



**An Roinn Tithíochta,
Rialtais Áitiúil agus Oidhreachta**
Department of Housing,
Local Government and Heritage

Performance Delivery Agreement, 2021

Heritage Council and the Department of Housing, Local Government and Heritage

1. Introduction Purpose of Performance Delivery Agreement (PDA)

This Performance Delivery Agreement is a performance contract in which an agreed level of service is formalised between the Department of Housing, Local Government and Heritage and the Heritage Council.

The PDA will set out the Heritage Council targets for 2021 and define the output indicators on which performance should be measured.

The Agreement will support the high-level goals of the Department of Housing, Local Government and Heritage and as such it is signed by both parties with a view to maximising the effectiveness and efficiency of resources provided by the Minister to assist the Council in the exercise of its functions.

The Heritage Council was established in 1995 as a statutory body under the Heritage Act, 1995 with a Council (the Board of the body) appointed by the Minister.

The Heritage Act 2018 refocuses the activities and functions of the Heritage Council, in particular, the size and composition of its board, the requirements for a quorum at board meetings, non-remuneration of the board and the elimination of the need for statutory standing committees

The Heritage Council is independent in the performance of its functions. Its strategic plan and the work programmes devised from that plan support the Department's high-level goals.

2. Objectives of the Heritage Council

The Heritage Council aims to ensure that our heritage is nurtured, managed and conserved to enrich the lives of people for now and the future. Our vision is for an enhanced identification of individuals and communities with their locality. The objective of the Heritage Council should be compatible with the overall Departmental and government strategic objectives to the extent relevant and consistent with the Heritage Council's statutory mandate and with Government Policies for the reform and modernisation of the public service. The Department will work with the Heritage Council to ensure a co-ordinated approach to fulfilling the Department's mandate to achieve this vision the Heritage Council will:

- Undertake research led policy proposals in pursuit of statutory mandate
- Insist upon the highest standards of heritage care
- Remain committed to values of collaboration, accessibility and honesty
- Deliver quality programmes that are cost effective, positive in their social and economic impact, and regularly reviewed to ensure they remain relevant to changing national circumstances
- Commit to collaborative ventures with national and local government, voluntary, educational and other organisations
- Support heritage initiatives that ensure a lasting legacy
- Encourage heritage ventures that celebrate the diaspora and those new to the local area
- Propose policies and priorities and make recommendations, as appropriate, to the Minister in relation to heritage as set out in the Heritage Acts 1995 to 2018.

3. Corporate Governance

The Heritage Act (1995) and the Heritage Act 2018 are prescriptive in terms of:

- functions of Council
- reporting and accounting procedures to the Minister
- Council's activities as determined through its standing orders, its internal procedures and processes and its Strategic Plans

This Performance Delivery Agreement has been put in place in line with the revised and updated Code of Practice for the Governance of State Bodies as agreed by Government in 2016 it does not negate any of the above legislative requirements.

The Heritage Council agrees to the following:

- Comply with the Code of Practice for the Governance of State Bodies. This Code requires for example that the Council provide a Statement of Internal Control (SIC). The Code brings together in one place all of the elements of the value-for-money framework that has been in force up to now, updated and reformed in some respects. The Code is maintained under the management of the Central Expenditure Evaluation Unit (CEEU) of the Department of Public Expenditure & Reform.
- Manage its activities in accordance with the Heritage Council Strategic Plan, Heritage at the Heart 2018-2022
- Comply with all aspects of the Department of Housing, Local Government and Heritage's Reform Programme and provide timely returns to the Department as necessary;
- Provide the Heritage Council Annual Report and Accounts in accordance with the requirements of Sections 21 and 22 of the Heritage Act 1995 and publish reports on the Heritage Council web-site as soon as possible thereafter;
- Ensure compliance with statutory provisions laid out in the FOI act;
- Provide statistical, briefing and other material and information in a timely manner as required from time to time by the Department including information for Parliamentary Questions, Ministerial Representation and other information requests;
- Ensure that all relevant details relating to the board of Heritage Council are available on-line;
- Implement statutory requirements in respect of data protection;
- Ensure compliance with public administrative and financial procedures and related practices including financial expenditure and procurement requirements and including compliance with the terms of Circular 13/2014 from the Department of Public Expenditure and Reform regarding the Management of and Accountability for Grants from Exchequer Funds, to include the submission of a Certificate of Assurance. Compliance with the terms of Circular 13/2014 should also be noted in the Heritage Council Financial Statement.
- Implement a Child Protection Policy which provides direction for all staff and those supported by the Council who may interact with children in any capacity and to ensure protection of any child in their care. A commitment to implement in a timely manner recommendations arising from the Review of the Heritage Council 2016 (QAP), the Review of System of Internal Control 2017 (Internal Financial Controls, Risk Management and Procurement) and the General Review of Governance, 2018.
- Notify the Department immediately in the event of a failure of internal controls.
- Notify the Department immediately in the event of detection of fraud and/or irregularities.

The Department wishes to highlight the importance of ensuring compliance with the Public Spending Code in all expenditure decisions on both capital and current funding, and at all stages of the programme lifecycle i.e. appraisal, planning & design, implementation and post-implementation review. Sponsoring Agencies, that is, agencies with direct responsibility for spending public funding, have overall responsibility for the proper appraisal, planning, management and post-implementation review on all current and capital expenditure and must ensure that the necessary approvals from the Department are in place prior to engaging in any expenditure and that any expenditure is in line with the provisions of the Departmental approval.

In addition, all Agencies must confirm, in writing, that they have in place an annual quality assurance process which complies with the Code and that funding may be withheld if such confirmation is not provided. This letter must be signed by the CEO/Director and must provide details of the quality assurance process that is in place.

Legislative context: Statutory obligations:

The Heritage Council was established in 1995 as a statutory body under the Heritage Act, 1995 with a Council (the Board of the body) appointed by the Minister. The Heritage Act 2018 refocuses the activities and functions of the Heritage Council, in particular, the size and composition of its board, the requirements for a quorum at board meetings, non-remuneration of the board and the elimination of the need for statutory standing committees

4. Objectives of the Agreement

The key objectives of this agreement are to outline the arrangements between the Department of Housing, Local Government and Heritage and The Heritage Council for 2021. It builds on existing arrangements whereby the Heritage Council secures, on a five year cycle, agreement for the Council's Strategic Plan, submits an annual report on the basis of its implementation of that plan and submits an annual work programme with a view to securing sufficient resources to implement that plan.

The Agreement will support the high level goal of the Department of Housing, Local Government and Heritage as outlined in the Department's Statement of Strategy namely: "To conserve, protect, manage and present our built, natural, archaeological heritage and our biodiversity, for its intrinsic value, including to the environment as well as a support to local communities, regional economic development and sustainable employment" The purpose of this document is to:

- outline and clarify work programme activities;

- ensure that resources are used in an effective and cost-effective manner;
- ensure the delivery of quality services to the public.

The requirements in relation to reporting arrangements for both corporate governance and financial issues are also included:

- to clarify the expectations of the Department of Housing, Local Government and Heritage in relation to the Heritage Council;
- to define the inputs, outputs and the anticipated outcome of Heritage Council activities;
- to measure performance of these functions through monitoring of agreed targets, outputs and outcome indicators.

5 Mutual Commitments

- Both parties commit to proactive and timely communications, cooperation and information sharing on service delivery;
- Both parties support the effective achievement of agreed targets as well as the promotion of partnership, responsiveness and mutual cooperation in their on-going interactions;
- Both parties support prompt and timely responses to correspondence, information requests and related matters;
- Both parties commit to keep each other fully apprised and updated on all key issues;
- Both parties agree to hold quarterly meetings throughout the year;
- The Chairperson of the Heritage Council shall meet with the Minister of the Department at least once a year.

The Department of Housing, Local Government and Heritage will provide the following supports to enable the Heritage Council to fulfil its mandate:

- Details of the Department's Statement of Strategy to ensure the Council's goals and objectives are in line with those set out in the Department's Strategy.
- Ensure, to the extent possible, adequate human and financial resources for the Heritage Council to fulfil its role and responsibilities having regard to current constraints;
- Organise the presentation of estimates for the Heritage Council by the Minister each year based on the pre-budget submission from the Heritage Council;
- Provide timely sanction for expenditure and staffing in line with public service *staffing and resource management framework / delegated sanction* arrangements ;

- Provide updates on public financial procedures and civil service HR policy guidelines;
- Provide guidance on civil service HR policy, public expenditure, remuneration and industrial relations, procurement and contracts, government accounting and governance and liaise with the Heritage Council in relation to public service reform initiatives;
- Respect the independence of the Heritage Council as a body corporate in the performance of its functions.

6. Inputs

Subhead	Programme	2019 €000	2020 €000	2021 €000
F3	Heritage Council			
	Pay – current	883,000	930,000	1208
	Pension – current	130,000	100,000	
	Non-pay – current	2,887,000	2,887,000	4053
	Capital	2,688,000	2,688,000	4300
	July Jobs Stimulus (JJSP)	N/A	900,000	N/A
	Total F3 (REV)	6,588,000	7,505,000	9,561,000
	Percentage Increase/Decrease	3.31% increase on 2018	14% increase on 2019	44% increase on allocation for 2020 27% increase on overall funding in 2020 (incl JJSP)

The 2021 funding includes €1.5 million in capital funding which was sanctioned by the Minister for a dedicated Historic Towns programme to be delivered by the Council in 2021, in collaboration with the Department. This €1.5 million in capital is not part of the Heritage Council's core or general funding and will not be treated as such. Rather, it is a dedicated investment in a specific programme dealing with Historic Towns and their role in regional and rural development.

Human Resources Inputs

The Heritage Council will monitor staffing to ensure that

- It complies with the Department's Delegated Sanction arrangements
- It adheres to all relevant legislation, regulations, circulars and strategic workforce planning in managing the level and composition of staff
- An updated workforce plan is in place identifying immediate and longer-term staffing needs within the existing financial allocations
- Procedures are in place for managing temporary contracts to avoid entering contracts of indefinite duration.

Financial Allocation

The Department will write formally to the Heritage Council setting out current and capital allocations for the year 2021. The grant allocation is dependent on the ability of the Heritage Council to show the delivery of the objectives outlined above in addition to any other performance monitoring processes that may be introduced.

The Heritage Council will provide:

- Cash flow statements with each request for draw-down funds;
- Details of the balance in each and every account held by the Heritage Council with each request for a draw-down of funds;
- Draw-down requests broken down into their component parts of
 - Capital
 - Non-pay Current
 - Pay
 - Pension(ongoing cost)
 - Pension Lump Sums

- Overtime
- Allowances
- Employers PRSI

7. Performance/ Service Levels and Performance Measures

No.	Activity	2021 Target Output	2021 Output
1	Historic Towns Initiative (HTI) - a dedicated Historic Towns programme to be delivered by the Council in 2019, in collaboration with the Department	<p>Competitive funding of €1.5 million for historic regeneration projects in 8 towns.</p> <p>HTI Seminar in January 2021; regular steering group meetings to be held throughout 2021, to include site visits (subject to COVID 19 restrictions)</p> <p>Evaluation of HTI 2018-20 to be carried out by external consultants</p>	
2	Deliver the Irish Walled Towns Network Capital Grants Programme with a budget of €150,000	<p>Ten conservation projects to conserve historic town fabric.</p> <p>Fifteen IWTN Interpretation and event grants to be awarded.</p> <p>IWTN AGM in February 2021.</p> <p>Completion of town wall maintenance document.</p>	

		Continuation of training programme through 4 webinars and bi-monthly IWTN ezines.	
3	Deliver the Irish Walled Towns Network (IWTN) Walled Towns Day Grants programme with a budget of €100,000	Completion of IWTN town wall maintenance advisory document; training via webinars. Continuation of Early Building Study in member towns. Resources for the early building study (online research, guidance document published).	
4	Events promoted and managed throughout National Heritage Week (NHW)	Continue with online approach from 2020. To maintain levels with 750 organisers taking part.	
5	School visits and number of students engaged through the national Heritage in Schools Programme	Deliver phase two of the pilot programme until June with up to 1000 visits reaching 21,000 children. Development of a blended system for Autumn 2021 Promotion of the online materials	
6	Museums facilitated through the MSPI.	Support museums to maintain accreditation of the MSPI through training events, seminars and mentoring.	
7	Managing the Heritage Officer Programme (HOP) including training and development seminars for heritage officers and other heritage professionals.	Hold 7 Virtual meetings. Completion of the evaluation of the HOP Prepare a work plan to support the delivery of the recommendations in the HOP evaluation	

8	Support local communities to engage with Local Heritage sites through the adopt a monument programme.	Hold a public call for new adopt a monument participants. Support the 15 active groups to deliver on actions identified in their management plan.	
9	To act as the main one stop shop for the discovery of high quality data in heritage in Ireland. Through Heritage maps	Add a minimum of 10 new Local authority data sets	
10	The Heritage Council with the support of the NPWS will operate the National Biodiversity Data Centre (NBDC) Programme through a contract for service with Compass Informatics	The Heritage Council will meet quarterly with the contractors to review the progress of the work of the NBDC programme under the following headings: - Assess progress against 15 technical data recording KPIs outlined in the contract for services. - Review expenditure and financial management - Review overall management of the programme and public engagement activities. Annual report to be delivered by the contractor to outline key achievement for year and to include annual accounts.	
11	Support heritage organisations to deliver on national policies and plans.	Deliver a heritage sector support fund with a budget of €661,660	
12	Support local authorities to deliver local heritage plans .	Deliver a local heritage plan grant scheme with a budget of €904,310	

13	Support community and voluntary heritage groups to deliver locally focussed heritage projects.	To deliver a community heritage grant scheme in two tranches with a budget of €1.2 Million	
14	Support the Irish Landmark Trust to create an awareness and appreciation of Irelands Built Heritage through the restoration and care of its portfolio of properties.	Agree and Implement a service level agreement with the Irish Landmark Trust and the Heritage Council. Hold quarterly review meetings with the CEO and chairperson of the Irish Landmark Trust	
15	Support the Discovery Programme to deliver original research in archaeology and meet governance requirements	Agree and Implement a service level agreement with the Discovery programme and the Heritage Council. Hold quarterly review meetings with the CEO and chairperson of the Discovery programme. Discovery Programme to initiate development of research framework for Irish archaeology	

Payment of each draw-down is dependent on compliance with the procedures above and with any further requirements outlined in this document. 5% of both the current and capital allocations to the Heritage Council are conditional on satisfactory progress in relation to the output targets outlined at 7 under and can be withheld if necessary.

In addition, the Heritage Council agrees to provide:

- Annual profiles of expected draw-down broken down by the headings above;
- Reconciliations between draw-down and actual expenditure (broken down by the headings above) as and when required;

- All information in relation to financial and performance monitoring information requests within time-frames agreed with the Department.

The above criteria are based on the budget approved by the Board of the Heritage Council.

8. Potential Risk Factors

The Board should have formal and transparent arrangements for governance, audit and risk management and internal control in line with those identified in the Code of Practice for the Governance of State Bodies.

The Heritage Council delivers some services through partners in schools and via public events and should have appropriate policies in place to meet its responsibilities towards children and other vulnerable members of the public in this regard.

9. Role of the Board/Chairperson and Chief Executive

The Heritage Council is required to ensure that best practice is adhered to in respect of oversight, reporting requirements and the appointment of Board members.

Role of the Board:

The Board has responsibility to set overall strategic direction for the Heritage Council and to put in place frameworks and mechanisms to assure oversight and compliance with the highest possible standards of public service.

Role of Chairperson

The Chairperson has responsibility for providing leadership of Council and as Chairperson of Council is responsible for guiding the organisation's overall strategic direction and assuring compliance with the overall statutory requirements of Council.

Role of Chief Executive Officer

The Chief Executive, reporting through the Chairperson to the Council, has overall responsibility for advising the Heritage Council on, and ensuring effective achievement of, objectives in the exercise of its functions in accordance with the Heritage Acts, 1995 and 2018 and other statutory requirements and for the direction of all resources at Council's disposal to effect its functions as determined in successive strategic plans.

10. Flexibility and Amendment of Targets

Where amendments become necessary, the Heritage Council and the Department of Housing, Local Government and Heritage will agree amended targets / deliverables.

11. Monitoring Arrangements

The Department will require a progress report on all key deliverables and corporate governance procedures to the relevant line sections in the Department. The time-lines for these progress reports will be decided between the Department and the Heritage Council. This PDA will be published on the Department's website and on the Heritage Council website.

Where the Heritage Council does not deliver on the outputs specified in this agreement, the line unit will require a written explanation as to the reasons for such failure, including the steps taken by the Heritage Council to mitigate against non-delivery. Where the line unit is not satisfied with this account, the Department retains the right to offset unmet targets against future allocations.

12. Duration and Signatories to the Agreement

The parties to the agreement in signing the agreement undertake as follows:

- Department of Housing, Local Government and Heritage – in line with government policy of the day endeavours to secure the maximum available resources to support the Heritage Council in the exercise of its functions;
- The Heritage Council - in line with the resources at its disposal will use those resources in the most efficient and effective manner to deliver quality services to the public in accordance with its remit.



Principal Officer
Built Heritage Unit
on behalf of the Department of Housing, Local Government and Heritage

Date: _____ 18 Feb 2021 _____



Chairman,
on behalf of the Heritage Council
Date: 25th February 2021