

Department of the Taoiseach
Annual Report 2006

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ISBN 0707691303

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Mission Statement

To provide the Government, Taoiseach and Ministers of State with the support, policy advice and information necessary for the effective conduct of Government and for the dynamic leadership, co-ordination and strategic direction of Government policy.

A Message from the Taoiseach

This is the second report on progress made in achieving the priorities outlined in my Department's Strategy Statement 2005-2007. Throughout 2006, my Department has continued to work with other Departments and agencies to ensure an integrated approach to delivering the Government's agenda, and to ensuring that policies are translated into effective service delivery.

The highlights of 2006 include: the successful negotiation of the St Andrews Agreement on the next steps for Northern Ireland; ongoing engagement at EU and international level to promote national objectives in the context of multi-national agreed agendas; the development of a comprehensive Strategic Framework for Social Inclusion; the successful agreement of *Towards 2016*, the ten-year Framework Social Partner Agreement 2006-2015; the announcement of a package of initiatives to give further impetus to the public service modernisation programme, including a major system-wide review of the Irish Public Service by the OECD; and continued measures to promote eInclusion.

These achievements show the ongoing commitment of the staff in my Department to achieving high-quality results, and to carrying out the Department's mission of supporting me and my Government in fulfilling our responsibilities.



Bertie Ahern, TD
Taoiseach



Bertie Ahern, TD
Taoiseach



Tom Kitt, TD
Minister of State with special responsibility as Government Chief Whip and for the Knowledge Society



Noel Treacy, TD
Minister of State for European Affairs

Introduction by the Secretary General

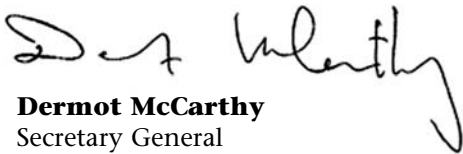
This eight annual report of the Department of the Taoiseach provides an overview of the Department's work during 2006, and reports on progress in meeting the priorities outlined in our Strategy Statement 2005-2007.

The role of the Department derives from the Taoiseach's role as Head of Government, and his leadership role in all major policy areas. Chapter 1 of this Report sets out the Department's role and functions in more detail. The Department's core tasks include providing support to the Government, the Taoiseach, the Government Chief Whip and the Minister of State for European Affairs, and information on these areas is given in Chapters 2-3.

Operating at the heart of Government requires us to have an understanding of broader agendas and the external environment, to focus on national policies of key strategic importance, and to co-ordinate, lead and progress key cross-departmental issues. Accordingly, the Department provides leadership and co-ordination across six major policy areas, and information on these areas is given in Chapters 4-9.

In order to support our staff in achieving our strategic priorities, it is essential that the Department's own internal services meet the highest standards. Chapter 10 outlines the work of the Corporate Support Services Division, and its commitment to ongoing modernisation.

Ongoing surveys of our customers show a high degree of customer satisfaction with the services we provide. As part of our commitment to maintaining and improving our customer service standards, we welcome your feedback at any time, which may be sent to customer.service@taoiseach.gov.ie.



Dermot McCarthy
Secretary General



Dermot McCarthy
Secretary General

The Role of the Department of the Taoiseach

The Taoiseach has a leadership role, and a corresponding involvement, in all major policy areas.

STRATEGY STATEMENT

This report is the eighth Annual Report published by the Department under the Public Service Management Act, 1997 and the second report on progress under the Strategy Statement 2005-2007.

The Strategy Statement sets out our key objectives and overall direction. Each Division's business plan is designed to assist the delivery of these objectives, which, in turn, are reflected in personal work objectives for each officer through the Performance Management and Development System. The Management Advisory Committee monitors progress on the implementation of business plans.

THE ROLE OF THE DEPARTMENT

The Department's role derives from the constitutional and ceremonial role of the Taoiseach as Head of Government. The Government exercises the executive power of the State and is collectively responsible for the Departments of State. Accordingly, the Taoiseach has a leadership role, and a corresponding involvement, in all major policy areas.

The Department's three key functions are:

- **The efficient functioning of Government**
 - **Supporting Government policy direction and co-ordination (focusing on major national priorities)**
 - **Providing support services to the Taoiseach, Government Chief Whip and Minister of State for European Affairs.**
- key functions**

The core tasks of the Department include the provision of the secretariat to the Government; liaison with the President and Houses of the Oireachtas; provision of Government Press and Information Services; and provision of private office, corporate support and protocol services for the Taoiseach and Ministers of State.

The Department's Strategy Statement 2005-2007 identified the following current policy priorities:

- Northern Ireland
- European Union and International Affairs
- Economic and Social Policy
- Social Partnership
- Public Service Modernisation
- The Knowledge Society and e-Government.

The Role of the Department of the Taoiseach

A WHOLE OF GOVERNMENT PERSPECTIVE

Operating at the heart of Government requires:

- An understanding of broader agendas and the external environment
- A focus on national policies of key strategic importance
- The ability to co-ordinate, lead and progress key cross-departmental issues.

The Department contributes to the development and implementation of Government policy by:

- Providing advice to the Taoiseach on individual policy matters
- Supporting long-term planning and inter-agency co-operation in policy formulation and implementation
- Leading and participating in cross-Departmental initiatives, including the Cabinet Committee system
- Recognising the differing, and sometimes competing, interests in public policy and service provision, particularly in relation to social partnership
- Ensuring that there is consistency and coherence between policies, and that they are delivered effectively.

Close co-operation within the Department, and with outside organisations, is needed in order to carry out the Department's functions effectively.

The following chapters set out progress in achieving the Department's objectives during 2006.

Chapter 2

OVERALL STRATEGIC OBJECTIVE 1 - Supporting the Government

To provide a comprehensive and effective service to the Government.

The Department supports Government decision-making by providing a comprehensive and effective service in preparation for and following Cabinet meetings. This remit includes effective communication with other Departments to ensure an integrated response across the Government agenda, and ensure that policies are translated into consistent, coherent and appropriate service provision. The Department also has an important role in informing, advising and supporting the President, and in informing the media and the public on behalf of the Taoiseach and Government.

IMPACT INDICATORS

- Effective support for Government meetings, including timely circulation of agendas and related memoranda; quick and efficient dissemination of decisions
- Effective support for the President in the performance of her role
- Effective communication of information on Government policies and initiatives to the public and media.

The key strategies underpinning this objective are:

- Provision of a comprehensive and effective service to the Government and Cabinet Committees
- Providing information, advice and support to the President in the exercise of her constitutional powers and in the performance of her duties, as appropriate
- Development of a longer-term planning perspective and a closely co-ordinated approach across the Government system
- Supporting the Government Chief Whip on matters relating to the Government's Legislative Programme
- Provision of a comprehensive information service to the national and international media and to the public on behalf of the Government, Taoiseach and his Department, and promoting a coordinated approach to media matters across Government Departments.

key strategies

OVERALL STRATEGIC OBJECTIVE 1 - Supporting the Government

SECRETARIAT TO THE GOVERNMENT

The Department continued to provide the secretariat to the Government and provide a comprehensive and effective service both in advance of and following Cabinet meetings. This included acting as a link between the President, Taoiseach and other Government Departments.

The Government Secretariat made all of the necessary logistical arrangements for the 55 Government meetings that took place in 2006, including the meeting held in Avondale House, Co. Wicklow to mark the *Wicklow 400* celebrations. 883 memoranda were submitted to the Government in 2006 and 889 formal decisions were made.

The secretariat co-ordinated all of the various legal and procedural arrangements arising from the change in Tánaiste and appointment of two new Ministers of State which occurred during the year. It also prepared the updated Cabinet Handbook, which was approved by Government.

Participation in the Task Force on Emergency Planning and the Interdepartmental Working Group on Emergency Planning continued.

eCABINET

Rollout of eCabinet was completed and the eCabinet project was substantially finalised in 2006. All memoranda for Government are now submitted on eCabinet with the exception of a small number that require special handling procedures. Special features have been developed to restrict the number of high-level users who may access those documents. This functionality has now been deployed, and will be brought into operation early in 2007.

Other enhancements include extending eCabinet to the Cabinet Committees. Preparatory work was completed (including collaborative work groups) and the functionality was deployed and tested in 2006. Considerable effort was also given to increasing system response speed. This involved a complex interplay of components under different

departmental jurisdictions. The result has been a significant increase in speed and a better user experience. User experience has also been improved through deployment of an upgrade to the authoring application – Word XPress. The upgrade took account of user feedback.

PUBLIC AND MEDIA INFORMATION SERVICE

Government policy and initiatives are communicated in an effective and timely way to the media. The Government Press Office (GPO) operates a round-the-clock rota, which gives the media access to a Government spokesperson on a 24-hour basis. The GPO also processes information requests from the media and public, using an electronic media tracking system.

One of the Department's key priorities is the ongoing development of a website that is informative and easily accessible (www.taoiseach.gov.ie). The GPO ensures that major policy documents/Department reports are published on the site in both Irish and English, in compliance with our Official Language obligations. The site is updated on a regular basis.

The GPO also encourages closer links between Press Officers and Emergency Planners in various Departments, to promote a more focused and co-ordinated approach to emergency planning.

The Government Information Service (GIS) publishes *Ministerial Public Engagements* on a weekly basis, which issues electronically to the national and provincial media. It deals with queries from the public via phone, email and letter.

It also liaises closely with the National Development Plan/Community Support Framework Information Office, to heighten public awareness and understanding of the National Development Plan. In 2006, the GIS worked with the GPO on cross-departmental emergency planning, and on one-off events involving large media accreditation and co-ordination, such as the 1916 and Somme

OVERALL STRATEGIC OBJECTIVE 1 - Supporting the Government

Commemorations, and the State Funeral of former Taoiseach Charles J. Haughey.

COMMUNICATIONS UNIT

The Communications Unit continued to provide a media information service to Government Ministers and Departments. It supplied news updates and transcripts, ensuring that Ministers/Departments were kept informed of any relevant news developments in a fast and efficient manner.

FREEDOM OF INFORMATION

The Freedom of Information Act 1997 and the Freedom of Information (Amendment) Act 2003 assert the rights of members of the public to obtain access to official information to the greatest extent possible, consistent with the public interest and the right to privacy of individuals. Freedom of Information (FOI) requests are co-ordinated by the FOI Officer. A manual, which provides a guide to the structures of the Department to help access information under the FOI Acts, is available at: <http://www.taoiseach.gov.ie/index.asp?docID=1767>

The Department received a total of 55 FOI applications during 2006 from the following groups: journalists 42; Oireachtas 2; business 5; and others 6.

These were dealt with as follows:

| | |
|------------------------------|-----------|
| Requests granted | 34 |
| Requests part granted | 13 |
| Requests refused | 3 |
| Requests withdrawn | 2 |
| Requests transferred | 0 |
| No records held | 3 |
| TOTAL | 55 |

Staff serving in the Department are permitted access to their individual Personnel files and records on request, without the need for an FOI application.

Chapter 3

OVERALL STRATEGIC OBJECTIVE 2 - Supporting the Taoiseach

To provide a comprehensive and effective service to the Taoiseach.

Key aspects of the work of the Department entail providing support to the Taoiseach, Government Chief Whip and the Minister of State for European Affairs, including the provision of private office, protocol and speech writing services.

The key strategies underpinning this objective are:

- Supporting the Taoiseach in his role as chair of Cabinet; supporting the process of bilateral consultations between the Taoiseach and Ministers; and the provision of a service of the highest quality and consistency to the Taoiseach in order for him to carry out efficiently and effectively his roles, functions and duties, including domestic and foreign engagements
- Effectively progressing the policy priorities of the Taoiseach of the day
- Provision of a protocol service of the highest quality to the Taoiseach, Government Chief Whip and Minister of State for European Affairs and initiating, when appropriate, substantive public ceremonies to mark historic and other major events.

key strategies

IMPACT INDICATORS

- Effective support for the Taoiseach in the performance of his official duties and functions
- Effective support for the Government Chief Whip and Minister of State for European Affairs in the performance of their official duties and functions.

OVERALL STRATEGIC OBJECTIVE 2 - Supporting the Taoiseach

SUPPORTING THE TAOISEACH

In 2006, the Taoiseach's Private Office continued to support the Taoiseach in his role as Head of Government and in his parliamentary, departmental and public roles. This involved managing his diary commitments; processing the large volume of postal/email correspondence; dealing with telephone enquiries; ensuring that the Taoiseach received Government papers, briefing material, speeches and parliamentary question material in time; and organising his bilateral meetings with all Ministers and Ministers of State to review implementation of the Programme for Government and other priority issues.

The Taoiseach undertook 12 official visits abroad in 2006, including leading a trade mission to India; attending two European Council meetings in Brussels; and addressing the European Parliament. He maintained regular contact with the President [as required by Article 28.5.20 of the Constitution] and met with her in Áras an Uachtarain on 6 occasions.

To ensure that the Taoiseach had a quality, efficient and effective service, the office was staffed on Mondays to Fridays from 8.30 a.m. to 8.00 p.m.

The Taoiseach sponsored the National Economic and Social Development Office Bill through the Houses of the Oireachtas and this was enacted and signed into law in July.

The Speechwriting Unit ensured the provision of high-quality speeches for the Taoiseach in a timely manner, to enable him to carry out his public engagements during the year. Approximately 270 speeches were either drafted or edited for consistency of style within the Unit during 2006.

SUPPORTING THE GOVERNMENT CHIEF WHIP

The Private Office of the Government Chief Whip, in supporting the effective discharge of his responsibilities:

- Assisted with the organisation and agreement of Dáil business
- Prepared the legislative programme on a sessional basis, the weekly Dáil schedule and the Dáil sessions calendar
- Co-ordinated with the offices of the Opposition Whips
- Provided necessary briefing documents, material for parliamentary questions, speech material and information on the passage of Bills through both Houses of the Oireachtas.

SUPPORTING THE MINISTER OF STATE FOR EUROPEAN AFFAIRS

The duties of the Private Office of the Minister of State for European Affairs included:

- Assisting the Minister of State in his role as Chairman of the Interdepartmental Coordinating Committee on European Affairs
- Assisting the Minister of State in the formulation of the National Reform Programme under the re-launched Lisbon Agenda Process
- Assisting in arrangements for Irish becoming an official and working language of the EU; including liaison with the Irish language community
- Assisting the Minister with research and preparation for official and other functions and events, including scriptwriting, briefing and follow up.

OVERALL STRATEGIC OBJECTIVE 2 - Supporting the Taoiseach

PROTOCOL SERVICES

The Taoiseach's programme of domestic engagements for 2006 totalled approximately 514 official functions, all of which were planned and managed by the Department. A Protocol Officer was on duty on each occasion.

In addition the Division contributed to the detailed planning and organisation of a number of visits by incoming dignitaries, such as:

H.E. Mr. Tony Blair

Prime Minister of Britain

H.E. Shaikh Mohammed bin Isa bin Mohamed Al-Khalifa

of Bahrain

H.E. Kostas Karamanlis

Prime Minister of Greece

H.E. Mr Stjepan Mesic

Prime Minister of Croatia

H.E. Prince Philip

The Duke of Edinburgh

Fisher Boel

European Commissioner

H.E. Mr. John Howard

Prime Minister of Australia

Mr. Jeb Bush

Governor of Florida

Their Majesties

The King and Queen of Norway

Mr. Zeng

Chinese Vice Premier

H.E. Mr. Robert Fico

Prime Minister of the Slovak Republic

H.E. Ms. Phumzile Mlambo-Ngcuka

South African Deputy President

Mr. Joseph Borrell Fontelles, MEP

President of the European Parliament

H.E. Mr. Hosney Mubarak

President of Egypt

COMMEMORATION EVENTS

Protocol Division devised, co-ordinated and implemented – in conjunction with the Defence Forces, Office of Public Works (OPW), Gardaí and Dublin City Council – two major commemorations during the year:

- **The 90th anniversary commemoration of the Easter Rising 1916. This was the first major commemorative event of the Rising involving the Defence Forces since the 50th commemoration in 1966. The event was televised and included a wreath laying ceremony at Kilmainham Gaol and a military parade involving 2,000 personnel, which was viewed by over 100,000 people. A Government reception for 1,200 guests was organised in Dublin Castle. A commemorative brochure was commissioned for the event.**
- **The 90th Anniversary of the Battle of the Somme. The ceremony at the Irish National War Memorial Gardens in Islandbridge was televised live and was attended by 1,000 invited guests from North and South. About 2,000 members of the public also attended. Following the ceremony a Government reception was held in the Royal Hospital Kilmainham. Again, a commemorative brochure was produced for the occasion.**

The Division also organised the annual National Day of Commemoration on Sunday 9th July 2006 at the Royal Hospital Kilmainham. Prior to the event, and following a review of procedures, a number of changes were implemented which streamlined and improved the ceremony.

STATE FUNERAL

In conjunction with the Defence Forces, Gardaí and OPW, the arrangements for the State Funeral of former Taoiseach Charles J. Haughey were planned and implemented. These included the Removal and Official Reception of Remains at Our Lady of Consolation Church, Donnycarney; the Solemn Requiem Mass; the Interment in St. Fintan's Cemetery, Sutton; and a reception afterwards for those attending the funeral.

Chapter 4

Strategic Priority A - NORTHERN IRELAND

To achieve lasting peace on the island of Ireland.

The Department supports the Taoiseach in his role in the Northern Ireland Peace Process. In addition, funding to support the process through the furtherance of related issues is provided through a number of programmes in the Department's Vote.

IMPACT INDICATORS

- **Implementation of the Good Friday Agreement and the St Andrews Agreement.**

The key strategy underpinning this objective is:

- **To achieve lasting peace on the island of Ireland through the implementation of an agreed settlement founded on consent, and encompassing arrangements within Northern Ireland, for the whole island of Ireland, and between the islands of Ireland and Britain, as provided for in the *Good Friday Agreement*.**

key strategy

Strategic Priority A - NORTHERN IRELAND

IMPLEMENTATION OF THE GOOD FRIDAY AGREEMENT

2006 saw significant and welcome progress in the Peace Process in Northern Ireland.

The Taoiseach met all political parties in the North on an ongoing basis, and engaged with many other groups, including business, trade unions, voluntary groups and victims' representatives. He also met on a number of occasions with the British Prime Minister, Tony Blair. The partnership between the two Governments, and general relations between Ireland and Britain, remain strong and positive.

At a meeting in Armagh in April, the Taoiseach and Prime Minister Blair agreed a strategy for the full restoration of the institutions of the Good Friday Agreement. In May, the Northern Ireland Assembly was recalled for the first time in three years, and members of the Assembly met throughout the summer to discuss a variety of key issues relating to the restoration of devolved government. In October, Prime Minister Blair and the Taoiseach hosted three days of intensive multi-party talks with the Northern Ireland political parties at St Andrews in Scotland. The focus of the talks was on achieving full restoration of the political institutions.

ST ANDREWS AGREEMENT

The St Andrews Agreement – which the two Governments published on 13 October – addressed the essential outstanding issues relating to a stable and peaceful settlement in Northern Ireland. It underpins the Good Friday Agreement and is built on the twin pillars of power sharing and support for policing and the rule of law. It also included practical changes to the operation of the institutions, a financial package and actions on human rights, equality, victims and other issues.

The St Andrews Agreement set out a timetable for the full restoration of Northern Ireland's democratic institutions. This involved support by all parties for both power sharing and policing and the rule of law, with an election to be held on 7th March 2007 for the purpose

of re-establishing the institutions by 26th March 2007.

PARAMILITARY ACTIVITY

The Independent Monitoring Commission (IMC) published 5 reports during 2006, which showed an extremely positive trend, particularly with regard to IRA activities. These reports clearly indicate that the IMC believe the IRA leadership has committed itself to following a peaceful path and has expended considerable effort to refocus the movement in support of its objective.

The reports also document an extensive programme of demilitarisation and normalisation by the British Government, with a substantial reduction in troop numbers and the removal of a number of watchtowers and other military installations put in place during the Troubles.

There were some encouraging signs of progress from the loyalist paramilitary organisations, although there still remains a long way to go in terms of ending paramilitary and criminal activities.

NORTH SOUTH MINISTERIAL COUNCIL AND NORTH/SOUTH BODIES

The North South Ministerial Council did not meet while devolved Government in Northern Ireland was suspended. However, the work of the North South Implementation Bodies continued, as did work on agreed areas of co-operation.

NORTH SOUTH COOPERATION

The Government continued to place a great emphasis on all aspects of North/South co-operation and ensured that it was part of mainstream policy-making processes. Progress was considered by Government and by relevant Cabinet Committees.

A clear all-island dimension was included in all key national policy documents, including the *National Development Plan (NDP) 2007-2013*, the new social partnership agreement *Towards 2016*, the *National Action Plan on Social*

Strategic Priority A - NORTHERN IRELAND

Inclusion and the Strategy for Science, Technology and Innovation. For the first time, the NDP contained proposals for significant investment in North/South projects and development funds that will benefit both parts of the island.

2006 also saw a new engagement with the British Treasury on economic co-operation to complement the already very strong relationship with the Prime Minister's Office in London.

North South Cooperation

Examples of other key developments include:

- **A new cross-border North West Gateway Initiative to address the problems and potential of Derry, Donegal and surrounding areas**
- **The publication of a joint study on the all-island economy, which set the policy context for future co-operation including the new NDP**
- **The involvement of companies from both sides of the border on international trade missions**
- **A new scheme to provide cancer treatment for Donegal patients in Belfast**
- **Agreement on the all-island free travel scheme, to be implemented from April 2007**
- **Continuing progress on the implementation of the Single Electricity Market on the island of Ireland**
- **Progress on the elimination of cross-border mobile roaming charges, which subsequently fed into a new EU-wide debate.**

BRITISH IRISH COUNCIL

The work of the British Irish Council also continued. A Summit meeting of the Council was held in London and focused on the environment. A series of ministerial and official meetings in various sectoral areas was also held throughout 2006.

INQUIRIES, VICTIMS ISSUES AND DEALING WITH THE PAST

In February, the Dáil passed an all-party motion of support for the family of Pat Finucane in their campaign to have a full, independent judicial inquiry into his murder.

In November, the Joint Oireachtas Committee on Justice, Equality, Defence and Women's Rights published their Final Report into the Bombing of Kay's Tavern in Dundalk in 1975. This was the last of Judge Barron's Reports to be considered by the Committee. The Taoiseach expressed deep concerns about the findings and undertook to actively follow up all aspects of collusion with the British Government.

The work of the Commission of Investigation into the Dublin and Monaghan Bombings continued in 2006. The Commission sought several extensions in the timeframe for the investigation and these were granted by the Taoiseach. Interim reports were published on each occasion, and the final report is expected in early 2007.

The Taoiseach and his officials held a number of meetings with victims groups during 2006 to discuss their concerns. The Government remained very active in pursuing these concerns, in contacts with the British Government, the Northern Ireland administration, civil society and in domestic policy as appropriate.

COMMEMORATIONS

1916 was a pivotal year in the history of our island. The Government marked the 90th anniversary of the 1916 Rising in Dublin at Easter and the 90th anniversary of the Battle of the Somme with a ceremony at the War Memorial in Islandbridge in July.

Strategic Priority A - NORTHERN IRELAND

The military parade in Dublin was attended by public representatives and other guests from across Ireland, and was an outstanding success.

The Somme ceremony commemorated the many young Irishmen from North and South of the border who were killed or wounded at the Battle of the Somme. Representatives from all strands of society in Northern Ireland attended the ceremony. It was the first time many unionist representatives accepted invitations to such a ceremony in Dublin. The Minister for Education and Science represented the Government at the traditional Northern Ireland commemorations in France.

These ceremonies demonstrated the Government's commitment to respecting all traditions on this island equally. It also recognised that developing a greater understanding of our shared history, in all of its diversity, is essential to developing greater understanding and building a shared future.

VISITS TO AND FROM THE US

The Taoiseach made successful visits to the US for St. Patrick's Day, and to address the UN High Level Meeting on AIDSUN at the UN General Assembly in New York. He met both the President of the US and a number of other high level representatives from the United States, including the former US Special Envoy on Northern Ireland, Mitchell Reiss, and the Governor of Florida, Jeb Bush.

Strategic Priority B - EUROPEAN UNION AND INTERNATIONAL AFFAIRS

To strengthen our role in Europe and the wider world.

The Department supports the Taoiseach as a Member of the European Council and as Head of Government in dealing with Ireland’s role in European and international affairs. It aims – in close collaboration with the Department of Foreign Affairs and with other Government Departments – to promote and protect Ireland’s interests in the EU and in other international fora. It also seeks to ensure that Ireland can contribute to the strengthening of the EU and the multilateral rules based system including the UN.

IMPACT INDICATORS

- **Positive outcomes from and effective support to the Taoiseach in his EU and international engagements**
- **Improved placing on the European Commission’s Internal Market Scoreboard for the transposition of EU measures into domestic law.**

The key strategies underpinning this objective are:

| |
|--|
| ● To support the Taoiseach in his role as a member of the European Council and in his European and international engagements |
| ● To identify Ireland’s key objectives in the enlarged EU and to develop a strategy for meeting these objectives through effective cross Government coordination structures |
| ● To continue to develop and strengthen our bilateral relations and alliances with our EU partners at political and official level, so as to promote our national objectives and the EU’s agreed agenda |
| ● To communicate to the public the importance of our role in the EU to our future prosperity, security and development |
| ● To engage in and promote effective relationships worldwide, including with international bodies and organisations and with non-EU States, with the aim of strengthening bilateral relations generally and, in particular, in the area of international trade. |
| key strategies |

Strategic Priority B - EUROPEAN UNION AND INTERNATIONAL AFFAIRS

SUPPORTING THE TAOISEACH IN HIS ROLE

The Department supports the Taoiseach in his bilateral contacts with EU Member States, accession/applicant States and non-EU States. It does this by assessing Ireland's strategic political and economic requirements, and coordinating/advising on a programme for inward and outward visits. It also prepares the required speeches, briefing material and press releases, and coordinates the logistical arrangements for these visits. With the Department of Foreign Affairs, the Department continues to strengthen Irish bilateral relations and alliances with other States through contact with the offices of Prime Ministers, and through formal diplomatic channels.

The Department provides the secretariat to the Cabinet Committee on European Affairs (CCEA), the Interdepartmental Coordinating Committee on European Affairs (ICCEUA), and the Senior Officials Group on European Affairs, which it chairs. These committees identify key issues at European level to the Taoiseach and Government, and ensure that a whole of Government approach is adopted in relation to Ireland's conduct of EU business.

The Department has a role in coordinating business arising from the transposition of EU legislation, and in relation to infringement actions taken against Ireland. The Department began development of the EUReturns Database in 2006 – this will monitor and coordinate information on EU Directives.

The Department also supports other Departments in meeting Ireland's key objectives in the EU. In 2006, the Department worked closely with the Department of Community, Rural and Gaeltacht Affairs and the Department of Foreign Affairs in preparing for the successful implementation of Irish as an official and working language of the European Union. The Department also worked with the Department of Finance and the Centre for Management and Organisation Development (CMOD) to ensure greater national representation in the EU institutions.

RELATIONS WITH OTHER EU STATES

The Department prepared for 3 regular meetings of the European Council in 2006, and one informal meeting of Heads of State or Government in Lahti, Finland. Although the Taoiseach did not attend the June European Council, due to the death of former Taoiseach Charles Haughey, the Department led the preparations for the meeting.

The Department took part in inter-departmental meetings preparing for a bilateral meeting with the European Commission in July, with regard to Ireland's National Reform Programme (NRP) under the Lisbon Agenda. Contacts were maintained with the European Commission and Member States on the Lisbon Agenda generally. This enabled the Department to provide the Taoiseach with high quality briefings for the European Council in March. Briefing was also provided for the Minister for European Affairs for his attendance at related meetings. Financial developments and the macroeconomic position in the EU were also monitored closely.

The Department published the 4th edition of *Ireland and the European Union – Identifying Priorities and Pursuing Goals* in September. This informs the public about the Government's approach to a wide range of EU policy issues, and aims to foster an informed and open public debate about the European Union. The Department also took part in the *Communicating Europe* initiative of the Department of Foreign Affairs.

In accordance with the European Union (Scrutiny) Act 2002, the Department submitted a total of 9 information notes to the Oireachtas outlining the nature and purpose of draft EU proposals, and indicating the possible implications of the proposals for Ireland. All of the proposals related to the work of the Central Statistics Office (CSO).

In accordance with Section 2(5) of the Act, the Department submitted a report to the Oireachtas on *Measures, Proposed Measures and other Developments in relation to the European*

Strategic Priority B - EUROPEAN UNION AND INTERNATIONAL AFFAIRS

Communities and the European Union. This report provided an overview of six draft legislative measures submitted to the Oireachtas on behalf of the CSO between January and June 2006.

RELATIONS WITH NON-EU STATES

In January 2006, the Taoiseach led a large trade delegation to India (Bangalore, New Delhi and Mumbai). The Department worked with other Departments and agencies – particularly the Department of Foreign Affairs, the Department of Enterprise, Trade & Employment, and Enterprise Ireland – in organising this official visit. Preparations were also made in advance of the Taoiseach’s official visits and trade missions to Saudi Arabia and the United Arab Emirates in January 2007.

Throughout 2006, the Taoiseach held meetings with Heads of State and Government and other dignitaries (listed at Appendix 1). The Department, in conjunction with the Department of Foreign Affairs and other Departments, provided briefings on a broad range of issues including the development of bilateral relations and trade; developments in the Middle East Peace Process; the fight against HIV/AIDS, and innovation, energy and climate change. In September, the Taoiseach launched the White Paper on Irish Aid and signed an agreement with the President Clinton Foundation to extend aid to Mozambique and Lesotho; while in December, he launched World Aids Day and announced a National Awareness Campaign to tackle HIV-related Stigma and Discrimination.

During the year, the Department continued to participate in high-level meetings on the Asia Strategy, which supports developments arising from the Taoiseach’s visit to India, and co-ordinates the development and delivery of the Government’s Asia Strategy, 2005 – 2009, in the longer-term. The Taoiseach also attended the ASEM 6 Summit meeting in Helsinki in September 2006.

TAOISEACH’S EUROPEAN/INTERNATIONAL ENGAGEMENTS

A full list of the Taoiseach’s European and International engagements in 2006 is at Appendix 1.

Strategic Priority C - ECONOMIC AND SOCIAL POLICY

To achieve the correct balance between the needs of our economy and the development of a fair and inclusive society.

The Department provides effective briefing and advice and contributes to the formulation of economic and social policy, with a particular emphasis on a whole-of-Government approach. The Department leads or participates in a range of cross-departmental developments in key economic and social policy areas.

IMPACT INDICATOR

- Economic, social and environmental policy is developed in a balanced, consistent and sustainable manner.

The key strategies underpinning this objective are:

- To provide effective briefing, policy advice and information on economic and social affairs, so as to lead a whole-of-government perspective in the policy formulation and national implementation process, co-ordinating development of economic policy in line with *Towards 2016*, the National Development Plan and Ireland's National Reform Programme under the Lisbon Strategy
- Promoting co-ordination and coherence on key economic and social issues through the implementation of the work programmes of Cabinet Committees
- Implementation of the key social inclusion elements of the Strategic Framework for Social Inclusion, comprising *Towards 2016*, the social aspects of the NDP and the National Action Plan for Social Inclusion (NAP Inclusion)
- Ensuring the continued development and success of the international financial services industry in Ireland
- Leading specific whole-of-government initiatives in priority areas across the economic and social policy spectrum
- Ensuring that domestic economic and social policy responds to international developments, and is in our stance on EU and international negotiations.

key strategies

Strategic Priority C - ECONOMIC AND SOCIAL POLICY

SUPPORTING POLICY DEVELOPMENT/IMPLEMENTATION

The Department continued to contribute to the development/implementation of economic and social policy during the year, and assisted with cross-departmental engagement and interaction in a range of broad policy areas.

As part of its role in promoting a whole of Government approach to the development of appropriate physical infrastructure, it provided the secretariat and chair for the Cross-Departmental Team on Housing, Infrastructure and PPPs. This team supports the corresponding Cabinet Committee, chaired by the Taoiseach, and meets monthly.

The Department also worked closely with other Departments and agencies to advance a range of social inclusion policies and objectives. In this context, it supported the work of two Cabinet Committees – Social Inclusion and Children/ Health – that meet monthly.

SOCIAL POLICY

The Department contributed to the following social policy developments in 2006:

- The development of a comprehensive Strategic Framework for Social Inclusion, which consists of the ten-year social partnership agreement *Towards 2016*; the social aspects of the new *National Development Plan*; and the *National Action Plan for Social Inclusion*.
- The ongoing implementation of the *National Disability Strategy*, including the launch and publication of the 6 departmental sectoral plans. These plans set out measures for relevant Departments and agencies to provide services to people with disabilities into the future. The Department also contributed to the convening of the National Disability Strategy Stakeholder Monitoring Group, to monitor progress on implementing the strategy.

- Progressing reforms to eliminate obstacles to employment for lone parents, on foot of the Government Discussion Paper published in February.

- Establishing the Moyross Initiative, led by former Dublin City manager Mr. John Fitzgerald, and aimed at tackling problems of social disadvantage, crime and disorder in Moyross, Limerick.

- Facilitating a range of progress on children's and young people's issues, in conjunction with the new Office of the Minister for Children. These included the development of a fund for the Prevention and Early Intervention Programme for Children and the development of a new Recreation Policy for Young People.

The Department progressed a range of health issues, including improved accident and emergency services, the health service reform programme, and north/south cooperation on health issues. It also continued to chair the Working Group on Long-Term Care, which has a mandate to examine and further develop policy in relation to long-term care for older people in Ireland.

The Department also set up a Task Force on Active Citizenship to consider the extent to which people in Ireland play an active role as members of their communities and society. The Task Force completed an extensive public consultation process in 2006 and will make recommendations to Government in early 2007.

The lifecycle approach to social policy development – as based on the analysis by NESG in their *Developmental Welfare State* report – was adopted and developed. This new approach will help to orient policy and public services around the achievement of outcomes for people at different stages of their lives.

ECONOMIC POLICY

Economic growth, as measured by GNP in 2006, is estimated at 5.7%, and continues to be

Strategic Priority C - ECONOMIC AND SOCIAL POLICY

well in excess of the European average. Estimated employment growth for 2006 continues to be strong at 4.4%, compared to 4.7% in 2005. Unemployment is stable, at an estimated 4.4% in 2006. The outturn for the 2006 General Government Balance is estimated to be a surplus of 2.3% of GDP. The average annual rate of CPI inflation for the year was 4.0%, compared with 2.5% in 2005.

INTERNATIONAL FINANCIAL SERVICES

The IFSC Clearing House Group, chaired by the Secretary General of the Department, continue to support the development and success of the international financial services industry in Ireland by providing a forum for industry, Government Departments and State Agencies to identify and effect positive changes in the sector.

The following Working Groups and Task Forces, which report to the Clearing House Group, also contributed to this work:

- IFSC Insurance Working Group
- IFSC Banking and Treasury Working Group
- IFSC Funds Working Group
- Asset Management Task Force
- Pan-European Pensions Task Force

Progress in 2006 included:

- The publication and launch of *Building on Success*, a new strategy for the continued development of the international financial services industry in Ireland, and preparing to implement its key recommendations. These include the reconstitution of the Clearing House Group, Working Groups and Task Forces;
- Through its membership of the Expert Group on Future Skills Needs, the Department contributed to preliminary work on the promotion of development

opportunities for international financial services skills;

- Getting Government agreement to consolidate and modernise legislation regulating the international financial services industry, as part of the *Better Regulation* agenda. This initiative follows the recommendations of *Building on Success* and enhances the existing close working arrangements between Government Departments and the industry;
- Maintaining an on-going, close working relationship between the Department, the Clearing House Group and the Financial Regulator, particularly in relation to the development/implementation of the relevant actions of the *Regulator's Strategic Plan: 2007-2009*;
- Continued support for the work of IDA Ireland in promoting Ireland as a location for international financial services;
- The passing of the Investment Funds, Companies and Miscellaneous Provisions Act 2006, which addresses issues of interest to the international financial services industry;
- The passing of the Employment Permits Act 2006, which provides the statutory framework for the new Green Card system. This system will apply to occupations where there are high-level or strategic skills shortages, such as those in the international financial services industry. The new Green Card and revised Work Permit arrangements are due to take effect on 1 February 2007.

INFRASTRUCTURE

The Department contributed to the following developments in 2006:

- The new social partnership agreement Towards 2016 identified five areas on which Government and the social partners would focus, to ensure delivery of the Government's housing policy goals. These

Strategic Priority C - ECONOMIC AND SOCIAL POLICY

goals are set out in its housing policy framework Building Sustainable Communities. The first phase of Towards 2016 identified as a goal the need to find new ways to assess need; to enhance delivery of social and affordable housing; and to address the accommodation needs of some 60,000 new households;

- The Department contributed to a major consultancy study being carried out for the Affordable Homes Partnership (AHP), which continued its work to increase the supply of affordable housing in the Greater Dublin Area. The study examined ways of improving delivery of, and access to, affordable housing. At the end of the year, the Government also agreed to investigate the possibility of making further State lands available for social and affordable housing;
- The Department, through its involvement in the work of an inter-departmental group, contributed to a major new Strategy for Science, Technology and Innovation for 2006-2013. The Strategy included commitments to double the number of PhDs over the period; to focus on ensuring more effective commercialisation of research in universities and public research institutions; and to develop new partnerships between these institutions and enterprise. A new Chief Science Adviser was also appointed during the year;
- A number of key policy documents were published on energy and climate change, including a Green Paper on Energy Policy, a Review of the Electricity Market, and a Review of the Climate Change Strategy. Work was continuing at the end of the year on the drafting of a White Paper on Energy Policy, due in early 2007. Work was also underway in relation to the launch of an all-island energy market, due in late 2007;

- The Department continued to assist with ensuring a whole-of-Government perspective in relation to transport infrastructure, including the rollout of Transport 21;

- The Department contributed to the preparation of the National Development Plan (NDP) 2007-2013, due in early 2007. The National Spatial Strategy (NSS) provides the strategic and long-term framework within which to plan for balanced regional development. The NSS forms a key underpinning structure of the new NDP;

- With regard to immigration, the National Economic and Social Council (NESC) published major reports on Migration Policy and Managing Migration in Ireland. The Employment Permits Bill was enacted, and a decision taken on the status of Romanian and Bulgarian nationals in relation to their countries' accession to the EU from 1 January 2007.

NATIONAL REFORM PROGRAMME

The Department coordinated preparation and submission to the European Commission of the first annual progress report on the *National Reform Programme (2006-2008)* (NRP) under the re-launched Lisbon Strategy for Growth and Jobs. This report sets out the measures adopted and implemented since the NRP was finalised in 2005, drawing significantly on *Towards 2016*. The report was welcomed by the European Commission, which acknowledged Ireland as being among the top performing Member States.

STATISTICS

Good progress continued to be made in implementing the National Statistics Board (NSB) Strategy 2003-2008 (as reflected in the publication of the Mid-Term Progress Report at the end of the year), and in progressing the development and use of unique identifiers, such as the Personal Public Service Number

Strategic Priority C - ECONOMIC AND SOCIAL POLICY

(PPSN) and a new postcode system. The NSB also published a report on Policy Needs for Statistical Data on Enterprises.

Government also agreed to examine the feasibility of a unique business identifier, as recommended by the NSB, and to request completion of the outstanding departmental Data Strategies by Summer 2007.

Strategic Priority D - SOCIAL PARTNERSHIP

To maximise the level of industrial relations peace and stability and help adapt the world of work in line with Ireland’s competitive and social vision.

The Department plays a lead role, working closely with other Departments, in facilitating Ireland’s system of social partnership, as a means to economic and social progress.

The key strategies underpinning this objective are:

IMPACT INDICATOR

- Successful negotiation and implementation of social partnership agreements and effective operation of social partnership structures.

| |
|--|
| ● To support the negotiation and implementation of national-level social partnership agreements and to maintain and develop the structures of social partnership |
| ● To encourage engagement and consultation with social partners on key policy areas addressed in social partnership agreements |
| ● To promote development of the lifecycle approach to service delivery, in consultation with the social partners |
| ● To support dialogue at national level aimed at ensuring industrial relations peace and stability, through the National Implementation Body |
| ● To promote partnership in the private and public sectors through the NCPP and the High level Implementation Group on the National Workplace Strategy |
| ● To promote Ireland’s social partnership system in the wider international context and particularly within the Lisbon Strategy. |
| key strategies |

Strategic Priority D - SOCIAL PARTNERSHIP

TOWARDS 2016

The Department was centrally involved in negotiations on a successor agreement to *Sustaining Progress*. These began in February and were successfully concluded in June with agreement on *Towards 2016*, the 10-year Framework Social Partner Agreement 2006-2015. Over 200,000 copies were compiled and printed and the majority circulated to the social partners by late June/early July. Negotiations with the farming pillar continued for some months and were successfully concluded in October.

The agreement endorses the key national strategies – such as the National Spatial Strategy (NSS) and National Development Plan (NDP) – that will inform investment and planning over the period. Government and the Social Partners subscribe to the National Economic and Social Council (NESC) vision for Ireland – set out in the NESC Strategy 2006, *People Productivity and Purpose* – and agree that the achievement of that vision needs a longer-term strategic planning perspective. This, in turn, warrants a longer-term partnership framework.

Government and the Social Partners also agree that, within the 10-year framework agreement, there are a number of key strategies and actions to be achieved during the first phase of the agreement (27 months), which are clearly set out in the agreement.

The adoption of the lifecycle framework, as set out by NESC in its report, *The Developmental Welfare State*, is another key innovative feature of *Towards 2016*. The lifecycle approach places the individual at the centre of policy development/delivery, by assessing the risks facing him/her – and the supports available to address those risks – at key stages in his/her life. The key lifecycle stages are identified as: children, people of working age, older people, and people with disabilities.

The negotiations also had a strong focus on employment standards, which had been raised by the Irish Ferries dispute the previous year. Following protracted negotiations, agreement

was reached on a comprehensive package of measures on employment rights and compliance. This included the establishment of a new, statutory Office of the Director for Employment Rights Compliance; a trebling in the number of Labour Inspectors; significant increases in penalties for non-compliance with employment law; the regulation of employment agencies; and new legislation on exceptional collective redundancy situations and dismissals in the context of industrial disputes. The agreement also provided for the establishment of more user-friendly adjudication and redress mechanisms in the employment rights area.

The extranet reporting facility was updated to reflect the content and commitments of the new agreement. New members were admitted to the community and voluntary (C&V) and farming pillars, and new arrangements agreed for the organisation of the C&V pillar, to take account of the lifecycle approach in the new agreement and the increased membership of the pillar.

The Steering Group for the new agreement met for the first time towards the end of the year and agreed its work programme for 2007. Arrangements were being made at the end of the year for the publication of the first progress report, the first plenary meeting under the new agreement and for a Dáil motion on Social Partnership, all of which were scheduled for early in 2007.

NATIONAL ECONOMIC AND SOCIAL DEVELOPMENT OFFICE

Government policy provided for the establishment on a statutory basis of the National Economic and Social Development Office (NESDO), to facilitate closer collaboration between the National Economic and Social Council, the National Economic and Social Forum, and the National Centre for Partnership and Performance. The NESDO Bill was enacted on 12 July 2006 and, following the passing of an order by the Oireachtas, 1 January 2007 was assigned as the establishment day under the legislation.

Strategic Priority D - SOCIAL PARTNERSHIP

NATIONAL ECONOMIC AND SOCIAL COUNCIL

As part of its function to analyse and report to the Taoiseach on strategic issues relating to the development of the economy and an equitable society, the National Economic and Social Council (NESC) published 2 reports on migration in September 2006. The first was an independent review of Ireland's migration policy, *Managing Migration in Ireland: A Social and Economic Analysis*, and was part of a wider global initiative. The second, *Migration Policy*, made specific recommendations to the Government on the development of more coherent migration and integration policy into the future.

NATIONAL ECONOMIC AND SOCIAL FORUM

The National Economic and Social Forum (NESF) completed work on 2 reports during 2006 - *Improving the Delivery of Quality Public Services and Arts, Culture and Social Cohesion* - due to be published in early 2007. In addition, the project team for *Mental Health and Social Inclusion* commenced its work in September 2006.

NATIONAL IMPLEMENTATION BODY (NIB)

The NIB was involved in addressing a number of industrial disputes in 2006, in line with its role (continued under *Towards 2016*) of overseeing the industrial peace and stability provisions of social partnership agreements.

NATIONAL CENTRE FOR PARTNERSHIP AND PERFORMANCE

The Taoiseach appointed a new Council to the National Centre for Partnership and Performance (NCPP) in 2006 and a 3-year strategy (2007 - 2010) entitled *Irish Workplaces: A Strategy for Change, Innovation and Partnership* was developed and agreed.

In supporting the implementation of the National Workplace Strategy during 2006, NCPP activities were focussed on the following key activities:

- Completing the first annual report to Government on the work of the High Level Implementation Group on the Strategy
- Hosting a masterclass in September entitled *'Learning in a Knowledge Society: Is Ireland Ready?'*
- Preparing for the rollout of a new Workplace Innovation Fund. In particular, the NCPP worked with Enterprise Ireland in preparing criteria and arrangements for the rollout of funding for companies to improve levels of innovation in their workplaces. A tendering process was also completed to engage expertise for a public awareness and advertising campaign on workplace partnership and innovation, to be carried out in 2007 and 2008.

The NCPP held a National Partnership Conference in June and continued its work in supporting partnership initiatives in key sectors. It published a report and guidelines on how to build a Learning Organisation. It also completed new guidelines on Employee Financial Involvement, in collaboration with the Social Partners, on foot of a commitment in *Towards 2016*.

EUROPEAN ECONOMIC AND SOCIAL COMMITTEE

The European Economic and Social Committee (EESC) is an advisory body of 317 members, nine of whom are Irish. Its function is to represent economic and social interests in the Union's decision-making process. The Council and the Commission must consult the EESC on a range of issues, and it is also empowered to prepare Opinions on its own initiative. The term of office of the Irish members expired during the year, and nominations for new members/re-nominations were sought and approved, and notified to the European Commission.

Chapter 8

Strategic Priority E - PUBLIC SERVICE MODERNISATION

To provide a more efficient and effective service to the Government and the citizen.

The Implementation Group of Secretaries General, which is chaired by the Secretary General of the Department, continues to co-ordinate, support and promote implementation of the modernisation programme, both within individual public service organisations and at a central level. The Group is supported by a range of associated sub-groups, which meet regularly. The Department has a central role in the development and rollout of the modernisation agenda and in supporting its implementation in Departments.

The key strategies underpinning this objective are:

- To formulate and co-ordinate policy initiatives on Public Service change and modernisation, including Quality Customer Service (QCS) and other system-wide initiatives
- To support the negotiation and implementation of the modernisation elements of social partnership agreements
- To support public service organisations in their implementation of change and modernisation programmes, including through awareness raising, coordination through networks, and communication
- To promote improved quality of regulation through implementation of the Government's *White Paper on Better Regulation*
- To introduce an appropriate model of Regulatory Impact Analysis (RIA) as a tool for evidence-based policy-making.

key strategies

IMPACT INDICATOR

- Improved Civil and Public Service delivery, evidenced by external evaluations, including PVG process, independent reviews, customer/business surveys.

Strategic Priority E - PUBLIC SERVICE MODERNISATION

REVIEW OF THE IRISH PUBLIC SERVICE

In June 2006, the Taoiseach announced a package of four inter-related initiatives, which give further impetus to the change and modernisation programme. Work on these culminated in the announcement in December of a major system-wide review of the Irish Public Service by the OECD. This review will benchmark the Public Service in Ireland against other comparable countries, and make recommendations for future reform.

The other aspects are a system of organisational reviews for Departments/Offices and agencies; refinement of performance indicators to support new Annual Output Statements; and a renewed drive on 'leadership development' across the Public Service.

During 2006 staff met visiting EU and other national delegations to discuss issues relating to public sector modernisation. They also attended international meetings, seminars and conferences, including EU and OECD meetings. The Division also provided speakers, facilitators and briefing material for national and local conferences, seminars and training events.

QUALITY CUSTOMER SERVICE

The promotion and coordination of the QCS Initiative in the Civil Service continued in 2006. Key issues that were successfully managed included the extension of the Customer Charter process to non-commercial State Bodies; the initiation of a major review of the Charter initiative in the Civil Service; and the publication of the results of two Civil Service customer satisfaction surveys. These surveys, carried out by professional market research companies, were particularly encouraging. They showed continued improvement in service levels and highlighted some issues for future attention (results available on www.bettergov.ie). Progress was also made on the issue of developing a system of customer redress.

TOWARDS 2016

In 2006, PSM Division participated in the

successful negotiation of the new national agreement *Towards 2016*. This included significant input into the negotiation of the Public Service pay and workplace change components of the agreement. The Division also supported the monitoring and promotion of the public service change aspects of *Towards 2016* and its predecessor *Sustaining Progress*, which expired during 2006.

RAISING AWARENESS

Throughout 2006, the dedicated website of the change and modernisation programme www.bettergov.ie continued to be heavily subscribed; five issues of LINK magazine were circulated to over 30,000 civil servants; and a number of seminars and information events were organised, including events on the Customer Charter initiative and on quality management techniques. These measures built on the many ongoing network and group meetings, and electronic updates provided by email.

PSM Division managed the second *Taoiseach's Public Service Excellence Awards*, which received over 150 entries – almost double the previous number. Two major showcase events were arranged in Cork and Dublin, and 20 public service organisations received awards. 3 of the winners represented Ireland at the 4th Quality Conference for Public Administrations in the EU. PSM Division oversaw Ireland's participation in the conference, which took place in Finland.

BETTER REGULATION

In 2006, the Better Regulation Group met 5 times and steered the work of 3 subgroups on (1) Regulatory Appeals (2) Electronic Statutory Instruments and (3) Regulatory Mapping, in order to oversee the White Paper commitments on these items. The Group also oversaw progress in relation to Statute Law Revision and Restatement, and the promotion of evidence-based policy making.

In November, the Government approved the text of a Statute Law Revision Bill, providing

Strategic Priority E - PUBLIC SERVICE MODERNISATION

for the repeal of over 3,000 obsolete Acts that predate the foundation of the State. Two comprehensive public consultation processes preceded the drafting of the Bill, which is expected to be published in January 2007 and enacted within the lifetime of the current Dáil.

In July, a Consultation Paper on Regulatory Appeals was published and a public consultation process launched. In September, the Better Regulation Unit organised a consultation seminar to promote debate on the issue. 34 submissions have been received to date and a synthesis document of all submissions will be published in the first quarter of 2007.

The Economic and Social Research Institute (ESRI) was commissioned to carry out a survey of businesses on attitudes to regulation. The survey (of over 800 companies, including SMEs) focuses on 'red tape' and on the extent to which regulation facilitates or is a barrier to economic growth and the competitiveness of Irish business. The survey results are expected in early 2007.

Throughout 2006 the Department provided briefing and policy advice on better regulation issues at European level. These arose at various Council formations and working groups, including the Competitiveness Council, Ecofin, the High Level Group of National Regulatory Experts and the Directors of Better Regulation. Officials from the Better Regulation Unit were also invited by the OECD SIGMA programme to make presentations to the newer Member States on our experiences. In July, the Department participated in a pilot training course on the European Commission's model of Impact Assessment.

STATUTORY INSTRUMENTS

In 2006, revised procedures for the production of printed and electronic Statutory Instruments (SIs) were developed to facilitate faster and more accurate availability of secondary legislation through the Irish Statute Book website. These revised provisions are currently being piloted across Departments/Offices with

a view to bringing proposals to Government in 2007.

REGULATORY IMPACT ANALYSIS

Compliance with the Regulatory Impact Analysis (RIA) requirements for primary legislation was high in 2006, and the Better Regulation Unit continued to support Departments in carrying out RIAs. An extensive programme of awareness raising and training on RIAs took place, with over 150 officials attending the dedicated RIA training course. A RIA module is also included in training courses on Policy Analysis and Legislative Processes. In December, the Better Regulation Unit set up a RIA Network to foster information-sharing and best practice among Departmental officials.

Strategic Priority F - THE INFORMATION SOCIETY AND E-GOVERNMENT

To build and develop a knowledge society.

The Department's role is to lead/co-ordinate the building and development of the Knowledge Society. This role involves identifying the way forward, and preparing/co-ordinating a strategy to implement this vision. It also involves the promotion of an inclusive knowledge society, whereby all members of society can access and benefit from the benefits on technological development.

The key strategies underpinning this objective are:

- To support a strategic policy framework for Ireland to build and develop a knowledge society to underpin the emerging knowledge economy
- To support the work of the Taoiseach and the Government Chief Whip on knowledge society and related issues
- To promote ownership, participation and inclusion in the knowledge society
- To have adequate implementation mechanisms for relevant public policies.

key strategies

IMPACT INDICATOR

- Introduction of new mechanisms to progress policy and the effective funding of projects to promote eInclusion.

Strategic Priority F - THE INFORMATION SOCIETY AND E- GOVERNMENT

DEVELOPMENTS IN 2006

The Department continued to chair and support the e-Strategy Group of Secretaries General and the Implementation Group of Assistant Secretaries.

The Taoiseach signed a Memorandum of Understanding with Intel in June to explore the development of a Home Computing Initiative. This will promote greater PC ownership and engagement with technology in society. The Department, together with Intel and the ICT industry, are working to scope out the proposal and that work will continue into 2007.

eINCLUSION

An e-Inclusion Stakeholders Group was established to contribute to the development, implementation and communication of a new national e-Inclusion strategy. The Group will also monitor progress on the strategy, which will address people in each lifecycle stage who are digitally excluded. Its membership includes Social Partners, representatives from Government Departments and agencies, academics, and those engaged in the delivery of e-Inclusion projects and programmes at local and EU level.

An e-Inclusion Research Group was also established to deepen our understanding of the challenges around e-Inclusion and bridging the digital divide. The Research Group comprises academics active in the social inclusion/e-inclusion areas, and its work will inform the deliberations of the Stakeholders Group.

The Department participated in EU fora on i2010 and contributed to the development of a Ministerial Declaration on eInclusion, which was adopted at the Ministerial Conference in Riga in June.

The Department hosted the eInclusion Conference in October. The conference facilitated an interactive discussion on the area of eInclusion and was an opportunity for sharing the experiences gained by projects funded under the eInclusion Fund.

eINCLUSION FUND

The Government allocated a €1.5million Fund for eInclusion initiatives in 2006. A total of 113 applications were received and evaluated and 76 projects (67.25%) of the applicants were offered complete or partial funding.

OTHER DEVELOPMENTS

The Department, in conjunction with Irish Payment Services Organisation (IPSO), hosted a national ePayments conference in December. The Conference examined the implications of a dependency on high levels of cash and cheque payments and fostered discussion on how to encourage Irish citizens and businesses to move towards the use of electronic payments.

The Inter-Departmental e-Accessibility Group continued to work on the redevelopment of the IT Accessibility Guidelines, a procurement toolkit and on new guidelines on the use of Smart Card technologies. This group is co-chaired by the National Disability Authority (NDA) and the Department's Information Society Policy Unit (ISPU).

Strategic Priority G - CORPORATE SUPPORT SERVICES

To provide corporate support services to the Department.

The Corporate Support Services of the Department provides support to the rest of the Department in achieving the Department's strategic objectives. Services are provided across a wide range of activities including HR, Finance, ICT, Library, Training, Change Management and other Management Services, availing of specialised skills and expertise to provide efficient and co-ordinated administration of the Department.

The key strategies underpinning this objective are:

- To manage the Department's human resources so as to contribute to the organisation's goals, while also promoting staff personal development goals
- To deliver a financial management service that promotes and contributes to the effective use of the Department's financial resources through the delivery of economy, efficiency, value for money and promptness in all expenditure
- To provide a reliable and effective information and communications technology (ICT) service that meets the Department's existing and future needs
- To ensure that the Department continues to meet its corporate legal responsibilities
- To support the provision of a high level of service to the Department's customers, both internal and external
- To implement a modernisation programme that supports the achievement of the Department's goals, and is aligned with the broader Civil Service modernisation programme and models of best practice
- To support and develop the partnership process within the Department.

key strategies

IMPACT INDICATOR

Provision of comprehensive corporate services as verified by:

- Full compliance with corporate legal and other responsibilities
- Customer satisfaction levels
- Achievement of Value for Money in service provision
- C&AG reports on financial management standards
- Feedback from Civil Service Performance Verification Group on progress implementing our modernisation agenda.

Strategic Priority G - CORPORATE SUPPORT SERVICES

HUMAN RESOURCE MANAGEMENT

HR Division continued to provide a range of HR services to the Department in 2006, including recruitment, induction, payroll, attendance management, promotions, etc. In addition, the Division supported the introduction of a number of new Civil Service rules/regulations, such as the new disciplinary code, the new policy on bullying and harassment, a Code of Standards for Civil and Public Servants, new rules regarding the probationary period for new recruits, etc. It also supported the implementation of the Government's Decentralisation Programme through the timely release of staff wishing to relocate.

The Division moved its Human Resource Management System (HRMS) to a shared service platform with a number of other Government Departments. This system supports the efficient compilation of HR data for planning and reporting purposes and facilitates the devolution of certain HR functions to line managers, e.g. annual leave, flexitime, etc.

A comprehensive analysis of the HR environment in which the Department operates was completed in 2006 and the Management Advisory Committee considered its findings. The analysis identified a number of issues to be addressed in the Department's new HR Strategy 2007-2009 and the development of proposals to respond these issues commenced during the year.

Following central agreement to integrate the Performance Management and Development System (PMDS) with certain HR processes – increments, promotions and higher scales – arrangements for the introduction of the new model in 2007 began during the year. The new model was also piloted for training and familiarisation purposes. A PMDS Handbook and Short Guide were developed and circulated to all staff. The annual and interim review forms were revised, while a PMDS database was also developed to facilitate 'rating' returns to HR Division.

TRAINING AND DEVELOPMENT

During 2006, expenditure on training and development was 4.3% of payroll, exceeding our target spend of 4%. The Department continued to offer a wide range of training interventions to staff, including formal training courses, on-the-job training, information sessions, eLearning initiatives, etc. One-fifth of staff (across all grades) availed of the *Refund of Fees Scheme*, participating in certificate, diploma, degree and masters programmes.

A review of the Department's Training and Development Strategy was completed and proposals were developed to ensure that the provision of training is effectively planned and geared towards meeting the business requirements of the Department, as well as the personal development needs of staff.

FINANCIAL MANAGEMENT

The Department aims to optimise resource allocation, achieve value for money and minimise wasted effort and expense - without compromising the quality of our service. Our financial management arrangements provide the focus of our efforts to achieve this.

Payments totalling €32.9 million were processed during 2006. The 2005 Appropriation Account was completed by the statutory deadline of 31 March 2006, signed by the Accounting Officer and presented to the Comptroller and Auditor General (C&AG) for audit. There were no adverse findings in respect of the 2005 Accounts. As required by law, the Finance Officer's Prompt Payments Report for 2006 is included as Appendix 4 to this report.

Modernisation of financial management systems and processes continued during the year. Implementation of the Management Information Framework (MIF) was completed, and processes to increase the delivery of value for money services continued to be developed. These included the development of a Corporate Procurement Plan and enhanced procurement procedures within the Department.

Strategic Priority G - CORPORATE SUPPORT SERVICES

INTERNAL AUDIT

Audits on 'Procurement', 'EU Presidency' and 'Consultancies' were completed during the year and an audit on the 'National Forum on Europe' was commenced. Follow up audit reports on 'Staff Salary and Wages' and 'Procurement' were also completed and forwarded to the Accounting Officer for his information. The Internal Audit Committee met in February, July and November. The Internal Audit Unit's Annual Report for 2006 and its 2007 Work Programme were finalised and placed on the Department's intranet.

INFORMATION AND COMMUNICATIONS TECHNOLOGY

In 2006, IT Unit continued to implement its *Information and Communications Technology Strategy 2006 – 2008*. Working closely with the Information Officer, our suite of websites was enhanced to improve accessibility and usability.

IT Unit drove the development of a number of data management and collaborative work systems to improve business processes, both internally and across Departments. Workflow based systems – such as PMDS online rating returns and the Management Services Unit Helpdesk – have streamlined business processes, while a new extranet was also created during the year to support the implementation of *Towards 2016*.

Our 'remote access' systems were enhanced, including improved security and a move to broadband for improved performance and value for money. IT Unit also supported the ongoing development of the eCabinet system, progress on the development of which is outlined elsewhere in this report.

A program of updating our ICT infrastructure continued, including an upgrade of core system hardware and the installation of a new storage area network. These improvements will allow users to benefit from a number of new features and enhancements.

DEPARTMENT OF THE TAOISEACH MODERNISATION PROGRAMME

The Department completed implementation of its modernisation plan under *Sustaining Progress* in 2006. This resulted in substantial modernisation of processes/ procedures across a number of areas, with a resultant improvement in the quality of service to our customers. Among the initiatives introduced under the plan were the development of a Customer Charter and annual customer surveys to measure our performance against the commitments contained in it; the introduction of the eCabinet system; a new Financial Management System, which automated and improved our financial processes; and modernisation of our HR practices.

During the year, the Department also prepared a new modernisation plan under *Towards 2016* and work commenced on its implementation. Among the key actions in the new plan are the development of our next HR Strategy; a review of our Partnership structures; a further upgrade of our Financial Management System; the extension of the eCabinet system to Cabinet Committees; and an application for the 'Excellence through Accessibility' award.

QUALITY CUSTOMER SERVICE

Our Customer Charter commits us to providing friendly, efficient and courteous service. In order to monitor our performance against this and other commitments in the Charter, we conduct regular customer surveys.

In 2006, we surveyed nearly 450 customers and the results showed consistently high scores in relation to the quality of our service delivery. There was an increase in the number of customers who noticed an improvement in service, particularly in relation to the layout of the Department's websites and prompt response times. As in previous years, the vast majority of customers found our staff efficient and courteous. The survey also showed that there was increased awareness of our customer complaints procedures.

Strategic Priority G - CORPORATE SUPPORT SERVICES

CORPORATE LEGAL RESPONSIBILITIES

The Department continued to meet its corporate legal responsibilities in 2006. An external expert was engaged to conduct an independent safety audit across the Department, the results of which will inform our new Health and Safety Statement – to be finalised in 2007.

The Department ran training/awareness workshops on the new Civil Service policy on bullying and harassment *A Positive Working Environment* – to date over 150 members of staff have attended these workshops.

With a view to meeting the commitment on Regulatory Impact Analysis (RIA) in *'Towards 2016'*, an RIA was conducted during the year in connection with the preparation of the General Scheme of a new Statute Law Revision Bill.

ENERGY CONSERVATION

In 2006 the Department continued to introduce measures to conserve energy, based on advice in the Department of the Environment, Heritage and Local Government's *Green Government Guide*. This included the purchase of energy-efficient equipment (photocopiers, computers, etc.), as well as turning off lighting and office equipment when not in use; re-using envelopes internally; and double-sided photocopying and printing.

The Department also worked closely with the Office of Public Works to effectively manage our consumption of energy resources and to raise awareness among staff. All paper and cardboard waste is recycled. Redundant machinery (photocopiers, fax machines, shredders, etc.) is disposed of in compliance with the Waste Management (Waste Electrical and Electronic Equipment) Regulations 2005. In disposing of PCs, a number are given, free of charge, to various charities and schools/community groups. The Department also has arrangements in place for the recycling of glass, cans, plastic bottles, mobile phones and batteries.

We continually review the possibility of increasing the amount of waste that can be

disposed of by recycling. Most stationery used by Department is recycled paper.

IRISH LANGUAGE

During 2006, work commenced on implementing our Official Languages Scheme in a way that laid the foundation for achievement of more ambitious targets in 2007 and 2008. Indeed, the Coimisinéir Teanga – in his report on the first year of implementation of the scheme – indicated that he was satisfied with the progress being made by the Department.

The FoI guide to the Department was published in Irish; a new Gaeilge mailbox gaeilge@taoiseach.ie was set up to deal with queries in Irish; our Annual Report was published in a side-by-side Irish/English format (in line with best practice); in-house Irish classes were organised for staff; social activities were arranged to give staff an opportunity to speak Irish; while the 'disclaimer notice' and automatic 'out-of-office' message on our e-mail system became bilingual.

We continually review the possibility of increasing the amount of waste that can be

Appendix 1 -

The Taoiseach's European and International Engagements 2006

JANUARY

16-21 January

Official visit to India

Bangalore

Courtesy Call on Mr Trioki Nath Chaturvedi, Governor of Karnataka;
Meeting with Dr. Kiran Mazumder-Shaw, Honorary Consul of Ireland in India
Enterprise Ireland Business Lunch

New Delhi

Address by Taoiseach to the Nehru Memorial Museum and Library;
Address to students St. Columba's School;
Wreath laying at the Raj Ghat (Gandhi) Memorial
Courtesy Call on Dr. APJ Abdul Kalam, President of India
Meeting with H.E. Ms. Sonya Gandhi, Chairperson of United Progressive Alliance
Meeting with H.E. Dr. Manmohan Singh, Prime Minister of India.
Enterprise Ireland Business Lunch

Mumbai

Address by Taoiseach at the University of Mumbai;
Meeting with Mr. Jean Charest, Premier of Quebec
Address by Taoiseach to Indian Business Leaders
Courtesy Call on Governor of Maharashtra, Mr Shris M. Krishna
Enterprise Ireland Business Lunch

FEBRUARY

8 February

Meeting with Ukrainian Minister for Foreign Affairs, Mr. Borys Tarasyuk

16 February

Meeting with Greek Prime Minister Konstantinos Karamanlis

MARCH

2 March

Meeting with Croatian Prime Minister Ivo Sanader

23-24 March

Spring European Council, Brussels

MAY

11-12 May

EU-LAC Summit, Vienna

17 May

Visit of Governor of Aceh, Mustafa Abubakar

22 May

Meeting with John Howard, Prime Minister of Australia

24 May

Visit of former South African Minister, Kader Asmal

JUNE

1-2 June

UNAIDS Summit, New York – Address to High-Level Meeting on AIDS

15-16 June

Represented at the European Council, Brussels by the Minister for Foreign Affairs, Mr. Dermot Ahern

21 June

Meeting with senior political representatives of main groupings in Iraq

30 June

Visit to Helsinki - Meeting with Prime Minister Matti Vanhanen

SEPTEMBER

10-11 September

ASEM VI Summit, Helsinki, Finland

17-20 September

State Visit of the King and Queen of Norway

18 September

Launch of the White Paper on Irish Aid

25 September

Meeting with Vice Premier Zeng of China

29 September

Meeting with President Bill Clinton on the Clinton Foundation on HIV/AIDS

The Taoiseach's European and International Engagements 2006

OCTOBER

09 October Visit to Berlin - Meeting with Chancellor Angela Merkel
20 October Informal EU meeting of HOSG, Lahti, Finland

NOVEMBER

08 November Address to the European Commission (College), Brussels
13 November Meeting with the Prime Minister of the Slovak Republic, Mr. Robert Fico
16 November Visit of Deputy Prime Minister of South Africa, Ms. Phumzile Mlambo Ngcuka
29 November Address to the European Parliament, Brussels
30 November Meeting with President of the European Parliament, Josef Borrell

DECEMBER

1 December Announcement of a national campaign to combat HIV related stigma to coincide with World AIDS Day
7 December Visit of President of Egypt, Hosni Mubarak
14-15 December European Council, Brussels

Appendix 2 -

Gender breakdown of Staff Serving in the Department

| Grade | No of Staff | Male | Female | % of Women in each Grade |
|-------------------------------------|--------------------|-------------|---------------|-------------------------------------|
| Secretary General | 1 | 1 | 0 | 0 |
| Second Secretary | 1 | 1 | 0 | 0 |
| Assistant Secretary | 4 | 3 | 1 | 25 |
| Director | 1 | 1 | 0 | 0 |
| Principal Officer - PO | 13 | 10 | 3 | 23 |
| Assistant Principal - AP | 31 | 12 | 19 | 61 |
| Higher Executive Officer - HEO | 27 | 9 | 18 | 67 |
| Administrative Officer - AO | 14 | 6 | 8 | 57 |
| Executive Officer - EO | 26 | 4 | 22 | 85 |
| Staff Officer - SO | 10 | 2 | 8 | 80 |
| Clerical Officer - CO | 49 | 11 | 38 | 78 |
| Service Officers/Service Attendants | 13 | 13 | 0 | 0 |
| Cleaners | 9 | 0 | 9 | 100 |
| Totals | 199 | 73 | 126 | 63 |

Note: Work sharers are counted as one person. People on secondment out or on contract to this Department, or who are currently on career break, are not included. Figures reflect the position as at February 2007.

Appendix 3 -

Expenditure for the year 2006

| | 2006 |
|--|----------------------------|
| | Provisional Outturn |
| | €000 |
| ADMINISTRATION | |
| Salaries, wages and allowances | 12,639 |
| Travel and subsistence | 753 |
| Incidental expenses | 2,194 |
| Postal and telecommunications | 606 |
| Office Machinery & Office Supplies | 1,648 |
| Offices Premises Expenses | 420 |
| Consultancy Services | 49 |
| Information Society - eCabinet. | 562 |
| Total Administration | 18,871 |
| OTHER SERVICES | |
| National Economic and Social Council (<i>Grant-in-Aid</i>) | 952 |
| Forum for Peace and Reconciliation | 0 |
| Commemoration Initiatives | 126 |
| All Party Committee on the Constitution | 305 |
| Information Society Commission | 1 |
| National Centre for Partnership and Performance | 960 |
| National Economic and Social Forum (<i>Grant-in-Aid</i>) | 704 |
| Tribunal of Inquiry (McCracken) | 0 |
| Tribunal of Inquiry (Moriarty) | 4,247 |
| Independent Commission of Inquiry | 94 |
| National Economic and Social Development Office | 1,447 |
| National Forum on Europe | 1,515 |
| Newfoundland and Labrador Business Partnerships | 337 |
| EInclusion | 1,751 |
| Commission of Investigation | 1,302 |
| Task Force on Active Citizenship | 275 |
| Gross Total | 32,887 |
| Less Appropriations-in-Aid | -127 |
| Net Total | 32,760 |

Appendix 4 -

Prompt Payment of Accounts Act 1997 and European Communities (Late Payments in Commercial Transactions) Regulations 2002

It is the policy of the Department to fully comply with the terms of the Prompt Payment Act 1997 and with the terms of the Regulations on combating late payment in commercial transactions (European Communities Late Payment in Commercial Transactions Regulations 2002).

In 2006, a total of 503 invoices valued in excess of €317.44 incurred late payment penalties. (This is the threshold as prescribed in the Guidelines to Public Bodies by the Department of Enterprise, Trade and Employment for reporting purposes). The value of all invoices that were paid late amounted to €1,070,811. This represents 14% of €7,538,700 total payments falling within the terms of the Regulations. The total interest paid during 2006 resulting from late payments amounted to €7,170.14.

Appendix 5 -

Statement of Compliance

1. I acknowledge, as Finance Officer, that the Department of the Taoiseach is fully complying with the provisions of the Prompt Payment of Accounts Act, 1997 and European Communities (Late Payments in Commercial Transactions) Regulations 2002.
2. Procedures have been established in the Department to ensure compliance with the Act. These include a comprehensive system for handling all invoices received in the Department, guidelines issued to all the relevant staff and bodies under the aegis of the Department and training for all responsible staff. There is ongoing monitoring to ensure compliance with the provisions.
3. It should be noted that the procedures referred to at 2. above can only provide reasonable and not absolute assurance against material non-compliance with the Act.
4. In the year ending 31 December 2006, the above procedures were fully implemented.

Aileen Healy
Finance Officer
1 March 2007

Appendix 6 -

Department of the Taoiseach Customer Charter

The Department of the Taoiseach is committed to providing a professional, efficient and courteous service to all our customers.

Our mandate is to support the Taoiseach in his constitutional and ceremonial role as Head of Government and to assist him in providing effective leadership, co-ordination and guidance across key policy areas. The staff of the Department conscientiously and impartially serve the Taoiseach and Government of the day, the Ministers of State, the other institutions of State and the general public, always acting with diligence, efficiency and courtesy.

Our Commitments to our customers

We aim to provide an excellent service that reflects your needs and expectations. To achieve this, we make the following commitments:

- **POLICY DEVELOPMENT AND IMPLEMENTATION**

We will aim to ensure that our contribution to the development and implementation of Government policy adds value to the achievement of our national and international goals.

- **CONTACTING THE DEPARTMENT**

We will provide details of the role/function of staff in relevant publications and on the websites and specific contact information in all correspondence.

- **RESPONDING TO YOU**

You will receive clear, timely and concise replies to all correspondence, including e-mails. If your correspondence relates to a matter that comes within the remit of another public body, we will direct the correspondence to that body and inform you accordingly. If you contact us by telephone, courteous and helpful staff will deal with your query without delay or, if they are unable to respond to the query, arrange for someone to do so.

- **MEETINGS**

Meetings will be organised and conducted efficiently and effectively. You can expect excellent meeting facilities, timely notification and advance circulation of clear and concise documentation for each meeting.

- **VISITORS TO THE DEPARTMENT**

All visitors to the Department will be treated in a courteous manner and directed to their correct destination quickly. High quality reception facilities will be provided, including appropriate provision for people with disabilities.

- **MEDIA SERVICES**

We will provide members of the media with comprehensive and timely briefings on Government policies and activities. Appropriate staff will also be available to ensure that you receive a prompt and satisfactory response to your queries.

- **THE IRISH LANGUAGE**

We will ensure that customers who wish to conduct their business through Irish can do so.

- **WEBSITES AND PUBLICATIONS**

We will provide accessible, informative and usable websites. We will ensure that our publications are clear and concise, address user needs and are available on our websites.

- **TOURS OF GOVERNMENT BUILDINGS**

We will provide informative tours of Government Buildings conducted by qualified guides, to make your visit a positive experience.

- **DIVERSITY AND EQUALITY**

We will respect the principles of equality and the diversity of our customers in the delivery of all services.

- **SUPPLIERS**

We will operate clear, impartial and transparent tendering/ purchasing procedures.

- **EVALUATION AND REPORTING**

This Charter has been developed following consultation with a wide range of our customers. We have defined criteria by which we will assess our performance against each of our commitments and will regularly survey our customers on the quality of the services we provide. We will report on our performance against each of these criteria in our Annual Report.

We welcome your comments and suggestions on this Charter, or on any of the services we provide. We also have a procedure for responding to any complaints you may have. In return, we expect our staff to be treated with courtesy and respect.

Appendix 7 - Associated Bodies

The following Bodies are under the aegis of the Department of the Taoiseach:

National Economic and Social Development Office

National Economic and Social Council

National Economic and Social Forum

National Centre for Partnership and Performance

The following offices operate independently but are funded from the Department's Vote:

National Forum on Europe

Forum for Peace and Reconciliation

All Party Committee on the Constitution

The Independent Commission of Inquiry into the Bombings in Dublin, Monaghan and Dundalk

The Moriarty Tribunal

Commission of Investigation (Dublin and Monaghan Bombings 1974)

Irish Newfoundland Partnership

Task Force on Active Citizenship

In addition, the Taoiseach and/or Ministers of State have ministerial responsibility for certain administrative matters in the following independent Offices:

Central Statistics Office

Office of the Attorney General

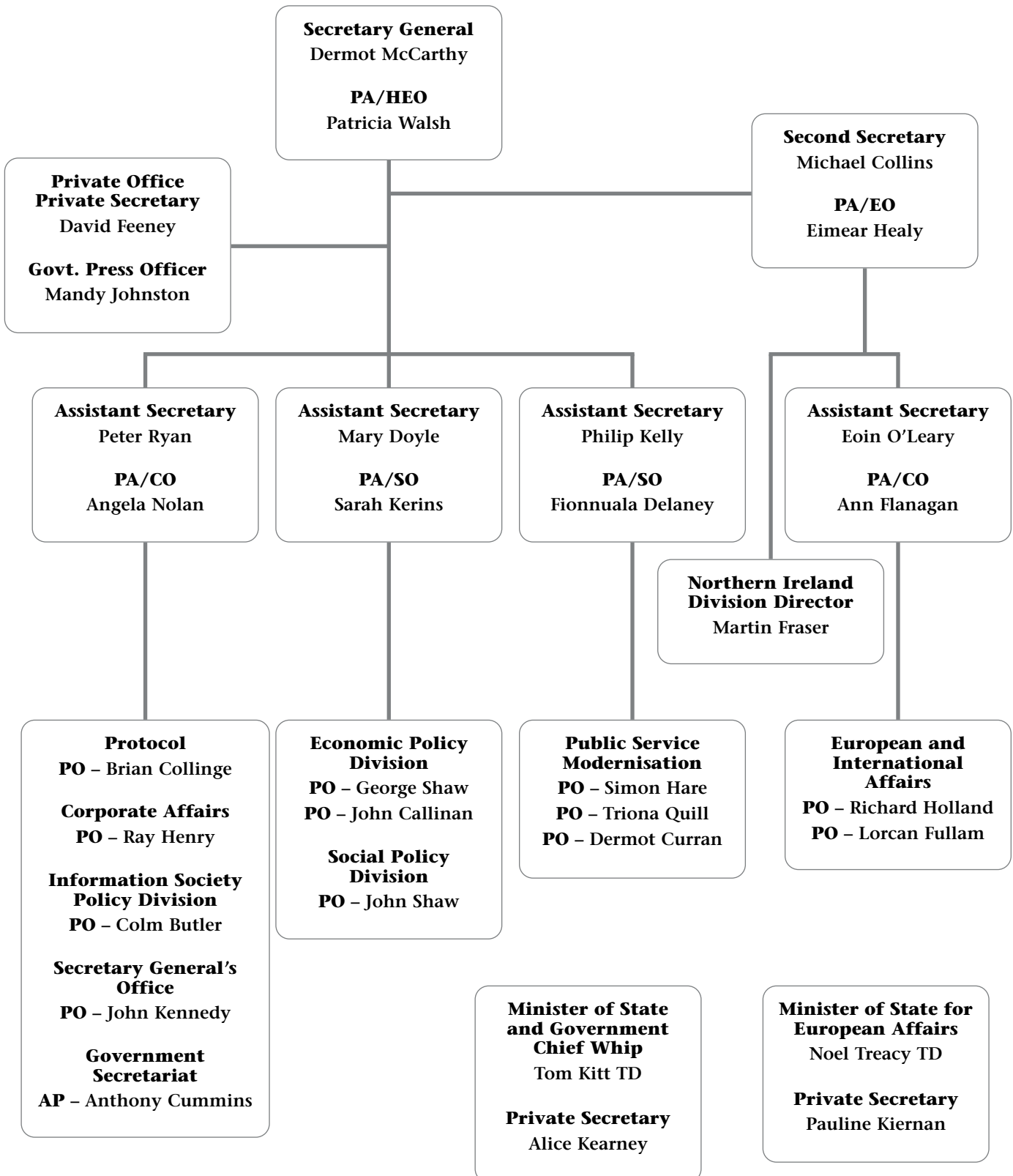
Office of the Chief State Solicitor

Office of the Director of Public Prosecutions

Law Reform Commission

Appendix 8 -

Department of the Taoiseach Organisation Chart



Appendix 9 -

Glossary of abbreviations used in this document

| | | | |
|----------|---|-------|--|
| AHP | Affordable Homes Partnership | KSF | Knowledge Society Foresight |
| AO | Administrative Officer | LAC | Latin America and the Caribbean |
| AP | Assistant Principal | MAC | Management Advisory Committee |
| ASEM | The Asia-Europe Meeting | MIF | Management Information Framework |
| C&AG | Comptroller and Auditor General | NAPS | National Anti-Poverty Strategy |
| C&V | Community and Voluntary | NCPP | National Centre for Partnership and Performance |
| CCEA | Cabinet Committee on European Affairs | NDA | National Disability Authority |
| CMOD | Centre for Management and Organisation Development | NDP | National Development Plan |
| CO | Clerical Officer | NESC | National Economic and Social Council |
| CPI | Consumer Price Index | NESDO | National Economic and Social Development Office |
| CPMR | Committee for Public Management Research | NESF | National Economic and Social Forum |
| CSO | Central Statistics Office | NIB | National Implementation Body |
| CSPVG | Civil Service Performance Verification Group | NRP | National Reform Programme |
| CSTDC | Civil Service Training and Development Centre | NSB | National Statistics Board |
| ECOFIN | European Finance Ministers' Council | NSS | National Spatial Strategy |
| EESC | European Economic and Social Committee | ODA | Official Development Assistance |
| EIB | European Investment Bank | OECD | Organisation for Economic Co-operation and Development |
| EO | Executive Officer | OPW | Office of Public Works |
| ESRI | Economic and Social Research Institute | PA | Personal Assistant |
| EU | European Union | PC | Personal Computer |
| FOI | Freedom of Information | PMDS | Performance Management and Development System |
| GDP | Gross Domestic Product | PO | Principal Officer |
| GIS | Government Information Service | PPPs | Public Private Partnerships |
| GNP | Gross National Product | PPSN | Personal Public Service Number |
| GPO | Government Press Office | PSM | Public Service Modernisation |
| HEO | Higher Executive Officer | PVG | Performance Verification Group |
| HOSG | Heads of State or Government | QCS | Quality Customer Service |
| HR | Human Resource | RIA | Regulatory Impact Analysis |
| HRM | Human Resource Management | SI | Statutory Instrument |
| HRMS | Human Resource Management System | SO | Staff Officer |
| IBEC/CIF | Irish Business and Employers Confederation/Construction Industry Federation | SMEs | Small to Medium Size Enterprises |
| ICCEUA | Inter-Departmental Co-ordinating Committee on EU Affairs | UK | United Kingdom |
| ICT | Information and Communications Technology | UN | United Nations |
| ICTU | Irish Congress of Trade Unions | US | United States |
| IDA | Industrial Development Agency | | |
| IFSC | International Financial Services Centre | | |
| IR | Industrial Relations | | |
| IMC | Independent Monitoring Commission | | |
| IMF | International Monetary Fund | | |
| IPSO | Irish Payment Services Organisation | | |
| ISC | Information Society Commission | | |
| ISPU | Information Society Policy Unit | | |

Image Credits

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1916 Commemoration at the GPO.

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Prime Minister Blair and An Taoiseach at
Farmleigh.

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Prime Minister Blair and An Taoiseach at St
Andrews.

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An Taoiseach in Bangalore, India.

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Construction at Heuston South Quarter.

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Intel factory in Leixlip.

Photograph- Courtesy of Photocall Ireland.