and enhanced competition.

Energy policy is intertwined with other areas of Government policy. Delivering a whole of Government approach to energy and climate change policy is a priority for the Department. The interaction between Energy Policy and Transport and Environmental policy as well as Enterprise and Competitiveness policies will continue to be reflected in structured engagement and delivery across Departments and Agencies. All Government Departments and Agencies and the public service as a whole will be working together to incrementally deliver the energy efficiency target for the public sector of 33% by 2020.

### Policy Goal

To ensure security and continuity of energy supply for the economy and for consumers

### Objective 1

**To ensure that electricity supply consistently meets demand.**

### Implementation

- Integrating the Single Electricity Market into a regional electricity market with UK and North West Europe over the next five years.
- Progressing to schedule the North-South and East-West electricity interconnectors and determining the scope by 2009 for further interconnection with UK and Europe.
- Taking forward EirGrid's Transmission Development Strategy 2008-2025 in light of the findings of the All-island Grid Study, Spatial Strategy and Regional Development objectives and renewable energy targets.
- Completing the ongoing capital investment programme in transmission and distribution networks by 2010.
- Ensuring that generation adequacy margins are improved through appropriate actions by the Commission for Energy Regulation (CER), EirGrid and the power generation sector.
- Overseeing the transformation of the generation portfolio by 2010 through the CER - ESB agreement and ensuring the right market conditions for investment in baseload and flexible plant.
- Developing the potential for distributed generation as a long term alternative or supplement to the existing centralised system.
- Implementing the Demand Management Strategy including the Smart Meter programme to schedule.

### Impact

Consistent and reliable electricity supply and generation adequacy will meet the needs of enterprise and consumers and economic and regional development will be underpinned by transmission and distribution network programmes.

### Performance Indicators

- Adequacy of electricity supply.
- Interconnection projects to schedule.
- Single Electricity Market working well/Regional Market progressed.

- Plant performance/level of generation capacity.
- Transmission and distribution networks investment to schedule.

## **Objective 2**

### **To ensure the security and reliability of gas supplies.**

#### **Implementation**

- Setting an explicit Security of Supply standard for the national gas system from 2008.
- Delivering all-island gas arrangements over the period and progressing the Regional Gas Market with UK and Europe.
- Working with EU partners to ensure coordinated approach to security of gas supply and emergency planning.
- Working to ensure that EU external energy policy builds strong mutually advantageous relationships with gas producing countries.
- Maintaining structured dialogue with UK authorities on security of gas supply and demand.
- Putting in place an All-island Strategic framework for gas storage and Liquefied Natural Gas (LNG) facilities.
- Ensuring that infrastructure reinforcement in the Ireland/Scotland gas interconnection network is undertaken as necessary.
- Overseeing completion of BGÉ's investment programme in the gas network over the period.

#### **Impact**

Gas security of supply on the island will be assured through infrastructure investment and storage, robust market and regulatory arrangements and LNG strategies.

#### **Performance Indicators**

- Adequacy of gas supplies and market certainty.
- Gas storage and LNG facilities.
- Reliability of Gas interconnection.
- EU external energy policy outcomes.
- Infrastructure Investment programme to schedule.

### **Objective 3**

**To enhance the diversity of energy sources for power generation.**

#### **Implementation**

- Achieving a minimum of 15% of electricity generation from renewable sources by 2010.
- Expanding the Department's REFIT Scheme which facilitates a stable investment environment for new renewable energy based generating plant to the grid to encompass biomass co-firing, ocean, offshore wind and other renewable energies.
- Delivering on the targets in the Bio energy Action Plan.
- Enhancing the energy efficiency of the power generation sector which will contribute to demand management and security of supply.
- Overseeing the development by Bord na Móna of the pilot biomass co-firing project at Edenderry Power Station.
- Encouraging progressive achievement of 30% co-firing at the ESB owned peat power generation stations.

#### **Impact**

The progressive reduction in reliance on imported fossil fuels and reduction in energy related greenhouse gas emissions.

#### **Performance indicators**

- Targets met for biomass co firing and renewable energy by 2010.
- Take up of REFIT Schemes.
- Reduction in imported fossil fuels.
- Reduction in greenhouse gas emissions.

### **Objective 4**

**Reducing our dependency on oil and ongoing contingency plans for energy supply disruptions.**

#### **Implementation**

- Reviewing national contingency plans to mitigate energy supply disruptions in line with EU and IEA obligations.
- Ensuring fully coordinated approach at national and EU/IEA level for electricity, gas and oil emergency planning.

- Working with the National Oil Reserves Agency (NORA) to progressively rebalance the strategic oil reserves by maximising wholly owned oil stocks and the level of stocks held in the island.
- Implementing additional strategic measures in light of the findings of Review of Security of Oil Supplies 2008.
- Working to promote a greater understanding of our exposure to a peak in Global oil production.

### Impact

Ability to respond to energy supply disruptions or emergencies will be enhanced by enhanced co-ordination and national oil stock/oil supply strategies.

### Policy Goal

To promote the Sustainability of Energy Supply and Use.

### Performance Indicators

- Levels of wholly owned strategic oil stocks held on the island.
- Robustness of coordination and emergency planning arrangements.
- Preparedness for supply disruption.

### Objective 1

**To reduce energy related Greenhouse gas emissions.**

### Implementation

- Delivering on the 2010 targets for renewable energy technologies in the electricity, heating and transport sectors as part of a drive to meet our Kyoto targets for 2012 and the proposed EU commission target of a 20% reduction in our greenhouse gas emissions between 2005 and 2020.
- Reducing demand for energy across the economy through demand side management measures and energy efficiency programmes/targets.
- Progressively reducing the carbon intensity of electricity production through an increasing contribution by renewable energy, co-firing and new power generation plants.
- Working to ensure that energy and climate change and transport policy implementation is fully aligned through close cross-Departmental cooperation

### Impact

A sustainable and fuel diverse Irish energy sector making a substantial contribution to reducing greenhouse gas emissions.

### Performance Indicators

- Targets met for greenhouse gas reductions by the energy sector.
- Effectiveness of cross-Departmental delivery.

### Objective 2

**To accelerate the growth of renewable energy technologies.**

### Implementation

- As part of our drive to meet the proposed EU renewables targets of 16% of all our energy coming from renewables by 2020 we will deliver on the 2010 renewable energy targets for electricity (15%); Combined Heat and Power (CHP) (400MW); heating (5%); transport Biofuels (5.75%).
- Implementing the bio-energy and ocean energy strategies to schedule through RTDI and support mechanisms.
- Negotiating successful outcomes for Ireland in EU Renewable Energy Road Map.

### Impact

Steady growth to target of renewable energy sources and support for emerging technologies will underpin sustainable energy use in the economy as well as growth in the green energy enterprise sector.

### Performance Indicators

- Renewable energy targets met for 2010.
- Ocean Energy development targets to schedule.
- Satisfactory outcome on EU targets for Ireland.
- Networks investment programmes supporting renewable energy penetration.

### Objective 3:

**To maximise energy efficiency and conservation.**

### Implementation

- Delivering the National Energy Efficiency Action Plan in conjunction with all Departments and Agencies.
- Meeting EU Energy Efficiency obligations.
- Delivering the 20% target for energy savings across the electricity, transport and heat sectors and 33% across the public sector.
- Implementing the Insulation Scheme commencing 2008.
- Oversight of the implementation of the scheme of tax allowances for energy efficient equipment provided for in the Finance Act 2008.

- Expanding cost-effective demand side management initiatives including the roll-out of smart meters with a target coverage of all homes by 2012.
- Raising consumer and business awareness through the national energy efficiency campaign *Power of One* and working with the wide range of SEI energy efficiency programmes and schemes.
- Working with Departments and Agencies to ensure systematic tackling of fuel poverty through improved energy efficiency.

### Impact

More efficient use of energy will enhance security of supply, industry competitiveness, affordability of energy and environmental sustainability and will support jobs and growth.

### Performance Indicators

- Percentage of energy savings (2020 targets) delivered by 2010 across sectors and households.
- Roll-out to target of Smart Meter programme and demand side management measures.
- Levels of energy intensity in the economy by 2010.
- Measures of efficiency of generation plant on the grid.
- Reduction in energy costs.
- Impact of fuel poverty measures.

### Objective 4:

**To accelerate Energy Research, Technology, Development and Innovation (RTDI).**

### Implementation

- Delivering the national energy research priorities in the Programme for Government and the National Energy Research Strategy.
- Enhancing energy research capacity, pre commercialisation research and “close to market” Research and Development in conjunction with Science Foundation Ireland, Sustainable Energy Ireland, Enterprise Ireland and the Irish Energy Research Council.
- Delivering the ocean energy strategy through research support and funding for prototype development, modelling and testing facilities.
- Optimising take up of FP7 and other EU Programme opportunities by Irish research groups.

- Enhancing the contribution of ESB, BGÉ, Bord na Móna and EirGrid to energy RTDI under corporate plans 2008-2010.
- Contributing to EU targets for Strategic Energy Technology 2020.
- Encouraging the growth of the energy enterprise sector.

### Impact

Delivery of the national energy RTDI programmes and priorities will underpin sustainable energy goals, create a vibrant energy research sector, and underpin innovation and market opportunity in energy technologies products and services.

### Performance Indicators

- Improvement in research capability.
- Extent of commercialisation of projects.
- Progress on targets for renewable energy and energy efficiency.
- Grid enabled wave test-facility by 2010.
- National wave basis facility in place by end 2008.
- Progress towards 75MW target for ocean energy by 2012.
- Expenditure by Irish energy companies (including State companies) on Research and Development.
- Success rate for Ireland in FP7 and other Programmes.
- Products and services development.

### Policy Goal

To enhance the Competitiveness of Energy Markets

### Objective 1

**To progress regional markets for electricity and gas in the context of EU Internal Market developments.**

### Implementation

- Consolidating the Single Electricity Market and progressing the development of an integrated regional electricity market with Great Britain and North West Europe.
- Implementing all-island gas arrangements in cooperation with Northern Ireland and working towards the Regional Gas Market.
- Negotiating and implementing the EU third legislative package on liberalisation reflecting Ireland's specific needs and interests in the Internal Market.

### Impact

All-island and Regional Energy Markets in the context of the EU Internal Market will increase scale, enhance security of supply, and enhance competitiveness.

### Performance Indicators

- All-island gas arrangements agreed and in place.
- Success of Single Wholesale Electricity Market.
- Progress made towards regional markets.
- Security of supply and energy cost/market trends.
- Outcome of EU liberalisation package for Ireland.

### Objective 2

**To deliver competition, consumer choice and a stable investment framework in the energy market.**

### Implementation

- Working with ESB, EirGrid, Unions and CER to complete the legislative and transaction process of transferring the transmission assets to EirGrid by end 2008 in a way which meets the legitimate needs and concerns of all parties and positions ESB and EirGrid as strong commercial entities into the future.
- Ensuring implementation of the CER-ESB Asset Strategy Agreement, and enhancing competition in power generation and supply.
- Cooperating with Northern Ireland to ensure that structural market change is delivered North and South in the interests of competition and consumers.
- Enhancing the Irish energy regulatory framework in the context of the national review of economic regulation and in light of EU developments.
- Ensuring proactive communication, consultation and transparency for business and domestic energy consumers in policy and regulation developments.

### Impact

More transparent and competitive energy markets with more players, more consumer choice, lighter regulation and certainty for investors and existing market players.

### Performance Indicators

- ESB and EirGrid positioned strongly following structural change.
- Transmission assets transferred/Power generation sites divested.
- Consumer and investor confidence in energy market.

- Regulatory framework enhanced in line with regulatory best practice and EU developments.

### **Objective 3:**

#### **To ensure a sustainable future for the Semi State Energy Bodies.**

#### **Implementation**

- Implementing shareholder mandates and corporate strategic plans with ESB, BGÉ, Bord na Móna and EirGrid which balance innovation, environmental sustainability and corporate responsibility with commercial viability and national strategic roles in line with energy policy goals.
- Agreeing dividend policy for forward years in conjunction with the Department of Finance which balances shareholder requirements and overall energy policy goals.
- Reviewing the focus of shareholder/policy maker responsibilities in context of EU Internal Market developments and best corporate governance practice.
- Ensuring efficient and effective delivery by the Semi State Bodies on their mandates, their strategic roles and customer services and infrastructure investment programmes.
- In light of the Strategic Review of SEI, implementing structural and other changes to position the Authority effectively to deliver on its remit.

#### **Impact**

The setting of clear strategic directions with the Semi State energy bodies will position them strongly to deliver on the challenges and opportunities of the new energy landscape in support of economic and social development and energy policy goals, including renewable energy, energy efficiency and energy security.

#### **Performance Indicators**

- Successful delivery by the Semi State Energy entities on commercial and strategic mandates (annual reports/accounts).
- Value for money and efficiency of infrastructure investment programmes and customer service.
- Effectiveness of Sustainable Energy Ireland in delivering programmes and underpinning energy policy making.

## NATURAL RESOURCES

### Offshore Oil and Gas Exploration

#### Introduction

Ireland has recognised potential as a producer of hydrocarbons but is highly dependent on imported oil and gas supplies to meet our energy needs. Production of indigenous natural gas is in decline and no indigenous oil is being produced. The Department's strategy in relation to exploration for and production of oil and gas is that these natural resources should be used to contribute to achieving the twin objectives of contributing to ensuring Ireland's security of energy supply and providing a fair financial return to the State from its natural resources.

Developing our knowledge of Ireland's hydrocarbon potential is a core objective as this is central to deciding how indigenous sources of oil and gas should be factored into Ireland's approach to ensuring security of energy supply and to determining what represents a fair return to the State from its natural resources. It is primarily through effective exploration activities that this knowledge will be developed. Accordingly, the Department's strategy for the period 2008 to 2010 is to continue to actively promote the opportunities for exploration for oil and gas offshore Ireland and to develop and manage the associated regulatory framework in a manner that will encourage effective and timely exploration activities which are conducted in accordance with best international practice.

Ultimately, production of indigenous oil and gas is dependent on development of commercial discoveries. While new commercial discoveries could lead to new producing gas fields during the term of this Strategy Statement it is recognised that early commencement of production from the Corrib Gas Field represents Ireland's best opportunity for strengthening our position in relation to our natural gas needs in the short term.

#### Policy Goal

To maximise the benefits to Ireland from exploration for and production of our indigenous oil and gas resources, while ensuring that activities are conducted safely and with due regard to their impact on the environment and other land/sea users.

## **Objective 1**

**Maximise the level of oil and gas exploration and production activities in Ireland with a view to optimising the return to the State.**

### **Implementation**

- Communicate and implement the revised licensing terms agreed in 2007.
- Actively promote the potential of Ireland as an attractive location for exploration investment.
- Continue to provide attractive licensing opportunities, including the holding of regular licensing rounds in the Atlantic basins.
- Develop knowledge of Ireland's hydrocarbon resources through research programmes with both Government and industry involvement.
- Maximise the opportunity for access to data held by the Department.

### **Impact**

A higher level of exploration investment will increase the prospect of further oil and gas discoveries and will also help deepen knowledge of Ireland's petroleum producing potential. Successful exploration would be expected to result in the industry being more interested in investing in exploration offshore Ireland which would in turn increase the prospect of new discoveries.

### **Performance Indicators**

- Increase in the share of oil and gas market supplied by indigenous sources.
- The number of exploration authorisations.
- The level of drilling activity.
- The quantum of new seismic surveying undertaken.
- The number of follow on enquiries, data requests and involvement in authorisations from companies reached through promotion campaign.
- Development of the knowledge base relating to Ireland's oil and gas resources.
- An increase in the level of use of the Department's data resources.

## **Objective 2**

**Ensure that the regulatory framework in place is robust, clear, promotes certainty and is in keeping with international best practice, while encouraging exploration, development and production activities to be carried out in an effective and timely manner.**

## Implementation

- Keep regulatory framework under review and revise as appropriate having regard to developments in best practice internationally.
- Lead in the engagement with other Government Departments and State bodies in relation to the development and implementation of the regulatory framework.
- Give effect to the revised fiscal licensing terms through the 2008 Finance Act.
- Introduce legislation to confer responsibility for the regulation of safety of petroleum exploration and production on the Commission for Energy Regulation.
- Continue to conduct a strategic environment assessment (SEA) in advance of each licensing round and build on the outputs of SEAs conducted in 2005 and 2007.
- Manage all authorisations in a manner directed at ensuring delivery of agreed work programmes on schedule and in keeping with the regulatory framework.
- Provide independent expert technical assessment of operators activities and proposed activities.

## Impact

Having a robust and clear regulatory framework in place that is consistent with best practice internationally will add to the attractiveness of Ireland as a location for investment by the oil and gas industry. It will also help to ensure that exploration and production activities are carried out in a manner that is safe, is sensitive to the environment and most likely to result in the maximum benefit for Ireland in terms of delivering on the core objectives of securing Ireland's energy supply and providing a fair financial return to the State from its natural resources.

## Performance Indicators

- The existence of a robust regulatory framework that is consistent with best practice internationally.
- Enactment of the new fiscal regime through the Finance Act 2008.
- Enactment of legislation in 2008 for the regulation of petroleum safety by the CER.
- Robust strategic environment assessments conducted in advance of future licensing rounds.
- The extent to which agreed work programmes are delivered in full and on time by the industry.

### **Objective 3**

**To maximise the area of Continental Shelf under Irish jurisdiction.**

#### **Implementation**

- Complete process of engagement with the UN Commission on the Limits of the Continental Shelf (UNCLCS) on the Celtic Shelf/Bay of Biscay joint submission until recommendations are issued.
- Following establishment of outer limits, engage in negotiations with neighbouring States regarding delimitation of the extended Continental Shelf in the Celtic Shelf/Bay of Biscay area.
- Collect and analyse all relevant geophysical and bathymetric data required for an extended continental shelf claim beyond 200 nautical miles in the Hatton-Rockall area and prepare a national submission to the UNCLCS.
- Progress multilateral discussions with neighbouring States regarding disputed parts of the area (in co-ordination with the Department of Foreign Affairs).

#### **Impact**

Currently, acreage available for licensing for hydrocarbon exploration is limited to the 200 nautical mile Exclusive Economic Zone (EEZ) limit. Success in extending the continental shelf limits westwards beyond 200 nautical miles will open up large new swathes of acreage for licensing.

#### **Performance indicators**

- Progress in multilateral negotiations with neighbouring States.
- Nature of submission (joint, co-ordinated or national) for Hatton-Rockall area and submission on time (May 2009).
- Satisfactory UNCLCS recommendations.

## EXPLORATION AND MINING

### Introduction

The exclusive right to work all minerals, except stone, gravel, sand and clay, is vested in the Minister for Communications, Energy and Natural Resources and undertaken by private enterprise under permit. Ireland is experiencing major activity in mineral exploration and mining. Some 350 current Prospecting Licences cover approximately 12,500 km<sup>2</sup> and are operated by a wide range of domestic and international companies. There are three zinc and lead operations at Navan, Co. Meath, Galmoy, Co. Kilkenny, and Lisheen, Co. Tipperary. These mines employ over 1,200 people. Net sales value in 2006 was €731 million. The State charges royalties, but must in some cases pay compensation to private mineral owners.

The mining industry is typically cyclical in nature with extended periods of low metal prices punctuated by short intervals of very high prices, such as those from 2006 to date for zinc. This presents a challenge for regulators to maintain a sustainable minerals industry in the face of economic uncertainties, and increasing environmental regulation. To meet this challenge requires:

- Promoting inward investment by ensuring that Ireland's fiscal and regulatory regime is attractive for exploration, and emphasising our mineral potential.
- Monitoring of the economic viability of existing mines and reacting flexibly to sudden change.
- Ensuring that the State receives a proper return for the exploitation of its mineral resources.
- Addressing the legacy of old mine sites.
- Appropriately influencing EU policy on sustainable use of natural resources and regulation of the sector.

### Policy Goal

To maximise the contribution of the mining sector to the economy, with due regard to its social and environmental impact and to facilitate the remediation of old mine sites, in cases where the Minister has an identifiable and acknowledged role.

### Objective 1

**Maximise the contribution of the mining sector to the economy with due regard to its social and environmental impact.**

### Implementation

- Promote and market Ireland's attractiveness for exploration and development to maintain at least existing levels of exploration effort.
- Maintain an efficient and effective Prospecting Licence regime.
- Negotiate State Mining Facilities (SMF) based on individual circumstances until such time as updated legislation renders this process obsolete.
- Ensure private mineral owners receive appropriate compensation in a timely manner.
- Provide free access to all publicly available electronic data sets held by the Department.
- Deliver e-enabled services where feasible and appropriate.
- Foster closer North/South links.

### Impact

Stimulating the discovery of additional economic mineral deposits will increase the potential of future economic returns to the State in terms of tax and royalty, as well as to local communities in the shape of employment. In addition, Ireland's ability to maintain an equitable regulatory and administrative framework goes a long way to ensuring that Ireland remains an attractive destination for exploration expenditure.

### Performance Indicators

- The number of Prospecting Licence applications per annum.
- The number of Prospecting Licences processed within set timeframes.
- The number of State Mining Facilities applications processed within agreed time scales.
- Receipts from Prospecting Licences and State Mining Facilities reflect international market rates in comparable jurisdictions.
- The number of unique visitors to [www.mineralsireland.ie](http://www.mineralsireland.ie).
- Exploration expenditure in Ireland maintained at 0.2% of world budget.
- Increased joint North/South promotion of mineral exploration.

## Objective 2

### To develop the regulatory and general policy framework.

### Implementation

- Enact the Minerals Development Bill.
- Identify and service the immediate priority needs of our stakeholders.
- Flexible policy reaction to unpredictable changes in the global environment.
- Actively participate on the International Lead and Zinc Study Group.

- Formulate national minerals policy proposals.
- Replacement administrative framework for stemming the flow of conflict diamonds (Kimberley process).

### Impact

The enactment of the Minerals Development Bill is a key element in underpinning the regulation and promotion of the mining sector in Ireland. It will serve as the basis for the generation of future policy proposals as the minerals sector adapts to the introduction of new technology and corporate arrangements and, by allowing for greater pre-determination of mining terms and conditions (particularly financial), will assist exploration companies in making investment decisions.

### Performance Indicators

- Enactment of the Minerals Development Bill in 2008.
- The timely introduction of appropriate secondary Instruments.
- The implementation of a replacement administrative framework for stemming the flow of conflict diamonds (Kimberley process).
- No improper trade in rough diamonds (Kimberley process).

### Objective 3

**To require and facilitate sustainable practices in the minerals sector.**

### Implementation

- Actively contribute to EU policy for sustainable development of minerals.
- Liaise with other Government Departments, Environmental Protection Agency (EPA), Local Authorities and other stakeholders in their policy development.
- Make submissions to Local Authorities, An Bord Pleanála and EPA on Planning and IPPC Licence applications.
- Co-ordinate permitting processes with those of Local Authorities and the EPA.
- Partnerships with Geological Survey of Ireland (GSI) and with external agencies to exploit synergies.
- Actively monitor performance of SMF holders.

### Impact

Effective consultation and internalisation of stakeholder views will help to ensure that the minerals sector can make a positive contribution to Irish society and the environment. Operations that balance the environmental, social and economic pillars of sustainable development improve the reputation of the industry domestically as

well as internationally, thereby helping to promote Ireland as an attractive jurisdiction in which to prospect.

### Performance Indicators

- Timeliness of the Six-monthly statutory report sent to the Oireachtas.
- Substantive contribution to policy of EU and other international bodies.
- Effective and efficient liaison with stakeholders.
- Level of compliance with Lease and Licence conditions.
- All statutory deadlines for comments met.

### Objective 4

**To oversee specific remediation projects and to provide well-informed policy and decision-making advice in relation to old mine sites.**

### Implementation

- Oversee the Silvermines Rehabilitation Project.
- Oversee the completion of the Avoca Study in collaboration with the Geological Survey of Ireland.
- Provide advice and guidance to the Minister on old mine sites, especially those identified by the EPA/DCENR inventory.

### Impact

Effective rehabilitation of old mine sites reduces the risk to humans and animals as well as making a positive contribution to rural communities through the provision of improved natural amenities.

### Performance Indicators

- Silvermines rehabilitation advanced in a prioritised way in line with available resources.
- Targets identified in the schedule of works for old mines are met.
- Consideration of remediation work at Avoca progressed.
- Decisions made on any other sites requiring action.

## GEOLOGICAL SURVEY OF IRELAND (GSI)

### Introduction

The GSI is a branch of the Department and is responsible for the provision of geological information and advice which is crucial to infrastructural and environmental policy. The National Geoscience Programme (2007 – 2013) sets out the framework for the GSI over the period of this Statement of Strategy.

### Policy Goal

To maximise the benefit to Ireland of high quality geoscience information that is relevant to the needs of the country and is provided in a cost-effective manner.

### Objective 1

**To support the sustainable development of Ireland's natural resources.**

### Implementation

- Contribute to the national management and protection of water resources by delivering Groundwater Protection Schemes and source protection reports.
- Support effective planning and efficient infrastructure delivery through providing Aggregate Potential Maps.
- Assess the potential for geological storage of carbon in Ireland as an effective response to the need to reduce greenhouse gas emissions to air.

### Impact

The GSI programme of work will underpin better-informed decision making at national and local authority levels through identifying the potential for groundwater and aggregate resources, identifying the environmental risk posed by old mining areas, as well as the possibilities for storing carbon underground.

### Performance Indicators

- Groundwater protection schemes will be completed for Cos. Cavan, Galway and Sligo and source protection zones delineated for Co. Louth.
- Aggregate Potential Mapping will be completed for three priority areas.
- An all-island assessment of geological storage of carbon will be completed, as well as a specific evaluation in the mid-west to address Moneypoint emissions.

## **Objective 2**

**To provide reliable geoscience support for environmental protection and effective spatial planning.**

### **Implementation**

- Provide web-accessible geological and subsurface maps to support infrastructure development in urban areas.
- Prepare studies on landslides hazards.
- Develop the concept of geoparks in Ireland as an effective mechanism for sustainable tourism.
- Prepare reports on geological heritage sites as a support to the planning process.

### **Impact**

The provision of services to support effective planning is intended to ensure that vital resources remain available for balanced regional development and that they are not contaminated or sterilised by housing or other development.

### **Performance Indicators**

- Urban geological maps for the Dublin region will be completed by end 2009.
- A national inventory of landslides will be completed by end 2009.
- A Geoparks forum will be established by end 2008 to facilitate the development of Geoparks, and the projects at the *Copper Coast*, *Breifne* (Cavan – Fermanagh) and *Burren-Cliffs of Moher* locations will be completed by end 2010.
- A site report covering a complete geological theme will be completed in each year.

## **Objective 3**

**Complete geological surveys in priority areas in response to the needs of specific sectors and customers.**

### **Implementation**

- The INFOMAR programme of seabed mapping, being jointly undertaken with the Marine Institute, will survey priority bays and coastal areas.
- Combined bedrock and subsoil maps in priority areas.
- Interpretation of pilot geophysical surveys in support of environmental objectives.

**Impact**

These surveys provide fundamental and necessary support to a range of GSI programmes, ensuring they are of maximum benefit to the economy generally and to customers and stakeholders. Offshore they will support maritime safety, fishery development and engineering, while onshore they will assist infrastructure development, environmental protection and mineral / aggregate evaluation.

**Performance indicators**

- Mapping of priority bays in Cork, Galway, Kerry and Waterford will be completed and a suite of map-based products provided by end 2010.
- A combined bedrock-subsoils map for the Dublin area will be completed by end 2009.
- Interpretations of existing geophysical surveys will be completed by end 2008.

**Objective 4**

**To support the knowledge economy through the provision of access to geoscience databases and supporting priority research and education services.**

**Implementation**

- Provide all spatial and geophysical data online and over the web in order to maximise the use of GSI data.
- Manage the Griffith Geoscience Research Awards to ensure geoscience research capacity is substantially enhanced and that the research results are excellent.
- Enhance public support for geoscience through managing the programme for the 2008 International Year of Planet Earth and ensure a strong professional skills base through provision of training services.

**Impact**

The range of activities under this objective are designed to ensure there are significant opportunities for data users and stakeholders to extract maximum value from geoscience data and skills, including potentially the development of new knowledge enterprises and new knowledge for energy, water and maritime customers.

**Performance indicators**

- All existing data holdings will be available online by the end of 2009.
- By end 2010 geoscience research capacity at Irish universities will be increased

partly through a 50% increase in leveraged funds and partly through high-profile publications in quality journals.

- A successful programme of IYPE events in 2008 will be experienced by at least 50,000 persons in Ireland and will result in a 20% increase in website visits. A dedicated website – [www.planetearth.ie](http://www.planetearth.ie) – will serve as the main information resource for the year's activities.

### **CORPORATE GOVERNANCE OF ORDNANCE SURVEY IRELAND**

The Ordnance Survey Ireland has been engaged since 1824 in developing national mapping services. In 2002 the OSi was established by statute as a state body with the strategic aims of continuing to develop its public interest role as well as developing a more commercially focused mandate for its mapping products and services. The OSi came under the aegis of the Department with effect from 1st January 2008.

#### **Objective 1**

**Effective oversight of the Ordnance Survey Ireland such that it continues to develop its commercial remit, while meeting national interest objectives.**

#### **Implementation**

- Exercise effective corporate governance of OSi in accordance with best practice and Government guidelines.
- Ensure that national interest objectives are met.

#### **Impact**

The provision of timely and accurate spatial data is essential for the efficient delivery of services by many public and private sector organisations. The more accurate and relevant the data provided by OSi to their customers, the greater the potential will be for adding value and increasing the contribution to society as well as the economy.

#### **Performance Indicators**

- Appropriate objectives and performance indicators agreed with OSi.
- Effective corporate governance of OSi, in accordance with best practice and Department of Finance guidelines.
- Grant-in-aid provided to cover the non-commercial part of the OSi remit.

## INLAND FISHERIES

### Introduction

The Department has overall policy responsibility for the conservation, management, regulation and development of the inland fisheries resource, which is largely achieved through the corporate governance of the Central and seven Regional Fisheries Boards and the Loughs Agency. The Central and Regional Fisheries Boards are responsible for providing policy advice, co-ordination of activities, services delivery and implementation. The Loughs Agency is an agency of the Foyle, Carlingford and Irish Lights Commission (FCILC) which was established under the British Irish Agreement Act 1999 to provide the effective conservation, management, promotion and development of the fisheries and marine resources of the Foyle and Carlingford areas.

Apart from the economic value of the Irish inland fisheries sector, there is an ecological imperative to conserve and protect this unique resource in its own right. Our fish stocks are a national asset which should be conserved and protected as well as being exploited as a resource by all on an equitable and sustainable basis.

A suite of conservation measures was introduced from 2007 in compliance with the scientific advice which provided for reductions in the overall fishing effort for salmon and the cessation of mixed stock fishing in order to sustain and rebuild stocks.

The main challenges over the period 2008 – 2010 are in maintaining the regime introduced in 2007 and monitoring closely its impact on salmon stocks in order to maintain an equitable balance between conservation and exploitation. The ongoing conservation and management of other species is a separate challenge. Against this backdrop, the development and advancement of effective strategies to protect inland fisheries habitats and stocks which attract a broad degree of consensus among stakeholders, is essential. There are also significant opportunities in co-ordinating these and other initiatives on a North-South basis.

### Policy Goal

To conserve the inland fisheries resource through effective corporate governance of the agencies operating under the aegis of the Department and to facilitate exploitation of the resource on an equitable and sustainable basis.

### Objective 1

**Ensure the effective conservation, primarily through the fisheries boards and the Loughs Agency, of inland fish habitats and stocks.**

### Implementation

- Ensure that the scientific advice and management practices are the best available and form an appropriate platform to achieve conservation, having regard to national and international obligations in relation to habitats and ecological biodiversity.
- Ensure, through effective alignment of policies with services delivered through the State agencies, the protection of fish stocks and habitats including water quality.
- Encourage balanced and sustainable development, through appropriate investment and support within resource constraints, of the commercial and recreational fishing resources.

### Impacts

Achievement and maintenance of river stock conservation limits for salmon in line with the Government strategy.

Ensuring no illegal harvest of any inland fisheries stocks.

Compliance with EU habitats directive, water framework directive and biodiversity directive obligations.

Equitable exploitation and development of the inland fisheries resource.

### Performance Indicators

- Levels of salmon stock in rivers.
- Best practice scientific advice, supported by clear and comprehensive service-level agreements and timely, effective supportive management measures.
- Acceptance by EU Commission of performance reported in compliance with directives.

## Objective 2

**Deliver effective legislative and regulatory framework and value for money management for the inland fisheries sector.**

### Implementation

- Put in place new board structures to take into account the creation of the six water framework areas and to ensure clear lines of authority between the central and regional fisheries boards.

- Provide the necessary legislative and regulatory framework to deliver the new structures.
- Ensure full participation in the North South Ministerial Council, Aquaculture and Marine Sector.

### **Impacts**

Clearly identified and implemented new role for the State in the management and regulation of the sector.

More streamlined, effective and accountable structures, management and legislation in place.

Agencies are equipped with necessary legislation and resources to effectively manage the inland fisheries sector in line with the new management regime.

### **Performance Indicators**

- Best practice corporate governance of the inland fisheries agencies supported by clear and comprehensive performance contracts with the Department and between agencies.
- Quality delivery by agencies of “joined up” services in accordance with targets set in the annual performance contracts.
- Agencies are equipped with necessary legislation and resources to effectively manage the inland fisheries sector in line with the new management regime.

## CORPORATE MANAGEMENT

### Introduction

The areas of corporate management relevant to this Statement of Strategy are Human Resources, Information Technology, Finance, Internal Audit and Corporate Services.

The role of these areas is to support the Department's line divisions in achieving the sectoral objectives set out in the Statement of Strategy and to take particular responsibility for cross cutting issues which extend across two or more Divisions. The objectives for each of the five areas listed above are set out below.

### HUMAN RESOURCES

#### Objective

**To continue to support the motivation and well being of staff and underpin organisational performance and continuous improvement in line with best practice in the area.**

#### Implementation

- Draft new HR Strategy for 2008 – 2010 taking account of developments in PMDS and the Civil Service Modernisation Programme in general as well as the challenges brought about by decentralisation and anticipated turnover in Departmental staff.
- Continue to support the bedding-in of integrated PMDS within the Department.
- Secure a recruitment licence from the Commission for Public Sector Appointments (CPSA) so as to provide more flexibility to the Department in terms of the recruitment of staff.
- Effective implementation of intake and outtake of staff associated with the decentralisation programme.
- Implement policies and practices that give practical support to disability legislation and best practice that foster a proactive work environment for staff with disabilities.

#### Performance Indicators

- Effective support for decentralisation by maximising the intake of staff wishing to decentralise to Cavan consistent with timeframe and business needs.

- Effectiveness of HR strategy and procedures as measured by organisational performance.
- Compliance with PMDS cycle plus consistency and transparency in terms of staff assessments.
- Departmental recruitment practices and procedures fully in line with provisions of our recruitment licence and fully meet rigours of CPSA audits.
- Disability services delivered in line with new legislation and National Disability Authority best practice.

### Information Technology

The Department recognises that Information and Communications technology is a key enabler for it to deliver on its business goals. Considerable investments have been made over the past number of years to deliver a secure reliable technical infrastructure and information systems that facilitate business units in meeting their specific objectives.

The focus of these investments is detailed in the Department's ICT Strategy (2005 - 2007) and earlier. A new ICT Strategy (2008 – 2010) will be developed to ensure that future ICT directions and investments are aligned with this current business strategy.

### Objective

**To provide a high quality stable and secure information and communications infrastructure, technologies and systems in support of the Department's sectoral and organisational responsibilities.**

### Implementation

- Develop in the first half of 2008 a new ICT Strategy 2008-2010 which will build on investment to date, consolidate and improve capabilities, e-services and systems.
- Develop a technical infrastructure to support internal and public access to digital data during 2008.
- Modern technologies deployed to support ICT service continuity in all Departmental locations.
- Operate a governance regime including reviews following each major project to measure the business benefits and operational efficiencies achieved.

### Impact

Achieving a cost effective ICT service that supports and encourages productivity and efficiency in the Department.

### Performance Indicators

- New ICT Strategy implemented and achieving the relevant benchmarks.
- Security, stability, and high availability of all ICT services.
- ICT services being provided in accordance with international standards.
- Helpdesk calls being resolved according to Service Level Agreements.
- Utilisation of eServices by customers.
- Internal customer satisfaction trends as measured by annual reviews.

## FINANCE DIVISION

### Objective 1

**To 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 and financial planning, evaluation and foresight.**

### Implementation

- Ongoing administration of the Voted funds of the Department.
- Co-ordination of all accountability and statutory requirements in relation to the voted funds of the Department.
- Timely delivery of annual/multi-annual business and strategic planning by Divisions and the Department.
- Progressive development of policy analysis, evaluation and foresight capabilities.
- Management Information Framework roll-out to continue with objective of delivering real time Management Information and a Key Performance Framework in support of strategic planning and reporting.
- Enhancement of the information in the Annual Output Statement.
- Promote best practice risk management and the use of same in business planning throughout the Department.

### Objective 2

**To ensure deployment and prioritisation of financial resources to best effect delivering agreed outputs and value for money.**

### Implementation

- Build best practice financial management capability systems and culture which delivers results and outputs and underpins accountability.

- Continuous improvement in internal financial management and control procedures.
- Ensure the benefits of the Agresso Financial System continue to be fully realised.
- Asset Management Strategy kept under review and reviewed annually.
- Strategic Audit Plan 2007–2010 implemented to schedule.
- Ensure effective monitoring and compliance with reporting and policy review requirements under the NDP 2007-2013, including the implementation of a robust Value for Money framework.

### Performance Indicators

- The operation and satisfactory delivery of the Department's financial management system.
- The management and delivery to agreed timescale of the portfolio of monthly financial reports and other once-off annual reports, i.e. Annual Capital Report, NDP Reports and Annual Output Statement.
- Compliance by the Department with Guidelines for the Appraisal and Management of Capital Expenditure in the Public Sector and Value for Money (VFM) Guidelines monitored.

### Internal Audit

The Internal Audit function is an independent unit providing objective assurance regarding the adequacy or otherwise of the systems of internal control in the Department and where required a consulting activity designed to add value and improve the Department's operations. It operates with the direct authority of the Secretary General and under the general supervision and guidance of the Audit Committee.

### Objective

**Ensure the efficiency and effectiveness of the Internal Control Systems in the Department.**

### Implementation

- Scheduled reviews of the Department's System of Internal Financial Control ensuring that it is improved on an on-going basis.
- Annual Internal Audit programme developed on the basis of risk analysis.
- Completion under the guidance of the Department's Audit Committee of the annual planned programme of audits.

### Impacts

Provide assurance regarding the adequacy or otherwise of the systems of internal control.

Assisting the Department to accomplish its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of risk management, control and the governance process.

### Performance Indicators

- Audits completed on schedule and approved by the Department's Audit Committee.
- Effective and prompt Implementation of Audit recommendations.
- Confirmation of the quality of the controls outlined in the Statement of Internal Financial Control attached to the Appropriation Account.
- Compliance with the relevant Department of Finance and European Commission guidelines.

## CORPORATE SERVICES DIVISION

### Co-ordination Unit

The Unit co-ordinates cross-divisional, interdepartmental, inter Jurisdictional and EU business issues across distinct policy areas: Domestic policy, EU Affairs, North/South Affairs and Disability Affairs.

### Objective

**The overall objective is to provide the best possible co-ordination service to Divisions across the broad and wide-ranging array of economic and policy areas within the Department's remit. In addition, to provide first class service of Interdepartmental and Policy groups on which the Department is represented.**

### Implementation

- Ensure pertinent issues are directed to the relevant Division(s) for briefing and update.
- To update the Minister, Management Committee and other Government Departments and agencies in an accurate and timely fashion.
- Report back to relevant Interdepartmental/EU fora as required.

## Corporate Governance / Procurement Policy Unit

The Unit co-ordinates the overarching Corporate Governance Framework to facilitate Divisions in their day-to-day Corporate Governance responsibilities. It also deals with the contractual arrangements for CEOs of State Bodies.

The Unit also provides advisory and support service to Divisions in the exercise of the devolved procurement functions throughout the Department.

### Policy Goals

To facilitate the enhancement of corporate governance arrangements for all bodies under the Department's aegis through development and maintenance of a Best Practice Corporate Governance Framework to assist Divisions with their day-to-day governance responsibilities.

To advise Divisions on all matters of procurement, particularly compliance with Department of Finance procurement guidelines, and to promote the value for money imperative.

### Objective 1

**To ensure that the Department's over-arching Corporate Governance structure is robust and 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 to Ministers and Management Committee is accurate and timely.**

### Implementation

- Ensure updates and direction from the centre is advised to the relevant Senior Managers and Division(s).
- Liaise with Department of Finance in relation to contractual matters for CEOs of State Bodies and updating of fees and allowances.
- Manage the e-governance website as an information resource for Divisions in the exercise of direct Corporate Governance and for the compilation of reports to the Minister and the Management Committee.

### Impacts

Timely communication of updated guidelines on pay and salary scales.

Contractual matters dealt with expeditiously and in accordance with the Department of Finance guidelines.

Accessibility to accurate and up to date information on all state boards.

### Performance Indicators

- Efficient and effective devolution of Department of Finance guidelines and directions.
- Accurate pertinent reports generated for the Minister and the Management Committee.

### Objective 2

**To design and implement a new best practice Procurement Plan which will include measures to reduce the Department's own use of energy, paper and other resources.**

### Implementation

The procurement plan will follow the prescribed template from the Department of Finance and will be developed on an incremental basis. The first stage of analysis will be completed in Q1 2008 and the entire plan completed by Q4 2008. Roll out of the plan to procuring Divisions will begin in 2009.

### Impact

The new Plan will produce a best practice manual for all procurement officers. Its implementation will assist to "standardise" in as far as possible the procurement process and is aimed at aggregating some devolved procurement to effect greater value for money and greater energy efficiency.

### Performance Indicator

- Plan completed in 2008 and rolled out in 2009.

## CROSSCUTTING ISSUES

### Commitments under Disability Act 2005

#### Objective

**The efficient and effective delivery of the commitments made in the Department's Sectoral Plan under the Disability Act 2005 in line with central developments/timeframes and with regard to external stakeholder interests.**

#### Implementation

- Continue the already well advanced implementation of the commitments in the Department's Sectoral Plan in relation to all sectors under our remit.
- Maintaining progress to date by facilitating the independent Sectoral Plan Monitoring Committee in driving and reviewing the process on an ongoing basis.
- Effective liaison with Divisional representatives to facilitate achievement of area specific elements of Sectoral Plan and, through Divisions, with Agencies under the Department which have responsibilities under the Disability Act 2005.
- Regular reports to Ministers and Management Committee in line with management information requirements and statutory obligations.
- Effective communication and consultation via the Monitoring Committee with all stakeholders.
- Effective liaison, with the Department of Justice, Equality and Law Reform as lead Department and through them with formal stakeholders groups.
- Explore possible additional sectoral initiatives to augment already stated commitments.

#### Performance Indicators

- Management of responsibilities under the Disability Act 2005 effectively and efficiently.
- Delivery of commitments in line with, and measured against, agreed Sectoral Plan progress indicators.
- Significant progress on implementation of commitments under the Sectoral Plan in line with central timeframes and in line with individual needs and business requirements.
- Stakeholder satisfaction with implementation and communications.

- Identification of sectoral issues over and above commitments which can be considered as a further enhancement/contribution to the Disability imperative.

### Better Regulation

Regulatory policy is a core element of Departmental Strategy given the extent of our remit across a significant range of regulated sectors. Our approach is aligned to national EU Frameworks and wider international policy developments. The sectoral strategies referred to earlier in this Strategy Statement cover the regulatory agenda specific to the different business areas.

### Objective

**To ensure effective regulation of the sectors under our remit.**

### Implementation

- To maintain sectoral regulatory frameworks in accordance with the White Paper ***Regulating Better***.
- Review and development of effective regulatory frameworks to address the management and allocation of, and access to, public resources (spectrum, offshore and mineral resources).
- Contributing to central developments in relation to regulatory policies and practices and more structured collaboration and consultation with other Departments and Agencies on regulatory policy issues.

### Performance Indicators

- Effective regulatory frameworks in place.
- Enhanced arrangements for regulation and management of public resources.
- Quality of contribution and collaboration leading to enhanced policies and practices.

## CONSULTATION, IMPLEMENTATION AND REVIEW OF STRATEGY

### Consultation

The development of this Statement of Strategy for the Department involved engagement with Ministers, with staff and consultation with the agencies and other stakeholders.

The preparation by Senior Managers, in conjunction with their staff, of sectoral analysis, goals and strategies was informed by consultations with other Departments and this Department's agencies. The process was overseen by the Management Committee which will review progress on an ongoing basis with the Minister and Minister of State and in consultation with Senior Managers.

The Department advertised a call for views in September, 2007 in the national newspapers and on its website. 62 submissions were received ranging across the Department's sectoral areas. A list of submissions is at Appendix D and the submissions received can be accessed on the Department's website ([www.dcenr.gov.ie](http://www.dcenr.gov.ie)).

This public consultation initiative will be built on with stakeholders over the lifetime of the Statement as set out in our Quality Customer Service Action Plan and in line with the Government's guidelines for better consultation by the Public Service.

### Implementation and Review

The goals and strategies set out in this Statement represent a challenging agenda up to 2010. They underline the need for a rigorous approach to resource deployment and prioritisation. We will ensure the necessary flexibility to respond to change but also to lead change in our sectors and to deliver on key Government and Ministerial objectives and priorities.

The Statement of Strategy is the framework for the Divisional Business Plans which set the annual targets for each of our business areas taking a multi-annual perspective.

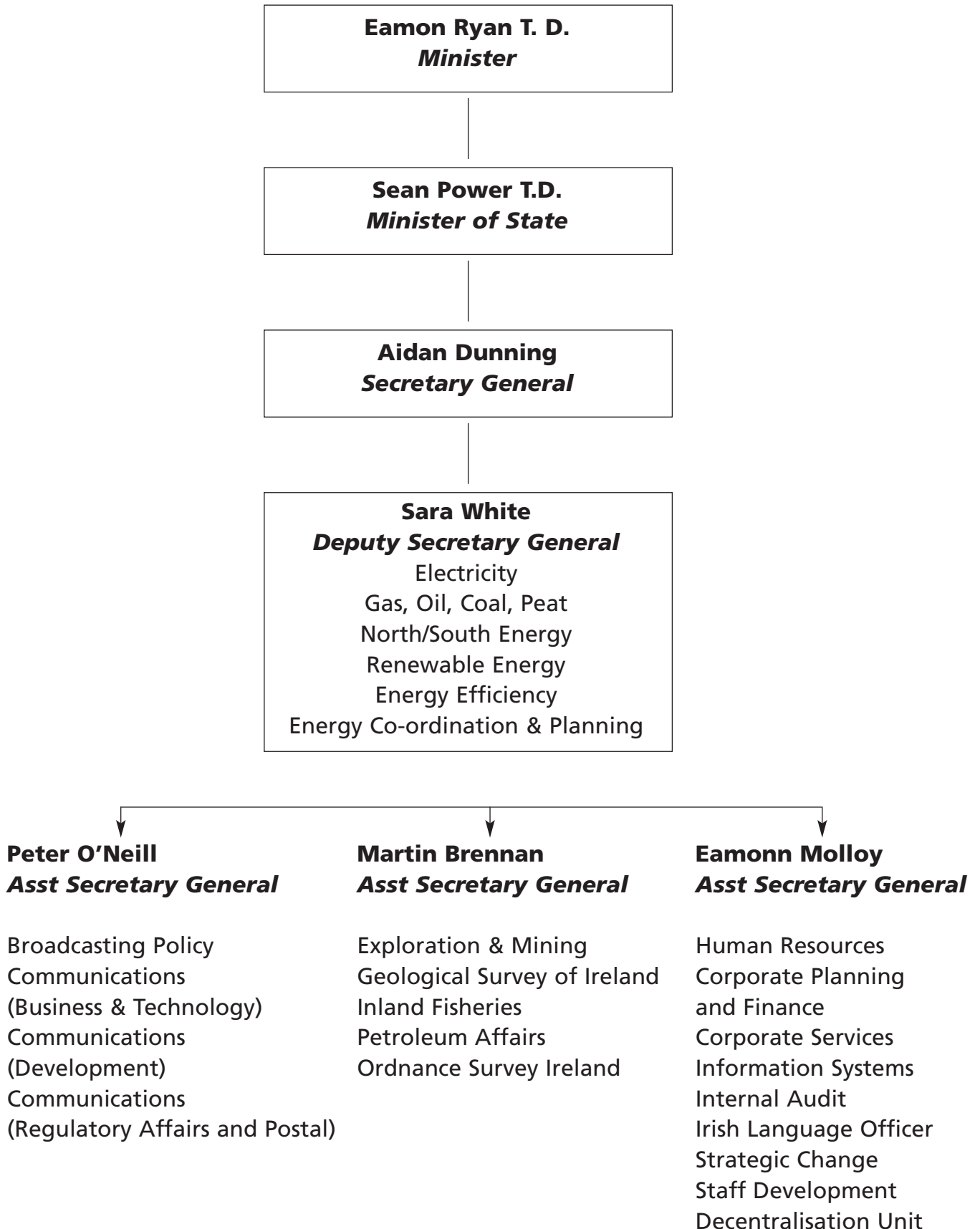
The Performance Management and Development System (PMDS) is firmly aligned to the Divisional Business Planning process. Each annual PMDS cycle will ensure that individual performance is measured by reference to agreed targets and that associated training and development needs are met.

Primary responsibility for implementing Divisional Business Plans and PMDS will, in accordance with formal assignments of responsibility made under the Public Service Management Act 1997, rest with the Department's Senior Managers. Progress on the Divisional Business Plans will be reviewed twice yearly by the Management Committee.

The Department's Annual Report for each of the years encompassed by this Statement of Strategy will report on our performance and delivery on the sectoral policy goals and strategies. Ongoing monitoring of delivery will also be informed by policy evaluation reviews, our Risk Management Strategy, the Management Information Framework and the Value for Money programme of expenditure reviews.

# APPENDICES

## APPENDIX A - STRUCTURE OF DEPARTMENT



## APPENDIX B – THE DEPARTMENT’S AGENCIES

The Department oversees 27 commercial, non commercial and regulatory State bodies as listed below.

<b>BODY</b>
An Post
Bord Gáis Éireann
Bord na Móna plc
Broadcasting Commission of Ireland
Broadcasting Complaints Commission
Central Fisheries Board
Commission for Communications Regulation
Commission for Energy Regulation
Digital Hub Development Agency
EirGrid plc
Electricity Supply Board
Foyle Carlingford and Irish Lights Commission*
Irish National Petroleum Corporation
Mining Board
National Oil Reserves Agency
National Salmon Commission
Ordnance Survey Ireland
Radio Telefís Éireann
Regional Fisheries Boards (7)
Sustainable Energy Ireland
Teilifís na Gaeilge

\* Implementation Body under the British-Irish Agreement Act 1999.

## APPENDIX C

### DCENR PROGRAMME FOR GOVERNMENT COMMITMENTS

#### Commitment

Complete the roll-out of broadband throughout the country with the National Broadband Scheme (NBS).

Encourage the progressive shift to Internet Protocol (IP) based Next Generation Networks.

Encourage the separation of Eircom's network from its commercial retail business into a separate entity to be regulated by ComReg, on a fully open-access and transparent basis.

Tender contracts to provide broadband availability to the final 10% of the country. The successful tenderers will have to commit to deploy technological solutions to allow maximum competition.

Expand the current free telephone rental scheme by providing for free broadband for older people. Industry will be invited to tender for the provision of the new bundled broadband and rental service for older people.

Enact the Broadcasting Bill to ensure a comprehensive, modern framework of law for the sector.

Establish the Broadcasting Authority of Ireland.  
Ensure a speedy right to reply for those who have been defamed in radio or television programmes.

Work with the various broadcasting organisations and interested parties to review rules relating to the advertising of 'junk food' aimed at young people. This is with a view to phasing out such advertising.

Complete the pilot DTT project and complete roll-out of DTT well in advance of the EU 2012 deadline.

Place reviews of the T.V. licence fee on a statutory basis.  
Provide increased funding to TG4 for increased Irish language programming.

Maximise the number of home-produced programmes within the RTÉ schedule.

Digitise the RTÉ archives for use in education and research.

Ensure RTÉ supports broadcasting to the Irish community abroad. We will examine the possibility of working with the UK Government and the Northern Ireland Authorities to develop an all-island digital 'free to air' broadcasting service carrying RTÉ1, RTÉ2, TG4, TV3 and the main public service channels in Great Britain and in Northern Ireland.

Ensure a fair and competitive environment for the independent TV and radio sector.

Work with the Houses of the Oireachtas and other local authorities to introduce programming carrying live feeds of Oireachtas business and Local Council meetings, where possible.

Ensure a strong, viable post office network, which reaches into every community in Ireland and which properly remunerates all those involved in it.

Develop An Post as a top-class financial services entity to help in that aim.

Ensure that as many Government services as possible operate through the post office network.

Introduce a postcode system to Ireland to ensure a strong competitive postal sector and to reduce costs significantly for consumers, business and the voluntary sector.

Insist on much improved "next day delivery" rates and link them to any future stamp price increases.

Empower ComReg to withhold increases and/or claw back income where delivery targets are not met.

Ensure that electricity supply consistently meets demand.

Ensure the security and reliability of gas supplies.

Enhance the diversity of fuels used for power generation especially renewables.

Ensure the development of a landbank of state-owned power generation sites to facilitate the entry of new independent generation.

Deliver the East/West and second North/South electricity interconnectors.

Deliver electricity and gas to homes and businesses over networks that are efficient, reliable and secure.

Create a stable environment for hydrocarbon exploration while increasing the return to the State.

Mitigate the impact of any energy supply disruptions by ensuring that contingency measures are in place.

Dramatically accelerate the growth of renewable energy sources in the electricity, heat and transport sectors of the economy. One third of all electricity consumed will come from renewable energy by 2020.

Remove any regulatory barriers to combined heat and power and district heating systems.

Introduce co-firing at each of the three peat stations with up to 30% biomass by 2015, which will reduce greenhouse gas emissions from those three stations by 900,000 tonnes per annum and will also extend the life of those stations.

Implement in full the National Bioenergy Action Plan for Ireland, which will reduce greenhouse gas emissions by at least 2 million tonnes per annum.

Promote the enhanced deployment of green energy technologies and the sustainable use of energy in transport.

Introduce a biofuels obligation scheme by 2009.

Work with our EU partners to require biofuels used in transport to comply with an environment certification system which incorporates sustainability criteria in terms of biofuels production.

Promote the sustainable use of energy in transport.

Maximise energy efficiency and energy savings across the economy with a target of 20% energy savings by 2020 and 33% in the public sector.

Introduce new national building standards in 2007 to ensure that new housing has 40% lower heat energy demand than existing building standards and revise them again in 2010 to achieve a 60% target in further years.

Incentivise people to move towards greater energy efficiency in their homes especially through improved attic and wall insulation.

Ensure that the ESB installs a new smart electronic meter in every home in the country which will allow people to reduce their bills by cutting back on unnecessary use of electricity.

Facilitate the introduction of net metering to allow consumers to sell electricity back into the grid from any renewable power supplies they have.

Stimulate the development of alternative energy sources.

Support Energy Research Development and Innovation Programmes.

Maintain the REFIT scheme and keep it under review to encourage investment in wind farms, biomass and anaerobic digester power plants in order to provide a stable environment for energy enterprises.

Provide for a distributed grid connection system to encourage the development of small scale and community-owned renewable power supplies.

Devise a price support scheme to support and encourage investment in the development of wave and tidal power.

Keep under examination the possibility of appropriate support measures for offshore wind.

Work with the European Commission and other national grid operators to develop an offshore wind farm grid connection system to power the rest of Europe.

Establish a dedicated Ocean Energy Development Unit. The Unit's mandate will be to develop the sector and work to a target of at least 500 MW of wave and tidal energy by 2020 with an interim target of 75 MW in 2012.

Aim to create an export-oriented Ocean Energy sector focused on the technologies associated with this exciting sector through R&D supports and grant funding for start-up production in the sector.

Support the establishment of community methane digesters to reduce pollution and simultaneously produce methane gas which can be used in CHP plants – this could also go some way to relieving the need for slurry storage required under the Nitrates directive.

Ensure that the new all-island energy market is designed to ensure the maximum use of renewable energy in the system.

Amend the remit of Science Foundation Ireland to include a third research pillar in the area of sustainable energy and energy efficient technologies.

Review the remit and operation of Sustainable Energy Ireland.

Encourage investment in oil and gas exploration off the Irish coast and optimise the value of any oil and gas finds for Ireland.

Work to maximise the level of exploration activity, while ensuring a fair return to the State from these activities.

Manage exploration licences in a manner that encourages timely exploration.

Modernise and consolidate all mineral development legislation.

# **APPENDIX D**

## **LIST OF SUBMISSIONS RECEIVED**

### **List of Consultees**

Advertising Standards Authority for Ireland

Airtricity

An Garda Síochána

An Post

Attorney General's Office

Biogreen Energy Products

BioPower Group plc

BirdWatch Ireland

Chambers Ireland

Comhar

Commission for Energy Regulation

Commission for Communications Regulation

Community Television Association

Competition Authority

Confederation of European Waste to Energy Plants

Conradh na Gaeilge

Cooperation Ireland

Cormac O Murchú

David J Murnaghan

Department of Enterprise Trade and Employment

Department of Finance

Department of Foreign Affairs

Department of the Environment Heritage & Local Government

Dermot McKenna

Desmond Kelliher,

Dr Diarmuid Ó Gráda

Disability Federation of Ireland

Donough & Catherine Fenton, Royal Biofuels Ltd.

EirGrid

Electricity Research Centre, UCD

Engineers Ireland

ESB  
Finbar Ryan  
Forfás  
(submission on behalf of Forfás, Enterprise Ireland and IDA Ireland)  
Indaver Ireland  
Independent Broadcasters of Ireland  
Irish Charities Postal Users' Forum  
Irish Congress of Trade Unions  
Irish Mining and Quarrying Society  
Irish Rural Links  
Irish Small & Medium Enterprises  
Irish Wind Energy Association  
J.M. Kavanagh & Co. Clogh  
John Markham  
Joseph Deasy  
Mr McCarthy  
Kilkenny Cereals Ltd  
Luke Curley, EdWare  
Maurice Fitzgerald  
MDM Oil  
National Coarse Fishing Federation of Ireland  
National Drugs Strategy Team  
Patrick Mangan, Letterkenny Institute of Technology  
Rory Ardagh, Telecom Property Holdings Limited  
Screen Producers of Ireland  
South-East Regional Authority  
TV3  
TG4  
Terry Biddulph  
Thomas Newman, Newman Biodiesel  
Trout Angling Federation of Ireland  
Viridian Power  
Wild Salmon Support Group

## APPENDIX E

### GLOSSARY OF ABBREVIATIONS USED

BGÉ	Bord Gáis Éireann
CEO	Chief Executive Officer
CER	Commission for Energy Regulation
CHP	Combined Heat and Power
ComReg	Commission for Communications Regulation
CPSA	Commission for Public Sector Appointments
DAB	Digital Audio Broadcasting
DCENR	Department of Communications, Energy and Natural Resources
DTT	Digital Terrestrial Television
EEZ	Exclusive Economic Zone
EPA	Environmental Protection Agency
ESB	Electricity Supply Board
EU	European Union
FCILC	Foyle, Carlingford and Irish Lights Commission
FP7	EU Seventh Framework Programme
GSI	Geological Survey of Ireland
HR	Human Resources
ICT	Information and Communications Technology
IEA	International Energy Agency
INPC	Irish National Petroleum Corporation
IP	Internet Protocol
LNG	Liquefied Natural Gas
MW	Megawatts
NBS	National Broadband Scheme
NDP	National Development Plan
NDRC	National Digital Research Centre
NORA	National Oil Reserves Agency
OSI	Ordnance Survey Ireland
PMDS	Performance Management and Development System

REFIT	Renewable Energy Feed In Tariff
RTDI	Research, Technology, Development and Innovation
RTÉ	Raidió Telefís Éireann
SEA	Strategic Environmental Assessment
SEI	Sustainable Energy Ireland
SMF	State Mining Facilities
T.D.	Teachta Dála
TG4	Teilifis na Gaeilge
UK	United Kingdom
UN	United Nations
UNCLCS	United Nations Commission on the Limits of the Continental Shelf
UNFCCC	United Nations Framework Convention on Climate Change
VFM	Value for Money



**Statement of Strategy 2008 – 2010**

Department of Communications, Energy and Natural Resources  
29-31 Adelaide Road, Dublin 2.

Tel: 01 678 2000 Fax: 01 678 3057 LoCall: 1890 44 99 00  
Web: [www.dcenr.gov.ie](http://www.dcenr.gov.ie)