



Vision

An innovative and sustainable agri-food sector operating to the highest standards



Minister for Agriculture, Food and the Marine Michael Creed T.D.



Minister of State

Andrew Doyle T.D.

I welcome the publication of this Strategy Statement which has resulted from extensive consultation with staff and stakeholders and provides a strategic framework for the ambitious work programme of the Department of Agriculture, Food and Marine (DAFM) in the period from 2016 to 2019.

Since my appointment as Minister, I have had the opportunity to witness first hand, the wide ranging, high quality work done by the staff of this Department and the dedication, professionalism and expertise with which they carry out their work. Coming from a rural constituency, I am very aware of the importance of this work for rural and coastal communities and of the significant contribution which the agri-food sector, our largest indigenous sector, makes to the Irish economy as a whole.

The publication of this Strategy Statement comes at a significant time for the sector. The challenges of delivering the commitments in the Programme for Government, which endorses FoodWise 2025 as the overarching strategy for the sector, within the parameters of our environmental and climate change responsibilities, have recently been accentuated by the uncertainties flowing from the Brexit vote. This document reflects those challenges and in the context of Civil Service Renewal, sets out the role of the Department in a clear and contextualised manner. Five high level strategic goals, reflecting each business area, are set out in this Strategy Statement, along with clear objectives and actions plans for delivery.

I look forward, together with my colleague Minister of State Andrew Doyle T.D., to working closely with the Secretary General and staff of the Department over the next 3 years to ensure that this strategy is fully implemented.

Michael Creed T.D.
Minister for Agriculture Food and the Marine

Sir Horace Plunkett (1854–1932)
Political Head of the Department of
Agriculture and Technical Instruction (DATI)





the Department for the period 2016 to 2019. It has been prepared following extensive consultation with our staff and our many stakeholders. I am confident that it prepares us as a Department to meet the many challenges and opportunities which we will face over the coming years, in regulating and developing the agri-food industry and in ensuring that we adequately address the sometimes competing challenges around climate change and environmental sustainability.

This new Statement of Strategy sets out the vision, mission and objectives of

This Strategy Statement sets out the actions that we will take in order to meet the objectives that we and the Government have set for ourselves, across our extensive and wide ranging remit. It provides the framework for the continued delivery of the Department's programme of work across our five business areas of Food Safety, Animal and Plant Health and Animal Welfare; Farm and Sector Supports and Controls; Policy and Strategy; Seafood; and Corporate Development. The layout of this Strategy Statement has been redesigned, in order to create a shorter more succinct format and enable a clearer linkage with Divisional Business plans, so that our staff can more easily identify their own role in delivering the Department's objectives.

Food Wise 2025, which was launched in July 2015, has already set some very ambitious targets for the sustainable development of the agri-food sector. This strategic plan, which was developed by this Department, in consultation with the agri-food sector, identifies the opportunities and challenges that lie ahead for the sector, as well as future sources of competitive advantage and the constraints to be overcome in order for the sector to grow and prosper. Food Wise 2025 is an ambitious statement of intent and identifies over 400 actions to achieve sustainable development and realise the following growth projections:

- An 85% increase in the value of exports to €19 billion;
- A 65% increase in the value of primary production to €10 billion;
- A 70% increase in the sector's value addition to the economy to over €13 billion, and
- The creation of 23,000 additional jobs.

This Strategy Statement sets out how we as a Department plan to achieve the targets set down in Food Wise 2025, as well as deliver on commitments in the Programme for Partnership Government, the Action Plan for Jobs and the Action Plan for Rural Development. We have experienced significant challenges in the agri-food sector in recent years as a result of increased commodity price volatility. These challenges have been compounded by uncertainty following the Brexit referendum and the impact of subsequent exchange rate fluctuations on trade with the UK which remains our most important export market. Meeting our climate change commitments will pose significant additional challenges over coming years, as will maintaining competitiveness in an increasingly unpredictable and challenging global market. However, we are fully committed to meeting these challenges and to working collaboratively with the new partnership Government, our Agencies, other Departments and external stakeholders to deliver the goals that we have set ourselves. We will continue to lead, develop and regulate the agri-food, forestry and seafood sectors to optimise their social, economic and environmental contribution to Irish society.

This Strategy Statement sets out our shared values as an organisation supporting and promoting:

- A deep-rooted public service ethos of independence, integrity, and impartiality, and firm commitment to diversity, gender equality and the fair and equal treatment of all, in line with the Irish Human Rights and Equality Commission Act, 2014.
- A culture of accountability, transparency, efficiency and value for money.
- The highest standards of professionalism, leadership and probity.

We support and value all our staff for who they are and for what they contribute to the work of the Department and we are committed to their ongoing development. We will continue to work together to achieve the best possible outcomes for both the agri-food sector and for the people of Ireland.

Aidan O'Driscoll Secretary General

Missior

Serving the government and people of Ireland by leading, developing and regulating the agri-food sector*, protecting public health and optimising social, economic and environmental benefits.

T.P. Gill (1858–1931)
Administrative Head of the Department of
Agriculture and Technical Instruction (DATI)



Vision

An innovative and sustainable agri- food sector* operating to the highest standards



Mission

Serving the government and people of Ireland by leading, developing and regulating the agri-food sector, protecting public health and optimising social, economic and environmental benefits

Operational Excellence

We strive through our values, our services and our people to achieve operational excellence

Our Values

- A deep-rooted public service ethos of independence, integrity and impartiality
- A strong commitment to diversity, gender equality and the fair and equal treatment of all
- A culture of accountability, transparency, efficiency and value for money
- The highest standards of professionalism, leadership and probity

Our Services

- We formulate national and EU policies to support the strategic development of the agri- food sector
- We regulate the sector to ensure it operates to the highest standards
- We design schemes and deliver supports for the sector, in collaboration with stakeholders
- We seek to be innovative and adaptive in the delivery of our services

Our People

- We support and value our staff for who they are and the work they contribute to the Department
- We recognise their talent, commitment, resilience and collegiality
- We are committed to the ongoing development of our people to achieve their full potential
- We work together to deliver our services effectively and to achieve the most efficient outcomes

*"Agri Food Sector" includes: primary agriculture, horticulture, the food and beverage industry, fisheries and fish processing, forestry and forestry processing

What we do

How do we do it

Policy and Strategy

- We provide evidence based, objective advice to Government to inform policy and strategy at national and international level
- We support the delivery of Government objectives by anticipating, preparing for and responding to the opportunities and challenges facing the sector
- We work collaboratively with our Agencies, Government Departments, EU and other stakeholders to achieve optimal outcomes



Policy and Strategy

- We implement actions in the Programme for Government and in the Food Wise 2025 Strategy
- We develop informed policies and strategies for the sector, undertaking research, horizon scanning and analysis
- We negotiate and advocate at national, EU and international level to promote the sustainable development of the sector

Regulation

We regulate to

- ensure food is safe and authentic,
- protect public, animal and plant health
- safeguard animal welfare
- ensure that rules in relation to farming, forestry and fisheries practices and the environment, are observed

We maintain the highest standards of financial management and controls of our schemes and systems



Regulation

- We develop and implement legislation and regulations
- We promote compliance through information and guidance
- We carry out risk based controls to ensure compliance
- We validate and review our systems and services, both internally and externally, and provide independent appeals services
- We maintain accreditation as an EU Paying Agency
- We strive to comply with the highest standards of financial and corporate governance and to ensure effective oversight of our Agencies

Sectoral Development Programme

- We promote the development of a competitive and efficient primary agriculture, forestry and seafood sector to support rural and coastal communities, to under pin economic development, and to ensure that our natural resources are managed in a sustainable way
- We collaborate with our agencies and stakeholders to improve sectoral competitiveness, encourage innovation and provide market opportunities



Sectoral Development Programme

- We design, develop and implement, EU and nationally funded, targeted schemes and measures to:
 - support farm income
- facilitate structural and behavioural change, generational renewal and innovation
- improve production efficiency and profitability
- protect the environment and our natural resources
- support rural and coastal communities
- We implement sectoral strategies, including provision of strategic capital investment and R&D funding
- We fund and support the provision of science based education, training and advice
- We negotiate market access to facilitate exports and work with Agencies to maximise market opportunities







Strategic Goals

Strategic Objectives

Strategic Outcomes

Food Safety, Animal and Plant Health and Animal Welfare.

To promote and safeguard public, animal and

consumers producers and wider society

plant health and animal welfare for the benefit of



1.1 Maintain existing standards, and target improvements in animal and plant health, to facilitate increases in farm level productivity

1.2 Safeguard public health, food safety and authenticity

Safeguard the welfare of animals

1.4 Negotiate and agree robust inspection procedures and certification for increased international market access

- Development of animal and plant health strategies leading to reduction in pest/disease incidence/events.
- Effective implementation of robust controls on primary production and food processing.
- Continue to safeguard animal welfare through various initiatives, supports and controls
- Negotiation of new and increased market access (Cross ref to 3.2)

Farm / Sector Supports and Controls



Provide income and market supports to underpin the rural economy and the environment Design, develop and implement effective, targeted Schemes and Services while ensuring the highest standards of financial management, controls and customer

- Payments to the value of €1.6b made on time to deliver income and other supports to the rural economy
- Level of EU financial corrections minimised in comparison with other EU
- Reduction in administrative burden on farmers through improvements in processes, procedures and feedback
- Costs of scheme delivery reduced
- Enhanced customer service and information sharing
- DAFM retains EU Paying Agency accreditation

Policy and Strategy



Provide the optimum policy framework for the sustainable development of the agri-food sector

- 3.1 Implement PFG actions and lead the collaborative development of agri- food policy
- 3.2 Facilitate and promote continued and increased access to international markets
- 3.3 Exert a positive influence in EU negotiations (Brexit, Climate Change, Trade and CAP)
- Ensure Ireland's agricultural production is environmentally sustainable, with an approach to carbon neutrality that does not compromise the capacity for the production of safe and sustainable food
- 3.5 Support the development of the sector through education, research and knowledge

- Progress towards implementation of PFG and Food Wise 2025 actions
- Maintenance of existing markets and new market access achieved (Ref 1.4)
- Degree to which changes in EU legislation and policies reflect and protect Irish interests
- An agri-food sector that contributes to meeting Ireland's EU and international commitments and preserves the quality of soils, air, water and biodiversity
- Increase in project funding collaboration with international research agencies and alignment between research, education and knowledge transfer

Seafood Sector



Deliver a sustainable, growth driven sector focused on competitiveness and innovation driven by a skilled workforce delivering value added products in line with market demands

- Work collaboratively, with agencies and other departments, to implement national policies, including Food Wise 2025, EU law, the Common Fisheries Policy and the National Strategic Plan for Sustainable Aquaculture Development
- 4.2 Promote a sustainable, profitable and self reliant industry that protects and enhances the social and economic fabric of rural coastal communities, dependent on the seafood sector
- 4.3 Manage utilisation of sea-fisheries and aquaculture resources in consultation with stakeholders to promote environmental sustainability and the development of the sector's economic and social contribution to rural/ coastal communities
- Maximise the long term contribution of the seafood industry to the economy and coastal communities
- Irish interests incorporated into EU and international policy
- Fish stocks harvested at sustainable levels
- Seafood production regulated in compliance with EU Directives
- Delivery of an effective and robust licensing system
- State of the art facilities and service delivery at harbours around the coast
- Strong and stable seafood sector supporting rural/coastal communities

Corporate Development



Maintain and develop strategic, operational, regulatory and technical capacity to achieve operational excellence

- Continue to develop a highly skilled, diverse and gender balanced workforce; build a culture of leadership and innovation; provide the necessary resources and services to strategically support the effective and efficient operation of all Business Areas of the Department and ensure the highest standards of financial control and corporate governance
- 5.2 Provide ICT services to: allow the Department to operate at the highest possible level; support excellent customer service; and support the continued implementation of appropriate systems of accountability and controls
- Optimal resource allocation to deliver Department goals
- Capacity to meet current and future challenges
- ISO27001 information security standard achieved and maintained.
- Reduction in energy usage and costs
- Maximise opportunities for technology and innovation
- Improved internal and external communications/improve customer interaction with the Department
- Higher levels of Digital Business aligned with the Public Service ICT Strategy
- Public Sector reform implemented

Goal 1

To promote and safeguard public, animal and plant health and animal welfare for the benefit of consumers producers, and wider society

Food Safety, Animal and Plant Health and Animal Welfare

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Strategic Objectives	Actions	Strategic Outcomes	KPIs
1.1 Maintain existing standards, and target improvements in animal and plant health, to facilitate increases in farm level productivity	 1.1.1 Develop with stakeholders effective animal and plant health strategies and support appropriate research and innovation in production and processing 1.1.2 Implement effective controls supporting the maintenance of, and improvements in animal and plant health 	Development of animal and plant health strategies leading to reduction in disease/pest incidence/events	 Change in incidence of disease and pests New Animal Health Strategy introduced Completion and implementation of Review of Laboratories New Plant Health Strategy introduced Number and strategic value of tests accredited under the National Reference Laboratory function Number, quality and strategic value of analyses, investigations and surveys carried out Number of investigations of suspect exotic disease events /Number of simulation exercises developing/testing/evaluating our response capability to exotic disease events Completion of National Plant Health Survey
1.2 Safeguard public health and food safety and authenticity	 1.2.1 Collaborate with other government departments, agencies and stakeholders, in raising awareness and developing co-ordinated cross-sectoral responses to 'One Health' issues 1.2.2 Establish, and regularly review contingency plans for emergency response to exotic animal and plant disease/pest-out breaks, feed and food incidents, and deploy such response plans, as appropriate 1.2.3 Implement regulatory control programmes at farm, food business operator and other locations, verify the effectiveness of these controls and where necessary take appropriate enforcement action 1.2.4 Monitor and evaluate new science and research learning and integrate, as appropriate, into regulating of animal and plant health, animal welfare and food safety 1.2.5 Co-ordinate and undertake horizon scanning, risk analysis and investigations in respect of threats to consumers or the integrity of the industry 1.2.6 Build public confidence in our control programmes by providing clear and timely information of controls carried out along the food and feed chain, and, as appropriate, provide details relating to the outcome of such controls 	Effective implementation of robust controls on primary production and food processing	 Number of food safety & hygiene inspections Number, quality and strategic value of laboratory analyses undertaken Number of major food safety incidents Inter-departmental meetings on 'One Health' issues Number of Animal Feed Inspection Programme tests Number of external inspection and audits validations
1.3 Safeguard the welfare of animals	1.3.1 Develop promote and implement appropriate animal welfare strategies	Continue to safeguard animal welfare through various initiatives, supports and controls	 Number of animal transport controls and inspections for animal health and welfare Number of on-farm welfare inspections Introduction of an Animal Welfare Scheme for Sheep
1.4 Negotiate and agree robust inspection procedures and certification for increased international market access	1.4.1 Identify and negotiate 3rd country export opportunities and put in place robust and trustworthy inspection and certification procedures to enable and facilitate trade	Negotiation of new and increased market access	 Existing market access retained and number of new trade areas opened or re-opened /certificates agreed Certificates issued for export: Product Live

Provide income and market supports to farmers and agri- food sector so as to underpin the rural economy and the environment

Farm/Sector Supports and Controls Business Area

Strategic Objectives	Actions	Strategic Outcomes	KPIs
2.1 Design, develop and implement effective, targeted Schemes and Services while ensuring the highest standards of financial management, controls and customer service	2.1.1 Achieve payment targets dates in line with Farmer's Charter 2.1.2. Reduce the cost of scheme delivery	Payments to the value of €1.6b made on time to deliver income and other supports to the rural economy	 Deliver payments valued at €1.6b to 130,000 farmers in line with the Farmer's Charter Average farm income (€) – total and by sector and region Total direct payments (€m) by DAFM Average direct payments (€) by farm Total EU and national supports paid by DAFM (€m) Cross reference to Goal 3 Annual indicators report on RDP as approved by EU Commission Ref Goal 3 Pillar I indicators of the common monitoring evaluation framework of CAP (Reg 834/2014) Ref Goal 3
	2.1.3 Operate to the highest standards of financial management and EU controls, as validated by internal and external bodies	Level of EU financial corrections minimised in comparison with other EU countries Reduction in administrative burden on farmers through improvements in processes, procedures and feedback	Outcome of audits /Reduction in financial corrections
	2.1.4 Actively engage with the simplification process for schemes and controls at EU level	Costs of scheme delivery reduced	 Increase in number of on-line applications Increase in number of on-line preliminary checks Change in the number of remote sensing inspections Number of on-farm visits
	2.1.5 Implement measures to improve customer service 2.1.6 Hold information meetings with farmers to highlight common errors and to avoid repetition	Enhanced customer service and information sharing	 Feedback from enhanced phone system Customer satisfaction rates as verified by surveys /response rate times Number of customer complaints
	2.1.7 Achieve and maintain ISO 27001 information security standard as a paying agency	DAFM retains EU Paying agency accreditation under the new ISO 27,001 standard	 ISO 27001 achieved and maintained following EU audits Sectoral Indicators, KPIs, for agri-food sector performance, as referenced for Goal 3

Policy and Strategy Business Area

Strategic Objectives	Actions	Strategic Outcomes	KPIs
3.1 Implement PFG actions and lead the collaborative development of agri- food policy	3.1.1. Implement PFG and Food Wise commitments3.1.2. Promote measures to maintain farm viability and rural and sectoral development	Progress towards implementation of PFG and Food Wise 2025 actions	Progress in PFG implementation – by actions implemented Progress in implementation of Food Wise actions Value of primary production – total and by sector Value of agri food exports – total, by sector, by destination Value added of the sector Employment - total and by sector
3.2 Facilitate and promote continued and increased access to international markets	 3.2.1 Promote access to new markets and negotiate reductions in barriers to trade 3.2.2 Develop and organise strategic trade missions and visits 	Maintenance of existing markets and new market access achieved	Trade missions undertakenNew markets opened
3.3 Exert a positive influence in EU negotiations (Brexit, Climate Change, Trade and CAP)	 3.3.1 Provide evidence based economic and policy analysis 3.3.2 Consult and collaborate widely with stakeholders 3.3.3 Collaborate and contribute effectively to cross Govt policy 3.3.4 Develop and maintain networks and strategic alliances within EU institutions and with other EU Member States 3.3.5 Participate actively in negotiations; 3.3.6 Agree rules re Ireland's effort to reduce GHG emissions under EU CEF2030 	Degree to which changes in EU legislation and policies reflect and protect Irish interests	 Average farm income incl. by sector and region Total direct payments by DAFM Average direct payments by farm Total EU and national supports paid by DAFM Number of published evaluations and analyses Annual indicators report on RDP Pillar I Indicators of the CMEF of CAP Change in value and volume of exports
3.4 Ensure Ireland's agricultural production is environmentally sustainable, with an approach to carbon neutrality that does not compromise the capacity for the production of safe and sustainable food	 3.4.1 Support implementation of the National Biodiversity Plan 3.4.2 Complete agriculture sector climate adaptation plan and commence implementation 3.4.3 Use RDP and national funding to support economic and consumer focused and environmental objectives 3.4.4 Develop and implement a Nitrates Action Plan in association with Department of Housing Planning Community and Local Government 3.4.5 Complete agriculture contribution to national mitigation plan and commence implementation 3.4.6 Drive a coordinated approach to sustainability across all of DAFM and its agencies 	An agri-food sector that contributes to meeting Ireland's EU and international commitments and preserves the quality of soils, air, water and biodiversity	 Area of land farmed organically Measurement of changes in GHG emissions, ammonia, water and air quality and farm wildlife biodiversity Area of land under forestry Number of Carbon Navigators completed by BDGP participants each year Agreement on Nitrates Directive derogation Implementation of the National Plan for Sustainable Use of Pesticides Number of users registered and sprayers tested
3.5 Support the development of the industry through education, research and knowledge transfer	3.5.1 Support, coordinate and align research, education and innovation activities in respect of plants, animals, food, forestry and the marine to progress objectives	Increase in project funding collaboration with international research agencies and alignment between research, education and knowledge transfer	 Number of farmers who have completed education and knowledge transfer programmes Number relevance and impact of PhD theses completed Number, value and impact of research projects funded and number of international research projects Number of finalised food related Strategic Innovation Research Agendas Number of initiatives in support of Farm Safety

Goal 4

Deliver a sustainable, growth driven sector focused on competitiveness and innovation driven by a skilled workforce delivering value added products in line with market demands

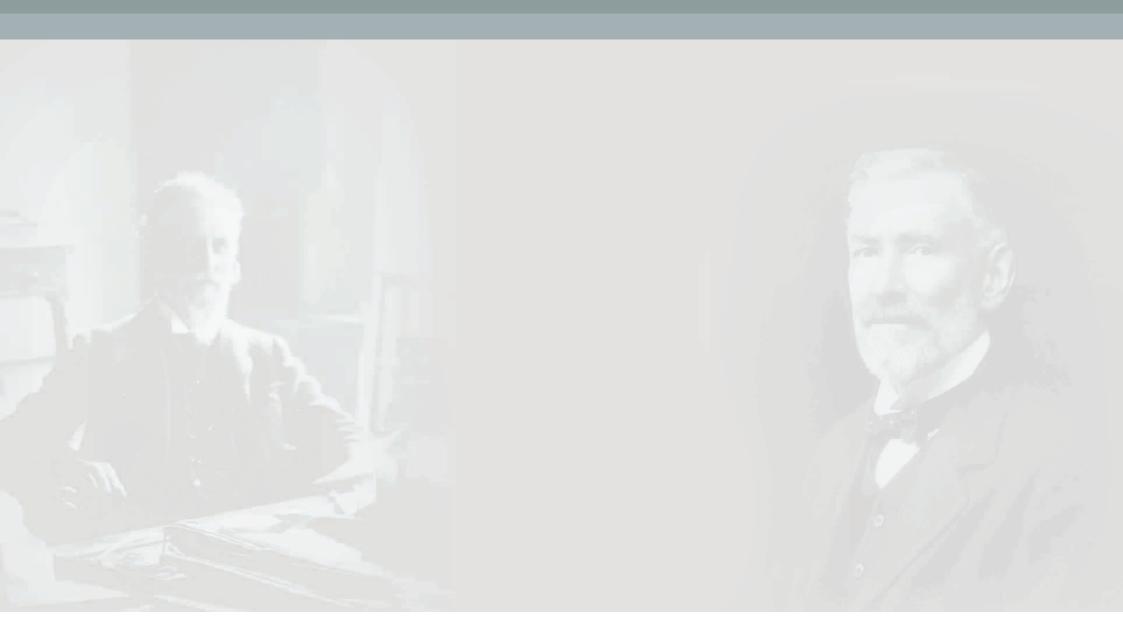
Seafood Sector Business Area

Strategic Objectives	Actions	Strategic Outcomes	KPIs
4.1 Work collaboratively, with agencies and other departments to implement national policies, including Food Wise 2025, EU law, the Common Fisheries Policy and the National Strategic Plan for Sustainable Aquaculture Development	4.1.1 Promote and advance the interests of the Irish seafood sectors at EU and international level including in the context of Brexit	Maximise the long term contribution of the seafood industry to the economy and coastal communities Irish interests incorporated into EU and international policy Fish stocks harvested at sustainable levels	 Number of fish stocks fished sustainably Progress in PFG and Food Wise implementation (Ref to Goal 3 KPIs) Value (єm) of seafood sector Value (єm) of agri food exports and destination Value added of the sector (єm) Employment - total and by sector
4.2 Promote a sustainable, profitable and self reliant industry that protects and enhances the social and economic fabric of rural coastal communities dependent on the seafood sector	4.2.1 Support the seafood sector and foster sustainable growth, development, innovation and adaption to new policy through the EMFF	Growth in sustainable production, value added and exports	 Number of projects supported under the Seafood Development OP schemes Increase in aquaculture production Number of fish stocks fished sustainably (1 Above)
4.3 Manage utilisation of sea- fisheries & aquaculture resources in consultation with stakeholders to promote the environmental sustainability and development of the sector's economic and social contribution to rural coastal communities	4.3.1 Review, modernise and expedite licensing of aquaculture in compliance with EU Law	Delivery of an effective and robust licensing system	 Number of aquaculture licence determinations made Review undertaken Increase in aquaculture production (2 above)
	4.3.2 Development of a modern infrastructure to meet the requirements of the sector	State of the art facilities and service delivery at harbours around the coast Increased landings at Irish harbours	 Number of Harbour Capital Infrastructure Developments undertaken Increased fish landings into Ireland
	4.3.3 Implement national seafood management arrangements in an equitable and environmentally sustainable manner	Strong and stable seafood sector supporting coastal communities	 Number of stocks managed within quota and effort managed within allocation Adjusting quota management to reflect incremental application of the landing obligation

Corporate Development Business Area

Strategic Objectives	Actions	Strategic Outcomes	KPIs
5.1 Continue to: develop a highly skilled, diverse and gender balanced workforce; build a culture of leadership and innovation; provide the necessary resources and services to strategically support the effective and efficient operation of all Business Areas of the Department; and ensure the highest standards of financial control and corporate governance 5.2 Provide ICT services to: allow the Department to operate at the highest possible level; support excellent customer service; support the continued implementation of appropriate systems of accountability and controls	 5.1.1 Develop strategic HR capabilities through implementation of a new HR Strategy and a range of linked HR policies 5.1.2 Develop and implement a new Learning and Development Strategy coherent with Action 9 of the Civil Service Renewal Plan 	Optimal resource allocation to deliver departmental goals Capacity to meet current and future challenges	 HR Strategy and policies implemented in line with the strategy timetable Learning and Development Strategy and subsequent Action Plan implemented Revised Workforce Plan in place
	5.1.3 Co-operate with OPW in achieving 20% reduction in CO2 emission In DAFM buildings	Reduction in energy usage and costs	Progress towards 20% reduction in CO2 emissions In DAFM buildings by 2020
	 5.1.4 Lead and co-ordinate DAFMs response to the Public Service Reform Agenda 5.1.5 Implement Organisational Review Action Plan 5.1.6 Improve strategic and business planning in DAFM 	Public sector reform implemented Organisational Review Action Plan implemented	 Department's contribution to public sector reform as reported in the twice yearly IRDP Number of Organisational Review Actions implemented
	5.1.7 Improve customer service 5.1.8 Improve internal and external communications	Improved customer interaction with the Department Improved internal and external communications	 New website developed New Oireachtas Enquiry Unit operational Improved satisfaction rating of customers verified by surveys of internal and external customers Improved phone service measured by time taken to take calls and respond to customers
	5.1.9 Review Agriculture Appeals Act 2001 to ensure independence and efficiency of office	Independent appeals delivered efficiently	Review undertaken of Agricultural Appeals Office Act
	5.1.10 Operate to the highest standards of financial management, including procurement and revenue collection to ensure compliance with national, financial, audit and control requirements	Adherence to corporate governance standards	 Budgetary resources managed effectively Outcome of audit reports of Internal Audit Unit, C&AG, EU clearance of accounts Risk management reviewed and other financial control systems operated effectively and where necessary adjusted
	5.1.11 Provide legal services and manage prosecutions and defence of litigation involving the Dept	Comprehensive legal advice provided	Successful outcome of Legal actions
	5.2.1 Achieve and maintain the ISO27001 Information Security Standard	Information security standard achieved	ISO 27001 information security certification achieved and retained
	5.2.2 Introduce and implement a new IMT strategy 5.2.3 Increase Digital Uptake	Maximise opportunities for technology adoption and innovation	 IMT Strategy completed by end 2016 and implemented over 2017-2019 Higher levels of digital business - aligned with the Public Service ICT Strategy Increased online uptake/ use of remote data devices, mobile apps







DAFM Agencies



























Head Office

Agriculture House, Kildare St. Dublin 2. Do2 WK12

Lo-call: 1890 200 510 Tel: 01 607 2000

www.agriculture.gov.ie twitter.com/agriculture_ie