



An Roinn Iompair  
Department of Transport

# **Irish Maritime Directorate Strategy**

## **2021 Review**



# Irish Maritime Directorate Strategy

## 2021 Review

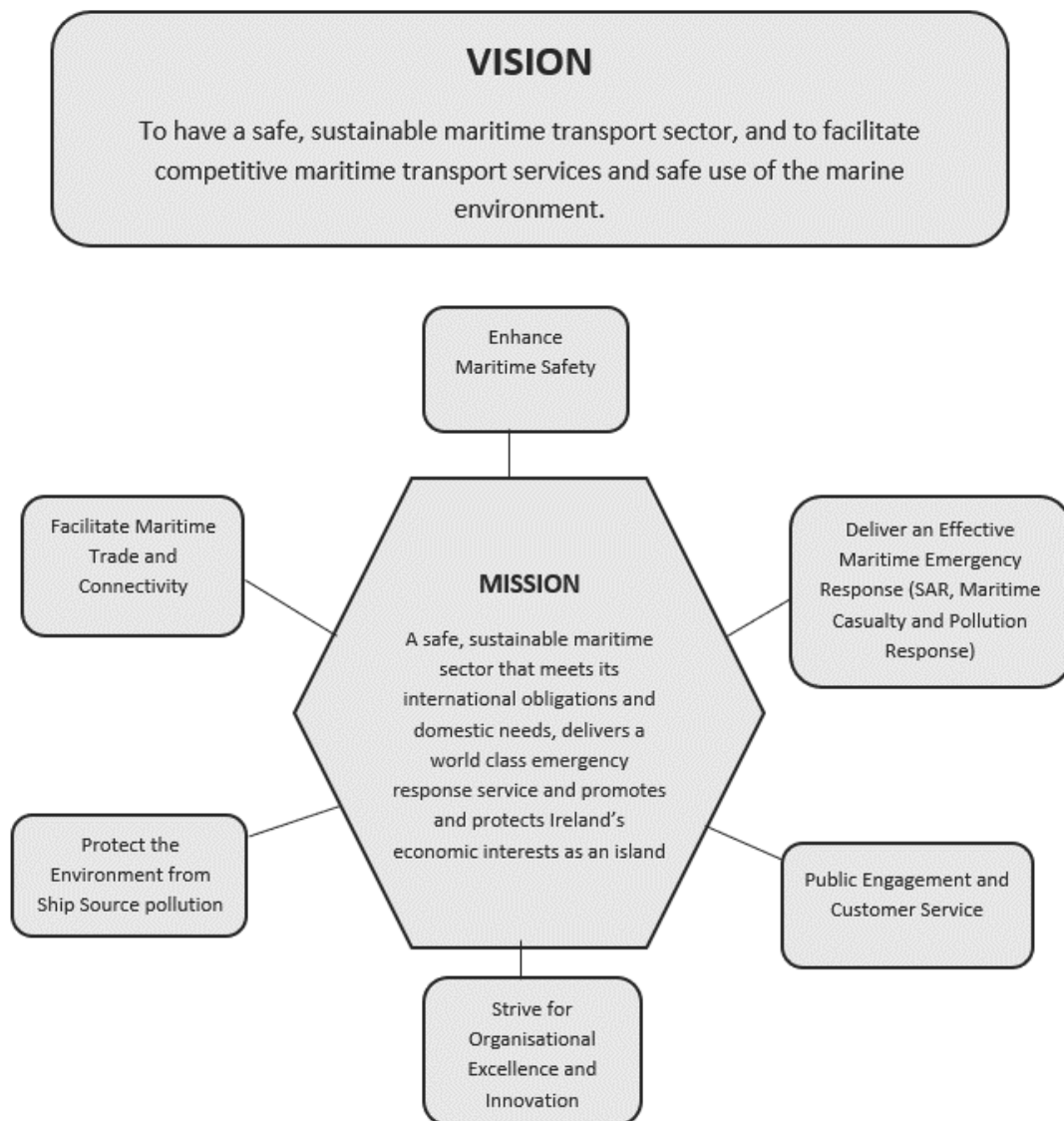
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## Background and strategy development

Over the course of 2020 the five Maritime Divisions (collectively called the Irish Maritime Directorate, the IMD) came together to thoroughly review their work and consider the way forward in the light of the programme for Government and the challenges the Department faced from Covid, to Brexit, to Climate Change.

During this period two public consultations were conducted, one on stakeholder communications and one on a draft of the strategy. The feedback was subsequently embedded in the Strategy and its 54 Actions. The Strategy's Vision is below with the six Core Objectives surrounding the document's Mission Statement.

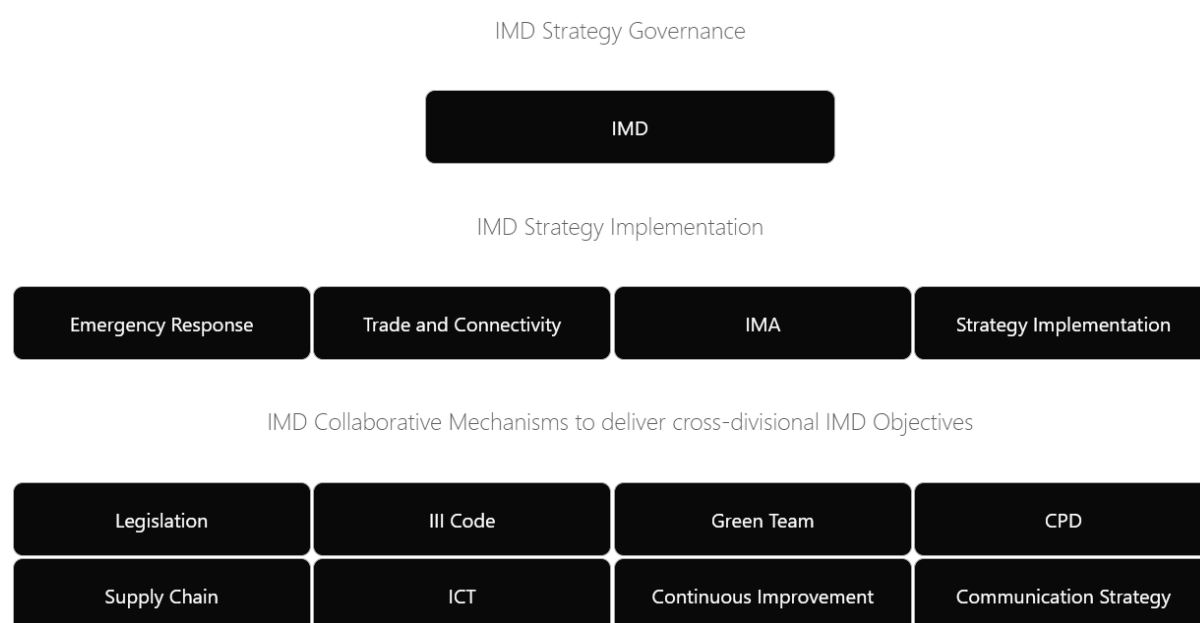


## Implementation Structures

A lot can be gained from the development of a sectoral Strategy, new relationships can be developed and new perspectives taken on old problems but in the end all Strategies need to

be implemented and particular emphasis has been put on this for the IMD Strategy. Each of the 54 Actions has a place with the five Maritime division's Business Plans, whether as sole owner or co-owner and each Objective has one or more teams dedicated to its fulfilment. On top of that, those objectives which cut across divisions (Public Engagement and Customer Service and Strive for Organisational Excellence and Innovation) have multi-divisional teams working on them, some of these also have participation from outside the maritime sector such as HR and Communications Divisions. See under for a diagram of all the structures which have been put in place.

The IMD (being the Maritime Assistant Secretary and Heads of Function) meets monthly to review progress on implementing the Strategy and clear logjams; in advance of this the Strategy Implementation Team meets to identify issues which need to be elevated and ensure the various implementation teams are working in sync.



## Core Objective 1 - *Enhance Maritime Safety*

### Context

Enhancing Maritime Safety was listed as Core Objective 1 of our Strategy. Analysing our domestic needs and our international obligations to determine our legislative priorities has been a significant part of this work. This has required us to be cognisant of new requirements emerging as technologies develop, with a particular focus on climate change, green initiatives, and digitalisation. Preparation for the IMO audit in November 2023 has allowed us to put in place structures to monitor and review performance and target areas most in need, as well as provide for flexibility in setting out our priorities.

### Progress

A 10-year legislative work programme for the period 2019-2029 sets out the maritime legislative priorities. This is a live and evolving document that is reviewed and updated at

mid-year and annually to take account of changing priorities based on an analysis of emerging needs. This document is monitored by a Legislative Working Group and a report was submitted to the Minister in March 2022 setting out progress on the programme from 2019 to 2021.

Preliminary work began on a future Merchant Shipping (Consolidation) Bill, with Departmental staff receiving training from the Law Reform Commission (LRC) concerning producing consolidated texts of Merchant Shipping Acts. Access to the LRC system, along with the training provided, led to the production of consolidated texts for the Merchant Shipping Acts, of 1894, 1952, and 1992 which are now widely available on the LRC website. A summary of each of those Acts has been produced too. A revised user-friendly guide to maritime legislation has been developed for internal use to provide staff with a one-stop-shop for primary and secondary maritime legislation as well as marine notices issued on such matters. As a matter of course, any newly amended secondary legislation is produced internally in consolidated form for ease of reference. A revised Code of Practice for Small Fishing Vessels was drafted and published on 1 March 2022.

Structures have been put in place for oversight of the implementation of Core Objectives 1 and 4 with the IMA maritime safety and environment team led at Assistant Secretary level. An IMA III Code Group has also been established to target preparations for the IMA audit in November 2023. This includes monitoring progress on the corrective action plan arising out of the voluntary audit which took place in September 2010.

A review of maritime accident investigation structures was initiated in 2021 and a report was issued to the Department setting out several recommendations. A government decision was taken on 29 March to provide for the establishment of a full-time Marine Accident Investigation Unit and work has commenced on the drafting of a general scheme to give legislative effect to the Government decision.

Better communication tools have been put in place, such as articles placed in fishing publications to safe manning of fishing vessels and more reader-friendly marine notices setting out legislative requirements. An easy-to-read leaflet was also produced highlighting the main aspects of the Work in Fishing legislation for distribution at the Fishing Expo.

## **Core Objective 2 - *Facilitate Maritime Trade and Connectivity***

### **Context**

In a year that has seen significant challenges to the sector, the Department continued to prioritise the facilitation of Maritime Trade and connectivity often concentrating resources to deal with external events.

COVID-19 continued to have an impact on port and shipping operations since the launch of the IMD strategy. 2021 began with restrictions on social and economic activity as the country tackled a new variant of COVID-19. As the COVID-19 related restrictions introduced

by the Government in the interest of public health were gradually lifted, the economy began to emerge from the pandemic and by the end of the year, maritime trade had almost returned to pre COVID levels.

2021 also saw a surge in demand for direct EU capacity in response to Brexit. This was driven in large part by moving away from the use of the UK Landbridge, as many importers and exporters chose to avoid the impacts of new customs arrangements required for goods traded between Great Britain and the EU Single Market. As a result, the volume of RoRo traffic on direct routes between Irish and mainland European ports rose by 94% in 2021. At the same time, RoRo traffic on routes between Ireland and ports in Great Britain declined by 22%. Direct RoRo traffic to EU ports now represents one-third of all RoRo volume, a significant shift in the makeup of Ireland's supply chains. The Department engaged extensively with ports and shipping operators and this major shift in traffic was made possible due to the quick response and adaptability of the shipping operators in the RoRo and LoLo sectors along with Irish ports.

The Russian invasion of Ukraine early in 2022 is another unforeseen external event now impacting the sector. It is first and foremost a humanitarian tragedy and the Department has been working with the ports, in particular Dublin Port and Rosslare, and other State agencies to facilitate the processing of Ukrainian refugees arriving here. The Department is also working with other Departments and Ports to ensure compliance with any EU trade sanctions that have been introduced. From 16 April 2022, EU sanctions prohibit vessels registered under the flag of Russia from accessing EU ports. The EU sanctions make provision for a national Competent Authority (DETE) to authorise a derogation from the prohibition on limited and very specific grounds. The Department of Transport has worked with the Competent Authority and other relevant Departments to put a robust process in place.

## **Progress**

The three Tier 1 Ports of National Significance at Dublin, Cork, and Shannon Foynes continued with major infrastructure development in 2021. This includes significant works at the Alexander Basin Redevelopment Project at Dublin Port completed and underway, the Ringaskiddy Redevelopment Project at the Port of Cork opening shortly, and capacity extension works continuing in Shannon Foynes. Dublin Port has also commenced work on the first elements of their MP2 Project, the second of the three strategic infrastructure development projects under their Masterplan 2040 and the company is progressing the third and final Masterplan project, the 3FM project, with the commencement of the pre-planning stage and in particular the preparation of the detailed project design and the environmental impact reports. It expects to lodge a planning application with An Bord Pleanála in early 2023. In addition, Iarnród Éireann and Rosslare Europort's Strategic Masterplan includes investment plans over the period 2021-2026, in customer facilities, port infrastructure, freight facilities, port assets, new technology, and linking the new entrance of the port with the proposed new TII N25 port access road.

The Port capacity study currently underway will identify possible capacity shortfalls at ports. It is expected to be completed shortly, following which a review of our National Ports Policy will take place in preparation for new ports and shipping policy.

After the exclusion of cruise vessels from all Irish ports for nearly two years due to COVID restrictions, the return of cruise tourism with the first cruise vessel visits Dun Laoghaire, in Dublin Bay on 29th March 2022 and to Cobh on Good Friday, April 15th was possible. This resumption followed months of close collaboration between the Department, HSE, the cruise sector, and ports to put robust protocols in place to protect and ensure confidence for not only passengers and crew but our receiving harbour communities.

Given Ireland's increased ambition in Offshore Renewable Energy and pending a review of the overall National Ports Policy, the Department of Transport, in conjunction with the Irish Maritime Development Office (IMDO), assessed the options for Irish State ports to facilitate the sector and assist in Ireland achieving its emission reduction targets. Following the assessment, a Policy Statement was published in December 2021 setting out the strategy for a multi-port approach to the provision of port facilities. A number of ports will be required to provide facilities for the different activities at several locations around the country and at different times for the various phases of the fixed and floating ORE developments. This will maximise the economic benefits at both regional and national levels in terms of job creation and new SME enterprises in areas such as engineering, fabrication, transport and logistics, and other technologies. A Ports Co-Ordination Group has been set up with the Ports and representatives from a number of key departments to ensure policy alignment and progress of port projects.

The Department has commenced developing Guidance for ORE operators on Navigational Safety, Pollution Control, and Emergency Response Planning matters, involving the Coast Guard, MSO, and CIL. A number of meetings have taken place with the UK MCA to align both jurisdictions where possible. Significant work is also underway to feed into cross Departmental Steering and technical groups for the revision of the Offshore Renewable Energy Development Plan. The Department and the IMDO also visited a Pilot Floating Offshore wind project in the port of Bilbao to better understand port requirements.

On funding, the Department engaged extensively with the other Member States and the Commission advocating for the inclusion of funding for ORE required port infrastructure under the Connecting Europe Funding facility (CEF). As a result, the CEF criteria were extended to allow EU funding of port infrastructure for ORE for ports (or terminals within ports, on the Trans European Network for Transport (TEN-T)). This is significant and means that EU funding of port infrastructure for ORE is now allowed under the CEF 2021-2027 in recognition of the vital role that ports will play in the achievement of carbon reduction through wind energy. On its own, CEF funding does not have any State aid implications and successful applicants can obtain significant grant funding of up to 50% of eligible costs for studies and up to 30% of infrastructure works costs. A call making €4bn funding available for transport infrastructure projects closed on 19th January 2022 and although a number of ports applied for funding they were not successful in this round. 50% of applications from Ireland across all transport modes were successful under the latest Connecting Europe Funding Facility for Transport call projects. Funding under the Connecting Europe Facility for Transport is awarded via a competitive process with projects across Europe competing against each other. Calls tend to be highly oversubscribed and the 2021 call was no exception. The general envelope (under which Irish projects are eligible to apply) was oversubscribed by a factor of approximately 2.5. Unfortunately, this means that there were

high quality and important projects that were not successful in their applications from Ireland and across Europe. While it is disappointing for those applications that were not successful on this occasion ports have indicated that they will be resubmitting applications in the next call which opens in Sept 2022.

The establishment of a national maritime FAL committee was also in furtherance of core objective 6 of the Irish Maritime Directorate Strategy which calls for a more proactive and systematic approach to communicating with stakeholders in relation to regulatory/legislative developments. The maritime FAL committee was established to:

- provide a forum for maritime transport facilitation issues to be raised, to explore and adopt ways of addressing or resolving them.
- promote the sharing of information and best practices in relation to maritime transport facilitation issues.
- provide a useful platform for informing stakeholders of relevant developments at the EU and IMO level in relation to maritime transport facilitation issues and to provide a forum where responses to changes in recommended practices to maritime transport facilitation issues can be discussed and debated and
- develop and implement a national facilitation programme. The inaugural meeting was held in November 2021.

In terms of efficiencies at ports by digitalisation, the Irish Maritime Development Office in conjunction with Dublin Port is progressing the International Fast and Secure Trade Lanes (IFSTL) project. Consultants were appointed in April 2021 to carry out the necessary work, which was arranged into five phases. Phases 1, 2, and 3 are now complete and dealt with establishing the *As-Is Scenario*, describing the *Desired Future Scenario*, and identifying the digital solutions to bridge the gaps, respectively. Phases 4 and 5 will involve testing and implementation and will be completed by the end of 2022.

## **Core Objective 3 - *Deliver an effective Maritime Emergency Response***

### **Context**

Success for the IMD in the delivery of core objective 3 and the provision of a responsive and effective national maritime emergency response is fundamentally underpinned by effective implementation of both the National SAR Plan (NSP) and the National Maritime Oil/HNS Spill Contingency Plan (NCP). Both the NSP and NCP are recognised as the principal protocols effecting maritime emergency response in Ireland. The IMD as the custodian of both national frameworks provide guidance and strategic leadership for the frameworks.

## Progress

Both the NSP and NCP are subject to significant implementation programmes which are supervised and guided by a number of key national committees and forums. Membership is drawn from across the stakeholder grouping associated with each framework and are inclusive of other government departments, statutory agencies, the Principal Response Agencies, NGOs and industry.

Since publication in 2019 the NSP has provided an important catalyst for the overall systemic improvement and development of SAR arrangements in Ireland. This is well evidenced by enhanced engagement and exchange between responsible bodies within both the National SAR Committee, which provides strategic leadership to the plan, and the National SAR Consultative Committee provided for collaboration and engagement across the wider SAR community.

Considerable progress has been achieved in key elements within the project, in terms of SAR assurance, SAR Stakeholders are expected to have in place a range of measures guided by the principles of continuous system improvement, risk assessment and safety management. Collectively these represent a national SAR Assurance system. A detailed review of SLA's and MOUs between SAR Coordinators and SAR Resources has been undertaken, SAR assurance reporting has commenced between applicable entities.

Forums have been developed which seek to improve collaboration, understanding and exchange, whilst progressing key topics of common interest, namely the NSAR Health and Safety Forum and the SAR Regulators Forum (SARRF). Both of these structures have assigned work programs and make regular report to the National SAR Committee.

A further key deliverable was the implementation plan for the recommended model for a Joint Rescue Coordination Centre (JRCC). A Joint Rescue Co-ordination Centre or JRCC is a special type of Rescue Coordination Centre that is operated by personnel from the Maritime Rescue Coordination Centre and the Aviation Rescue Coordination Centre. This "virtual" JRCC is intended to capitalise on the strengths of the current model, minimising disruption and exploiting opportunities for enhanced technology, closer cooperation and revised operating procedures, notably to address vulnerabilities identified in the existing model and provide for stronger oversight arrangements. Significant progress has been made on the implementation of the new joint model. The Irish Coast Guard (IRCG) and IAA have agreed a Concept of Operations and Procedures Manual and this work has resulted in increased collaboration and professional interaction between IRCG and Aeronautical Rescue Coordination Centre. Formal establishment is subject to the filling of newly established positions in the IRCG Rescue Coordination Centre following a Public Appointments Service process.

The development of a robust and realizable set of KPIs for the National system is a further priority. A working group to deliver this was established in 2020 and they presented draft KPIs to the National SAR Committee in 2021, this work is now moving to a consultation phase. The SAR system has been divided into System, Co-ordination and Asset levels and draft KPIs have been developed for each under the heading of system responsiveness,

system capability and system availability. The group also presented a potential solution for mapping SAR resources and incidents dynamically in a Geographical Information System.

External verification exercises for core components of NSP implementation are underway via the planned ongoing participation in external audit and review via the IMO IAMSAR Appendix H self-assessment in Q1 of 2022 and the IMO Instruments Implementation Code, or III Code sets out the framework for this and compliance is evaluated by the IMO via the mandatory Member State Audit Scheme in 2023.

A SAR Interim Review Group was established in Q2 2022, which meets the National SAR Committee's Term of Reference as set out in the 2019 National SAR Plan: "Review the performance and adequacy of the National SAR Plan against key performance criteria and make recommendations to the Minister for Transport, Tourism and Sport on how the SAR Plan can be enhanced in line with emerging demands, technology and other factors".

The National Maritime Oil/HNS Spill Contingency Plan (NCP) establishes a national framework and strategy to coordinate marine pollution preparedness and response. The NCP is consistent with the relevant International Conventions to which Ireland is a party. It has been developed with due regard to the International Convention, EU Directives and operational guidelines. The NCP includes a number of guidance documents and standard operating procedures and their appendices which address key elements of effective preparedness and response. Coordination between the Irish Coast Guard, other government and/or non-government entities is an essential feature of the national organisation represented in the NCP.

Since publication in 2020 the implementation project for the NCP has achieved a number of key milestones in support of its core objectives, within the IMD the IRCG has developed a new capacity, the Preparedness, Response and Planning Section (PRP), charged with the implementation of the plan and its arrangements, inclusive of the assignment of additional personnel. Additionally, the IRCG has looked to review its incident command arrangements at the tactical and strategic levels which has resulted in the development of a new internationally recognised and accredited training program for personnel with updated procedural arrangements. Access to this training has been provided to other divisions within the Department, namely the Emergency Planning Unit and Maritime Strategy and Governance Division to further underpin effective collaboration in the event of a major incident. This Incident Command System (ICS) provides the Coast Guard with an internationally developed approach to the proactive management of a major incident regardless of scale. It acts as a guide on covering all key activities involved in managing an incident, provides details on the structure of an efficient incident management team (IMT), the responsibility of each functional group within the IMT and describes key roles and activities that should be carried out throughout a response.

The ICS establishes a preparedness framework that allows escalation and integration of resources commensurate with the needs of an incident. The three levels/tiers (simply described as 1/2/3 and local, regional and national/international) help to define capability and responsibilities at discrete levels.

In order that effective preparedness and response arrangements are tested and verified, the CG has implemented its Operational Exercise Program (OEP), the OEP test capacities, protocols and collaboration with third parties in the context of both SAR, Mass Rescue and ship casualty/pollution response. Currently the OEP is delivering two “national” level exercises annually, with the next “Exercise Blue Hills” planned for May 2022. Critically, the OEP proves CG integration with the other Principle Emergency Services (PES) within the national Major Emergency Management (MEM) framework.

In line with international best practices in this area and similar to the NSP, the implementation and oversight of the NCP is vested in the National Maritime Pollution Response Committee (NMPRC), the committee provides strategic coordination, guidance and leadership for the implementation and review of this NCP. The members of the Committee are drawn from the primary stakeholders (i.e. the Principal Response Agencies under the MEM Framework), as well as representatives from supporting governmental bodies as identified by IRCG. The committee meets bi-annually and held its first meeting in March 2021. To date the NMPRC has delivered a robust ToRs and KPIs set for its work.

A second group of external stakeholders, including private sector and non-governmental organisations known as National Maritime Pollution Response Consultative Forum (NMPRCF) has been established. This group is convened by the IRCG on an ad hoc basis but typically closely following meetings of the NMPRC. The Forum enables IRCG to consider feedback from non-statutory stakeholders concerning relevant issues arising from NMPRC’s discussions and implementation of the NCP. The inaugural meeting was held in April 2021 with 26 members in attendance, the forum considered topics of interests such as contingency plan approval, status and challenges to the EMSA Equipment Assistant Service (EAS) national and oiled wildlife concerns.

The NCP prescribes, in accordance with legislation that harbour authorities, operators of offshore units or Oil/HNS handling facilities and coastal local authorities must submit an Oil Spill Contingency Plan for approval by the Department of Transport. The review and approval of these plans are vested with the IRCG and represents approximately 52 plans nationally, plans have a validity period of five years. In 2021 in coordination with Maritime Strategy and Governance Division and Information Services Division the IRCG launched an online Portal in order to make the approval process more efficient and reduce costs, an electronic solution was developed to facilitate the submission and approval of the plans. The project commenced in Q4 2020 and was completed in Q3 2021.

Other elements of progression in this area are ongoing exchanges and support to the BONN Agreement with Ireland planned to host the annual meeting of contracting parties in Sept 2022.

IRCG has provided support to the EU Directorate-General for European Civil Protection and Humanitarian Aid Operations module exercise for maritime emergencies planned to be delivered in Finland in October 2022.

The Irish National Maritime Oil/HNS Spill Contingency Plan, specifically standard operation procedure 06-2020, continues to be influential in the pending update to the International Maritime Organisation’s Place of Refuge (for Ships in Need of Assistance) guidelines.

## **Core Objective 4 - *Protect the Environment from Ship Source Pollution***

### **Context**

Proposals to address climate change are now at the forefront of transport policy across the board. From a maritime point of view, with over 90% of trade to and from Ireland taking place through shipping it is incumbent upon us to work to reduce the impact of maritime transport on the environment. This is being addressed both domestically through the Climate Action Plan as well as internationally through the EU Green Deal, and proposals being considered by the IMO. Contributing to influencing the development of environmental proposals at the international level through appropriate representation and engagement at IMO, EU, and other fora is one of the key elements of this Core Objective as well as maintaining a modern and energy-efficient fleet.

### **Progress**

An Environmental Analysis of the Irish (Internationally Trading) Fleet was published on the Department's website in December 2021. This analysis found that the current Irish international trading fleet performs well across a range of categories and is operating well above the minimum requirements. The analysis will assist in the development of future policy positions.

Considerable engagement has taken place at the EU level in relation to the "Fit for 55" proposals, in particular regarding the Fuel EU Maritime element of the proposals. Written submissions to the Presidency supported by other States have been made and work will continue to compromise texts. Consideration and input as needed are being provided in relation to the other elements of the proposals such as alternative fuels infrastructure regulation, the review of the EU Emissions Trading System, and the revision of the energy taxation directive.

Mandatory targets are being set for shoreside electricity in ports as part of proposals under "Fit for 55" packages and the IMDO has been participating in the TEN-T funded European Flagship Action for cold ironing in ports. As part of this project, the IMDO have commenced technical studies on the requirements in Irish ports and it is expected this work will be completed in early 2023.

A green team has been established to ensure consistency of approach on environmental issues across the maritime sector and coherent input into wider Departmental issues. In this regard, a presentation has been made to the Horizontal Working Group and regular maritime updates are provided to that Group. The green team is key in driving the green agenda in the maritime sector and instrumental in making domestic and international connections. This includes bilateral engagement with the other EU Member States discussions have taken place

with Finland in relation to an impact assessment they have undertaken with regard to the “Fit for 55” package as a whole.

Informal discussions have also commenced with the UK and with other EU Member States (France) in relation to the development of an Emission Control Area (ECA) in Irish waters. While discussions are at a very early stage, the EU is positive about such a proposal. Engagement will continue throughout 2022 to make more significant progress in 2023.

The Port Reception Facilities Directive 2019/883 was implemented in 2021 through SI 296/2021 to protect the marine environment against the negative effects of the discharge of waste from ships using ports located in the State, while ensuring the smooth operation of maritime traffic, by improving the availability and use of adequate port reception facilities and the delivery of waste to those facilities.

## **Core Objective 5 - *Strive for Organisational Excellence and Innovation***

### **Context**

As can be seen from the Department’s Statement of Strategy, there is a renewed focus on horizontal collaboration. The next two Core Objectives are very much cross-divisional and structures have been established to ensure collaborative working. Under Core Objective 5, Continuous Improvement and Continuous Professional Development groups have been established and have met several times.

### **Progress**

Progress by the IRCG in terms of continuous improvement and professional development is detailed under Core Objective 3.

As noted above, a comprehensive set of implementation structures were put in place to ensure implementation of the strategy and strategy progress is monitored and reported to senior management on a monthly basis.

Over the course of the year the IMD has supported both staff moves and staff secondments to international organisations and other non-department bodies such as the IMO, the European Commission and the Permanent Representation of Ireland to the EU (Maritime Affairs Attaché).

Via the Marine Survey Office, the IMD has built a training relationship with the European Maritime Safety Agency (EMSA) including dovetailing with EMSA’s Moodle platform. In mid-2022 maritime staff undertook a comprehensive training programme to prepare for the upcoming International Maritime Organization’s audit of Ireland’s adherence to international maritime conventions.

A part of the training envisaged will be on-the-ground visits to key sites relevant to maritime policy, however the pandemic has impacted progress in certain areas.

An extensive “show and tell” programme of talks by internal staff experts and agencies was presented in the autumn of 2021 which were very well attended by IMD staff across all grades. There is a plan currently in progress for a new programme of talks to begin in Q3 2022.

An IT Maritime project management office has been put in place with contracted consultancy expertise and is functioning well and providing a service across all divisions in the IMD. A gap analysis and current state assessment has been carried out and since then a number of PMO controls have been introduced. These controls include project methodology and framework, status reporting and change control as well as the introduction of a suite of tools and templates. This has resulted in the full mobilisation of the PMO and a move into the operationalise phase. As the maturity of the PMO grows and the engagement increases the PMO team will look to further develop and refine the controls that are already in place while also implementing some new items over the coming months in 2022.

The IT Maritime Programme continues to identify potential IT solutions via the Communications team and the PMO. A number of high-profile IT projects for the IMD are now under way and progressing well including a large-scale Broadband project for all Coast Guard Volunteer Units.

## **Core Objective 6 - *Public Engagement and Customer Service***

### **Context**

During the course of the development of the Strategy there was a specific consultation with stakeholders on communications. A key lesson from this was the need to specifically target relevant stakeholders such as fishers with the information they need to stay safe and compliant with legislation. Recent challenges such as COVID 19 and Brexit highlighted how crucial stakeholder communications are when it counts and the value of pre-established structures and open lines of communication.

### **Progress**

The IMD agreed that communications and stakeholder engagement was already fully embedded in the IMD Strategy and a separate strategy document was not needed. There are numerous examples of this set out above. Initiatives such as developing consolidated legislation, summarising legislation and targeted communications setting out the practical implications of new regulatory material will make understanding regulatory requirements easier and therefore increase compliance. New stakeholder structures such as the Port Co-Ordination Group and the national maritime FAL committee demonstrate the mainstreaming of stakeholder engagement in how IMD works.

In fact over 17 of the Strategies 54 actions in one way or another have a communications angle so a standing IMD Communications Teams, meeting quarterly, has been put in place to

co-ordinate communications across divisions and work with the department's Communications Division. The team has developed an IMD Communications Plan for 2022 and work has commenced to put in place a communications "tool box" for staff engaged in communications. Training is being considered for key personnel who communicate regularly via mainstream and social media.

Internal communications are not being ignored and updates on key developments in the maritime area frequently posted on internal channels such as the departmental newsletter, a good example of internal communications are the "Who we are!" videos each maritime division has posted on the departmental intranet.

### **The Irish Maritime Directorate**

#### **Irish Coast Guard**

IRCG saves lives at sea and responds to oil spills

IRCGadmin@transport.gov.ie

#### **Marine Survey Office**

MSO is the Maritime Safety Regulator

MSO@transport.gov.ie

#### **Maritime Safety Policy Division**

MSPD legislates for the maritime sector and protects the maritime environment from ship pollution

MaritimeSafetyPolicyDivision@transport.gov.ie

#### **Maritime Strategy and Governance Division**

MSGD manages the implementation of the IMD Strategy and supports Coast Guard volunteers

MSGD@transport.gov.ie

#### **Maritime Transport Division**

MTD looks after Ports and Shipping Policy

MaritimeTransport@transport.gov.ie



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