



Rialtas na hÉireann  
Government of Ireland

# NPWS Strategic Plan Progress Tracker

2023

Prepared by the Department of  
Housing, Local Government and Heritage  
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# BRAG Status Report June 2023

**Blue:** Action completed

**Green:** Action on track

**Amber:** Action started but behind schedule

**Red:** Action not started.

Quarter 2 2022			
No.	Action	Completion Date	Status
1.	Government approval for establishment of NPWS as an executive agency; its senior management staffing; appointment of international expert group; and for extra posts required at this time	June 2022	Blue
2.	Agreement at Department level for the expedited filling of vacancies in NPWS	June 2022	Blue
3.	Establishment of senior management team composed of Principals and Assistant Secretary	June 2022	Blue
4.	Establishment of new Engagement, Corporate and Specialist Supports (ECSS) directorate, with a mandate to manage the change programme	June 2022	Blue
5.	Formal agreement between senior management in NPWS and D/Housing ICT on a three-year framework for modernisation of ICT across NPWS	June 2022	Blue
6.	Government may also wish to consider the wider issue of the roles and functions of public bodies in relation biodiversity and nature at this juncture	June 2022	Amber

## Quarter 3 2022

No.	Action	Completion Date	Status
7.	Appointment of international expert group to benchmark NPWS staffing levels	September 2022	
8.	Completion of formal establishment of NPWS as an Executive Agency	September 2022	
9.	Approval by top management team of draft mission statement, draft strategic plan for consultation and core priorities for NPWS	September 2022	
10.	Detailed plan in place for migration of staff and functions to the new directorates	September 2022	
11.	Appointment of head of new ECSS directorate, Communications professional and appointees to the HR, ICT, and Finance posts	September 2022	
12.	Establishment of a structured stakeholder forum, and first meeting of forum held	September 2022	

## Quarter 4 2022

No.	Action	Completion Date	Status
13.	All five new directorates established and populated with existing staff	December 2022	
14.	Clear roles, responsibilities and reporting arrangements in place for all staff	December 2022	

15.	Short-term business plans for each directorate submitted to top management team for approval	December 2022	
16.	Findings of expert international benchmarking group on staffing received	December 2022	
17.	Internal and external consultations on draft strategic plan under way	December 2022	
18.	Internal review of NPWS work being received from, or carried out on behalf of, other public bodies commenced	December 2022	
19.	Cross-functional standing committees established	December 2022	
20.	NPWS annual conference held	December 2022	

## Quarter 1 2023

No.	Action	Completion Date	Status
21.	Conclusion of internal and external consultations and finalisation of draft strategic plan for submission to Minister subject to approval by Management Board	March 2023	
22.	Submission of draft 2023 business plans to senior management team by all directorates, including cross functional outputs for the year	March 2023	
23.	Completion of draft Risk Registers and Workforce Plans across all directorates	March 2023	

24.	Internal review to examine NPWS work being received from, or carried out on behalf of, other public bodies completed	March 2023	
25.	One senior management team meeting to have been held in each geographical Division in 2022	March 2023	

## Quarter 2 2023

No.	Action	Completion Date	Status
26.	Medium term strategic plan for the NPWS approved and published	June 2023	
27.	Approval of implementation plan for findings of expert benchmarking group	June 2023	
28.	General Scheme of draft legislation in relation to National Parks and nature conservation approved and published	June 2023	
29.	Staff in the new directorates working to the new business plans	June 2023	
30.	Outputs and key deliverables for the year on major cross-cutting matters submitted to senior management team for approval by the cross-functional standing committees	June 2023	

## Quarter 3 2023

No.	Action	Completion Date	Status
31.	Progressing a range of HR and corporate initiatives, including season employees, lateral mobility, new recruitment and internal communications	September 2023	
32.	Mid-point review of implementation of ICT three-year strategic plan by NPWS and ICT senior management	September 2023	
33.	Formal plan in place for changes to NPWS workload-management arising from the internal review to examine NPWS work being received from, or carried out on behalf of, other public bodies, and taking account of consultations with those bodies	September 2023	
34.	Conclude discussions with DPER on pathway toward appropriate career structures for NPWS Industrial grades	September 2023	
35.	Approval by senior management of a framework for development of strategic plans for the National Parks	September 2023	
36.	Implementation of recommendations by the expert group on international benchmarking commenced	September 2023	

## Quarter 4 2023

No.	Action	Completion Date	Status
37.	Review of progress in overall implementation of Review recommendations	December 2023	
38.	Local preparation of draft management plans for each of the National Parks completed and plans submitted to senior management team	December 2023	
39.	Senior management team reviews progress by all directorates towards achieving critical goals	December 2023	
40.	Commencement of review of grading of specialist and regional posts by reference to comparable positions in the Irish public service	December 2023	
41.	NPWS annual conference	December 2023	

## Quarter 1 2024

No.	Action	Completion Date	Status
42.	Review of grading of specialist and regional posts completed	March 2024	
43.	Draft management plans for National Parks approved	March 2024	
44.	Implementation of findings of expert benchmarking group substantially underway	March 2024	

45.	Draft legislation on National Parks and nature conservation introduced in the Oireachtas	March 2024	
46.	One senior management team meeting to have been held in each geographical division in 2023	March 2024	



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