



The Heritage Council

Strategic Plan

2007-2011

April 2007

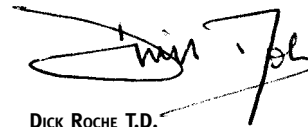
FOREWORD

I am delighted to be associated with the Heritage Council's Strategic Plan 2007-2011. This Plan builds on the considerable achievements of the Council since its establishment some twelve years ago and lays down its corporate vision for the next five years.

This is the third such Plan produced by the Heritage Council. It is clearly a progressive and visionary document with defined strategies and policy objectives. Underpinning the thrust of this particular Strategic Plan is the Council's strong belief in the importance of working in partnership to ensure that Ireland's heritage is accessible to and enjoyed by all members of society.

Our heritage is a valuable national asset which we must protect and conserve on an ongoing basis. The importance of our natural, built and cultural heritage is fundamental to our core values and principles as a nation. We must strive to develop our heritage in a balanced and sustainable manner particularly at local level in partnership with Local Authorities as well as community and voluntary groups by supporting tourism, enhancing quality of life and ensuring proper planning and development across the country which will preserve our heritage for future generations. In line with this concept, the Heritage Council's Strategic Plan 2007-2011 illustrates the Council's commitment to supporting heritage based work at local level with a view to bringing economic, social and environmental benefits to all communities.

This Strategic Plan is the result of a two-month consultative process by the Council with other bodies and agencies as well as the wider public. I believe that the Plan has been enriched and enlightened by this process. I wish it every success and I look forward to continuing to work with the Heritage Council in achieving its ambitious targets within realistic budgetary parameters. I know that the Council will endeavour to seek and secure financial assistance for the implementation of the Plan from a wide range of other sources and my Department will continue its support through the generous funding allocations which it provides to the Council each year.



DICK ROCHE T.D.

MINISTER FOR THE ENVIRONMENT, HERITAGE AND LOCAL GOVERNMENT

April 2007

MESSAGE FROM CHAIRPERSON OF THE HERITAGE COUNCIL

The Strategy presented here is ambitious. It has been informed by an extensive public consultation exercise undertaken in August and September 2006. It has also benefited from the experience gained by The Heritage Council and its partners since being established.

In setting out a clear vision for the future work of the organisation, Council will build on some very notable achievements. These achievements, developed from the clear policy and direction contained in earlier Plans, include the success of our Buildings at Risk grants, the establishment of a National Biodiversity Data Centre, the establishment of a Museum Standards Programme and our full range of grant programmes such as the Publication Grants. All of the above deliver real and tangible benefits across a very wide spectrum of society.

The Council's Heritage in Schools Programme has assisted in furthering the significance attached to our national heritage within the primary education sector. In the same manner our input to the new leaving certificate geography curriculum has played a major roll in raising awareness and understanding in secondary education

Above all, the key partnership with local authorities in the appointment of 27 Heritage Officers across Ireland has been a most exciting development. Coupled with the establishment of local heritage forums, publication of County Heritage Plans and the award of local heritage grants this initiative has provided a real foundation on which to build for the future in a meaningful partnership with local communities.

There is no doubt that the heritage landscape has altered significantly in the decade since the Heritage Council was established. Council's regular awareness surveys and market research clearly demonstrate that public attitudes have moved in a very positive direction. There is a growing recognition that our heritage is immensely important and clearly has value beyond what can be expressed in purely economic terms. Council intends to capitalise on this shift through implementation of new initiatives and actions identified in this Strategy.

These will aim to raise awareness and appreciation of how conservation of our heritage can contribute to our quality of life, by promoting its accessibility and enjoyment by everyone. The targets that have been set will place demands which, with the continued support of all our stakeholders and new partners, I have no doubt the Heritage Council will meet.

They will of course be met by a Heritage Council shortly to be established in its new national headquarters in Kilkenny and with Members and staff who are committed to achieving further success.



DR TOM O'DWYER
CHAIRMAN
THE HERITAGE COUNCIL

April 2007

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Contents

1. Defining our National Heritage & Connecting with People	6
2. How the Heritage Council Works	10
3. Strategic Themes, High-Level Targets, Policies and Actions 2007-2011	13
4. Delivering the Strategy 2007-2011	28
5. Managing Our Resources	33
6. Financial Plan 2007-2011	37
Appendix A: List of written submissions received within the stated consultation period – 18th August until 29th September 2006	39
Appendix B: List of Abbreviations	41

DEFINING OUR NATIONAL HERITAGE - CONNECTING WITH PEOPLE



1.1 THE HERITAGE ACT 1995 - DEFINING OUR NATIONAL HERITAGE

The Heritage Council is under the aegis of the Minister of Environment, Heritage and Local Government. It was established as a body corporate by The Heritage Act (1995). The statutory functions of the Heritage Council as specified by Section 6 of the 1995 Act are to:

- Propose policies and priorities for the identification, protection and enhancement of the national heritage
- Promote interest, education, knowledge and pride in, and facilitate the appreciation and enjoyment of the national heritage
- Cooperate with public authorities, educational bodies and other organisations and persons in the promotion of the functions of Council
- Promote the coordination of all activities relating to the functions of Council.

The 1995 Act defines Ireland's national heritage as including:

- | | | |
|--------------------|--------------------------|------------------------------|
| ■ Monuments | ■ Archaeological objects | ■ Architectural heritage |
| ■ Heritage objects | ■ Fauna & Flora | ■ Seascapes |
| ■ Landscapes | ■ Wildlife habitats | ■ Heritage gardens and parks |
| ■ Inland waterways | ■ Geology | ■ Wrecks |

1.2 CONNECTING WITH PEOPLE

The Heritage Council recognises that, in today's multicultural and multifaceted society, heritage has a wider range of meanings and values than before. It has become much more than the simple list laid out in legislation. Heritage involves people, first and foremost, and concerns our present and our future, as well as helping us to understand and appreciate our past.

Our heritage is living and dynamic and ultimately links us to our emotions through our:

- Pride and understanding
- Interest and appreciation
- Knowledge of our national heritage
- Enjoyment of that heritage

These intangible qualities, as recognised by UNESCO's Intangible Cultural Heritage Convention 2003, have a very strong influence on the significance that people attach to their heritage. Indeed, how people value our heritage today will, to a large extent, determine its quality, significance, and relevance in the future.

1.3 THE HERITAGE COUNCIL'S SHARED VISION

In the ten years since its establishment, the Heritage Council has experienced and embraced the dynamic and changing nature of both cultural and natural heritage. The Heritage Council has also witnessed very significant positive shifts in public attitudes. In line with modern European trends, it is Council's wish to continue to foster the increased significance and value attached to heritage across all levels of our multicultural society. Accessibility to, and enjoyment of our heritage by everyone will be key to achieving success.

For this reason, and in recognising the living and dynamic nature of our heritage, the Heritage Council sets out a Shared Vision for this strategy to:

'Work in partnership for the conservation of our national heritage through encouraging its accessibility and enjoyment by everyone.'

Council intends to build on notable successes to date through maintaining and developing:

- Partnership with local authorities
- Existing programmes of grants
- Stakeholder involvement in all its activities.

SECTION
2

HOW THE HERITAGE COUNCIL WORKS



2.1 Core Principles

It is important for any organisation to spell out clearly how it intends to work, what it considers as its own values, and how it will apply these to achieve its vision. Since its establishment, Council's experience has led it to embrace a set of principles viewed as fundamental to organisational success. These principles, articulated below, reflect Government policy as it relates to partnership, sustainability, and equality, and place heritage firmly within that wider context.

The work of Council will therefore be underpinned by three core principles, namely:

- 1 Partnership and cooperation
- 2 Sustainability and quality of life
- 3 Equality, social inclusion, and accessibility

1 Partnership and cooperation

Strategic management of our national heritage is more effective and efficient when people are involved at all stages of the decision-making process. Over the last ten years, Council has pioneered and embraced many models of best practice in partnership, cooperation, and networking. Through these, the Heritage Council has joined with individuals, local groups, local authorities, and government departments for the purpose of protecting, promoting and managing heritage for the benefit of everyone. The Heritage Council will continue the practice of in-depth public participation through the actions set out in this plan. This reflects an ongoing commitment to encouraging partnership and an integrated approach to heritage management.

2 Sustainability and quality of life

There is a growing awareness in Ireland that our national heritage is a unique yet finite resource that can be eradicated or irreparably damaged through uninformed or inappropriate actions. In its overall vision for the national heritage, the Heritage Council sets out to ensure that our national heritage is managed and conserved for the enjoyment and benefit of existing and future generations. The Heritage Council advocates, in a pragmatic way, best practice management of heritage assets at all levels of society. This aims to achieve an appropriate balance between present-day needs and heritage management, leading to an improved quality of life for all.

3 Equality, social inclusion and accessibility

The Heritage Council strongly believes that the importance of heritage to Irish society and the national economy must be communicated to as many people in Ireland as possible.

Ultimately, the whole cultural and social spectrum in Ireland (along with the Irish diaspora throughout the world) has a right to appreciate and enjoy Ireland's national heritage.

Council will work to ensure that improved physical, social, and intellectual access to our national heritage is built into the formulation of all national, regional, and county-level programmes, policies, and actions, including education, training and skills development.

STRATEGIC THEMES, HIGH-LEVEL TARGETS, POLICIES, AND ACTIONS 2007-2011



SECTION 3

Developed from its statutory functions, shared vision and core principles, it is proposed to place all Council's work within the following five strategic themes. Each of the themes has a specific high-level target with policies and actions identified to achieve the target. These actions will form the essence of Council's detailed work programme during the period 2007-2011.

The five strategic themes are:

Strategic Theme 1:	Raising Awareness and Appreciation
Strategic Theme 2:	Heritage Research / Surveys, Analysis and Evaluation
Strategic Theme 3:	Evidence-Based Policy Advice
Strategic Theme 4:	Encourage the development of heritage infrastructure at national, regional, county and local level.
Strategic Theme 5:	Best practice in Conservation and Sustainable Heritage Management

STRATEGIC THEME 1 RAISING AWARENESS AND APPRECIATION

High Level Target: To continue growth in positive public attitudes to heritage.

1a. Policy

To raise appreciation of heritage and participation in heritage-related activities

1a. Actions

- i Implement Council's internal and external communication plan
- ii Increase awareness and participation in Heritage Week, and related theme days including Water Heritage Day, Irish Walled Towns' Day.
- iii Support appropriate award schemes established by the Heritage Council, local authorities and other groups / bodies
- iv Promote awareness of lesser known aspects of heritage
- v Repeat the Heritage Awareness Survey
- vi Work in partnership with local authorities through the heritage officers' programme and other heritage-related programmes and projects, e.g. Conservation Officers' programme
- vii Expand on the Biodiversity Awareness Strategy
- viii Carryout information seminars in partnership with Local Authorities and other relevant agriculture and community organisations

1b. Policy

To facilitate access to information on heritage through appropriate media, including ICT

1b. Actions

- i Develop a comprehensive heritage information service through the Heritage Council website, (www.heritagecouncil.com), Heritage Outlook, online newsletter.
- ii Promote high quality interpretation of our national heritage through appropriate media and ICT
- iii Support conferences and seminars on themes relating to Council's priorities
- iv Maintain the focus of the Heritage Council in promoting publication of the results of archaeological excavations and enhancing accessibility through ICT
- v Promote the Publication Grants Scheme and supporting publications on heritage aimed at a general audience
- vi Establish a Mayglass Vernacular Heritage Education Trust

1c. Policy

To promote the study of heritage, and the use of heritage as a learning tool

1c. Actions

- i Increase awareness of and participation in the Heritage in Schools Programme
- ii Promote the study of heritage, as part of the second level school curriculum
- iii Promote the introduction of additional heritage issues into third level education including agricultural and horticultural training programmes and the study of landscape
- iv Promote community-based learning initiatives including ones for special needs

STRATEGIC THEME 2 HERITAGE RESEARCH / SURVEYS, ANALYSIS AND EVALUATION

High-level Target: To provide science based information and data on the socio-economic value and significance of our national heritage and promote its recognition in future policy initiatives

2a. Policy

To initiate research in new areas

2a. Actions

- i Identify the potential impacts of climate change on our national heritage, particularly on coastal areas, flora and fauna/biodiversity and ensure they are included in future plans and strategies
- ii Review archaeology research needs on a national, regional, county and local level
- iii Promote a national lowland grassland survey
- iv Encourage research initiatives on the heritage of coastal and inter-tidal zones, and inland waterways, including cultural, natural and underwater elements
- v Develop an internationally recognised methodology for best practice habitat mapping
- vi Review the effectiveness of the planning and heritage legislation in protecting the national heritage
- vii Monitor the effectiveness of European Conventions and Directives as they relate to the functions of Council

2b. Policy

To support ongoing national research and the development of national baselines

2b. Actions

- i Support national wildlife research initiatives and surveys of species of conservation concern
- ii Support independent research through the Heritage Council Research Grant Schemes
- iii Support relevant research initiatives by other government agencies
- iv Encourage the inclusion of designed landscape, demesnes, heritage parks and gardens as part of landscape policy
- v Encourage research initiatives on architectural heritage
- vi Increase awareness of impact of sectoral policies on the heritage environment
- vii Provide ongoing support for the Discovery Programme
- viii Extend and build upon work such as the National Inventory of Architectural Heritage (NIAH) and carry out similar studies in other heritage areas

2c. Policy

To evaluate of the Heritage Council's own work

2c. Actions

- i Evaluate Council's grant programmes
- ii Evaluate the awareness and effectiveness of the Heritage Council's publications
- iii Evaluate the Local Authority Heritage Officers' Programme

STRATEGIC THEME 3 EVIDENCE-BASED POLICY ADVICE

High-level Target: To propose evidence-based policy to secure the sustainable management of the national heritage.

3a. Policy

To assess the impacts of conserving and managing heritage

3a. Actions

- i Assess the direct socio-economic impacts of the heritage sector
- ii Measure the non-market value of heritage to the general public
- iii Assess the use of heritage as a stimulus for regeneration and diversification
- iv Assess the state of heritage buildings in public authority ownership, including conservation planning

3b. Policy

To propose policies and priorities to the Minister for Environment, Heritage, and Local Government under sections 6 and 7 of the *Heritage Act 1995*

3b. Actions

- i Develop policy to support sustainable museums and collections, including archives
- ii Develop policies for High Nature Value Farmlands within a wider national landscape management programme
- iii Develop policies to encourage the conservation of the 'local' built environment (e.g., grant schemes for farm buildings, ACAs)
- iv Develop policy to support the conservation of unprotected heritage
- v Develop policy on changing use of religious buildings, sites and collections/archives
- vi Produce recommendations on research needs in archaeology
- vii Undertake Foresight Study on the natural heritage

3c. Policy

To promote and develop existing and emerging Heritage Council policy proposals and priorities

3c. Actions

- i Promote the application of landscape policy in protected area management and rural development programmes
- ii Develop and promote policy on the following key areas:
 - Access to historic buildings
 - Built heritage on farms
 - Determining ‘curtilage’ at protected structures
 - Heritage and Strategic Environmental Assessment (SEA)
 - Industrial heritage
 - Museums and archives
 - Redundant churches
- iii Promote existing policy on the following key areas:
 - Agricultural heritage
 - Biological Records
 - Conservation of biological diversity
 - Forestry and its impacts on heritage
 - Inland waterways
 - Landscape (including designed landscapes, natural and man-made)
 - Maritime heritage
 - State sector spend on heritage

SECTION 3

3d. Policy

To develop priorities on heritage management with other bodies and agencies

3d. Actions

- i Work with local authorities, as key partners
- ii Work with other agencies and bodies, as appropriate
- iii Develop a new strategic alliance with Fáilte Ireland and examine the impact of tourism on the national heritage and explore the potential for eco-tourism
- iv Develop new strategic alliances with Údarás na Gaeltachta and the Regional Assemblies
- v Develop a new strategic alliance with the Environment and Heritage Service (EHS NI) and other cross-border agencies and bodies

STRATEGIC THEME 4 ENCOURAGE THE DEVELOPMENT OF HERITAGE INFRASTRUCTURES AT NATIONAL, REGIONAL, COUNTY, AND LOCAL LEVEL.

High-level Target: to ensure that emerging plans and strategies at national, regional, county, and local level take heritage into account in a substantive manner.

4a. Policy

To encourage the development of heritage infrastructure at national, regional, county and local levels

4a. Actions

- i Develop Council's existing grants programme
- ii Promote the implementation of the National Biodiversity Plan and the Biodiversity Fund including best practice methodologies
- iii Encourage implementation of outstanding commitments in, and seek review of, the National Heritage Plan 2002-2006
- iv Promote the development of a national programme for the care and promotion of archives/collections
- v Propose the formulation and adoption of Guidelines for National Landscape Character Assessment and Historic Landscape Characterisation
- vi Promote measures to conserve architectural and maritime collections / archives

4b. Policy

To increase cooperation within, and available to, local authorities

4b. Actions

- i Develop and support the network of Local Authority Heritage Officers
- ii Support the design, implementation and monitoring of Local Authority heritage plans
- iii Coordinate the production of local biodiversity action plans
- iv Promote appointment of a full complement of heritage professionals (including Local Authority conservation officers)
- v Fund the roll-out on a national basis of the Archaeological Field Monument Advisor Scheme
- vi Promote the establishment of Biodiversity Officers in local authorities
- vii Fund the protection of heritage in development plans through continued heritage appraisal of the Strategic Environmental Assessment (SEA) process
- viii Promote informed planning and development in historic settlements through village design statements for historic villages and small towns
- ix Maintain Council's role as a prescribed body under the planning legislation

4c. Policy

To support initiatives from national, EU, or other international bodies that assist in the creation of heritage infrastructure in Ireland

4c. Actions

- i Secure the implementation of the European Landscape Convention (ELC) through the promotion of specific actions arising from it
- ii Assess the implementation of the Strategic Environmental Assessment (SEA) Directive, as it relates to the functions of Council
- iii Support the implementation the Water Framework Directive (WFD), with particular attention to the public participation measures
- iv Increase heritage and landscape awareness, as part of the forthcoming Rural Development Plan 2007-13 and Regional Operational Plan 2007-2013
- v Support the implementation of the Convention on Biological Diversity
- vi Support the implementation of the Department of the Environment, Heritage and Local Government report on the present and future protection of thatched structures in Ireland
- vii Support the future implementation of Integrated Coastal Zone Management (ICZM) and marine-related strategies in Ireland, developed at national and EU level

STRATEGIC THEME 5 BEST PRACTICE IN CONSERVATION AND SUSTAINABLE HERITAGE MANAGEMENT

High-level target: To develop long-term links with professional institutes and third level institutions to establish specific heritage training and development opportunities for all practitioners, wider community / heritage groups and students

5a. Policy

To promote the concept of preventative conservation

5a. Actions

- i Encourage the adoption of preventative conservation practice in heritage collections, including archives and museums
- ii Encourage the adoption of preventative conservation practice in building and monument care
- iii Promote best practice standards for the on-going management of historic buildings, sites, landscapes and collections

5b. Policy**To promote the sustainable management of our heritage assets****5b. Actions**

- i Use integrated conservation planning and management methodologies
- ii Encourage sustainable management of inland waterways through continuation of waterway corridor studies and strategies for the preservation of disused waterways and their associated heritage
- iii Promote the sustainable management of museums and archives
- iv Roll out the Museums Standards Programme for Ireland developed by the Heritage Council
- v Promote care and consistency in the management of archaeological sites and excavation records
- vi Promote best practice in landscape protection as outlined in the European Landscape Convention (ELC) through national Landscape Character Assessment and Historic Landscape Character, including the development of cross border initiatives
- vii Promote sustainable recreation use and enjoyment of the countryside, marine and coastal areas
- viii Support codes of best practice for users of the countryside
- ix Promote sustainable management in practice through initiating and supporting appropriate projects, including funding of the Applied Rountree Scholarship and continuing the Academic Rountree Scholarship
- x Support the government's 'Action on Architecture'
- xi Promote best practice in the conservation and management of our maritime heritage

SECTION 3

5c. Policy

To promote community involvement in the management of heritage

5c. Actions

- i Continue the evolution and evaluation of the Heritage Council's Local Heritage Grant Scheme
- ii Work with local heritage fora, community fora and other community and voluntary organisations in providing training seminars relating to heritage management, planning and development and financial management in partnership with relevant community development agencies/bodies
- iii Promote the conservation plan model to ensure participative management
- iv Promote the dissemination of high quality heritage information and data in accessible format.
- v Advise communities on the promotion, understanding and appreciation of heritage values

5d. Policy

To support the organisations, networks, and professional institutes that promote best practice and sustainable management of heritage

5d. Actions

- i Coordinate the Local Authority Heritage Training and Development Programme
- ii Support heritage NGOs in carrying out programmes, projects and initiatives that promote best practice and sustainable management of heritage assets
- iii Support trade organisations that promote traditional building skills training, standards initiatives
- iv Coordinate the work of the all-island Irish Walled Towns Network (IWTN)
- v Establish heritage modules in Continued Professional Development (CPD) programmes in professional institutes including: Irish Landscape Institute, Irish Planning Institute, Royal Institute of Architects in Ireland, Institute of Archaeologists of Ireland, and Irish Museums Association
- vi Maintain quality training and professional development opportunities for Heritage Council staff

5e. Policy

To continue to work with international bodies that promote best practice and sustainable management of heritage

5e. Actions

- i Continue to work with: European Heritage Days (EHD), IUCN, Europarc, European Forum for Nature Conservation and Pastoralism, European Greenways Association, European Network of National Heritage Organisation (ENNHO), European Environmental Advisory Councils, among others
- ii Develop and strengthen links with ICOMOS and UNESCO

DELIVERING THE STRATEGY 2007-2011



The structure to deliver the Strategy during 2007-2011 is based on:

- The Council
- Council Committees
- Council Staff
- Our Partners

The Council

Council is a body corporate with perpetual succession (Heritage Act 1995 5(3)). Its members are appointed by the Minister for Environment, Heritage, and Local Government. Council is responsible for determining all strategy and policy matters. It also retains responsibility for delivery of specific projects.

Council Committees

The committees are appointed to perform functions allocated to them in line with the actions outlined in the Strategy. To this end Council has appointed the following committees:

- | | |
|----------------------|-------------------------|
| i) Architecture | v) Marine and Coastal |
| ii) Archaeology | vi) Museum and Archives |
| iii) Education | vii) Wildlife |
| iv) Inland Waterways | viii) Finance and Audit |

4

SECTION

Council has established the Finance and Audit Committee in line with the guidelines on corporate governance.

Council Staff

Council employs its own staff (consisting of professional officers and administrative staff). In line with sanction approved in a 1995 Memorandum to Government, Council has fifteen staff. The staff report to the Chief Executive. The Chief Executive reports to Council. Staff members are responsible for initiating, planning, executing, monitoring, and controlling all projects and programmes arising from the Strategy.

The Chief Executive acts as Secretary to Council. Staff members coordinate the work of the various committees.

Council has operated a performance management system for all staff since 1996 in line with Delivering Better Government (DBG) recommendations, and is committed to providing ongoing professional development and training for its staff.

Our Partners

For an organisation with a complex national brief, Council has a relatively small staff and budget. This fact, combined with Council's specific functions under the Heritage Act 1995, place a very heavy and welcome reliance on the Council to work with others to achieve the outcomes of this Plan. Council has partners at all levels including:

- Local (including local authorities, their heritage officers, heritage fora, community groups, and individuals)
- Regional (including regional assemblies and tourism groups)
- National (including Government departments, semi-state agencies, cultural institutions, NGOs, professional bodies and individuals)
- International (including EHD, ICCROM, IUCN, EUROPARC, ENNHO and many others)

In addition, Council has established a series of partnerships with:

- The Discovery Programme
- The National Biodiversity Data Centre
- The Irish Landmark Trust
- Woodlands of Ireland
- Wicklow Uplands Council
- The Museums Standards Programme

All aspects of the strategy will be delivered in association with one, or a combination of, the above partners. In addition, Council will actively seek further partnerships, which will assist it in implementing this strategy.

4.1 CORPORATE GOVERNANCE

The Heritage Council's policy is to maintain the highest standards of corporate governance. The Heritage Council is committed to complying with the relevant provisions of the Code of Practice for the Governance of State Bodies, published by the Department of Finance in 2001.

The Heritage Council has established a Finance and Audit Committee, which regularly reviews the system of internal control and engages external expertise in the exercise of its functions, including the internal audit function as appropriate. The Heritage Council complies with Government Guidelines for the appraisal and management of capital expenditure in the public sector, and with all aspects of Government requirement for public procurement and competitive tender, including EU guidelines. Government policy on pay and directors' fees is also complied with. The Heritage Council is fully tax compliant and does not engage in 'offensive' tax avoidance transactions.

This is Council's third Strategy. Based on the success of previous Strategic documents, and as a result of maintaining a flexible and innovative business model, Council has secured an increase in budget from circa €1m (1996) to €17m (2006). At no time since completion of its first Plan 1997-2000 has Council's administrative cost run at more than 17%, allowing in excess of 80% of budget to be allocated to service delivery and specific actions. Council will during the course of this Plan seek to maintain levels of budgetary growth and maximise the percentage allocation to service delivery.

Council is fully compliant with the guidelines for corporate governance of state bodies and as such a series of procedures and policy documents are in place and available on Council's website. These apply to all elements of Council's structure.

MANAGING OUR RESOURCES



In line with Delivering Better Government (DBG) recommendations, and recent guidance issued by the Department of Finance, the Heritage Council is committed to making the most effective and efficient use of the resources made available to it by Government. Council is committed to ensuring Value for Money (VFM), defined as optimising the balance between best performance / quality of service and lowest cost.

Council will achieve best use of existing resources, and will supplement that income by:

- Developing the skills and flexibility of our staff
- Making more efficient use of our resources and of information technology
- Improving general operation and project management processes and procedures on all Council programmes and projects, including evaluations and ‘lessons learned’
- Acquiring new sources of public and private sector investment and sponsorship for our national heritage including the development of new programmes and projects

5.1 TARGETS AND KEY PERFORMANCE INDICATORS

Each action identified in the plan for implementation will be subject to a planned programme of work. This will be developed by individual professional officers and agreed with the Chief Executive. The performance management programme will identify the professional officer with responsibility for implementation, and will reflect the following priorities:

- Expected objectives and outcomes of each action
- Targets for each action, including financial targets
- Specific timelines
- Key performance indicators (KPIs) to be used to monitor and evaluate progress (i.e. planned versus actual)

5.2 MONITORING AND EVALUATION

The Heritage Council aims to be a successful *learning organisation* in the short, medium, and long term. Therefore, it is important that the strategy, which is effectively a road map, is continuously monitored and evaluated to ensure that the organisation moves in the desired direction during the plan period of 2007-2011. Another benefit of continuous monitoring and evaluation is that it will provide valuable new information and material about the Heritage Council and its day-to-day operations.

Responsibilities For Monitoring and Evaluation

The Chief Executive of the Heritage Council is responsible for the overall implementation of the Strategy and the Professional Officers are responsible for achieving each objective, target, and outcome(s).

The Chief Executive will report to Council on a quarterly basis in relation to the status of implementation, including progress towards each of the strategic themes. In turn, the Chief Executive will be provided with quarterly status reports from professional officers in relation to assigned objectives, targets, and outcomes.

Monitoring and evaluation Programme

The monitoring and evaluation programme will consist of a combination of ongoing monitoring and evaluation status reports (see above), annual performance review (incorporated into the Annual Report), and a mid-term review in 2009 followed by an ex-post evaluation in 2011.

Evaluation criteria

Continuous monitoring and evaluation of the strategy will involve assessing whether the plan actually achieved what it set out to achieve within the stated timelines, how well it performed against the stated targets and whether, or not, it could achieve the same objectives more effectively and efficiently through alternative measures.

The evaluation will also identify whether Council personnel have adequate resources, in terms of funding, equipment, facilities, training, etc., to achieve the plan's actions.

Evaluation should focus on the implementation of the actions and their contribution to the overall achievement of the plan's strategic objectives.

Evaluation criteria will be based upon:

Probity / Integrity

Have the resources allocated for the actions been spent on what they were intended for, or were they spent on something else?

Effectiveness

For the value of the resources invested in the action, have the best possible results been produced within the stated timelines? Can the objective be better achieved by reallocating the resources in a different way? Should deadlines for completion be changed?

Efficiency

For the results that have been achieved, can some of the resources spent on the actions be reduced to achieve the same level of quality? Can they be reallocated in another way to achieve better results?

Appropriateness

Given the results that have been achieved, are these the results that the Council wants, or has the plan produced an outcome that is less desirable than the one that was originally intended?

FINANCIAL PLAN 2007-2011



The following table shows the Heritage Council's aspirational budget over the plan duration

Theme / Area	2007	2008	2009	2010	2011
	€000	€000	€000	€000	€000
1. Raising Awareness and Appreciation	1,358	1,626	1,671	1,591	1,636
2. Heritage Research/Surveys, Analysis & Evaluation	627	947	1,017	827	897
3. Evidence Based Policy Advice	1,465	1,970	1,945	1893	2,062
4. Encourage the development of heritage infrastructure at national, regional, county and local level.	7,762	8,297	8,980	9,567	10,383
5. Best practice in Conservation and Sustainable					
Heritage management	3,011	2,735	3,038	3210	3,409
Administration & Staff	1,873	1,948	2,025	2106	2,191
Discovery Programme	1,431	1,488	1,547	1609	1,674
Irish Landmark Trust	317	329	343	356	371
New Headquarters	5,600	300	0	0	0
Total	23,444	19,640	20,566	21,159	22,623

APPENDIX A:

List of written submissions received within the stated consultation period (18th August until 29th September 2006).

Government Departments

Revenue commissioners
Dept of Arts, Sport and Tourism
Dept of Transport
Dept of Justice
Dept of Defence
Dept of Foreign Affairs
National Parks and Wildlife Service
Office of the Taoiseach
Dept of Enterprise Trade and Employment

State Agencies

Fáilte Ireland
Udaras na Gaeltachta
NRA (Kildare)
Eastern Regional Fisheries Board
Teagasc
National Buildings Agency

Local authorities

Donegal Co Council
Galway City Council
Offaly Co Council
Cavan Co Museum
Carlow Co Museum
Dublin City Council
Fingal Co Council
Cork Co Council
Kerry Co Council
S Tipperary Co Council
Kilkenny Co Council

N Ireland

EHS – built heritage

Cross Border bodies

Tourism Ireland
North-South Ministerial Council

Heritage NGOs

Mullingar Archaeological and Historical Society
Irish Uplands Forum
Malahide Historical Society
Kilpatrick Archaeological Project
Lusk Heritage
Williamstown Heritage Association
Inland Waterways Association of Ireland
Wicklow Uplands Council
Irish Seed Savers Association
Kilteevan Parish Research
Bird Watch Ireland
Irish Rare Breeding Birds Group
Birr Historical Society
Carlingford Heritage Trust
Forest Friends Ireland
Abbeyleix Heritage Co.
Ballymun Heritage Committee
Raphoe Community Action
Cork Civic Trust
Achill Archaeological Field School
Roundstone Beaches Environmental Project

Logaimneacha Chorca
Cootehill Heritage Association
Kerry BirdWatch Ireland
Museum Chorca Dhuibhne

Community Groups

Sandymount and Merrion
Residents Association
Comhar Chumann Chleire Teo
Tulla Parish Council
Coiste Forbatha Angaire
Lisdoonvarna Failte

Individuals

Helen Geletlie
Chris Huxley
Gordon D'Arcy
Joss Lynam
John Lavery
Rose Cremin

Consultants

Liz O'Brien
Dominique Rodgers
Mary Tubridy
Jason Bolton
Maurice Gunning

Recreation and Sport

Mountaineering Council of Ireland
Carlingford Walks
Great Southern Trail

Farming organisations

ICSA –Rural Development
ICSA – Strokestown

Education

Trinity College (Zoology Dept)
IT Sligo
University of Ulster - Academy for
Irish Cultural Heritage
University College Dublin
GMIT Castlebar
Stonepark NS

Professional Bodies

AACO Association of Architectural
Conservation Officers
Genealogy and Local Studies
Group of the Library Association
of Ireland
ICHAWI - Institute of
Conservation for Historic and
Artistic Works in Ireland
IPCRA – Irish Professional
Conservators and Restorers
Association

APPENDIX B:

List of Abbreviations

ACAs	Architectural Conservation Areas
ENNHO	European Network of National Heritage Organisations
EHD	European Heritage Days
EHS	Environment and Heritage Service of the Dept. of Environment (N.I.)
EIA	Environmental Impact Assessment (the process)
EIS	Environmental Impact Statement (the output)
ELC	European Landscape Convention
EU	European Union
EUPOPARC	Federation of National and Nature Parks
HLC	Historic Landscape Characterisation
ICOMOS	International Council on Monuments and Sites
ICSA	Irish Cattle and Sheep Farmer's Association
ICT	Information and Communications Technology
ICZM	Integrated Coastal Zone Management
ICCROM	International Centre for Conservation in Rome
IMA	Irish Museums Association
IUCN	International Union for Conservation of Nature and Natural Resources, (The World Conservation Union)
IWTN	Irish Walled Towns Network
LCA (i)	Landscape Character Assessment
NRA	National Roads Authority
NGOs	Non-governmental organisations
NIAH	National Inventory of Architectural Heritage
SEA	Strategic Environmental Assessment
UNESCO	United Nations Educational, Scientific and Cultural Organisation



NOTES