

Department of  
Agriculture, Fisheries and Food

# Statement of Strategy 2008-2010

Volume I

Ireland  
the  
Food  
Island





*“To lead the sustainable development of a competitive, innovative, consumer focussed agriculture, food, fishery and forestry sector and contribute to a vibrant rural and coastal economy and society”.*



**Brendan Smith TD**  
*Minister for Agriculture, Fisheries and Food*



**Tony Killeen TD**  
*Minister of State*



**Trevor Sargent TD**  
*Minister of State*

## Message from Minister Brendan Smith TD

Together with Ministers Killeen and Sargent, I am happy to present the Department's Strategy Statement for the three-year period 2008-2010.

This document presents the key goals and activities required to develop the agriculture, food and fishing sectors, which play such an important role in the development of our economy. The close correlation between the Programme for Government and the strategic actions and performance indicators in this new Strategy Statement reflects the strategic priorities that my ministerial colleagues and I emphasised during the extensive consultation and preparatory process.

I particularly welcome the additional responsibility for the sea fishing industry as assigned to this Department. I feel that a lot of synergy will result from its interaction with the agri-food sector, as both are natural resource-based industries that face key challenges of ongoing structural change and competitiveness. The Department has a pivotal role to play in implementing policies and strategies to improve capacity and competitiveness in these indigenous industries. This Strategy Statement contains a number of such initiatives and their successful implementation should make a key contribution to the sustainable development of these geographically dispersed industries which are major users of locally produced raw materials and do so much to sustain economic development and employment in regional, rural and coastal communities.

An issue, of increasing significance to all areas, is the potential impacts of climate change on the continued sustainable development of our economy, global society and finite natural resources. The relationship between food security and the environment is complex. A great deal of analysis is being undertaken, nationally and internationally, to assess the new opportunities for the food, agriculture, fishery and forestry sectors, arising from increased food and fuel demand, combined with the challenges posed by climate change. This will assist the Department and the agri-food sector identify the steps required to safeguard food security, while addressing climate change and increasing renewable energy production. These are some of the most critical challenges of our time.

I look forward to working with my Ministerial colleagues, staff of the Department and with our stakeholders in progressing this important work.

A handwritten signature in black ink that reads "Brendan Smith". The signature is written in a cursive, flowing style.

**Brendan Smith**  
**Minister for Agriculture, Fisheries and Food**



## Foreword from the Secretary General, Tom Moran

The sixth Statement of Strategy of the Department of Agriculture, Fisheries and Food, sets out the challenges and goals to be met by the Department during the remainder of this decade. To set these challenges in context, it is useful to review what has been achieved during the lifetime of the previous strategy as each strategy document builds on previous achievements, as well as setting the scene for the future.

Over the past few years, the Department has negotiated, managed and implemented a fundamental shift away from direct price support for farm produce. Many farmers, both commercial and part-time, have reaped the benefits of this quantum shift in policy. For the future, this process will continue, as farming continues to adapt to the demands of the market place.

The Irish food production and processing sector is a national asset. Over the period of the previous strategy, it has increasingly positioned itself away from basic commodities towards more differentiated higher value products. This has allowed the sector to consistently increase the value of its exports and has made it the current largest generator of wealth in the indigenous manufacturing sector.

Another area of achievement has been the development of the new Rural Development Programme for the period 2007-2013. This programme represented unprecedented investment of €8.7 billion to enhance our rural environment, to improve competitiveness and to help secure the viability of the agri-food sector into the future.

These three areas – management of a changing agricultural sector, improved food production and the enhancement of rural economy – encapsulate our current and future key strategies. This is not a static or sterile challenge, the demands of change are constant and the current Strategy Statement incorporates new areas of responsibilities while also signalling changes that are expected to influence our future operating environment.

The Department has been given additional responsibilities for animal welfare and food industry development but the most significant change to our remit is the responsibility for the overall development of the sea-fishing industry. This important function involves diverse functions ranging from stock conservation and aquaculture, to the infrastructural development of both the commercial fleet and seafood industry. Each of these areas poses challenges that this Strategy Statement seeks to address.

Challenges for the future revolve around competitiveness and maintenance of a sustainable food supply within a global stage. On the latter, expert analysis indicates that food security is likely to become a pressing issue for the future due to increased food demand, climate change, depletion of soil and water resources and the shift of land use from food to energy and other uses. This complex and very challenging issue needs to be addressed. Its resolution is multi-faceted and will require wide-ranging measures to inculcate new thinking and fresh approaches from a range of stakeholders.

The coming three-year period will bring the decentralisation programme to a very critical stage and will present challenges and opportunities for everyone in the organisation. The biggest challenge, from an internal organisational perspective, is to deliver the Government decentralisation programme in a timely and effective manner, while maintaining existing levels of morale, corporate memory and an excellent service to all our customers. The potential difficulties faced should not be underestimated, however, the Department has, over time, shown its ability to deal with service delivery from a diverse number of geographical locations.

A handwritten signature in black ink, appearing to read 'Tom Moran', written in a cursive style.

Tom Moran  
Secretary General

## Contents

	page
Message from the Minister	4
Foreword from the Secretary General	5
<b>Chapter 1</b> - Our Organisation, Mission Statement and High Level Goals	
1.1 Introduction	7
1.2 Mission Statement	7
1.3 Goals	8
1.4 Values	8
1.5 Structure	8
<b>Chapter 2</b> - Context and Challenges	
2.1 Overview	10
2.2 Consumers and other Customers	11
2.3 Agricultural Commodities and Market Outlook	12
2.4 Food Industry Development	13
2.5 Fisheries Development	13
2.6 Promoting Forestry	14
2.7 Management of the Environment	14
2.8 Promoting Innovation	15
2.9 Changing Farming Patterns	15
2.10 Developing Bioenergy Potential	16
2.11 Reviewing the Regulatory Burden	16
2.12 Organisational Performance and the Modernisation Agenda	16
<b>Chapter 3</b> - Goals, Strategies and Performance Indicators	
Goal 1	18
Goal 2	20
Goal 3	23
Goal 4	24
Goal 5	25
<b>Chapter 4</b> - Consultation, Key Linkages and Monitoring Arrangements	
4.1 Consultation Process	27
4.2 Key Linkages	27
4.3 Internal Cross Functional Linkages	28
4.4 Monitoring and Review Processes	28
<b>Appendix A</b> Organisation Chart	29
<b>Appendix B</b> MAC Members	30
<b>Appendix C</b> List of Abbreviations	34

A woman with long dark hair is smiling and hugging a young girl with bangs. They are positioned next to a plate of food, which includes a round, golden-brown fried item, possibly a fish cake, topped with green herbs, and a piece of white fish. The background is a soft-focus image of water with ice cubes.

*“To lead the sustainable development of a competitive, innovative, consumer focussed agriculture, food, fishery and forestry sector and contribute to a vibrant rural and coastal economy and society”.*

## Chapter 1- Our Organisation, Mission Statement and High Level Goals

### 1.1. Introduction

This Strategy Statement focuses specifically on strategic analysis, goals and performance. It gives an overview of the current climate within which the Department operates and indicates the main goals and strategic actions we will take to achieve them. In addition we have identified a series of high-level performance outcomes for each goal which illustrate the overall benefits or changes which we hope to achieve over the next three years.

It is not a stand-alone document. It is based on the outcome of the more detailed analysis contained in documents such as the *Agri-Vision 2015 Report*, *Steering a New Course- Strategy for a Restructured Sustainable and Profitable Irish Seafood Industry 2007-2013*, the *Rural Development Strategy*, etc. It should be viewed as one element of a suite of departmental policy documents and not as the definitive guide to the comprehensive range and scale of activities carried out by the Department. Volume II contains fuller information on our activities, reports, schemes and services.

The Department of Agriculture, Fisheries and Food is a multi –functional organisation which provides a wide range of services directly and also through specialist state agencies operating under its aegis. We have a broad customer base which includes the taxpayer, farmers, consumers, food processors and other commercial operators, those involved in fishing, forestry, bio-energy, research, as well as diverse EU institutions, other State Bodies and special interest groups.

### 1.2. Mission Statement

*“To lead the sustainable development of a competitive, innovative, consumer focussed agriculture, food, fishery and forestry sector and contribute to a vibrant rural and coastal economy and society”.*



## Goals

We seek to fulfill our mission by pursuing the following five High Level Goals, which are amplified and verified by the detailed strategies and performance indicators in Chapter 3.

- Goal 1**      *“Provide an appropriate policy framework to support the development of an internationally competitive, innovative and consumer-focused sector”.*
- Goal 2**      *“Ensure the highest possible standards of food safety, consumer protection, animal health and welfare, fish and plant health, including appropriate bio-security measures”.*
- Goal 3**      *“Promote economic, social, environmental sustainability, and appropriate structural change in the agriculture, forestry, fisheries, bio-energy and food production sectors”.*
- Goal 4**      *“Operate all our schemes and programmes in an efficient, effective and customer focused manner, improve our quality of service delivery and simplify the regulatory burden on our clients”.*
- Goal 5**      *“Continually enhance our capability by developing our people and systems, maintain the highest standards of corporate governance, and implement the decentralisation programme and public service modernisation.”*

## 1.4. Values

In our work we adhere to the Civil Service Code of Standards and Behaviour which involves:

- Behaving ethically, fairly, impartially and respecting social justice, equality and inclusion.
- Operating to the highest standards of efficiency, diligence and courtesy.
- Being open, accountable, avoiding conflicts of interest and recognising that we serve the people of this country.
- Promoting partnership through consultation with, and respect for all our customers.
- Applying best practice standards on recruitment, staff training and development.

## 1.5. Structure

The current staffing complement is 4,287 (full-time equivalents) of whom over 80% work outside Dublin.

Staff are located in the five headquarter offices (Dublin, Cavan, Portlaoise, Clonakilty and Johnstown Castle) as well as in a wide geographical spread of local offices, laboratories and other premises. The main offices are shown on the map overleaf

Over the coming years, further changes will occur in our geographical distribution as:

- staff are relocated to Backweston, Co. Kildare,
- the decentralisation programme progresses,
- organisational changes are made, as necessary, to accommodate the recommendations of the internal and external review programmes, and
- operations are consolidated to improve efficiency and service delivery.

The detailed organisation chart is on pages 29-32.

## Location of offices

- Main Department Offices
- Local Offices
- ▲ Laboratories & Field Stations
- Fishery Harbour Centres







*Agriculture and fisheries  
are at the heart of the European response  
to the global challenges of food security,  
climate change and natural  
resource management.*

## Chapter 2- Context and Challenges

### 2.1. Overview

This Strategy has been framed in terms of the main political, economic and institutional factors that will impact on the operations of the Department over the coming three years. The strategic actions in this document draw on the Programme for Government and also from other key Government policy documents including :

- The National Development Plan 2007-2013
- Towards 2016
- The Agri Vision 2015 Action Plan
- The Rural Development Strategy and Programme 2007-2013
- Strategy for Science Technology and Innovation 2006-2013
- Steering A New Course: Strategy for a Restructured, Sustainable and profitable Irish Seafood Industry 2007 – 2013
- Sea Change: A Marine Knowledge, Research & Innovation Strategy for Ireland 2007 - 2013
- National Climate Change Strategy 2007-2012
- National Bioenergy Action Plan
- Regulating Better
- National Biodiversity Plan

Collectively these documents point to an important new phase in the development of the Irish agriculture, food, fisheries and forestry sectors focused on competitiveness, innovation and sustainability. Very substantial national exchequer funding has been made available to support the necessary adaptation by the Irish private sector.

This strategic direction is complemented by developments at EU and international level. The Common Agricultural Policy has been radically reformed with payments decoupled from production to give farmers greater freedom to respond to market signals while ensuring that taxpayer funding is concentrated on the production of public goods, including a clean and biodiverse environment and high standards of food safety, animal health and welfare. It is likely that these trends will be continued in the CAP Health Check which is planned for decision in 2008.

*Rising world demand will make European food security and independence of supply a key issue for the future.*

More fundamentally, agriculture and fisheries are increasingly seen to be at the heart of the European response to several of the key challenges of our time. The sustainable supply of food which meets European consumers' demand for authenticity and traceability is no longer taken for granted. Trends in international markets and projections for a doubling in world food demand by 2050 pose a challenge that must, in large part, be met by European production. At the same time the global challenge of climate change, concern about the depletion of fossil fuels, soil and water resources and biodiversity, including wild fish stocks, has shifted perceptions about modern society's relationship with these resources and renewed the demand for environmental, social and economic sustainability. Agriculture, forestry and fisheries policy is central to society's response to these issues.

The following issues flow from this analysis and from the recognition of the changing role the sector has to play in the modern economy.

## 2.2. Consumers and other Customers

Consumers require a secure supply of safe, quality food at a reasonable price and satisfying this demand is the key to the survival and development of our agri-food sector. Secure supply has been the European norm for many years, but climate change, competing energy demands for crops, coupled with a rising world population and increasing food demand, is likely to make European food security and independence of supply a key issue in the future.

Consumer guarantees on public health and food safety are provided through effective food safety systems. The Department continues to operate comprehensive food safety and quality systems to the highest international standards. Increasingly these include appropriate biosecurity measures to maintain standards of animal, aquaculture and plant health. Once safety concerns are addressed, consumer choices are influenced by value, quality, nutrition, country of origin and ethical production. The future of the Irish food industry is dependant on the extent to which it meets these multi-faceted consumer demands.

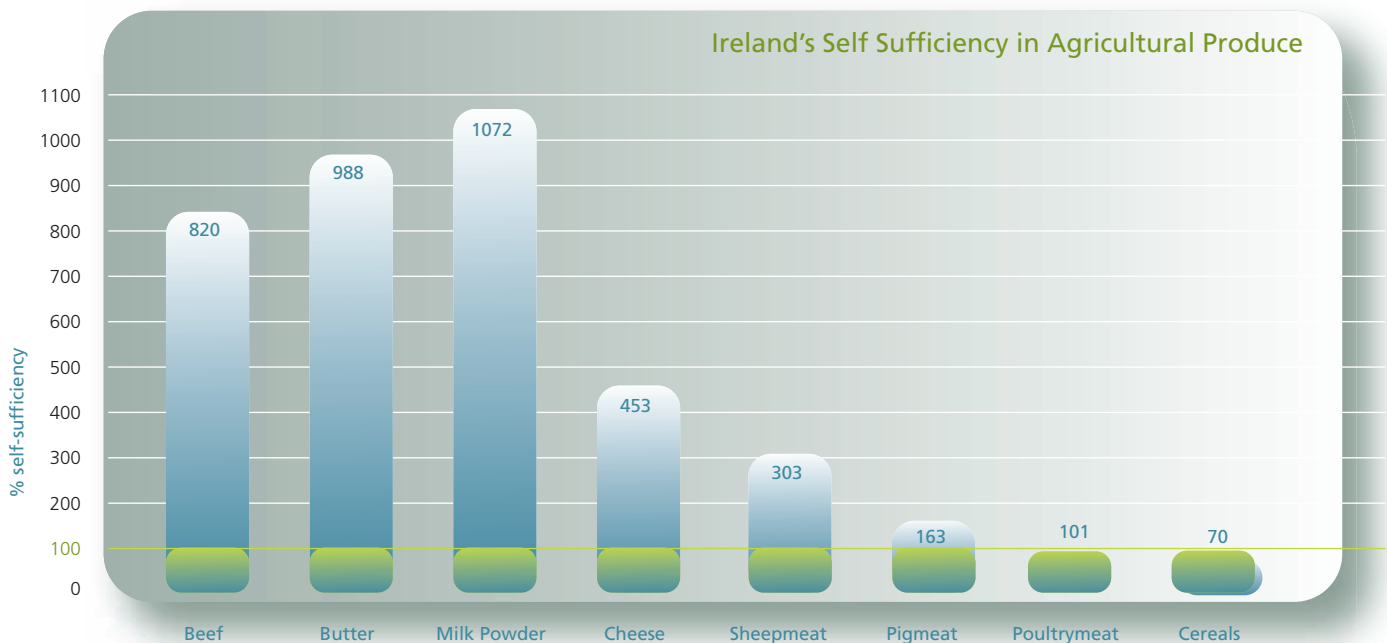
Ireland's high animal health status underpins food safety and remains central to the viability of our livestock based industry and exports. Significant animal health threats exist outside our borders (FMD, Bluetongue, Avian Flu). These threats coupled with our increasingly mobile and diverse society mean that significant resources are required to maintain our high health and welfare status and to continue to prevent the introduction of exotic diseases.

A prompt and effective service to all our customers is a priority. We will continue to meet the agreed deadlines and high standards of service set in our Customer Service Action Plan and Customer Charter. We intend to further improve the quality of our service delivery by streamlining the regulatory burden and providing clear and understandable information and guidance for customers.

*Export success requires innovative products and the highest standards of safety and quality.*

### 2.3. Agricultural Commodities and Market Outlook

As illustrated by the attached chart, the Irish agricultural sector produces primarily for the European and global market and exports are critical to the continued success of the industry.



To trade successfully on national and international markets, the sector must capitalise on its advantages and marketing strengths. It must continue to produce commodities and innovative value-added products to the highest international standards of quality and with effective traceability and safety systems, strong environmental standards and consumer appeal.

Production at farm level must also be fully directed towards market demands. There are a range of options available to individual farmers and Teagasc has adapted its advisory services specifically to assist the development of the modern farm business away from scheme driven income to a more market based orientation. The decoupling of direct payments from production allows producers the latitude to explore farming options such as forestry, organic production, more extensive production systems, or producing specifically for the smaller scale artisan and specialist markets. We will encourage and actively promote these options.

The role of the State is to facilitate a climate that assists the competitive drive and encourages innovation. The Department plays its role by developing appropriate sectoral policies which encourage strategic levels of investment, enhance market driven development, facilitate research, development and innovation, maintain effective veterinary and biosecurity supports which are essential for access to export markets and by defending the interests of the sector at international level.

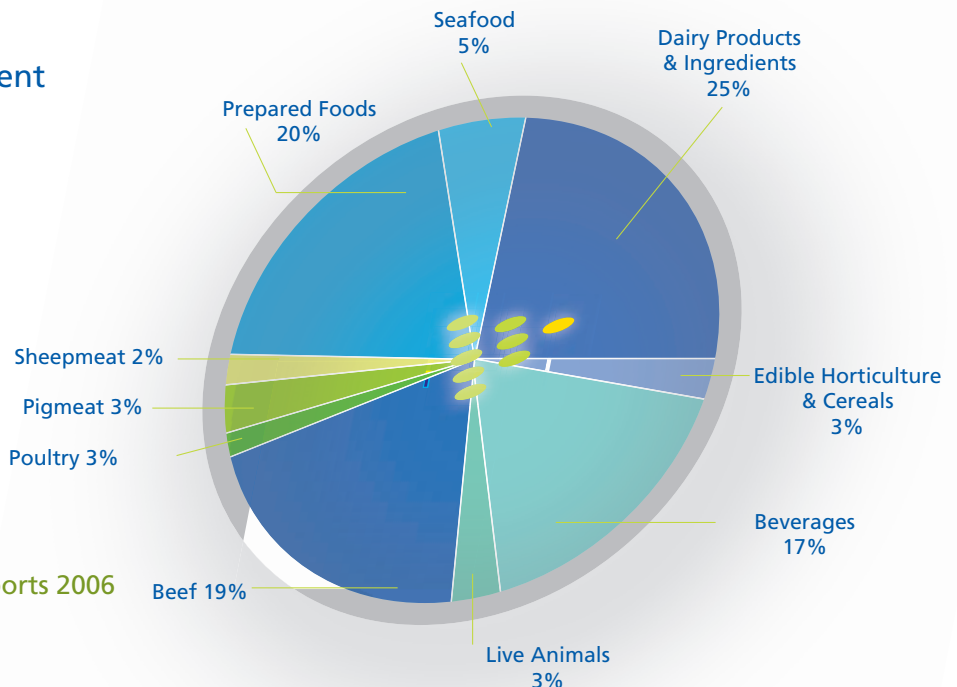
*The food market is characterised by tremendous potential and unrelenting change.*

## 2.4. Food Industry Development

The food and drink sector is Ireland's largest indigenous manufacturing industry with exports valued at €8 billion and overall sales of the order of €18 billion.

### Percentage Share of Agri-Food Exports 2006

Source: Bord Bia Export Review & Outlook




The sector has also a good regional spread of activities. The industry trades mainly on a world food market that is characterised by tremendous potential and unrelenting change. The major changes faced by Irish food companies in the short to medium term include intensified competition, increasing costs, particularly high energy and service charges, changing global consumer demands, and greater retail consolidation with increased buyer power. The attainment of recognised benchmarks in food quality is essential to meeting modern consumer demands such as higher levels of nutritional value and healthy eating choices.

To assist the industry to meet these considerable challenges, the Programme for Government assigned responsibility for all aspects of food development and promotion to this Department. In addition, a Cabinet Sub-Committee on the food and beverage sector is being established which will be assisted by a high level interdepartmental group. These changes are designed to sustain and promote this important sector and to facilitate the implementation of the strategic policies in the AgriVision 2015 Action Plan and the National Development Plan which stimulate growth and innovation and assist competitiveness.

## 2.5. Fisheries Development

Following the formation of the new Government in June 2007, responsibility for sea fisheries, aquaculture, foreshore, marine research and marine engineering, was assigned to this Department. Our remit now includes the commercial sea fishing fleet, the aquaculture and seafood processing industry and their technical support, marketing, exporting, retailing and supply industries.

*Our priority is to maximise the potential of the fishery sector and so enhance the income of marine and coastal communities.*



*Forestry makes a positive contribution to renewable energy supply, combating climate change and increasing biodiversity.*

An integrated and focused approach is needed to develop this diverse sector. The groundwork has been prepared in the EU Common Fisheries Policy (CFP) and through national strategies for the seafood industry and marine research, i.e. "Steering A New Course" and "Sea Change". The overall development of the industry will be progressed mainly through the further implementation of the detailed recommendations contained in these plans and through the National Strategic Plan for Fisheries, when adopted by the EU.

The main challenges facing this sector include conserving and rebuilding of fish stocks, balancing fleet capacity with available resources, developing priority fishery harbours to attract maximum throughput of supply, developing aquaculture and implementing fish processing and marketing strategies to achieve the maximum return for product. These challenges must be met within the wider objectives of the developing EU policy on integrated coastal zone management. Our task over the next three years is to improve the development potential of this important sector and thus enhance the welfare and income potential of the marine and coastal communities.

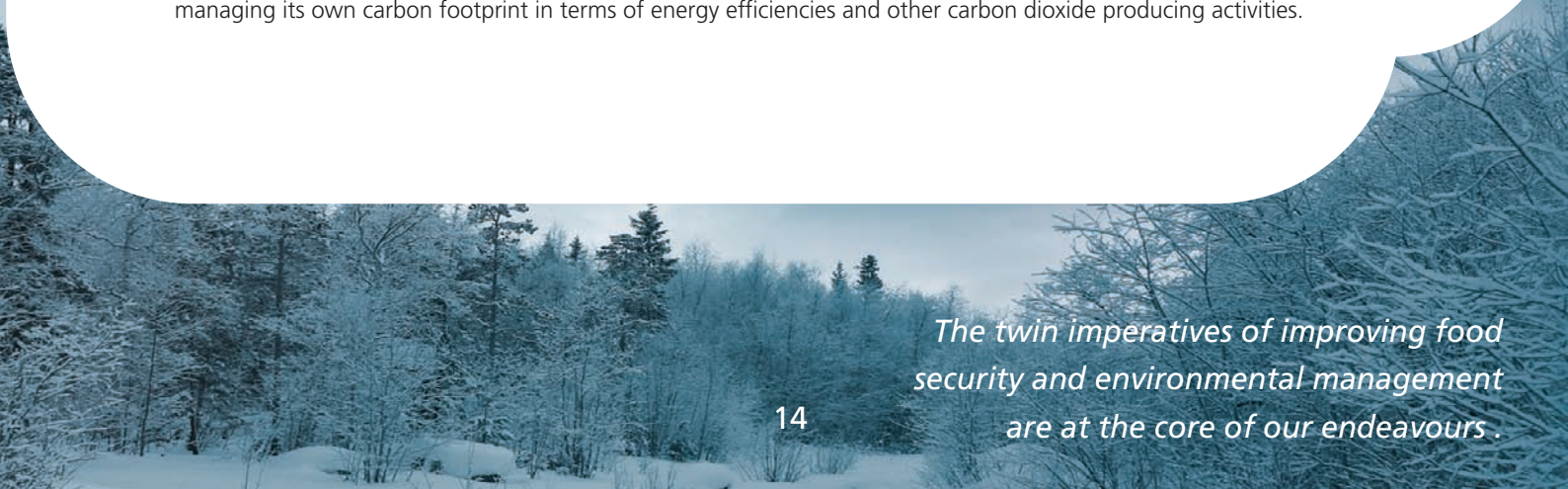
## 2.6. Promoting Forestry

Forestry already plays an important role in the economic, social and environmental well-being of the country and the challenge is to enhance the capacity of the industry to its maximum. It is clear that its medium to long term commercial potential is good as forestry can deliver a viable alternative income source and there is a growing market for its products. Increasing forest cover from our current low level of 10% of land area has obvious economic benefits and can also make a positive contribution to renewable energy supplies, climate change and increasing biodiversity.

The main constraint on the industry is the attainment of viable planting levels and the challenge is to work closely with the various stakeholders to ensure that the new schemes and supports in the EU and NDP forestry programmes maintain forestry as an effective land use option, fully develop its energy potential and sustain a vibrant forestry industry.

## 2.7. Management of the Environment

The agriculture and forestry industries are increasingly seen as at the heart of solutions for global challenges arising from climate change and energy supplies. Areas where they can positively contribute include reducing greenhouse gas emissions, increased bioenergy supplies, reducing the risks associated with the usage of pesticides and other chemicals, increasing biodiversity and habitats due to more extensive and sensitive farming practices and reducing environmental degradation by the sustainable use of natural resources and good waste management processes. The Department is also responsible for managing its own carbon footprint in terms of energy efficiencies and other carbon dioxide producing activities.



*The twin imperatives of improving food security and environmental management are at the core of our endeavours.*

*The move to value-added commercial products is predicated on greater co-ordination and involvement between industry and public funded R&D.*

There are a number of Government and EU policies, with defined targets, which are being actively pursued to improve the delivery of positive environmental outcomes. These include the *National Bioenergy Action Plan*, the *National Climate Change Strategy 2007-2012*, the *Kyoto Protocol to the United Nations Framework Convention on Climate Change*, *Nitrates Action Plan*, *National Biodiversity Plan* and *EU Water Framework Directive*. Recognising the imperative of addressing the challenges posed by climate change and ever increasing environmental standards, our Department is actively involved in assessing the impact of agriculture, food, forestry and fisheries related activities on these targets and taking all necessary steps to promote good behaviour and standards to ensure a sustainable environment and biodiversity.

## 2.8. Promoting Innovation

Research and development is essential to advancing the capability of the indigenous agriculture, food, fisheries and forestry sector to compete in the innovative and technologically driven domestic and global marketplace. This is one of the key messages in the *Strategy for Science, Technology and Innovation (SSTI) 2006-13*, the *AgriVision 2015 Action Plan*, *Sea Change Strategy 2007-13*, and the *National Development Plan 2007-13*. Public funding of €782 million has been allocated for research under the Agri-Food and Marine Research Sub-Programmes in the NDP, in order to support the development of a knowledge-based bio-economy. The research programmes will provide the scientific foundation and support for a sustainable, competitive, market orientated and innovative agriculture, food, forestry and fisheries sectors.


Agricultural production will require development of new technologies and systems to support the productivity, efficiency, competitiveness and environmental sustainability of the sector. These capabilities will be developed and enhanced through Teagasc's restructured advisory and training service and by increased usage of the outputs of their research centres which have been specifically designed to advance food and crops biotechnology, livestock productive capacity and the rural economy. Future development in the food industry requires technology and product innovation so as to move Ireland's position higher up the value chain from basic commodities to more differentiated products with high added value. Achieving this is a major challenge and is predicated on greater involvement of industry in R&D, with the support of public funded R&D knowledge and expertise.

In addition, the transfer of knowledge from research organisations into the industry has been identified as a key issue in the development of a world-class research and commercialisation environment. Increased investment in R&D will lead to increased capability and improved skills level in the sector, and this coupled with technology transfer will promote the development of an innovative culture to drive product and process innovation.

## 2.9. Changing farming patterns

The availability of off-farm employment opportunities together with changes in agricultural practices has led to a rise in the number of farmers combining their farming activities with outside employment. This, in turn, leads to a pattern where the majority of intensive farming production is taking place within the remaining core of full-time farmers. This trend is expected to continue. Our challenge is to ensure that farming continues to take place in a manner that is competitive and environmentally sustainable, maintains the European model of agriculture, maximises the level of public goods and sustains the fabric of rural society. This is a demanding agenda for farmers, processors and policy makers but is a challenge that can be met.

*The challenge is to ensure that farming continues to be competitive while also being socially and environmentally sustainable.*



*Agriculture and forestry are a prime source of materials for renewable energy production.*

## 2.10. Developing Bioenergy Potential

Within the EU, Ireland is one of the most reliant on imported energy at 87% of national usage. In order to redress this situation, the use of renewable energy technologies must be increased. The agriculture and forestry sectors are the source of most renewable energy materials that can be transformed into a range of environmentally friendly biofuels. The Irish climate is generally better suited to the production of lignocellulosic material such as wood, straw and perennial crops. In the longer term, the emergence of new second generation technologies will make it feasible to convert these materials to liquid biofuels.

We have given considerable attention to the bioenergy area. We have contributed to policy development at inter-departmental level and are working to ensure that the sector is supported across the entire supply chain. The National Bioenergy Action Plan includes a number of specific actions to increase the share of renewable energy derived from the agriculture and forestry sector. These actions include targets to promote the use of biomass and biofuels, incentives to increase production of energy crops, to develop and support the forest wood energy chain and support for research and development in the agri-energy field.

## 2.11. Reviewing the Regulatory Burden

In a competitive environment an efficient and flexible regulatory framework is essential in facilitating the development and expansion of business. However, effective regulation is also required to safeguard the health and welfare of citizens, workers, consumers, business, animals and the environment. This is a difficult balance to achieve. Regulatory Impact Assessments on all new primary legislation or proposed significant policy proposals are necessary to help minimize the administrative burden on those being regulated while also maintaining standards and levels of compliance. In addition, this issue is being pursued in a European context under the EU Simplification Agenda, which has a key target of reducing the administrative burdens arising from EU legislation by 25% by 2012. Ireland is actively participating and is often leading these discussions with a view to ameliorating cross-compliance pressures and minimising the overall burden of paperwork on farmers and other clients.

## 2.12. Organisational Performance and the Modernisation Agenda

Improving performance is a continuous process and underpins how effectively we meet our objectives. This requires continuous efforts at process improvements to reach the demanding standards required of us and also close attention to developing our staff and systems to maximise their potential. We are fully committed to implementing the decentralisation programme, further developing the modernisation agenda and to ensuring that a quality service is provided to all customers, external and internal.

*Improving organisational performance  
is a continuous process to which the  
Department is fully committed.*

We have almost completed our own review of our structures and operations and are among one of the first participants in the Taoiseach's Organisational Review Programme. These processes will help the organisation analyse the key challenges facing it and provide guidance on the necessary changes to deal with the changed operating environment.

This Department utilises a range of mechanisms to continually assess resource allocation priorities. These include our business planning processes, the Management Information Framework, the Risk Management programme and the Value for Money and Policy Review Programme. In addition the production of the Annual Output Statement (AOS) helps us to focus on performance accountability, service delivery and resource allocation.

The management of individual performance is guided by the Personal Development Plans developed under the Performance Management and Development System. It is supported by active recruitment, training, development, mobility and equality policies. These policies, which are revised on an ongoing basis, are designed to enhance the opportunities available for all staff to improve their level of knowledge, competencies and skills. Personal performance is also influenced by effective communication and consultation policies and over the period of this Strategy, our internal communications and consultative process will be further enhanced using technology, training courses, partnership, PMDS, conferences, publications and other networking mechanisms.





## Chapter 3- Goals, Strategies and Performance Indicators

**Goal 1** *Provide an appropriate policy framework to support the development of an internationally competitive, innovative and consumer focused sector.*

### High Level Performance Indicators

- Impact of EU/WTO negotiations on Irish agriculture, forestry and fisheries.
- Value/volume of agriculture, food and fish exports.
- Degree of implementation of major programmes and policy documents and impact of these and national initiatives on the sector.
- Value/volume of the prepared consumer foods sector.

Number	Strategic Actions	Performance Indicators
1.1	Implement relevant commitments in the Programme for Government and in strategic policy plans, including AV2015 Action Plan, Towards 2016, NDP/RDP, SSTI, Steering a New Course and Sea Change.	<ul style="list-style-type: none"> <li>▶ Degree of implementation of policy documents as quantified and reported in the Annual Report.</li> </ul>
1.2	Promote and defend the interests of the Irish agriculture, food, fisheries and forestry sectors at EU and international level.	<ul style="list-style-type: none"> <li>▶ Outcome of CAP Health Check, Codex Alimentarius, WTO Doha round and other negotiations, and impact on the sectors.</li> <li>▶ Degree to which EU legislation and policies reflect Irish interests.</li> </ul>



## Number

## Strategic Actions

## Performance Indicators

1.3	Support the food industry and underpin its competitiveness by consolidating all aspects of its development and promotion in DAFF and its agencies.	<ul style="list-style-type: none"><li>▶ All relevant food sector activities brought under remit of DAFF and its agencies.</li><li>▶ Actions taken on the decisions of the Food Industry Inter-departmental Group and Cabinet Sub-Committee.</li><li>▶ Effect of actions taken to open, maintain and secure markets.</li></ul>
1.4	Implement and further develop policies, programmes and schemes to support the competitive development of the agriculture, food, fisheries and forestry sectors.	<ul style="list-style-type: none"><li>▶ Impact on the relevant sectors as measured by changes in GVA.</li></ul>
1.5	Support efforts to promote the development of organic, artisan and local food and fisheries sectors.	<ul style="list-style-type: none"><li>▶ Value/volume of the sector.</li><li>▶ Number of Food Business Operators in the sector.</li></ul>
1.6	Support and disseminate research to underpin sustainability, market development, innovation and productivity in agriculture, food, bioenergy, fisheries and forestry.	<ul style="list-style-type: none"><li>▶ Number of research projects funded under Irish and EU research programmes.</li><li>▶ Level of application of research findings.</li></ul>
1.7	Enhance the focus on consumers in the operations of the Department.	<ul style="list-style-type: none"><li>▶ Active input from Consumer Liaison Panel.</li><li>▶ Progress achieved on implementation of quality assurance schemes, country of origin labelling and school milk scheme.</li><li>▶ Level of research and collaboration which address health, nutrition and other consumer related issues.</li></ul>
1.8	Support the State agencies in the discharge of their promotion, development, training, advisory and other functions.	<ul style="list-style-type: none"><li>▶ Result of periodic assessment of the impact of actions taken by State Agencies on the overall sector.</li><li>▶ Verification of compliance with corporate governance requirements.</li></ul>
1.9	Ensure the appropriate legislative framework is in place to operate all schemes and services in an effective manner and in compliance with EU requirements.	<ul style="list-style-type: none"><li>▶ Timely establishment of necessary legislative framework.</li><li>▶ Meeting deadlines on transposition of EU Directives.</li></ul>
1.10	Actively promote North- South cooperation in the context of the NSMC, implement the agreed work programme in agriculture, fisheries and forestry and otherwise promote North- South cooperation in these sectors.	<ul style="list-style-type: none"><li>▶ Number and extent of North-South policy initiatives implemented.</li></ul>
1.11	Participate effectively in Ireland's development aid efforts through engagement with FAO, WFP and other fora.	<ul style="list-style-type: none"><li>▶ Scale of contribution to and policy impact on FAO, WFP and other aid activities.</li></ul>

**Goal 2:** *“Ensure the highest possible standards of food safety, consumer protection, animal health and welfare, fish and plant health, including appropriate bio-security measures.”*

### High Level Performance Indicators

- Status of Irish food safety, animal health and welfare, fish and plant health and feed safety as indicated by verification reports of external agencies e.g. FVO.
- Animal and aquaculture health status protected and enhanced as evidenced by changes in disease incidence.
- Enhanced animal welfare standards.

Number	Strategic Actions	Performance Indicators
2.1	Operate, review and ensure effective food safety monitoring, inspection and control programmes are in place.	<ul style="list-style-type: none"> <li>▶ Effective implementation of Multi-Annual Control Plans under Food and Feed Hygiene legislation as measured by internal and external audits.</li> <li>▶ Effectiveness of responses to food safety incidents.</li> <li>▶ Compliance with DAFF service contract with the FSAI.</li> </ul>
2.2	Review and update animal and fish health contingency plans and legislative framework for the exclusion, eradication and effective management of OIE listed diseases*, and the development and promotion of bio-security measures.	<ul style="list-style-type: none"> <li>▶ Establishment of Bio-security Ireland and distribution of biosecurity guidance to stakeholders.</li> <li>▶ Completion of reviews and as necessary updating of contingency plans/manuals and legislation for OIE listed diseases.</li> <li>▶ Expanded animal and farmed fish health surveillance programmes.</li> <li>▶ Simulation exercises completed.</li> </ul>
2.3	Develop, promote and implement improved initiatives to control diseases and contaminants which pose a threat to human, fish, or animal health or the environment.	<ul style="list-style-type: none"> <li>▶ Progress on introduction of the Animal Health Bill.</li> <li>▶ Reduction in disease levels.</li> <li>▶ Compliance with EU requirements as indicated by FVO Reports.</li> <li>▶ Uptake at farm level of disease control programmes e.g. Herd Health Initiative.</li> <li>▶ Levels of laboratory and field surveillance.</li> <li>▶ Maintenance of animal health status</li> </ul>
2.4	Consolidate responsibility for the welfare of all animals (including non-farm animals) within the Department.	<ul style="list-style-type: none"> <li>▶ Progress achieved on assigning statutory responsibility for this function to DAFF.</li> </ul>

\* Foot and Mouth Disease, Avian Flu, Blue Tongue, Classical Swine Fever, Infectious Pancreatic Necrosis, etc

**Number****Strategic Actions****Performance Indicators**

2.5

Develop and implement initiatives to promote the highest possible welfare and health standards for all animal and farmed fish and secure compliance.

- ▶ Progress in adopting Animal Welfare primary legislation.
- ▶ Level of compliance with health and welfare standards and effectiveness of measures to deal with non-compliances.
- ▶ Participation levels in the Herd Health Initiative and uptake of Animal Welfare Recording and Breeding Scheme for Suckler Herds.

2.6

Operate an efficient and effective plant health service and monitoring and control programmes for harmful plant and forestry pests and diseases.

- ▶ Level of detection and control of harmful plant and forestry pests and diseases.

2.7

Operate authorisation, monitoring, inspection, certification, and control programmes to ensure that inputs to agriculture (feed, fertilisers, pesticides and seeds) meet statutory requirements.

- ▶ Effective programmes and level of compliance with statutory regimes as verified by results of inspection and other control programmes.

2.8

Promote and enforce enhanced animal /product identification and trace-back systems to support food safety and animal health & welfare standards and trade.

- ▶ Progress on further development of animal identification and traceability systems.
- ▶ Level of traceability achieved based on internal / external audit and evaluation systems.

2.9

Operate a secure, comprehensive and effective laboratory service for animals, plants and food products .

- ▶ Scope and range of tests for diagnostic services and animal health and food safety surveillance programmes.

2.10

Develop the DAFF Laboratory Service as a Centre of Excellence for surveillance, diagnosis, risk assessment, quality testing, research and control of animal, plant diseases and safety of food products and integrate its research facilities into the national research infrastructure

- ▶ Scope of tests accredited and progress towards relevant laboratory tests being accredited by 1 Jan 2010.
- ▶ Number of collaborative projects with external organisations.
- ▶ Effectiveness in delivering National Reference Laboratories functions.
- ▶ Extent of use of appropriate IT systems in enhancing services including disease monitoring and surveillance.
- ▶ Extent of development of new technologies in the laboratory service.

2.11

Support and promote research to upgrade the knowledge base related to food safety, animal and plant health and zoonoses.

- ▶ Adequacy of the knowledge base underpinning food safety, animal and plant health and zoonoses controls.
- ▶ Number/scale of projects under FIRM/RSF and EU Framework.
- ▶ Number of collaborative programmes with FSAI & FSPB and other research institutes.

**Goal 3:** *"Promote economic, social, environmental sustainability, and appropriate structural change, in the agriculture, forestry, fisheries, bio-energy and food production sectors."*

### High Level Performance Indicators-

- Participation rates in environmentally friendly and sustainable development schemes and level of compliance with environmental requirements.
- Outcome of the CAP Rural Development Programme on the overall sector as verified by EU acceptance of DAFF's annual progress reports.
- Improved economic contribution of the seafood and fisheries sector to the overall economy
- Impact of bioenergy initiatives on the supply of renewable energy.
- Number of farm, forest and marine enterprises and their income levels.

Number	Strategic Actions	Performance Indicators
3.1	Develop and implement measures, schemes and services that underpin a rural economy.	<ul style="list-style-type: none"> <li>▶ Number and income levels of farm households.</li> <li>▶ Number of viable/sustainable full and part time farmers and foresters.</li> <li>▶ Level of annual expenditure on schemes included in the CAP Rural Development Programme.</li> </ul>
3.2	Implement programmes and schemes which promote structural change at farm level.	<ul style="list-style-type: none"> <li>▶ Average farm size.</li> <li>▶ Age profile of farmers.</li> <li>▶ Consolidation of holdings.</li> </ul>
3.3	Promote and implement specific measures supporting environmentally sustainable agriculture.	<ul style="list-style-type: none"> <li>▶ Participation rates in REPS 4.</li> <li>▶ Number of investments effected under FWM and FIS.</li> </ul>
3.4	Develop policies and programmes to increase the output of organic produce in a viable market environment.	<ul style="list-style-type: none"> <li>▶ Progress towards target of 5 % of utilisable agricultural area converted to organic production.</li> <li>▶ Share of market supplied by indigenous organic products.</li> </ul>
3.5	Enhance the development of a sustainable and diverse forestry sector through improved forest grants/premium schemes and other measures.	<ul style="list-style-type: none"> <li>▶ Increased afforestation level.</li> <li>▶ Increased participation rates in FEPS, FEPS Enhancement, Native Woodland and NeighbourWood Schemes.</li> <li>▶ Progress achieved on attainment of 30% of annual planting target for broadleaf.</li> <li>▶ Progress in marketing forest products.</li> <li>▶ Contributions made by the forestry sector to enhancing public goods such as biodiversity, carbon sequestration and recreation facilities.</li> </ul>

**Number****Strategic Actions****Performance Indicators**

3.6	Promote the sustainable development of the seafood industry.	<ul style="list-style-type: none"><li>▶ Level of implementation of “Steering a New Course” as indicated by the Seafood Strategy Implementation Group.</li><li>▶ Approval and level of implementation of the National Strategic Plan for Fisheries.</li><li>▶ GVA of seafood and aquaculture industry.</li><li>▶ Delivery on fleet restructuring plan.</li><li>▶ Approval and progress on delivery of the Fishery Harbours five-year business plan.</li></ul>
3.7	Contribute to the conservation and sustainable management of fish stocks.	<ul style="list-style-type: none"><li>▶ Outcome of fish stock recovery programme.</li><li>▶ Level of increased use of environmentally sound fishing methods and practices.</li><li>▶ Compliance levels with EU and national legislation by both national and foreign fishing fleets and operations.</li></ul>
3.8	Provide for the sustainable use of the foreshore in accordance with highest environmental standards and secure a fair financial return for the use of the public foreshore.	<ul style="list-style-type: none"><li>▶ Develop a system of marine spatial planning in consultation with other Departments.</li></ul>
3.9	Implement measures which specifically promote the development and use of non-food crops for energy production.	<ul style="list-style-type: none"><li>▶ Areas under bioenergy and biomass production.</li></ul>
3.10	Contribute to the delivery of cross-departmental policies on environmental sustainability and biodiversity.	<ul style="list-style-type: none"><li>▶ Progress achieved on relevant policies including National Climate Change Strategy, Bioenergy Action Plan, All-Ireland GM- Free Zone, National Biodiversity Plan, National Sustainable Development Strategy and Environmental and Heritage Awareness Strategy.</li></ul>

**Goal 4**     *“Operate all our schemes and programmes in an efficient, effective and customer focused manner, improve the quality of service delivery and simplify the regulatory burden on our clients.”*

### High Level Performance Indicators

- Degree to which commitments in the Customer Service Charters /Action Plans are achieved.
- Improved satisfaction rates for clients as verified by annual surveys or other monitoring arrangements.
- Feedback from Consumer Liaison Panel.
- Progress achieved on regulatory and other simplification measures.

Number	Strategic Actions	Performance Indicators
4.1	Deliver schemes and services in accordance with agreed principles and targets.	<ul style="list-style-type: none"> <li>▶ Effective operation of schemes as indicated by the Annual Report and customer feedback.</li> <li>▶ Performance on deadlines, procedures and protocols specified in the Customer Service Charters and Action Plans.</li> <li>▶ Feedback from the Charter Monitoring Committee.</li> </ul>
4.2	Deliver a quality service to the internal and external customers and develop and improve services in line with changing customer and national requirements.	<ul style="list-style-type: none"> <li>▶ Feedback from internal and external Customers.</li> <li>▶ One-stop shop initiative developed.</li> <li>▶ Performance of front-line service delivery, including turn-around times for tests, licences, etc. measured and reported.</li> <li>▶ New Customer Service Charters /Action Plans produced by June 2008.</li> <li>▶ Progress achieved on ISO Quality Management certification.</li> </ul>
4.3	Improve awareness of Department’s activities and provide clear and understandable information to all customers, internal and external.	<ul style="list-style-type: none"> <li>▶ Range, quality and accessibility of publications, briefings and seminars.</li> <li>▶ Improvements to electronic communications system.</li> <li>▶ Redevelopment of the Department’s website and intranet site (Ezone).</li> </ul>
4.4	Provide a high quality service to the Minister and Ministers of State.	<ul style="list-style-type: none"> <li>▶ Level of service provided as measured by number of PQ’s and timely delivery of requested speech and briefing material.</li> <li>▶ Feedback on departmental performance given by Ministers to senior management.</li> </ul>
4.5	Pursue the simplification of schemes and controls.	<ul style="list-style-type: none"> <li>▶ Efficiency of cross-compliance checks.</li> <li>▶ Number of on-line scheme applications.</li> <li>▶ Reduced data gathering through an improved electronic record and document management system.</li> <li>▶ Number of RIAs undertaken and their effect on streamlining the compliance burden.</li> </ul>

## Goal 5

*“Continually enhance our capability by developing our people and systems, maintain the highest standards of corporate governance, and implement the decentralisation programme and public service modernisation.”*

### High Level Performance Indicators

- Verification by the Civil Service Performance Verification Group of satisfactory achievement of these actions in the Department's Modernisation Action Plans.
- Maintenance of high standard of financial management and controls as verified by external monitoring agencies.
- Improved capability and governance through staff development, effective use of technology and implementation of the agreed outcomes of internal/external reviews.
- Contribution to the cross-sectoral governance agenda, e.g. Decentralisation, MIF, Action Plan

Number	Strategic Actions	Performance Indicators
5.1	Implement and monitor progress on the Departmental Modernisation Action Plans.	▶ Satisfactory reports from CSPVG.
5.2	Enhance the development of strategic planning within Divisions and the Department.	▶ Departmental structures and processes aligned with changing requirements and agreed outcomes of organisational reviews. ▶ All contingency plans reviewed, updated and tested, as required. ▶ Performance Management and Development System (PMDS) implemented. ▶ Annual Output Statement produced on time and linked to Strategy Statement. ▶ Divisional Business Plans completed and reviewed within target dates. ▶ Data Strategy Report completed and updated on an ongoing basis. ▶ Policy Analysis expertise developed through MSc Policy Analysis programmes.
5.3	Improve departmental capability and governance through use of effective ICT.	▶ Effective systems operated to support MIF and Risk Management Systems. ▶ Proportion of business processes modelled and underpinned by flexible ICT business applications. ▶ Electronic availability of services to internal and external customers.
5.4	Maintain and deliver high quality stable and secure ICT systems and infrastructure to support our core business.	▶ Level of significant disruptions to business due to ICT infrastructure failure. ▶ ICT systems delivered to specifications in line with project schedules.



Number	Strategic Actions	Performance Indicators
5.5	Implement Department's Decentralisation Implementation Plan.	<ul style="list-style-type: none"> <li>▶ Progress on decentralisation plan as reported to the Decentralisation Implementation Group.</li> </ul>
5.6	Operate to the highest standards of financial management, including procurement and revenue collection, to ensure full compliance with EU and national financial, audit and control requirements.	<ul style="list-style-type: none"> <li>▶ Outcome of audit reports of Internal Audit Unit, C&amp;AG, and EU Audit Bodies.</li> <li>▶ Risk Management, MIF and other financial control systems operated effectively and adjusted, where necessary.</li> </ul>
5.7	Undertake regular evaluations of key spending areas through the Value for Money and Policy Review programme.	<ul style="list-style-type: none"> <li>▶ Reviews completed within defined timeframes.</li> <li>▶ Actions taken on review Recommendations.</li> </ul>
5.8	Implement successful policies on equality and diversity.	<ul style="list-style-type: none"> <li>▶ Equality, gender and disability impact assessments included in major policy initiatives.</li> <li>▶ Progress achieved on providing full disability access to services information and public buildings and other relevant objectives in the National Disability Strategy.</li> <li>▶ Meeting or exceeding the statutory employment target of 3% for people with a disability.</li> <li>▶ Meeting agreed targets for female representation in senior management grades.</li> </ul>
5.9	Develop and implement HR policies which encourage a motivated and skilled workforce.	<ul style="list-style-type: none"> <li>▶ HR Strategy reviewed, and where necessary, amended.</li> <li>▶ Implementation of Training Strategy, including development of specialist skills and expertise, as reported in the Annual Report.</li> <li>▶ Partnership consultation process continued on major organisational changes including developments relating to the Civil Service Modernisation Agenda.</li> </ul>
5.10	Provide legal services to all Divisions in the Department and to manage the prosecution and defence of litigation involving the Department.	<ul style="list-style-type: none"> <li>▶ Legal advice provided to Management.</li> <li>▶ Timely and effective response to all litigation involving the Department.</li> </ul>
5.11	Contribute to the delivery of cross-departmental policies and issues under Social Partnership and other key initiatives.	<ul style="list-style-type: none"> <li>▶ Effective contribution to cross- departmental issues as indicated by participation in and outcome of Social Partnership Agreement, Inter-departmental Committees, etc.</li> </ul>
5.12	Update health and safety statements in all sectors to comply with legislative requirements.	<ul style="list-style-type: none"> <li>▶ Legislative requirements on H &amp; S Statements met including work area risk assessments.</li> </ul>



## Chapter 4: Consultation, Key Linkages and Monitoring Arrangements

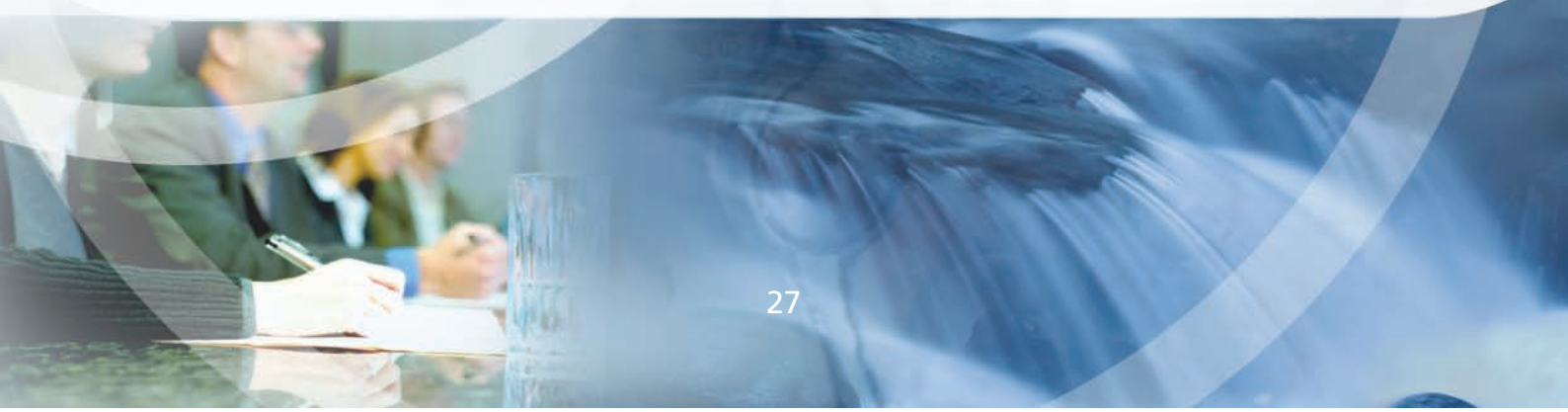
### 4.1. Consultation Process

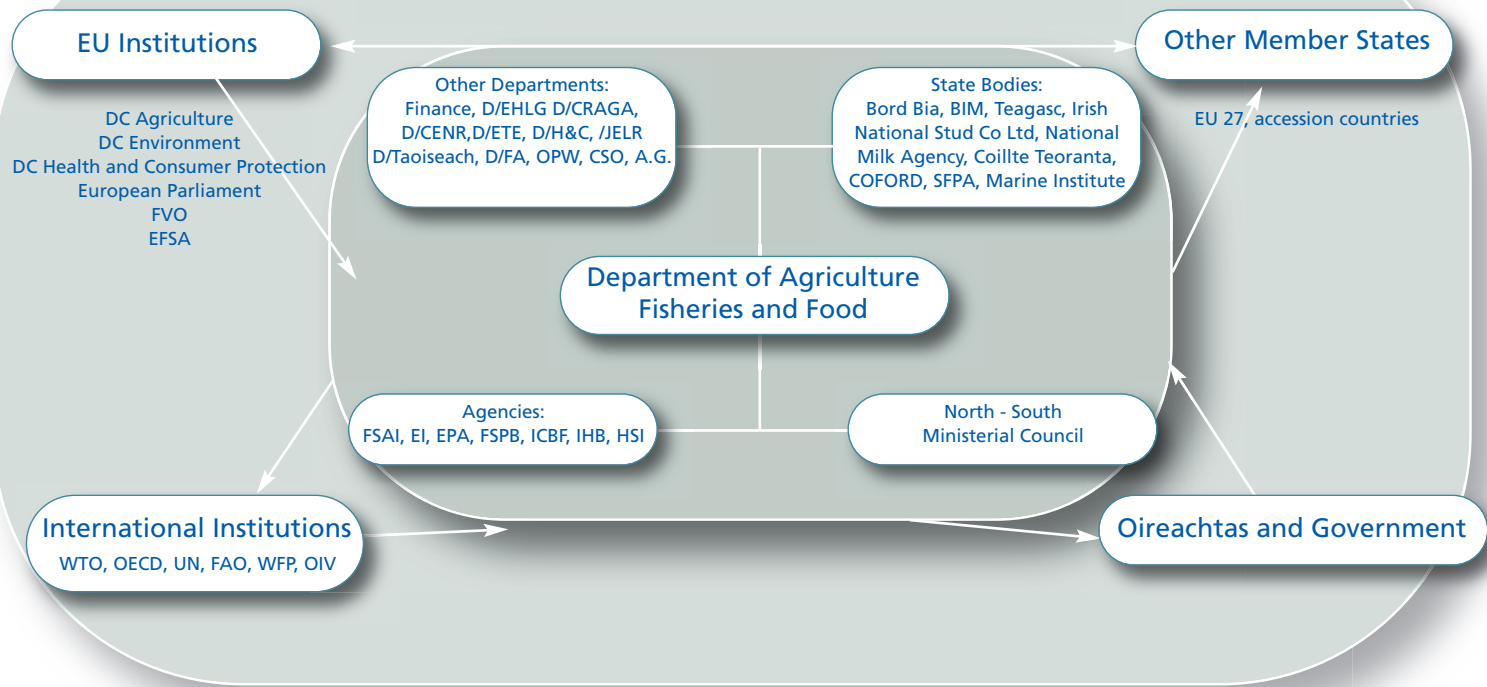
Effective consultation provides a wider perspective on issues, assists a shared understanding of objectives and results in a focused Strategy Statement which has more relevance for stakeholders. From an early stage, the Ministers and the senior management team provided the leadership and insight into the strategic goals and objectives to be achieved over the coming three years. We also engaged in an extensive consultative process with a range of internal and external stakeholders during the drafting of this document. In excess of 100 external stakeholders were asked for their views on issues to be included in the document. The internal consultative process provided critical input into the final document, including the high level overall environmental analysis undertaken at the Heads of Division Seminar, the material provided by the Partnership Committee and the various suggestions and views received from staff. The final document reflects these views, in so far as this is possible in a high-level strategic document.

### 4.2. Key Linkages

The effective implementation of our diverse range of responsibilities requires a co-ordinated approach across a number of Departments, State Bodies and other external bodies. In addition, there is a growing range of issues which need extensive cross-departmental action and a 'whole of government' approach to achieve their desired outcomes. These issues would include climate change, bioenergy, environmental protection, biosecurity and health, industry development. Coordination is achieved using a variety of mechanisms including cross-departmental committees, working groups and regular business contacts both formal and informal. An important element in this process is the information and feedback received from the continuous engagement with external stakeholders including clients, EU and international institutions, high level groups, consumer liaison panel, etc.

The following chart gives an indication of the principal agencies with which the Department interacts, while the Programme for Government in Volume II gives further details on specific issues which require cross-departmental input.





### 4.3. Internal Cross Functional Linkages

There are many issues that arise, both in our policy and operational work, which cut across departmental lines of responsibility. The necessary cross-functional coordination takes place both through our management structure and through ad-hoc groups, which are established as required. Among the permanent structures are the MAC, Audit Committee, Decentralisation Implementation Committee, Risk Management Committee, MIF /Annual Output Statement Steering Group, Partnership Committees, and ICT Steering Committee. The business planning process, which requires each Division to identify key cross-functional issues and their co-ordination mechanisms, is also important.

### 4.4. Monitoring and Review Processes

External independent monitoring of progress is effected through the annual ministerial bilateral with An Taoiseach, the regular progress reports on the Programme for Government, Towards 2016, the Department’s Annual Report and reports to the CSPVG on the Modernisation Agenda. In addition, the independent Monitoring Committee for the Charter of Rights for Farmers monitors, reviews and reports on an ongoing basis on the payment deadlines and service delivery targets specified in the Charter.

Internally, implementation of the Strategy Statement is regularly monitored and reviewed by MAC, by Heads of Division through our structured business planning processes and in the Department’s Annual Report which shows the progress achieved under each goal. Other mechanisms include the Annual Output Statement, Management Service reviews, our Risk Management programme and the Value for Money and Policy Review Programme. These help to highlight any changes in policy emphasis and resource allocation.

## Appendix A - Organisation Chart

### Tom Moran Secretary General

MAC Member	Deputy	Function	Head of Division	Location
Jim Beecher <i>Livestock Products</i>		Meat Policy	Mick Cronin	Dublin/Portlaoise
		Meat Hygiene & Animal By-Products	Tom Loftus	Portlaoise
		Milk Policy	Phillip Carroll	Dublin/Portlaoise
Martin Heraghty <i>Food and, Corporate Affairs</i>		Food Industry Development	Marian Byrne	Dublin
		Food Safety Liaison and Equines	Joe Shortall	Dublin/Cavan
		Crop Policy, Biomass, & State Bodies	Bridie O'Neill	Dublin/Portlaoise
		Corporate Affairs	Andy Irving	Dublin/Portlaoise
Aidan O'Driscoll <i>EU, International, Economics, Planning</i>		National/Rural Development Planning	Patricia Cannon	Dublin
		EU / Trade Policy	Brid Cannon	Dublin
		Embassies	Jarlath Coleman Brendan Nevin	<b>Embassies</b> Brussels London  Paris Rome Berlin Geneva Madrid Warsaw Washington
		Economics & Evaluation	Kevin Smyth	Dublin/ Portlaoise

MAC Member	Deputy	Function	Head of Division	Location
<b>John Gillespie</b> <i>Human Resources and Legal</i>		Management Services	Breffini Carpenter	Portlaoise
		Personnel	Bert O'Reilly	Dublin/ Portlaoise
		Accommodation, ISO, Health & Safety	Danny Carroll	Dublin/ Portlaoise
		Legal and Land Services	Randall Plunkett	Dublin/Cavan
<b>Philip O'Reilly</b> <i>Information Technology</i>		IT - Direct Payments Systems (IACS)	Sean Keevey	Dublin/ Portlaoise
		IT- Fisheries & Forestry Systems	Christy Philpott	Johnstown Castle
		IT- Infrastructure and Operations	Robert Butler	Dublin
		IT- Customer Financial & Online Services	Joe Hanly	Dublin/ Portlaoise
		IT - Animal Health & Traceability Systems	Mick Bunyan	Dublin
<b>Tony Burke</b> <i>Finance &amp; Audit</i>		Finance	Brendan Gleeson	Dublin/ Portlaoise
		Accounts	Geraldine Mullen	Cavan
		Internal Audit	Tom Medlycott	Dublin/ Portlaoise
<b>John Fox</b> <i>Direct Payments &amp; Agri-Environment</i>		Agriculture Structures	Michael O'Donovan	Johnstown Castle
		Single Payment	Paud Evans	Portlaoise
		Single Payment Entitlement	Paul Dillon	Portlaoise
		Single Payment-National Reserve	Andy McGarrigle	Castlebar/ Portlaoise
		Integrated Controls	Al Grogan	Dublin/ Regions
		Agriculture Environment & Structures	Dan Gahan Donal Coleman	Johnstown Castle, Regions
<b>Denis Byrne</b> <i>Farm Investment and Forestry</i>		Beef Control	Tom O'Hanlon	Johnstown Castle
		On-Farm Investments, Subsidies & Storage	Mick Prendergast	Johnstown Castle
		Forest Service	Diarmuid Mc Aree	Johnstown Castle
		Forest Service Operations	Ronan O'Flaherty	Johnstown Castle
		Forest Service Policy	Bridgeena Nolan	Johnstown Castle
<b>Cecil Beamish</b> <i>Fisheries and Coastal Zone</i>		Seafood Policy & Development	Josephine Kelly	Clonakilty
		Sea Fisheries Administration	Paschal Hayes	Clonakilty
		Coastal Zone Management	John Quinlan	Clonakilty
		Engineering	Gerard Farrell	Dublin

MAC Member	Deputy	Function	Head of Division	Location
<b>Seamus Healy</b> <i>Animal Health,  Welfare and Traceability</i>		ERAD (Admin), Disease Eradication & District Veterinary Operations	Richard Healy	Maynooth Dublin
		Animal Health & Welfare	Stephen Fitzpatrick	Dublin
		Beef Assurance Scheme	Martin Farrell	Maynooth
<b>Dave Beehan</b> <i>Chief Inspector</i>	<b>Vacancy</b> <i>Deputy Chief  Inspector</i>	Dairy Regions	Vacancy	Portlaoise
		Pesticide Registration	Dermot Sheridan	Backweston
		Feedingstuffs, Fertilisers, Grain, Pigs & Poultry	Dermot Ryan	Maynooth
		Livestock, Beef & Sheepmeat	Ignatius Byrne	Maynooth/ Portlaoise
		Seed Certification	Gabriel Roe	Backweston
		Crop Variety Testing	Nicholas McGill	Backweston
		Horticulture & Plant Health	Michael Hickey	Maynooth
		Research, Food & CODEX Co-Ordination	Vacancy	Dublin
		Specialist Farm Service, Environment & Evaluation	Matt Sinnott	Dublin/ Portlaoise
		Crop Production & Safety	Kevin Cassidy	Maynooth

MAC Member	Deputy	Function	Head of Division	Location
<b>Paddy Rogan</b> <i>Chief Veterinary Officer</i>	<b>Martin Blake</b> <b>Martin O'Sullivan</b> <b>Michael Sheridan</b> <i>Deputy Chief Veterinary Officers</i>	RVO North West	Oliver McDonagh	Sligo
		RVO North East	Michael Fallon	Meath
		RVO South East	John Murray	Waterford
		Veterinary Service Audit Unit	Pat Flanagan	Dublin
		ERAD – Brucellosis	Garry O'Hagan	Dublin
		ERAD - TB	Margaret Good	Dublin
		Veterinary Public Health – Beef & Sheepmeat	Paula Barry Walsh	Dublin
		Veterinary Public Health - Pigmeat & Poultrymeat	Dave Nolan	Dublin
		National Disease Control Centre & Veterinary International	Billy McAteer	Dublin
		TSE, Scrapie & Animal By-Products	John Griffin	Dublin
		Veterinary Zoonoses, Animal Health & Welfare and Medicines	Pat Brangan	Dublin
<b>Michael Gunn</b> <i>Director of Laboratory Services</i>	<b>Vacancy</b> <i>Head of Agriculture Laboratories</i>	Pesticides, Plant Health and Seed Testing Laboratories	Dan O'Sullivan	Backweston
		Dairy Sciences Laboratories	John Doody	Dublin
		Central Meat Control	Paula Barry Walsh	Backweston
	<b>John Ferris</b> <i>Director of Veterinary Laboratories</i>	Regional Veterinary Laboratories and Farm		Regions Longtown
		Bacteriology/Parasitology	John Egan	Backweston
		Pathology	Paul Collery	Backweston
		Virology	Pat Lenihan	Backweston

Director of Agriculture Appeals Office: John Murphy

## Appendix B- MAC Members



**Cecil Beamish**  
Assistant  
Secretary General



**Jim Beecher**  
Assistant  
Secretary General



**John Gillespie**  
Assistant  
Secretary General



**Aidan O'Driscoll**  
Assistant  
Secretary General



**Denis Byrne**  
Assistant  
Secretary General



**Michael Gunn**  
Director of  
Laboratory Service



**Philip O'Reilly**  
Assistant  
Secretary General



**Tony Burke**  
Assistant  
Secretary General



**Seamus Healy**  
Assistant  
Secretary General



**Paddy Rogan**  
Chief Veterinary  
Officer



**John Fox**  
Assistant  
Secretary General



**Martin Heraghty**  
Assistant  
Secretary General



**Dave Beehan**  
Chief Inspector



## Appendix C- List of Abbreviations

AG	Attorney General
Agri-food	Refers to primary agriculture, forestry and food processing sector
Agri-energy	Refers to energy derived from the agri-food sector
AOS	Annual Output Statement
AV2015	Agri Vision 2015 Action Plan
BIM	Bord Iascaigh Mhara – The Irish Sea Fisheries Board
C & AG	Comptroller and Auditor General
CAP	Common Agricultural Policy
CFP	Common Fisheries Policy
CODEX	Codex Alimentarius Organisation
CSAP	Customer Service Action Plan
CSPVG	Civil Service Performance Verification Group
CSO	Central Statistic Office
D/AFF	Department of Agriculture, Fisheries & Food
D/CENR	Department of Communications, Energy & Natural Resources
D/CRAGA	Department of Community, Rural and Gaeltacht Affairs
D/EHLG	Department of Environment, Heritage & Local Government
D/ETE	Department of Enterprise, Trade & Employment
D/FA	Department of Foreign Affairs
DG	EU Directorate General
D/JELR	Department of Justice, Equality & Law Reform
D/H&C	Department of Health & Children
EAGF	European Agriculture Guarantee Fund
EAFRD	European Agriculture Fund for Rural Development
EI	Enterprise Ireland
EPA	Environmental Protection Agency
EFSA	European Food Safety Authority
EU	European Union
Ezone	DAFF intranet
FAO	Food and Agriculture Organisation
FEPS	Forest Environmental Protection Scheme
FIRM	Food Institutional Research Measure
FIS	Farm Improvement Scheme
FSAI	Food Safety Authority of Ireland
FSPB	Food Safety Promotion Board
FOI	Freedom of Information
FVO	Food & Veterinary Organisation
FWM	Farm Waste Management
GM	Genetically Modified
GVA	Gross Value Added
HR	Human Resources
H & S	Health and Safety
ICBF	Irish Cattle Breeding Federation
ICT	Information & Communication Technology
IHB	Irish Horse Board
IT	Information Technology

IDA	Industrial Development Agency
ISO	International Standards Organisation
MAC	Management Advisory Committee
MIF	Management Information Framework
MI	Marine Institute
MS	EU Member States
NDP	National Development Plan
NSMC	North/South Ministerial Council
OECD	Organisation for Economic Co-Operation and Development
OIE	Organisation Internationale des Epizooties
OIV	Organisation Internationale de la Vigne et du Vin
OPW	Office of Public Works
PMDS	Performance Management & Development System
PQ	Parliamentary Question
RDP	Rural Development Programme
RSF	Research Stimulus Fund
R&D	Research & Development
RIA	Regulatory Impact Assessment
REPS	Rural Environmental Protection Scheme
RVO	Regional Veterinary Office
SCA	Special Council on Agriculture
SFI	Science Foundation Ireland
SFP	Single Farm Payment
SFPA	Sea Fisheries Protection Authority
HSI	Horse Sport Ireland
SSTI	Strategy for Science, Technology & Innovation
T16	Towards 2016
TSE	Transmissible Spongiform Encephalopathy
UN	United Nations
VRL	Veterinary Regional Laboratory
VFM	Value for Money
WFP	World Food Programme
WTO	World Trade Organisation

