

Statement of Strategy 2016 - 2019

Department of Transport, Tourism and
Sport



Minister's Foreword

The first six months of my time as Minister for the Department of Transport, Tourism and Sport have been eventful, challenging, and fulfilling. Serving as a Minister in government is a huge privilege as well as an enormous responsibility. All elements of our new government are working well together and though we face many challenges ahead we are more than ready to meet them.

Transport, Tourism and Sport play a central role in the social and economic well-being of our State. Our transport system is a crucial component in sustaining and stimulating the economy as well as being a major factor in reducing economic disparities in differing parts of the country. My Department is committed to successfully managing the many day-to-day issues affecting our transport network and also to ensuring that we have a vision for the future and that much needed longer term plans, which will develop and expand out transport network on the ground, sea and in the air, can be confidently brought to fruition. Safety, accessibility and sustainability will be very much part of these plans.

Tourism has been the success story of recent years, with 2016 attracting record numbers of visitors to Ireland. Initiatives such as the Wild Atlantic Way have proved successful beyond measure. We intend to build and enhance this sector by consolidating the markets we currently serve while expanding to new horizons. This will be particularly important in the context of the UK withdrawal from the European Union.

Sport too is an area where we have much to look forward to, as we are currently consulting with stakeholders on a coherent and visionary plan for the future of sport in Ireland. The next few years will see us hosting the Women's Rugby World Cup 2017, four of the 2020 European Cup matches and possibly the 2023 Rugby World Cup. We are becoming a country noted for the quality of our sportspeople and the character of our fans. Indeed, Sports-Tourism is now becoming an exciting part of our economy and I am delighted to be able to combine both in my Ministerial portfolio.

The wide ranging nature of this Department means that we work with many dedicated stakeholders and agencies. With them and the committed staff of my Department, I look forward to delivering on the pledges made in this Statement of Strategy as well as those in the Programme for a Partnership Government as together we face the challenges ahead.

Shane Ross TD

Minister for Transport, Tourism and Sport

Minister of State's Foreword

As Minister of State for Tourism and Sport, I welcome this Statement of Strategy for the Department for 2016 – 2019. The Strategy sets out the priorities and challenges to be met in the tourism and sports sectors.

Tourism is making a significant contribution to the further growth of our economy and in job creation. Figures from the Central Statistics Office in December 2016 showed an increase in international visitors to Ireland and in revenue generated through tourism. An estimated 220,000 people are now employed in the Tourism and Hospitality sector, creating employment in both rural and urban areas across the country. It is vitally important that the sustainable growth of our tourism sector is maintained, especially in light of recent uncertainties such as Britain's exit from the EU.

Sport contributes enormously to creating a healthier society. Active participation in sport and physical activity benefits both the well-being of the individual and of the whole community. One of the key objectives in this Strategy is the development of a new National Sports Policy, recognising the role of sport and promoting participation in sport and physical activity at all levels. In November 2016, we launched a public consultation process, inviting stakeholders to feed into the development of this policy. I look forward to receiving the views of all those involved in sport, and in creating a policy that will deliver the very best for Irish sport in the future.

I look forward to working with the Department, our agencies and stakeholders in meeting the challenges set in this Strategy.

Patrick O'Donovan TD
Minister of State for Tourism and Sport

Introduction by Secretary General

This Statement of Strategy is the Department's primary strategic plan, and sets out our key priorities for the period 2016-2019. For our staff, it details our high level goals and objectives, providing the framework for more detailed planning and individual performance management.

While the transport, tourism and sport sectors play critical roles in Ireland's economic and social wellbeing, the period of fiscal consolidation that followed from the economic downturn has inevitably left its mark both in terms of the capital base, service levels and our own human resources. While acknowledging that we continue to face resourcing challenges across the Department, we are committed to pursuing ambitious goals including our commitments to the Programme for a Partnership Government.

The Management Board will monitor and review progress on the overall implementation of the strategies in this Statement and report to the Minister on a quarterly basis. We will report on our progress through our published Annual Reports and through engagement with the relevant Oireachtas Committees. The need to adapt or develop new strategies to address emerging issues will form an important part of the Management Board's ongoing reviews.

I would like to thank our stakeholders, staff, and those who responded to our public consultation for their input to the preparation of this Statement of Strategy and I look forward to working with you on its implementation.

Graham Doyle
Secretary General

Our Mission

As a central Government Department, serving the Government and the people of Ireland, our mission is ***to shape the safe and sustainable development of transport, tourism, and sport, to support economic growth and social progress.***

Our High Level Goals

- **Land Transport:** *to best serve the needs of society and the economy through safe, sustainable and competitive transport networks and services*
- **Aviation:** *to maximise air transport connectivity with a safe, competitive, cost-effective and sustainable aviation sector*
- **Maritime:** *to facilitate safe and sustainable maritime transport and the delivery of emergency management services.*
- **Tourism:** *to support the tourism industry to grow in a sustainable way.*
- **Sport:** *to contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of sport facilities.*

Our corporate support services are key to the successful delivery of our goals and are outlined in greater detail in **Commitment to Performance**, page 19.

Integration with wider Government policy

Many of our spending and investment decisions have lasting implications for Ireland's societal and economic development. There are also strong linkages with other important Government policy areas, and in the preparation of this Statement of Strategy we conducted consultations with the Oireachtas and with our stakeholders¹.

It is vital that our decisions take account of potential future developments, opportunities, challenges and linkages. To do this, we require a cohesive internal approach to strategic analysis and research.

Our objectives are also often closely linked with other important Government policy areas. This includes implementation of our commitments under the Government's Action Plan for Jobs, the forthcoming Action Plan on Rural Development and Public Sector Reform. We will continue our close collaboration with other Government Departments. For example, we will continue to work with the Department of Children and Youth Affairs in relation to Government priorities for children, families and obesity, and the Department of Defence in the area of emergency planning.

We will also continue to work closely with the Department of the Taoiseach, other Government Departments, public agencies and private stakeholders in preparing for the planned UK exit from the European Union. As an island nation we are heavily dependent for trade and tourism on the efficiency and ease of the transport links between Ireland, Northern Ireland, Great Britain and wider destinations. Any physical or regulatory barriers to the ease of the existing access links could impose additional costs, delays and administrative complexity to business and also act as a disincentive to potential visitors.

With relation to climate change, the EU has set itself a long-term goal of reducing greenhouse gas emissions by 80-95%, compared to 1990 levels, by 2050. As the transport sector is among the largest-emitting sectors, large emissions reductions will have to be achieved within the sector to achieve this goal. The EU has also set a number of other transport-relevant climate change targets for 2020 and 2030, including the use of renewable energy sources.

Mainstreaming climate policy across all transport sectors is vital. This will ensure the most cost-effective overall approach to mitigating climate change and its impacts on transport infrastructure and services. We are also committed to the exploitation of new and future technologies to enhance the national transport network and the tourism and sport sectors.

The following table sets out our objectives in relation those policy areas which require close collaboration, both internally and externally with other Government Departments, agencies and stakeholders.

¹ Submissions sent in response to our external consultation process are available on our website www.dttas.ie

Integration with wider Government policy	
Objectives	Actions
To ensure that policy and programme development, investment and spending decisions are consistent with the wider strategic context and anticipated future trends	<ul style="list-style-type: none"> • Provide a high-quality strategic, analytical and research resource to support decision making and provide evidence-based policy recommendations • Develop improved standards for data and information, ensuring a high standard of availability, management and use of data • Provision of advice and analytical support in assessing financial aspects of agencies' strategic plans
To reduce emissions and build a climate resilient low carbon transport sector by 2050	<ul style="list-style-type: none"> • Identify, facilitate and support cost-effective and economically sustainable mitigation measures to further the development of the National Mitigation Plan/Low Carbon Roadmap • Identify and support actions to future-proof transport infrastructure and investment against climate change • Establish a national policy framework to support the transition of the transport system to cleaner, lower carbon alternatives to fossil fuels
To develop strategies and policies that take account of future developments in the transport sector, including intelligent transport systems	<ul style="list-style-type: none"> • Identify current and potential technological developments in transport • Integrate developments into transport strategy and policy • Design and support regulatory regimes aimed at creating optimal market conditions for lower emitting vehicles
To effectively coordinate and manage a national-level strategic response to emergencies for which we are the designated Lead Government Department	<ul style="list-style-type: none"> • Establish procedures and guidance in line with major emergency management framework when adopted by the Office of Emergency Planning • Work with other Government Departments and principal response agencies in establishing national protocols for emergencies under our remit
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • Publication of 2016-2018 Data Strategy by 2017 • Publication of the Climate Change Adaptation Plan for the Transport Sector (to be published Q1 2017) • Implementation of transport elements of the National Low Carbon Roadmap (to be published Q2 2017) • Implementation of a National Policy Framework on the use of alternative fuels in transport (to be published Q4 2016) • Internal emergency procedures established by end 2017 	

Land Transport

High level goal **To best serve the needs of society and the economy through safe, sustainable and competitive transport networks and services**

Ireland's land transport system – comprising our road and rail networks, together with bus, rail and taxi services – is of fundamental importance to both societal and economic well-being.

Recent economic growth and the improving labour market is contributing to renewed demand pressures on the land transport network. 2015, for example, saw some 30% growth in the annual number of new vehicles licensed and 4% growth in annual public transport² usage, with 2016 trends indicating further steady passenger growth on the public transport networks. While these demand pressures are welcome signs of a healthy economy, they bring the challenge of ensuring that we continue to have the capacity to ensure timely and efficient movement of people and goods, and to do so in an increasingly sustainable manner. Brexit will also bring significant challenges, not only to the movement of goods and people to and from the UK but also to Ireland's longstanding transit of goods and people through the UK.

So, our objectives for the sector over the next 3 years seek both to address the challenges that exist today and to plan for and enable future development of the land transport networks and services, with an emphasis on safety, enhancing service, facilitating and promoting more sustainable forms of transport including cycling and walking, achieving value-for-money, and promoting sound governance.

Our *Strategic Investment Framework for Land Transport* (SIFLT), published in 2015, identified 10 implementation priorities and actions for the land transport sector. Some of the actions relate to a longer-term horizon but many will be integral to land transport policy, planning and delivery over this *Statement of Strategy's* horizon. Principally: the incorporation of SIFLT priorities within any revised *Capital Plan*, the importance of maintaining the valuable assets already in the transport network, development of a new rail policy, better integration of transport in spatial planning, and the potential for the SIFLT analysis to inform climate adaptation measures in the transport sector.

The Road Safety Strategy 2013-2020 similarly provides a framework for action on road safety, with a range of action for all the stakeholders. The Strategy will undergo a mid-term review in the period of this Statement of Strategy. A key target is the reduction to 25 or fewer fatalities per million population by 2020.

² Reference to public transport usage includes Public Service Obligation bus services, Public Service Obligation rail services, commercial licensed bus services and Luas light rail services.

The *Programme for a Partnership Government* also has several important commitments on land transport. These include:

- the prioritisation of key radial routes to ensure that communities isolated by inadequate national primary roads have direct access to ports and airports;
- increased funding for Local Improvement Schemes and Community Involvement schemes and new investment in local and regional road maintenance and improvements;
- a full review of public transport policy;
- completion of the Luas Cross City project and progression of the New Metro North;
- better integration of rural transport services with other transport services;
- review of the framework for the national goods fleet; and
- further planning of road projects to complement the *National Action Plan for Jobs*.

In the public transport area, we have a shareholder role for the main service providers. The land transport sector also has a number of agencies: the Commission for Railway Regulation, National Transport Authority, Road Safety Authority and Transport Infrastructure Ireland. Each has important statutory functions and responsibilities in various aspects of land transport regulation, planning, funding and delivery. Over the coming 3 years, we will continue to work closely with all of these service providers and agencies, providing policy and legislative leadership, aggregate funding, and governance oversight.

The Department itself also deliver services which support law enforcement and proper regulation, as well as contributing to Government revenues, through our Driver and Vehicle Computing Services Division and our Road Transport Licensing offices.

Land Transport goal: to best serve the needs of society and the economy through safe, sustainable and competitive transport networks and services	
Objectives	Actions
To enhance land transport services and investment	<ul style="list-style-type: none"> • Review, refresh and implement policy and statutory frameworks in relation to roads, public transport, and sustainable transport in relation to passengers and freight • Plan for appropriate public spending and investment in efficient, sustainable, integrated and accessible land transport networks and services • Provide the policy lead, Exchequer funding, and appropriate oversight for the State bodies charged with the regulation, financing and delivery of Ireland's land transport networks and services
To promote and advance safety on our transport network	<ul style="list-style-type: none"> • Implement the <i>Road Safety Strategy 2013-2020</i> and the remaining safety actions in the <i>National Cycling Framework 2009-2020</i> • Associate vehicle and driver records in order to achieve optimum penalty point endorsement • Develop and support the policy and regulatory frameworks to underpin safe operation of all forms of public transport (comprising rail, bus, taxi and other forms)
To promote improved sustainability in land transport	<ul style="list-style-type: none"> • Contribute to the development and implementation of the National Planning Framework to enhance integration between transport and land use • Lead the development of transport aspects of national Climate Action policy, and promote their implementation • Develop a Strategy for the future development of Greenways
We will monitor our progress using the following indicators:	
<ul style="list-style-type: none"> • Completion of road maintenance and improvement programmes • Publication of a new Public Transport Policy Statement • Development of a rail strategy • Reduction in the number of fatalities and serious injuries on Irish roads in line with the targets set in the Road Safety Strategy 2013-2020 • Ensure penalty points are applied fully to driving licences • Increased proportion of low-carbon vehicles within the Public Transport Fleet • Fewer single occupancy vehicles and more commuters walking and cycling 	
Achieving our goals will have these positive outcomes:	
<ul style="list-style-type: none"> • A more efficient, reliable and safer transport sector • An accessible, integrated public transport system operating across urban, regional and rural areas • Greater uptake of sustainable modes of travel: walking, cycling and public transport • Mitigation of climate change through the use of carbon neutral travel modes and low polluting fleets • Optimal use of public and private resources 	

Aviation

High level goal **To maximise air transport connectivity with a safe, competitive, cost-effective and sustainable aviation sector**

Aviation is essential in connecting Ireland with the rest of the world. As an island nation we are far more dependent on aviation than many of our continental neighbours and trading partners. It is the foundation on which our tourism industry is built and provides the connections that are essential for key trading relationships. It ensures that we remain plugged in to international business networks that are increasingly global in nature.

In economic terms, the sector contributes €4.1bn to our GDP: €1.9bn directly from aviation, €1.3bn through the supply chain and €0.9bn from associated spending by people employed in aviation. It supports 26,000 jobs directly and a further 16,000 in the supply chain. While the wider national economic impact does not lend itself to accurate overall quantification, the tourism industry alone accounts for a €5.7 billion contribution to GDP and 220,000 jobs.

The global economic downturn had a significant negative impact on aviation across the world and the industry in Ireland was no exception in having to respond to a challenging business environment. It has now largely succeeded in moving through those challenges and the sector overall is returning to growth. The process of recovery has not been uniform in its effect. Dublin Airport is experiencing exceptional growth; traffic in 2015 alone grew by 15% to just over 25 million. In that year it was the second fastest growing airport in the EU with growth at three times the EU average. Shannon Airport had a third consecutive year of growth in 2015 with numbers up by 5%. However, Cork Airport passenger numbers only returned to growth in 2016. Overall traffic at the four regional airports has held reasonably steady at just over one million in each of the past four years.

The National Aviation Policy (NAP), published in 2015, recognises the strengths of the Irish aviation industry and sets out a series of actions designed to promote its further growth and development. Specifically, the goals of this policy are:

- to enhance Ireland's connectivity by ensuring safe, secure and competitive access responsive to the needs of business, tourism and consumers;
- to foster the growth of aviation enterprise in Ireland to support job creation and position Ireland as a recognised global leader in aviation; and
- to maximise the contribution of the aviation sector to Ireland's economic growth and development.

Aviation historically has proven to be a cyclical business with a particular sensitivity to economic and geo-political shocks. The intended withdrawal of the UK from the EU has potentially wide-ranging implications for Irish aviation and for connectivity. Insofar as the legislative framework for aviation is concerned, our focus will be on minimising the potential for negative impacts for the aviation industry or wider economy.

Aviation goal: to maximise air transport connectivity with a safe, competitive, cost-effective and sustainable aviation sector	
Objectives	Actions
To ensure that Irish aviation meets the highest standards of safety and security	<ul style="list-style-type: none"> • Engage in the development of aviation safety and security policy and standards at International Civil Aviation Organisation (ICAO) and EU level • Oversee and support the work of the Irish Aviation Authority (IAA) in relation to safety regulation and security oversight • Ensure the National Civil Aviation Security Programme (NCASP) provides for measures that at least meet the applicable EU and international standards • Investigate air accidents within the state or involving Irish registered aircraft in international waters or, as required, in leading or supporting roles in other countries
To promote the sustainable development, competitiveness and growth of the Irish Aviation sector within Ireland and globally	<ul style="list-style-type: none"> • Pursue multi-lateral and bilateral regulatory measures that maximise competition and connectivity (including issues arising from the withdrawal of the UK from the EU) • Promote the commercial development of the IAA as a leading service provider of air navigation services • Support the development of Dublin Airport as an international hub and Cork and Shannon Airports as regional gateways for business and tourism purposes • Seek to ensure the development by 2020 of the parallel runway and associated traffic control tower at Dublin Airport and accelerate planning for delivery of new terminal capacity including consideration of independent operation • Implement the Regional Airports Programme (RAP) 2015-2019 subject to the available Exchequer funding • Oversee and support the work of the Commission for Aviation Regulation • Implement measures set out in the National Aviation Policy (NAP) in consultation with the National Civil Aviation Development Forum • Promote the continued development of aviation leasing, building on existing success in establishing an industry cluster
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • Maintaining existing high standards in achieving and where possible surpassing ICAO, European Civil Aviation Conference and EC benchmarks on aviation safety and security in line with timeframes set by these organisations • Actions implemented in line with timeframes set out in the NAP and updated as appropriate 	
Achieving our goals will have these positive outcomes:	
<ul style="list-style-type: none"> • An aviation industry which meets the highest international standards of safety and security • Increased capacity and improved consumer choice among airlines and service offerings • Overall growth in airport passenger numbers to at least 34m by 2019 • The aviation sector's contribution to economic growth is increased 	

Maritime

High level goal

To facilitate safe and sustainable maritime transport and the delivery of emergency management services

Given Ireland's status as a small open economy, the maritime sector is a critical gateway for the movement of goods between Ireland and its trading partners. Recent trends point towards a steady growth of freight tonnage in line with the wider performance of the economy. Seaborne freight is currently estimated to account for 84% of Ireland's total trade by volume and 62% in value terms. The sector also plays a key role in the movement of people to and from Ireland and is, therefore, key to the development of the tourism sector.

Our role in respect of maritime transport encompasses not only the facilitation of the development of maritime transport but also the implementation and assurance of safety, technical, labour and enforcement standards and procedures that provide assurance for all who are reliant on the sea.

The core objective of the National Ports Policy is to facilitate a competitive and effective market for maritime transport services. An efficient and effective competitive ports sector can foster broader job creation through general trade facilitation, the provision of capital infrastructure and the promotion of opportunities in other areas such as offshore energy, cruise and marine leisure and recreation. The implementation of this policy continues to be a key objective of the maritime transport sector.

The international maritime transport sector is undergoing significant change with emphasis increasingly placed on reducing ship emissions as a contribution to environmental sustainability.

Safety at sea is an important issue in an island nation and, while a good foundation is in place, continual development and updating is required to meet international obligations and national targets. The approach to maritime safety involves a combination of policy development, statutory regulation, safety awareness promotion and enforcement. The Maritime Safety Strategy includes a range of actions to be implemented or begun by 2019. The Strategy seeks to reduce the risks to maritime safety, thereby reducing the number of incidents arising, and eliminating fatalities in the sector.

Within the Department, the Irish Maritime Administration (IMA) integrates the planning and delivery of all our maritime services under a single national office. The IMA is central to our drive for more efficient and effective delivery of maritime services.

Maritime goal: to facilitate safe and sustainable maritime transport and the delivery of emergency management services	
Objectives	Actions
To facilitate an effective and competitive market for maritime transport services to meet the needs of our trading economy	<ul style="list-style-type: none"> • Implement National Ports Policy: <ul style="list-style-type: none"> ○ transfer ports to Local Authority ownership ○ develop a ports performance measurement system ○ introduce regular capacity forecasting • Provide a framework to support State port companies in meeting their corporate governance requirements • Foster conditions supportive of the development of Irish based ship ownership and management
To update and develop legislation and associated activities, with regard to safety, security, living and working conditions, and ship-source pollution	<ul style="list-style-type: none"> • Participate actively in EU legislative initiatives and in relevant International Maritime Organisation (IMO) and International Labour Organisation (ILO) initiatives • Develop primary and secondary legislation on a phased basis • Promote maritime safety, awareness and accessibility
To carry out safety, security, living and working conditions and environmental regulatory and enforcement activities relating to vessels, seafarers and ports	<ul style="list-style-type: none"> • Implement effective flag state and port state regimes to facilitate safe, secure and sustainable maritime transport • Implement the IMO's Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW), including the Manila amendments of 2010 and related seafarers' IT system
To manage the delivery of maritime safety, emergency response and pollution prevention measures	<ul style="list-style-type: none"> • Provide a range of key services to industry and the public: <ul style="list-style-type: none"> ○ deliver a 24/7 marine emergency response and management service by coordinating response to Search and Rescue incidents and responding to maritime incidents posing threat of pollution ○ further develop management and oversight of volunteer and Coast Guard (IRCG) Unit facilities ○ discharge the range of responsibilities (owners, operators, seafarers) of the Mercantile Marine Office
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • Five Ports of Regional Significance transferred to Local Authority control by end-2018 • Ports Performance measurement system in place by end-2017 • Independent capacity forecasting for ports introduced by end-2018 • International Maritime Conventions Bill prepared for drafting approval by mid-2017 • ISO certification of international maritime regulatory activities achieved by end-2016 • Ireland's position on the White List for IMO's Standards of Training Certification for Seafarers and on the White List for the Paris Memorandum on Port State Control maintained • SafeSeas Ireland web portal system completed development by mid-2017 • Minimum 90% availability of IRCG Units in boat, cliff and shoreline search teams maintained • Full interoperability of Marine Rescue Coordination introduced by winter 2017/2018 to facilitate increased training with one training exercise each carried out per annum 	
Achieving our goals will have these positive outcomes:	
<ul style="list-style-type: none"> • Continued development of ports and shipping capacity • High level of safety in shipping/continuing positive trends in maritime accident statistics • Strong emergency response capacity, high quality search and rescue capacity • Ireland's position on maritime issues represented at an International level 	

Tourism

High level goal **To support the tourism industry to grow in a sustainable way.**

The Government's Tourism Policy Statement “People, Place and Policy – Growing Tourism to 2025”, launched in March 2015, sets out three headline targets, to be achieved by 2025;

- Overseas tourism revenue of €5 billion per year, net of inflation and excluding air fares or ferry charges;
- 250,000 people employed in tourism; and
- Ten million overseas visits to Ireland per year.

The Tourism Action Plan for the period 2016-2018, launched in January 2016, contains 23 Actions which will be carried out in order to help achieve the overall policy objectives in the Government’s Tourism Policy Statement.

Tourism is one of Ireland's most important economic sectors and continues to play a key role in Ireland's economic renewal. Measures such as reducing the VAT to 9% on tourism services, reducing the Air Travel Tax to 0% and radically changing our approach to the visa regime applying to visitors from developing markets have all enhanced the competitiveness of the industry. Key public investments, like the Wild Atlantic Way, are also assisting competitiveness by providing a better tourism experience for visitors. In addition to major investments such as the Wild Atlantic Way and Ireland’s Ancient East, the regional distribution of overseas visits to Ireland is being encouraged through ring-fenced funding for co-operative marketing with airlines and ferry companies, to promote inbound air and sea access to Ireland via points of entry outside of Dublin.

This strong Government support for tourism has provided a foundation for exceptionally strong performance in terms of overseas visits to Ireland. Total expenditure by overseas visitors in Ireland (excluding fares) was €3,647 million in the first nine months of 2016, an increase of 9.4% compared to 2015.

Britain’s forthcoming exit from the EU has given cause for significant concern for tourism in Ireland. The “known unknowns” regarding implications for the border, for the Common Travel Area, for trade and competitiveness and for the peace process will have knock-on impacts for tourism.

In the short term, the decline in the value of Sterling impacts on Ireland’s tourism competitiveness, and in the longer term issues such as the future status of Common Travel Area, and the overall impact of Brexit on outbound tourism from Great Britain, are significant risk factors for the tourism sector.

Tourism goal: to support the tourism industry to grow in a sustainable way	
Objectives	Actions
To ensure that a policy framework is in place to champion the tourism sector and influence other relevant stakeholders	<ul style="list-style-type: none"> • Implement the Government's Tourism Policy Statement "People, Place and Policy – Growing Tourism to 2025"
To ensure that Ireland has an attractive, competitive and sustainable tourism product	<ul style="list-style-type: none"> • Support tourism capital investment • Attract major international events, enhance indigenous events and grow business tourism • Support skills development, innovation and competitiveness in the tourism industry
To ensure Ireland is effectively marketed as a tourism destination in the overseas and domestic markets	<ul style="list-style-type: none"> • Restore Ireland's share of voice in key overseas tourism markets • Support the marketing of direct access to the regions of Ireland • Carry out an independent evaluation of Ireland's overseas tourism marketing expenditure
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • Tourism Action Plan 2016-2018, completed by 2018 • Allocations made under the Large and Small Tourism Capital Grant Schemes run by Fáilte Ireland • Partnership agreements with other public bodies for the development of tourism projects entered into by Fáilte Ireland • Festival funding and award criteria, including the St Patrick's Day Festival, reviewed by Fáilte Ireland • Training and Business supports provided by Fáilte Ireland, including digital and online, realigned and targeted to optimise impact and enhance industry capability • Review of Fáilte Ireland's investment in education completed during 2017 • QQI-certified Culinary Apprenticeship programme in place • Every Local Authority will have a tourism strategy in place, setting out the measures to be taken to achieve the tourism objectives contained in its Local Economic and Community Plan (LECP) 	
Achieving our goals will have these positive outcomes:	
By end-2019, Ireland's tourism industry will grow overseas visit revenue and overseas visits, and provide sustainable increased employment.	

Sport

High level goal

To contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of sport facilities

Participation by Irish people in sport and physical activity has risen from 2008 levels, and with that increase in participation has come numerous health, social, and economic benefits for our population. The health benefits that can be gained from participation in sport are significant, not just for the physical and mental health of the individual, but also for our health system with the consequent reduction in the demand on health services. Sport can teach participants important life-skills such as teamwork, discipline and leadership and can also play an important role in tackling some of the social challenges faced by society, including social exclusion and anti-social behaviour. The sport sector also contributes €1.8 billion to the Irish economy, 1.4% of the overall GDP.

It is important to work towards increasing participation in sport for these reasons, and the trend of increased involvement in sport and physical activity by Irish people since 2008 has been encouraging. However, figures from the latest Irish Sports Monitor Annual Report show a slight decrease from 47.2% in 2013 to 45% in 2015 so challenges are still being faced. We aim to contribute to the overall goal of the National Physical Activity Plan - increasing participation in physical activity by 1% per annum to 2020 - and its current and capital funding for sport will help to achieve this goal.

The development of high performance sport in Ireland is another key aspect of our overall sports strategy. National and international success by elite athletes enhances both the country's sense of national achievement and the image of Ireland overseas, while the athletes themselves become role models who inspire both young and old to become involved in sport. A vital element of our policy is the provision of a clear anti-doping framework through Sport Ireland in order to ensure the credibility of Irish sport both nationally and internationally.

In order to achieve the objectives of increasing both participation by the individual and our success in high performance sport, the appropriate infrastructure must be in place. Through the Sports Capital Programme, the Local Authority Swimming Pool Programme and the development of the National Sports Campus, we are committed to providing sporting facilities throughout the country so that all areas and communities have access to a high standard of sporting infrastructure.

Sport goal: To contribute to a healthier and more active society by promoting sports participation and by supporting high performance and the provision of sport facilities	
Objectives	Actions
To ensure a policy framework is in place that recognises the economic, health and social role of sport and promotes both participation in sport and physical activity at all levels and opportunities for the achievement of excellence at the elite levels of sport nationally and internationally	<ul style="list-style-type: none"> • Develop a National Sports Policy to provide a policy framework for Sport in Ireland and facilitate improved cross-sectoral coordination and cooperation on sport and physical activity • Develop and agree an annual Performance Delivery Agreement with Sport Ireland and monitor performance against agreed high-level targets. • Provide leadership for cross-sectoral sports issues and the sport sector, including facilitating excellent standards of governance in sporting National Governing Bodies, and develop policy for sport in Ireland. • Implement the National Physical Activity Plan (NPAP)
To facilitate development of sports facilities at national, regional, and local level, ensuring that supports are provided in a regionally balanced way and target disadvantaged areas	<ul style="list-style-type: none"> • Launch and successfully deliver a new round of the Sports Capital Programme while continuing to progress existing programmes to completion. • Complete the current rounds of the Local Authority Swimming Pools Programme
To facilitate and oversee the development of a National Sports Campus	<ul style="list-style-type: none"> • Develop facilities at the National Sports Campus including Phase I of the National Indoor Arena • Subject to the availability of capital funding, consider proposals for further Campus developments, including Phase 2 of the National Indoor Arena and a National Velodrome
To meet Ireland's responsibilities in relation to sport issues at EU and international level	<ul style="list-style-type: none"> • Participate in policy development and international sport issues at EU and international level
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • National Sport Policy Framework published in 2017 • Work Programme implemented to deliver and monitor the actions in the NPAP • Increased levels of participation in sport and physical activity as measured by the Irish Sports Monitor (2013 baseline of 47.2% participation) • Increased levels of participation in physical activity across all life stages by 1% per year over the lifetime of the NPAP • Phase I of the National Indoor Arena completed and in use by January 2017 	
Achieving our goals will have these positive outcomes:	
<ul style="list-style-type: none"> • Effective and efficient delivery of sport programmes and achievement of Sport Ireland's high-level targets for sport • Effective leadership provided on sport issues and appropriate policies developed • Effective Irish contribution to the development of sport at EU and international level • Increased number of modern accessible sports facilities • World-class indoor training facilities in place and in use by Irish athletes 	

Commitment to Performance

We are committed to providing the best possible support to our Ministers and to our staff. We will do this by achieving a high standard of organisational professionalism and performance. Our corporate support services are key to the successful delivery of our mission and high level goals. They undertake multifaceted roles which can be broadly (but not exhaustively) categorised as follows:

- *servicing Ministers, Management Board and the Oireachtas* - the provision of effective administrative support to Ministers and the Management Board and ensuring appropriate engagement with the democratic process;
- *strategic roles* - supporting the Management Board in strategic planning for human and financial resources and for information and communications systems;
- *co-ordination roles* - providing a coordinated whole-of Department position on issues where the appropriate corporate response spans functions, and engagement in cross-Departmental collaboration;
- *internal service provision* - provision of services to support the work of Divisions spanning economic and financial analysis, legal advice etc. as well as providing management and staff supports in areas such as internal audit, human resources, information technology and financial management systems;
- *compliance oversight* – ensuring we adhere to various public service rules and standards (e.g. public spending code, corporate governance of State agencies etc.); and
- *customer service roles* - overseeing customer service standards and complaints, overseeing our website, managing media and public requests for information.

The economic downturn resulted in a reduction in our staffing levels and in our financial resources, however the process of rebuilding capacity is now underway. The Civil Service Renewal Plan provides for a programme of Organisational Capability Reviews of Government Departments, and we are the first Department to be reviewed as part of that programme. Work has already commenced on this review, with the aim of assessing our capability to achieve our objectives and set out a plan to close any gaps.

Much work is carried out by our agencies. We work closely with each agency and the Department of Public Expenditure and Reform in relation to overall governance policy for our State Bodies. The Code of Practice for the Governance of State Bodies provides a framework for the application of best practice in corporate governance by both commercial and non-commercial State bodies.

Commitment to Performance	
Objectives	Actions
To provide support to our Ministers in the performance of their duties	<ul style="list-style-type: none"> • Provide effective administrative, systems and advisory support to Ministers in discharging their statutory and wider Government functions
To manage, structure and resource the Department and its systems to support the delivery of our goals	<ul style="list-style-type: none"> • Provide leadership to our staff through appropriate resourcing, clear direction and effective communications • Implement the HR Strategy regarding deployment and management of resources • Implement actions arising from Civil Service Renewal Plan (including those arising from our Organisational Capacity Review) • Provide a robust and responsive financial management framework (FMS) that supports the delivery of business objectives and meets the needs of the Oireachtas in relation to the budgetary process • Develop, deliver and maintain ICT solutions to meet business needs
To develop and train staff to enable them to effectively deliver their responsibilities	<ul style="list-style-type: none"> • Develop and implement HR policies that support all staff to fulfil their potential
To oversee corporate governance of our agencies	<ul style="list-style-type: none"> • Maintain close oversight of operations and governance of our agencies in line with our Corporate Governance Framework • Implement and report on compliance with the revised Code of Practice for State Bodies
We will monitor our progress using the following indicators	
<ul style="list-style-type: none"> • Implementation of the 25 actions identified in the CS Renewal Action Plan • Development of a Career Progression Policy in 2017 • Annual Appropriation Account certified by Comptroller & Auditor General • Review of State Bodies compliance with Code of Practice completed annually • Address our commitments under the Irish Human Rights and Equality Commission Act 2014, including initial assessment of human rights and equality issues relevant to our functions, services and employment policies. 	

APPENDICES

Appendix 1 Our [organisation structure](#) can be viewed on our website

Appendix 2 The [agencies under our aegis](#) can be viewed on our website

APPENDIX 3

Commitments from the Programme for a Partnership Government for which the Department of Transport, Tourism & Sport is responsible

In the first three months the new Government will apply to the European Union for the revision of the TEN-T CORE Network, including applying for the reinstatement of the cross-border Western Arc.

Key radial routes will be prioritised from the existing motorway network, to ensure that communities isolated by inadequate national primary roads, have direct access to ports and airports. Transport Infrastructure Ireland should also be encouraged to commence planning other road projects to match/complement the National Action Plan for Jobs.

We will reinstate a fully funded Local Improvement Scheme to support the maintenance and repair of non-local authority roads.

One of the biggest achievements in revitalising tourism has been the creation of the Wild Atlantic Way. We will seek to set aside €100million in additional capital funding to take the Wild Atlantic Way to the next level, including an Atlantic blueway route, and the Ireland Way, and to invest further in developing a nationwide Greenway network.

Invest further in developing a nationwide Greenway network (joint responsibility with the Department of Arts, Heritage, Regional, Rural and Gaeltacht Affairs)

To aid the development of Greenways, the Minister for Transport will develop national guidelines for Greenway public consultation, planning, and construction to help guide local authorities and agencies

We will also direct Fáilte Ireland to develop the 'Ireland's Lakelands' brand as a separate proposition to sit alongside the Wild Atlantic Way and Ireland's Ancient East. To assist with sustainability of tourist accommodation and small tourism ventures, a support scheme will be introduced for businesses operating along these routes.

We will work towards achieving the ambitious tourism policy goals set for 2025. These include increasing revenue from overseas visitors to €5billion, growing employment in the tourism sector to 250,000 (from 200,000 currently) and increasing the number of visits to Ireland to 10 million. We will do this through the national tourism policy and through specific measures like the maintenance of the 0% Airport Travel Tax and the retention of the hugely successful 9% VAT rate on tourism related services, providing that prices remain competitive.

Building on engagement between Government and regional airport management, we will seek to invest an additional €10million to intensify efforts to properly prepare our regional airports for a future where they can operate on a standalone commercial basis. This new investment will be in addition to the €28million already committed.

The new Government will provide for an independent costing and review of the Western Rail Corridor Phase Two between Athenry and Claremorris for passenger and freight use. No measures will be taken to prevent the future reactivation of this corridor for rail use, as set out in the McCann Report.

As the economy recovers, we will promote increased funding for Local Improvement Schemes and Community Involvement schemes, on an annual basis. A major transport objective for the new Government will be to prioritise new investment in local and regional road maintenance and improvements, and the LIS and CIS will play a key role in meeting that objective. As part of our commitment to local government reform we will also give councils greater discretion in how they spend their money on local and regional roads. We will expand the scheme to include the taking in

charge of non-council roads with a view to having this scheme up and running by end 2017.
We will examine how best to improve integration of services in the rural bus network within regions, including public buses, school transport and the HSE transport networks. A report will be provided to the relevant Oireachtas Committee within 6 months examining how existing routes can be made more sustainable and accessible to the public, the potential for new routes, and reflecting international best practice.
We recognise the need for a grant aid scheme for underwater search and recovery, in line with the state support currently available to mountain search and rescue.
We support the implementation of the national physical activity plan for all ages.
Conscious of the significant social and health benefits that participation in sport delivers, we will support sporting organisations in their efforts to increase sporting participation across the country. Specifically, building on the €130million investment in sports capital projects since 2011, we will aim to allocate sports capital grants on an annualised basis, and make continued progress on the National Sports Campus.
We will also implement the National Physical Activity Plan.
Following consultation, draw up and implement a National Sports Policy.
We also recognise the value and benefit of rural transport to many communities, in particular for older people vulnerable to social isolation. We will examine how best to improve integration of services in the rural bus network, including public buses, school transport and the HSE transport networks. A report will be provided to the relevant Oireachtas Committee within 6 months examining how existing routes can be made more sustainable and accessible to the public, the potential for new routes, and reflecting international best practice.
In consultation with the Road Safety Authority and the Irish Road Hauliers Association, we will raise the restriction on hauling cattle without tachographs from 50 kilometres to 100 kilometres.
We will invest €3.6billion across the lifetime of the next Capital Plan to enable a number of major public transport projects to proceed, and to fund additional capacity to meet existing and future commuter needs. These will include the new Metro North and the completion of LUAS Cross City.
In line with these commitments, we will instigate a full review of public transport policy to ensure services are sustainable into the future and are meeting the needs of a modern economy.
We will support the extension of existing public bike schemes and will also drive the rollout of additional schemes in other urban areas. Public bike schemes have the advantage of linking up existing infrastructure while also being environmentally friendly.
The new Minister for Transport, working with the relevant Oireachtas Committee, will review the framework for the national goods fleet and if required will make recommendations on new measures to incentivise the upgrading or replacement of older vehicles.
In providing adequate funding for Local Improvement Schemes we will give councils greater discretion in how they spend their money on local projects, including the cleaning and clearing of ditches.
The Department of Environment will work with local authorities to explore the establishment of a local improvement scheme to assist with drain cleaning.
We will invest €3.6billion across the lifetime of the next Capital Plan to enable a number of major public transport projects to proceed, and to fund additional capacity to meet existing and future commuter needs. These will include the new Metro North and the completion of LUAS Cross City.
In line with these commitments, we will instigate a full review of public transport policy to ensure services are sustainable into the future and are meeting the needs of a modern economy.
We will invest to make public transport services more accessible for people with disabilities. Examples of such investment include increased wheelchair access to bus and train stations, bus fleet enhancement and audio announcements on train and bus services, to aid the visually impaired.
We will also introduce a provision whereby taxi companies who wish to bid for state procurement contracts must ensure that a minimum of 10% of their fleet is wheelchair accessible.

