

**Department of Arts, Heritage, Gaeltacht
and the Islands**

**Enriching Quality of Life and Sense
of Identity**

**STATEMENT OF
STRATEGY 2001-2004**

The Mission Statement

“to enrich the quality of life and sense of identity of all our people through the conservation and promotion of our heritage and culture, including the Irish language, and the sustainable development of our inhabited offshore islands.”

The Department's Main Operational Goals

- ✓ **To provide an appropriate legislative, policy and resource framework to foster the practice and appreciation of the Arts.**
- ✓ **To enable the national cultural institutions to preserve, protect and present our moveable heritage and cultural assets.**
- ✓ **To conserve, and promote appreciation of, the built and natural heritage.**
- ✓ **To reverse the decline in the use of Irish as the principal means of communication in Gaeltacht areas and to extend the use of Irish in the rest of the country.**
- ✓ **To support the formation of sustainable communities on the populated offshore islands through strategies to encourage enterprise and improve infrastructure.**
- ✓ **To develop an appropriate policy and legislative framework for the development of the audio-visual media in a rapidly changing environment.**

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◆ A Message from the Minister and Minister of State

This is the second Statement of Strategy published by our Department under the terms of the Public Service Management Act, 1997, during the term of office of this Government.

The Strategy Statement 2001 – 2004 builds on the previous Statement published in 1998, and takes account of developments in the meantime as reflected in our Department's Annual Reports, as well as changes in the general sectoral and policy environment in which our Department operates. These changes have been brought about due to the advances in public policies, such as the implementation of the Strategic Management Initiative, the Government's Action Programme for the Millennium and the National Development Plan 2000 – 2006, which have transformed the framework for the organisation. The goals, objectives, and strategies of our Department have, of necessity, been redefined to reflect the requirements of these policies that have exerted a major influence on the structure and systems in use by us.

This new Strategy Statement details the evolving role and responsibilities of our Department in its main functional areas, along with the corresponding role of its Corporate Support Services. The Department continues, with considerable success, to conserve and protect the built and natural heritage, to support and promote the Irish language, to assist in the sustainable development of the Gaeltacht and the populated offshore islands, to develop the broadcasting sector, to support the film industry, and to foster art in all its forms. The enduring growth in these areas continues to offer us opportunities for enhancement and self-fulfillment.

This Strategy Statement maps the way forward for our Department, reinforcing its broad mandate to provide high quality customer services across its diverse range of functions. For each of the functional areas of the Department, the specific aims, detailed objectives, strategies and outputs set out in the Statement have been formulated to reflect and deliver on policies and priorities as set by us, and by the Government.

We acknowledge the time and effort put into producing this document by all staff of the Department. We commend the dedication and commitment of our staff and of all those in our associated agencies in bringing to fruition the aims and goals of this Strategy. We are confident that within the spirit of participation and under the developing Partnership process, our Department will continue to meet its objectives, and that in accordance with this Statement of Strategy we will contribute significantly to improving the quality of life and sense of identity of all our people today and for the future.

Síle de Valera, T.D.

Minister

December 2001

Máire Ní Chochláin, T.D.

Minister of State

◆ Introduction by Ard-Rúnaí

This is the Department's third Statement of Strategy, drawn up in accordance with the requirements of the Public Service Management Act, 1997. It is being published at a time of unprecedented growth and prosperity in which issues related to the appreciation of the richness of our cultural heritage are engaging the attention of many of our citizens.

The purpose of this latest Statement is to set out clearly the major challenges and opportunities which face the Department, the strategies needed to achieve them and, by doing so, to facilitate congruence in Divisional and Sectional business planning. It reflects Government policy as articulated in the *National Development Plan*, the *National Programme for Prosperity and Fairness*, and in the Government Programme *An Action Programme for the Millennium* as reviewed by Government in November 1999. It also reflects other other sectoral initiatives proposed by the Minister and approved by Government.

In setting out priorities, account has been taken of other Government policy initiatives, including the *National Anti-Poverty Strategy*, *The National Children's Strategy*, equality issues and the public service change programme. This Statement of Strategy provides the link between Government policy and the implementation of that policy insofar as it affects the responsibilities of the Department of Arts, Heritage, Gaeltacht, & the Islands, and will form the basis for managing the day-to-day work of the Department in the provision of its services and the management of performance.

The steps involved in the production of the Strategy Statement included

- The formation of a special project team, drawn from both administrative and professional staff to prepare the initial draft
- Involvement of the Department's Partnership Committee, the Principal Officer Network and the Department's Management Advisory Committee
- Circulation of the draft Statement of Strategy to all staff for input prior to its final adoption

Part 1 presents an overview of the Department and summarises our mission, mandate and values.

Part 2 sets out the context and environment in which the Department must pursue its goals in the medium term.

Part 3 sets out the key high level sectoral goals, objectives, strategies, outputs and performance indicators for the seven operational areas of the Department, with Part 4 dealing with the role of the Corporate Support Services.

Part 5 addresses the important issues of implementation and review.

The Department in its brief history has experienced wide-ranging change, and has successfully overcome many challenges. I believe that this new Statement of Strategy enables us to face the future confident in our corporate ability to respond to opportunities and challenges.

Philip Furlong

Ard-Rúnaí

December 2001

List of Acronyms Used in the Document

ACRONYM	FULL TITLE OF DEPARTMENT/ORGANISATION
DOPE	Department of Public Enterprise
DOF	Department of Finance
DETE	Department of Enterprise, Trade and Employment
DTS&R	Department of Tourism, Sport and Recreation
DE&S	Department of Education & Science
DFA	Department of Foreign Affairs
DOE&LG	Department of the Environment and Local Government
DAF&RD	Department of Agriculture, Food and Rural Development
DJE&LR	Department of Justice, Equality and Law Reform
DSC&FA	Department of Social, Community and Family Affairs
DM&NR	Department of Marine and Natural Resources
OPW	Office of Public Works
EPA	Environmental Protection Agency
FÁS	Foras Áiseanna Sóisialta
DTR	Director of Telecommunication Regulation
IRTC	Independent Radio and Television Commission
REPS	Rural Environment Protection Scheme
DCA&L	Department of Culture, Arts and Leisure

PART 1

◆ **Mandate & Role of the Department**

There are six main functional areas which carry out the broad mandate of the Department

- Arts and Music
- Audio-Visual media
- Cultural Institutions
- The Built and Natural Heritage
- The Irish Language and the Gaeltacht
- The Offshore Islands

The following paragraphs set out the profile of the Department along with a summary of the main functional areas.

◆ **Mandate & Role of the Department**

The Department of Arts, Heritage, Gaeltacht, and the Islands is one of the largest Departments of State, with over 2000 staff in over 150 locations throughout the country. Included within the Department are the National Cultural Institutions - the National Museum of Ireland, the National Library of Ireland and the National Archives. There are also seventeen Agencies discharging specific responsibilities in the culture and heritage sectors for which they are accountable to the Minister for Arts, Heritage, Gaeltacht and the Islands.

This profile has been established within a very short period of time. The Department came into existence in 1993 with a largely policy-based focus to its responsibilities for culture, the arts, broadcasting and film, heritage and the Irish language. In 1994, however, major operational responsibility for the built and natural heritage was also assigned to the Department giving it the profile which it now has. Thus, the mandate of the Department is to foster, promote, conserve and present our heritage and culture, including the Irish language, and to support the economic and social development of our offshore islands. In doing so it enriches the quality of life and sense of identity of all our people through preserving and presenting our inheritance for present and future generations.

The six main functional areas which go to make up this overall mandate are summarised as follows:

- **Arts and Music**

Arts and music are essential to the expression of our cultural identity. The Department is closely involved in developing, monitoring and evaluating an integrated policy for the stimulation of the arts and the music industry in Ireland.

- **Audio-Visual Media**

Radio, Television and Film are amongst the most powerful means of modern communication, and the Department has a key role in developing a policy and legislative framework for the audio-visual sector in an environment of rapid technological development.

- **Cultural Institutions**

The Department provides the legal and policy framework and the Government funding for the National Cultural Institutions (see Appendix 1).

- **The Built and Natural Heritage**

The built, moveable and natural heritage is an integral part of our national inheritance. It forms part of our sense of identity and provides us with resources of social, educational, recreational and aesthetic value. It is the responsibility of the Department under national and European law to make provision for the protection, conservation, management and presentation of this heritage.

- **The Irish Language and the Gaeltacht**

The Irish language is a vital part of the living heritage of the State, and a core task of the Department is to promote the cultural, economic and social welfare of the Gaeltacht, the reversal of the decline of Irish as the principal means of communication in the Gaeltacht and extending its use in the rest of the country. The Placenames Branch of the Department is responsible for researching and providing authorised Irish versions of placenames of Ireland.

- **The Offshore Islands**

Those living on our offshore islands require appropriate levels of infrastructural supports, including access and services. The Department is responsible for promoting the sustainable development of the populated offshore islands.

PART 2

◆ Environmental Analysis

In developing a Strategy for the achievement of the Department's aims and objectives it is necessary to examine the environmental factors within which the Department must operate. These factors include the:-

- External Environment
- Internal Context
- Internal Capability
- Underlying Goals
- Cross-Departmental Issues

In the following paragraphs the impact of each of these factors on the work of the Department, along with the opportunities, challenges and the difficulties the Department faces in the delivery of its mandate are examined together with the underlying goals, which comprise the common issues impinging on all areas across the Department.

❖ **External Environment**

A wide range of external environmental influences impact on the Department, many operating potentially to its benefit, presenting opportunities to be exploited, others with potentially adverse implications to be addressed, and all of which challenge the Department to respond speedily and effectively. This in turn requires organisational flexibility and appropriate levels of staffing. Among the external factors which are shaping the Department's business environment at present are:-

- The rapid growth in the economy and national wealth. As disposable income increases, more consumer spending will be directed at leisure and the arts. Citizens are more conscious of the need to preserve our rich cultural heritage for the enjoyment of future generations
- The National Development Plan
- The Programme for Prosperity and Fairness
- The Good Friday Agreement
- The growing importance of the European Union in matters pertaining to the work of the Department, particularly in terms of compliance with Directives and other EU legal instruments affecting our heritage
- Legislative changes which impact on areas within which the Department operates
- The growing public demand for participation and consultation in decision making
- The Government decision to renew the Section 481 investment incentive scheme for film until 2005, and the restructuring of the Irish Film Board.
- Increased availability of indigenous and foreign broadcasting and multi-media services
- Rapid technological developments
- Development and changes in agricultural practices
- The continuing economic and social peripherality of the Gaeltacht
- The continuing decline in the use of Irish as the primary language in Gaeltacht areas
- A demand for equality of access to public services for those wishing to transact business with the State system through the medium of Irish

- The need for improved infrastructure for the inhabited offshore islands
- The growing public appreciation of the value of our heritage, arts, culture and environment
- The Public Service-wide Quality Customer Service initiative and the increasing legitimate expectations of the public in this regard
- The requirement that all Departments and the Bodies under their aegis develop and implement E-Public Service Plans, facilitating the provision of information and services electronically and the growing public expectations in this regard.

The strategic objectives and implementation strategies set out in PARTS 4 & 5 have been designed to address these factors.

❖ **Internal Context**

In order to set out appropriately ambitious but achievable goals and strategies, the Department must be realistic in assessing its current levels of resources and skills. The following are significant challenges and difficulties which it continues to face in the delivery of its mandate:

- the requirement for improved cohesion across Divisions within what is still a relatively new Department, and the need to develop the Department's corporate identity
- geographic dispersal of staff across the country, sometimes in inadequate accommodation
- Increasing pressure on staff resources
- under-developed and under-resourced support services in areas such as change management, training and information technology
- The current organisational structure of the Department, and
- The complex set of relationships between the Department in its core

functions and the many bodies under its aegis.

➤ **Staffing**

The Department's greatest resource lies in the professionalism and commitment of its staff. The Department is unique in the range of disparate skills required to carry out its functions. However, because of problems relating to understaffing, delays in recruiting staff and high levels of staff turnover, reflecting tight conditions in the labour market, these resources are not always accessible as required. There are also particular difficulties in relation to the recruitment and retention of heritage-relevant conservation skills and expertise, and staff with Irish language competency.

The responsibilities and activities of the Department continue to grow and demands for service delivery are becoming more onerous as customer expectations increase. Only the widespread commitment to the Department and the high level of expertise displayed by our staff have enabled the Department generally to cope with the pressures notwithstanding these constraints.

The capacity to absorb increased responsibilities and work pressures is not, of course, unlimited and one of the important aspects of the strategic management process is to ensure that resources are concentrated on those activities which contribute most to the achievement of the priority objectives. This means that, to a greater extent than in the past, there will have to be ongoing redeployment of staff, budgets and support services to priority areas away from lower priority activities. The Department's business planning process must provide the building blocks to enable management, in consultation with the Minister, to maintain focus on the priority objectives.

➤ **Structure**

The Department's responsibilities fall fairly readily into a number of distinct Divisions, as set out in PART 4, and the organisational structure has been revised in recent years to follow this as logically as possible (see

Appendix 2).

The disadvantage of the organisational structure, however, is the potential for isolation or polarisation of the staff along Divisional lines and a weak sense of corporate identity in particular deriving from a pattern of organisation growth through the reallocation of functions previously exercised by other Departments and Agencies rather than through organic growth.

Thus, a core Departmental value is to place emphasis on staff mobility within the Department where possible, so that staff have the opportunity to gain a broader work experience and to bring the perspectives gained in one area to bear on their subsequent work in another.

There is a wide mix of professional competencies and disciplines/team development available in the administrative and professional/technical streams within divisions of Dúchas, the Heritage Service of the Department, which has been beneficial and this will be built on further. The Dúchas brand image enjoys wide recognition.

A major challenge facing the Department is the need to accomplish restructuring of Dúchas, to ensure that it is equipped to operate in an increasingly challenging environment, to support the delivery of the forthcoming National Heritage Plan, and to meet the expectations arising from increased public awareness of the importance of our heritage.

It is also recognised that the Department needs to develop further robust communication networks between and across Divisions. The Management Advisory Committee, the Principal Officer Network and the various Partnership groups in the Department are facilitating this development. This process will continue through the extension of Partnership to the Regions already begun with the establishment of the Western Partnership Group, and through the implementation of the Department's Internal Communication Strategy which has developed both corporate and structured management communications throughout the Department.

➤ **Integration Strategies**

The shelving of plans for a centralised HQ building for the Department, as a consequence of the Government's decentralisation strategy, means that we must now seek other solutions to the problems created by excessive staff dispersal. The location of some 600 staff in 13 different locations in Dublin and some 40 staff located in Na Forbacha, with a further 1400 staff dispersed countrywide facilitates local delivery of service and suits staff whose preference is to live and work in those regions. However, this dispersal of staff adds to the difficulties of achieving effective management of the Department. Reduced opportunities for re-deployment of staff can hinder the necessary responses to changing work pressures. Secondly, there is some frustration because promotion opportunities tend to be more restricted in the decentralised locations and staff are often not in a position to accept offers of promotion elsewhere. This will be addressed in the context of the Department's Human Resource Management Strategy which is currently being developed through the Partnership process.

The Department has already developed a number of initiatives to address many of these issues, including:

- ◆ The establishment of a Corporate Development Division with responsibility for, inter-alia, change management, central coordination, the development of Partnership structures and fostering a sense of corporate identity. Further strengthening of the Department's corporate development resources is an organisation priority
- ◆ The adoption, by the Department's Partnership Committee, of an agreed Modernisation Plan
- ◆ The setting in place of a business planning process with formal review and monitoring systems

- ◆ The completion of an analysis of training and development needs of staff, and the strengthening of the Training Unit staffing
- ◆ The development of a comprehensive information technology strategy, and plans for a well presented and informative web-site, enhanced E-business capability and effective IT support for staff at all of the Department's locations.

All of these factors have been taken into account in designing the strategic objectives and strategies for implementation in PARTS 4 & 5 below.

➤ **Modernisation**

Work on developing the Department's Human Resource Management Strategy needs to be finalised as quickly as possible in order to underpin the strategic management process and in particular the link between the strategic management of the human resource and the achievement of the Department's business objectives. These issues are being advanced within the context of Partnership, and arrangements for the roll-out of the formal performance management and development system across all staff of the Department, including industrial staff, are well advanced.

❖ **Internal Capability**

Speed and flexibility continue to be critical to the capacity of the Department to respond to the challenges posed by an increasingly dynamic external environment. It must also take cognisance of the process of cultural and organisational change in the public service.

- The Strategic Management Initiative requires the Department to be clear and focussed in its articulation of priorities
- The Quality Customer Service Initiative, and the adoption by Government of expanded Principles of Quality Customer Service

defines customer satisfaction as a core organisational competence.

- The Freedom of Information Act, 1997 in operation now since April 1998, has increased access by the public to information in the Department, with implications for systems and methods of operating throughout the Department
- The Public Service Management Act, 1997, has produced increased levels of delegation and accountability within the Department
- Growing technological sophistication in the Department's external environment demands the development of modern electronic-Government systems and facilities in the Department.

The development of Partnership structures across the Department has facilitated increased staff involvement, consultation and partnership at all levels within the Department.

The Department's work in relation to its own corporate services, such as human resource management, training and development, organisation and information and communication technology is a vital support to the achievement of the sectoral goals, and considerable updating and improvement is needed in these areas.

In PART 4 we set out how these internal change management issues are being addressed in the objectives and strategies of the corporate support services of the Department.

◆ Underlying Goals

The Department's sectoral strategic goals detailed below in Part 3 form the basis for the more detailed work programmes within the Divisions. In addition, there are a number of common issues which impinge on several areas of the Department's work, which can be abstracted as underlying goals of the Department and an integral part of the Department's Strategy Statement. These underlying goals are core values driving the achievement of the Department's Mission.

➤ Promoting Sustainable Development

Sustainable development is that approach to development which aims at improving the quality of life in economic and social terms, while conserving the cultural and natural resources upon which development ultimately depends.

Achieving sustainable development has policy implications across the Department and its agencies.

Underlying Goal: To ensure that in pursuing its policies the Department will actively promote the concept of sustainable development in both the public and private sectors.

➤ Supporting Economic and Social progress

An essential element of the Government Programme *An Action Programme for the Millennium* and the *Programme for Prosperity and Fairness* is promoting economic and social progress.

Underlying Goal: To maximise the economic and social potential of the arts and culture, the film/audio-visual sectors, broadcasting, heritage, the Irish language, the Gaeltacht and the islands

➤ **Delivery of Quality Customer Service**

Reflecting the revised Principles of Quality Customer Service adopted by Government, the Department published its revised Quality Customer Service Action Plan in May 2001, which proposes a consistently high quality of service building on the strengths in the existing service to the customer.

The Department is committed to taking the lead in the promotion of measures to improve the availability of State services through Irish, especially for the people of the Gaeltacht.

Underlying Goal: To implement the Department's Quality Customer Service Action Plan, thereby ensuring that our services are provided with courtesy, consistency and efficiency, in Irish and in English, as appropriate, to all our customers.

➤ **National Childrens Strategy**

The National Children's Strategy identifies three National Goals in relation to children as follows:

- Children will have a Voice
- Childrens lives will be better understood
- Children will receive quality supports and services

This Department will consider how its activities might promote these goals and will include appropriate actions in our business plans.

Underlying Goal: To seek to promote the National Goals of the National Childrens Strategy by including appropriate actions in future departmental business plans.

➤ **All-Ireland dimension**

The Department is committed to increasing, directly and through its Agencies, levels of North/South co-operation where possible and where mutually beneficial.

There is active co-operation with appropriate authorities and organisations in Northern Ireland, most notably with the Department of Culture, Arts and Leisure, in relation to all relevant areas of its sphere of operation and the Department manages the Southern input into two of the Implementation Bodies of the North/South Ministerial Council (An Foras Teanga and Waterways Ireland).

Underlying Goal: To promote co-operation with the appropriate Northern Ireland authorities and organisations.

➤ **International profile**

Almost every aspect of the Department's work is informed, to a greater or lesser degree, by international considerations. The Department is committed to participating in international endeavours in order to exploit opportunities for greater co-operation between states in the area of, for example, cultural relations. This requires prioritisation in areas where the Department can make a significant contribution and/or achieve significant gains.

Underlying Goal: To continue to participate in relevant international fora, particularly at EU level.

❖ Cross-Departmental Issues

The Department recognises the need for better coordinated and more effective service delivery strategies in association with other Departments whose functions impinge on the areas of responsibility of this Department.

Ongoing work in this regard has resulted in a number of important cross-Departmental issues being identified and targeted for priority action. These include

Issue	Department/ Agencies Involved	Action Required by DAHGI
Digital Broadcasting	DOPE, DOF, DETE and the Office of the Director of Telecommunications Regulation (DTR);	Continue to chair, participate in and service the Project Management Group established to select the digital multiplex operator.
<ul style="list-style-type: none"> Implementing the Provisions of the Broadcasting (Major Events Television Coverage) Act, 1999 	DTS&R	Conclude the initial consultation phase with event organisers and broadcasters. Prepare agreed report for both Ministers. Put general consultation with the public in train and prepare draft statutory instrument listing events.
<ul style="list-style-type: none"> Influencing the Development of Government and EU policy in relation to the regulation of the telecommunications and the Information Society 	DOPE, DETE, IRTC	Improve depth of knowledge of this area within the Department. Continue to participate in the consultations on this area with other Departments and Agencies, particularly DOPE. Ensure that broadcasting considerations receive due weight in the ongoing development of Government and EU policy in relation to the regulation of the telecommunications sector and the Information Society

<ul style="list-style-type: none"> Task Force to promote Improved liaison and collaboration between the education and audiovisual sectors. 	<p>Department of Education & Science; DOF; DETE, DOPE</p>	<p>Cooperate with the Department of Education & Science in establishment of the Task Force.</p>
	<p>FÁS</p>	
<ul style="list-style-type: none"> New Arts Legislation 	<p>DFA DE&S Local Authorities (LAs)</p>	<p>Liaison and consultation regarding developments of the arts.</p>
<ul style="list-style-type: none"> National approach to public Art 	<p>DOE&LG And other Depts. With capital budgets</p>	<p>Developing the Public Arts Strategy</p>
<ul style="list-style-type: none"> Conservation of Habitats and Species, 	<p>DAF&RD; DM&NR; DOE&LG; LAs; EPA; OPW; Bord na Móna</p>	<p>Conservation inputs to REPS scheme; joint programme on stocking levels on commonage;</p>
<ul style="list-style-type: none"> Conservation and Extension of native woodland 	<p>DM&NR;Coillte</p>	<p>Conservation input to programmes; implementation of schemes on Department land.</p>
<ul style="list-style-type: none"> Regulating trade in plants and animals 	<p>Revenue Commissioners, Department of Justice Equality and Law Reform, DAF&RD</p>	<p>Import and Export control.</p>

<ul style="list-style-type: none"> Environmentally Sustainable Infrastructural development. 	DOE&LG; LAs; NRA, etc.	Advice on conservation implications of development proposals
<ul style="list-style-type: none"> National Heritage Plan 	DOE&LG, DM&NR and all interested Departments and Offices	Consult with Departments in the preparation of the Plan; establish inter-Departmental Group to oversee implementation.
<ul style="list-style-type: none"> Protection of the built heritage 	DOE&LG, Heritage Council, LAs, DM&NR, NRA, Bord na Móna	Codes of practice with agencies in relation to the archaeological heritage; ongoing liaison and advice to planning authorities and Government Departments
<ul style="list-style-type: none"> Gaeltacht Development, The Islands 	DETE, DOPE, DM&NR, DJE&LR, DE&S, DOE&LG, DTS&R, DSC&FA, Forbairt, IDA	Working with an tÚdarás, and in conjunction with other agencies, to implement key recommendations from the Indecon Report reviewing Údarás expenditure. Continued consultation and cooperation with relevant Gov. Depts. and agencies.
<ul style="list-style-type: none"> Cross Border issues 	DFA, DCA&L	Working with the two Departments to achieve the successful working of An Foras Teanga and Waterways Ireland. Developing policy and co-ordinating the Department's role in relation to North/South issues generally in line with the overall Governmental approach.
<ul style="list-style-type: none"> Government Policy on Architecture 	DOE&LG, OPW, Etc.	Agreement of action programme with relevant Departments and agencies.

Note: All acronyms are spelled out in full on page ... of this document.

PART 3

The Operational Areas Sectoral Goals and Strategies

The Department's work relates to six main operational areas

- Arts
- Audio-visual
 - Broadcasting
 - Film
- Cultural Institutions
- The Built and Natural Heritage
- The Irish Language and the Gaeltacht
- The Offshore Islands.

The following paragraphs set out for each the core policy goal, the strategic objectives, the strategies to be followed in pursuit of those objectives, and the relevant performance indicators.

❖ **The Arts**

Core Policy Goal

To provide an appropriate legislative, policy and resource framework to foster the practice and appreciation of the Arts.

1. Strategic Objective ONE

To review existing legislative and administrative structures in support of the arts.

Strategy for Implementation

Developing legislative proposals following a public consultative process.

Performance Indicators

Draft heads agreed by Government in 2001.

Publication of the Bill.

Enactment of the legislation.

2. Strategic Objective TWO

To support the further development of arts and culture infrastructure including Public Art.

Strategy for Implementation

Overseeing the implementation of projects approved for funding under the Arts and Culture Capital Enhancement Support Scheme (ACCESS).

Evaluating major capital development proposals.
Co-ordinating, promoting and supporting initiatives in public art by Government Departments and other State Agencies.

Performance Indicators

The delivery of the agreed programme under ACCESS.
Necessary resources secured for other approved major capital developments.
The enhancement of the quality of public art and its diversification through a Public Art Coordination Group.

3. **Strategic Objective THREE**

To devise mechanisms for the promotion of strategic policies for the development of the music industry in Ireland through the Music Board of Ireland.

Strategy for Implementation

Preparation by the Music Board of a strategic plan for submission to the Minister.

Performance Indicators

Establishment of the Music Board.
Strategic Plan for the industry to be submitted to the Minister by mid 2002.

4. **Strategic Objective FOUR**

To influence European proposals which impact on the arts and culture in Ireland, including seeking the designation of an Irish city as European Capital of Culture for 2005.

Strategy for Implementation

Participating in European Union working groups, conferences and expert panels, and liaising with the European institutions in processing the proposals received for the European Cultural Capital.

Performance Indicator

The designation of an Irish City as European Capital of Culture 2005

5. Strategic Objective FIVE

To develop high standards in public architecture.

Strategy for Implementation

Securing Government approval for a set of parameters to inform public policy on Architecture.

Performance Indicator

Government Policy on Architecture published.

6. Strategic Objective SIX

To develop a policy for the promotion of Irish art and culture abroad

Strategy for Implementation

Negotiating bi-lateral cultural agreements with appropriate third countries, in consultation with the Department of Foreign Affairs.

Performance Indicator

Effective implementation of the terms of negotiated cultural agreements.

❖ Audio-Visual

Core Policy Goal

To develop an appropriate policy and legislative framework for the development of the audio-visual media in a rapidly changing environment.

❖ Broadcasting

1. Strategic Objectives

- ◆ To create an environment which encourages the establishment and maintenance of high quality Irish radio and television services.
- ◆ To seek to retain access to a range of quality programming, in analogue and digital form on a universal and free-to-air basis.

Strategy for Implementation ONE

Implementating the Broadcasting Act 2001

Performance Indicators

The establishment of the Broadcasting Commission of Ireland
The designation of the transmission and multiplex company

Strategy for Implementation TWO

Facilitating the establishment of TG4 as an independent statutory body

Performance Indicator

The development of an agreed, fully-costed implementation plan for TG4

Strategy for Implementation THREE

Ensuring that an appropriately structured RTE is properly resourced to enable it to effectively carry out the public service mandate laid upon it under the Broadcasting Authority Acts in today's increasingly complex media environment

Performance Indicator

Compliance by RTE with the conditions attached to the television licence fee increase approved by Government in July 2001

Strategy for Implementation FOUR

Implementing the provisions of the Broadcasting (Major Events Television Coverage) Act, 1999

Performance Indicator

The adoption of a Statutory Instrument listing the designated events

Strategy for Implementation FIVE

Developing a strategy for Digital Audio Broadcasting in Ireland

Performance Indicator

Strategy for Digital Audio Broadcasting introduced

❖ Film

1. Strategic Objective ONE

To oversee the implementation by Bord Scannán na hÉireann of the new strategic plan for the film industry.

Strategy for Implementation

Securing the re-structuring of and staff resources and necessary increased funding for the Irish Film Board as the agency co-ordinating the implementation of the Plan.

Performance Indicator

Restructuring of the Irish Film Board in 2001 and the putting in place of appropriate resources.

2. Strategic Objective TWO

To facilitate the participation of Irish producers in international film and television co-production.

Strategy for Implementation

Monitoring implementation of the MEDIA Plus Programme and the effectiveness of existing co-production agreements.

Performance Indicators

Successful conclusion of international coproduction agreements.
Funding schemes under the MEDIA Plus Programme.

3. **Strategic Objective THREE**

To encourage investment in film-making in Ireland.

Strategy for Implementation

The operation of Section 481 tax scheme.

Performance Indicator

Section 481 Certificates Issued.

High standards of compliance achieved with conditions of certificates.

4. **Strategic Objective FOUR**

To facilitate increased employment in the film industry in Ireland.

Strategy for Implementation

Increasing the pool of skills by providing support and resources for *Screen Training Ireland*, and establishing improved liaison and collaboration between the education sector and the audiovisual sector.

Performance Indicator

Increased pool of skills and the engagement of Irish-resident production personnel, especially in key positions.

❖ **Cultural Institutions**

Core Policy Goal

To enable the national cultural institutions to preserve, protect and present our moveable heritage and cultural assets.

1. Strategic Objective ONE

To provide an appropriate resource, policy and legislative framework for the Cultural Institutions (see Appendix 2).

Strategy for Implementation

Seeking to ensure adequate capital and current funding for the Cultural Institutions.

Providing a secure basis for funding of special cultural acquisitions through the establishment of a statutory heritage fund.

Performance Indicator

- Improvement in the physical infrastructure, and acquisitions by the Cultural Institutions
- Completion and opening on time and within budget of major capital programmes for the Cultural Institutions.

2. Strategic Objective TWO

To promote greater accessibility to the national collections of the Cultural Institutions outside Dublin in appropriate environments.

To support the Department of Education & Science plans for the establishment of Irish Academy for the Performing Arts (IAPA) at the earliest possible date.

To ensure an appropriate cultural use for Stack A at Dublin Docks.

Strategy for Implementation

Developing, with the Cultural Institutions and the Heritage Council, a policy framework to facilitate greater access to the national collections by the public and the development of local and regional museums.

Promoting high standards and an accreditation system for local museums.

Performance Indicator

Policy Framework developed and published in 2002.

Establishment of Irish Academy for the Performing Arts (IAPA) Interim

Governing Authority and commencement of building programme

Agreed plans for cultural use of Stack A Dublin Docks

❖ **Built and Natural Heritage**

Core Policy Goal

To conserve, and promote appreciation of, the built and natural heritage

1. **Strategic Objective ONE**

To provide an appropriate legislative and policy framework for the effective conservation and protection of the built and natural heritage.

Strategy for Implementation

- Consolidating and updating the National Monuments Acts
- Reviewing and updating the Minister for Arts, Heritage, Gaeltacht and the Islands (Powers and Functions) Act, 1998
- Implementing by Commencement Orders and introduction of Regulations, where appropriate, the Wildlife (Amendment) Act, 2000
- Publishing the National Heritage Plan
- Publishing the National Biodiversity Action Plan
- Reviewing the Heritage Act 1995
- Ratifying International Conventions and Agreements.

Performance Indicators

Legislation enacted.

Publication of Plans and Policies.

Target dates for ratification met.

2. **Strategic Objective TWO**

To identify, inventory and assess the Built and Natural Heritage.

Strategy for Implementation

Progressing the National Inventory of Architectural Heritage.
Progressing the Archaeological Survey of Ireland.
Carrying out habitats and species surveys to fill key information gaps.
Establishing a Heritage Archive.

Performance Indicators

Interim county surveys of Architectural Heritage completed for all counties.
Archaeological surveys published for over half the State.
Complete carved stone survey.
Programme of Habitat and Species surveys completed and results published.
Complete National Gardens survey.
Open Heritage Archive to the public.

3. Strategic Objective THREE

To designate elements of the built and natural heritage requiring special protection measures.

Strategy for Implementation

Publishing criteria for each special protection measure or formal designation.
Assessing buildings suitable for determination as eligible for tax relief under Section 482 of the Finance Act.
Designating Special Areas of Conservation, Special Protection Areas and Natural Heritage Areas.
Maintaining the Record of Monuments and Places and making other designations under National Monuments Acts.
Recommending buildings for inclusion in the Record of Protected Structures under the Planning and Development Act, 1999.

Identifying Heritage sites to be recommended for protection by inclusion in the State portfolio of Heritage properties.

Performance Indicators

Criteria for designation published.

Number and extent of elements of the Built and Natural Heritage designated.

Numbers of recommendations for inclusion of structures on the Record of Protected Structures.

4. **Strategic Objective FOUR**

To conserve the Built and Natural heritage.

Strategy for Implementation

Issuing guidelines and codes of best practice for Architectural, Archaeological and Natural Heritage conservation.

Monitoring and advising on development proposals.

Maintaining effective links with Government Departments, State Agencies, the Heritage Council and other bodies to promote conservation and to ensure that all plans, programmes and policies actively take account of heritage issues.

Publishing and implementing conservation plans for designated areas.

Ensuring effective compliance with conservation laws.

Monitoring Heritage Sites, Habitats and Species.

Regulating use and conservation of protected species, including trade in plants and animals, and hunting.

Performance Indicators

Publication of guidelines and codes of practice.

Volume of applications for development.

Conservation of Heritage considered in all relevant legislation and policies.

Ensure submission of Archaeological excavation reports.

Number of preservation orders issued.

Heritage conserved/compliance with legal requirements.

Conservation status of sites species and habitats monitored.

Number of licences issued.

5. Strategic Objective FIVE

To provide leadership through the promotion of increased national awareness of the importance and value of the built and natural heritage and through increased public consultation as part of the decision-making process.

Strategy for Implementation

Publishing information on Heritage Conservation topics.

Publishing guidelines on Architectural, Archaeological and Natural heritage conservation.

Developing the Department's heritage education role.

Developing appropriate public consultation process and local liaison committees.

Collaborating with the Heritage Council on awareness development.

Performance Indicators

The number of publications produced.

School visits and schools outreach programme.

Number of visitors to sites.

Liaison committees in operation.

Conservation plans adopted after public consultation.

Public consultation processes developed and in place.

Availability of Heritage information in public libraries.

6. **Strategic Objective SIX**

To conserve, manage and present state properties to the highest standards as models of excellence in the conservation of the built and natural heritage.

Strategy for Implementation

Maintaining all sites in the State portfolio of Heritage properties to high standards

Providing Visitor Services at selected sites to best standards.

Extending and improving signage at and to selected sites.

Publishing formal management plans for selected sites.

Implementing the Capital Programme under the National Development Plan for conservation works and access at Heritage sites.

Performance Indicators

Visitor satisfaction.

Visitor numbers.

Increased public awareness of the Department's sites.

Visitor Services maintained and upgraded as appropriate.

Management plans publication dates met.

NDP project milestones and expenditure.

7. **Strategic Objective Seven**

To participate in international conservation bodies to contribute internationally and to inform national approaches.

Strategy for Implementation

Identifying and prioritising international conservation organisations where the Department can make a major contribution and/or where the Department can expect to benefit substantially.

8. Strategic Objective Eight

To Restructure the Department's Heritage Service to give more efficient and effective customer service.

Strategy for Implementation

Preparing restructuring Plan.

Consulting staff and unions.

Regionalising operations.

Enhancing project management service.

Integrating built and natural heritage protection and presentation systems.

Designing and implementing improved IT systems.

Designing and implementing new Financial Management systems.

Designing and implementing improved Monitoring systems.

Performance Indicators

Restructuring Plan adopted.

Implementation targets met.

I.T. systems developed.

Monitoring systems in place.

❖ **The Irish Language and the Gaeltacht**

Core Policy Goal

To reverse the decline in the use of Irish as the principal means of communication in the Gaeltacht and to extend the use of Irish in the rest of the country.

1. **Strategic Objective ONE**

To continue to promote the linguistic, cultural, social, physical and economic development of the Gaeltacht and to maintain there the primacy of the Irish language and its associated culture.

Strategy for Implementation

Administering a range of social, cultural, language and improvements schemes.

Examining the Report of the Commission on the Irish Language in the Gaeltacht and making recommendations to Government.

Supporting the implementation of Government policy in relation to the Irish language and the Gaeltacht through the activities of Údarás na Gaeltachta.

Performance Indicators

The increased use of Irish as the first language in the Gaeltacht.

Creation of sustainable employment in Gaeltacht areas and jobs of a higher standard.

2. **Strategic Objective TWO**

To provide statutory support for the Constitutional status of the Irish language, which will require the delivery of a quality customer service throughout the public service in Irish as well as English.

Strategy for Implementation

Drafting detailed Heads of Legislation in line with the scheme approved by Government in June 2001.

Performance Indicators

Publication of the Bill

3. **Strategic Objective THREE**

To promote the use of the Irish language outside the Gaeltacht.

Strategy for Implementation

Supporting Irish Language initiatives by various bodies and groups. Encouraging the use of Irish in the school, social and workplace environment.

Performance Indicator

Increased use of Irish outside the Gaeltacht.

4. **Strategic Objective FOUR**

To support the effective operation of An Foras Teanga, the North/South language body.

Strategy for Implementation

Maintaining close contact and cooperation with the Department of Arts, Culture and Leisure, Northern Ireland, the Executives North and South, and the Secretariat to the North/South Ministerial Council.

Performance Indicators

Full complement of staff provided to An Foras Teanga.
Annual Strategic Objectives achieved.
Belfast and Donegal Offices established.

5. **Strategic Objective FIVE**

To develop cooperation and understanding between the Gaelic communities of Ireland, Scotland and Northern Ireland.

Strategy for Implementation

Supporting the Columba Initiative

Performance Indicators

Provision by the three jurisdictions of the funding proposed in the strategic plan.
Chief Executive Officer appointed in 2001.

6. **Strategic Objective SIX**

To make available certified Irish forms of placenames, and information on placenames.

Strategy for Implementation

Carrying out surveys of placenames by County, and publishing the certified Irish forms in the *Liostaí Logainmneacha* series.

Dealing with applications from bodies and from the general public in relation to placenames.

Publishing a new edition of *Gasaitéar na hÉireann*.

Publishing in the *Logainmneacha na hÉireann* series of historic placenames with commentary.

Establishing a Placenames Website.

Developing a comprehensive Placenames database.

Performance Indicators

Certified Irish forms of placenames completed for 4,000 (approx.) townlands.

Publication of four volumes of the *Liostaí Logainmneacha* series.

A new edition of the *Gasaitéar na hÉireann* published.

Publication of one volume of the *Logainmneacha na hÉireann* series.

Database developed.

Development of Placenames Website.

7. **Strategic Objective SEVEN**

To develop and implement a comprehensive policy in relation to Irish placenames.

Strategy for Implementation

Organising regular meetings of Coimisiún Logainmneacha and liaising with the Commission in relation to Irish placenames policy.

Performance Indicators

Effective meetings of the Commission organised.

A comprehensive policy in relation to Irish placenames developed and implemented.

8. **Strategic Objective EIGHT**

To advance the standardisation of placenames to international levels.

Strategy for Implementation

Participating in the United Nations Group of Experts on Geographical Names (UNGEGN) Conference and in the United Nations Group of Experts on Geographical Names (UNGEGN) Expert Group.

Performance Indicator

Reports on the proceedings of the UNGEGN Conference and the Expert Group made available, and input made by placenames experts from this country at the international level.

❖ **The Offshore Islands**

Core Policy Goal

To promote the sustainable development of the populated offshore islands and to seek to ensure the provision for islanders of adequate levels of services.

Strategic Objectives

1. To facilitate the provision of an adequate all year round level of access to transport for island communities;
2. To encourage island communities to establish representative development organisations to work with Government Departments, State agencies and local authorities in developing the islands - infrastructure, industry, agriculture, fishing, tourism, etc;
3. To promote and co-ordinate Government policies in relation to the islands.

Strategies for Implementation

- Improvement of the Islands infrastructure through the provision of supports for the development of quays, air services, harbours, and road improvements.
- Working with the appropriate authorities for the implementation of a programme to redress coastal erosion.
- Encourage the appropriate authorities to provide satisfactory water, health, educational, electrical, telecommunications and waste collection services to the inhabitants of the Islands.

Performance Indicators

Increased population on the Islands.

Programme for quay building on schedule.

The Islands' transport systems improved.

A high standard of services available to the Island populations.

PART 4

Corporate Support Services

The Corporate Support Services within the Department include:-

- Corporate Development
- Information Technology
- Human Resource Management
- Finance
- Engineering Services.

❖ Earlier in this document, the importance of an appropriately resourced corporate support services function in the Department to the realisation of the sectoral strategies was stressed, specifically in relation to change management. As is the case in regard to the operational areas of the Department, a Strategic Goal, underpinned by a set of Strategic Objectives, has been drawn up for each of the main support service areas.

❖ **Corporate Development**

Core Policy Goal

To advance and co-ordinate the ongoing change management process in the Department; to facilitate and co-ordinate the Partnership process; to co-ordinate and monitor the operation of Freedom of Information in the Department.

1. **Strategic Objective ONE**

To advance and facilitate the implementation of the Strategic Management Initiative in the Department and in the bodies under its aegis.

Strategy for Implementation

Coordinating centrally the preparation of the Statement of Strategy and the Business Planning Process and liaising with the bodies.
Delegating responsibilities under the Public Service Management Act, 1997.

Performance Indicators

Statement of Strategy published.
Business Plans presented to Minister.
Instrument of delegation signed by the Ard Rúnaí.

2. **Strategic Objective TWO**

To advance Quality Customer Service in the Department and in the bodies under its aegis.

Strategy for Implementation

Preparing the Quality Customer Service Plan for the Department and liaising with the Agencies in relation to their Plans.

Performance Indicator

Quality Customer Service (QCS) Plan published.
Plan Objectives Implemented in accordance with published schedule.

3. **Strategic Objective THREE**

To advance Human Resource Management in the Department.

Strategy for Implementation

Drafting the HRM Strategy in conjunction with Personnel and through Partnership.

Performance Indicator

HRM Strategy adopted by MAC.

4. **Strategic Objective FOUR**

To advance Internal Communication.

Strategy for Implementation

Monitoring of implementation of the Department's Internal Communications Strategy.

Performance Indicator

Structured management communication system in place in all Divisions.

5. **Strategic Objective FIVE**

To promote Regulatory Reform.

Strategy for Implementation

Liaising with line Divisions.

Performance Indicators

Programme for consolidation of legislation agreed and commenced. Amendment, revocation and consolidation of legislation and regulations as appropriate.

6. **Strategic Objective SIX**

To develop the Department's Records Management Systems.

Strategy for Implementation

Implementing the Records Management consultancy report recommendations; identifying 'gaps' in this consultancy report and developing strategies for dealing with them.

Performance Indicator

A uniform Records Management system in place across the Department by 2003.

7. **Strategic Objective SEVEN**

To support, develop and expand Partnership throughout the Department.

Strategy for Implementation

Extending Partnership structures throughout the Department on a regional basis.

Performance Indicator

Effective Partnership Groups formed across the Department on a regional basis.

❖ **Information Technology**

Core Policy Goal

To develop implement and maintain appropriate IT systems in all areas of the Department for the purpose of supporting policy and organisational goals.

1. **Strategic Objective ONE**

To ensure that IT facilities are provided across the Department and that these facilities operate effectively.

Strategy for Implementation

Providing technical support to users across the Department.

Performance Indicators

Helpdesk and contract for software and hardware support working effectively providing effective and reliable support to users.
Departmental sites linked to the Department's e-mail network.

2. **Strategic Objective TWO**

To develop IT systems which support the Department's business objectives.

Strategy for Implementation

Implementing the Department's IT Strategy Plan.

Providing appropriate geographic and database systems to support the specialist requirements of the Department's Heritage Service.

Performance Indicators

Priority projects completed with significant benefits to the operation of the business Divisions of the Department.

GIS information available to support the Heritage Service.

3. Strategic Objective THREE

To ensure that the Department's IT users are skilled in the use of facilities.

Strategy for Implementation

Organising appropriate IT user training.

Performance Indicator

IT user skills levels in the Department enhanced.

4. Strategic Objective FOUR

To continue the development of information and communications technology systems

- to support improved information dissemination and more flexible service delivery
- to give effect to electronic-Government in advancing and supporting Information Society developments in the Department and in bodies under its aegis.

Strategy for Implementation

Developing and implementing an E–Government Plan for the Department.

Performance Indicator

E–Government systems delivering comprehensive information and services to our customers.

5. **Strategic Objective FIVE**

To develop the Department’s Websites.

Strategy for Implementation

Working with consultant in developing the Department’s Websites.

Performance Indicator

Enhanced Websites operating.

❖ **Human Resource Management**

Core Policy Goal

To support the Department's overall strategy through the effective management of its human resources.

1. **Strategic Objective ONE**

To ensure as far as practicable that an adequate number of staff with the necessary personal and professional skills, including Irish Language proficiency, is available to the Department.

Strategy for Implementation

Recruiting and promoting staff.

Performance Indicator

Adequate staff numbers supporting the achievement of the Department's objectives.

2. **Strategic Objective TWO**

To implement a strategy for human resource management.

Strategy for Implementation

Developing a HRM strategy in conjunction with Corporate Development Division and through Partnership structures.

Develop specialist expertise in areas involved in the delivery of the human resource function.

Performance Indicators

HRM Strategy in place.

Appropriate training provided for line managers.

Appropriate personnel management tasks devolved to line managers.

3. **Strategic Objective THREE**

To link individual performance and development to the strategic objectives in the Department's Business Plans.

Strategy for Implementation

Implementing a structured system of performance management and development.

Performance Indicator

Performance Management and Development System rolled out across the Department, including industrial staff, by mid 2003.

4. **Strategic Objective FOUR**

To ensure that the skills and competencies required for effective operation within the Department are identified and made available through targeted training programmes, thereby linking the development of the individual to the overall needs of the Department.

Strategy for Implementation

Implementing the recommendations in the Department's Training Needs Analysis Report.

Commissioning of Training Needs Analysis for Industrial staff.

Resourcing of the Training Unit.

Providing focussed programmes of staff training and development.

Performance Indicators

Adequately staffed Training Unit responding to the training and development needs of the Department.

Benefit of training evident in the work of the Divisions.

5. **Strategic Objective FIVE**

To promote a culture of safety awareness and staff welfare within the Department.

Strategy for Implementation

Providing training in order to ensure compliance with Health, Safety and Welfare at Work legislation and to ensure the adoption of safe systems and methodologies of work, consistent with best practice.

Continuing to provide a staff welfare service through the Department's Employee Assistance Officer.

Performance Indicators

A high awareness among all the staff of a positive, safe working environment in the Department resulting in a reduction and /or elimination of accidents or incidents likely to lead to accidents.

Number of staff availing of the services of the Employee Assistance Officer.

6. **Strategic Objective SIX**

To develop and implement improved measures to support equality of opportunity in recruitment, promotion and work practices.

Strategy for Implementation

Developing equality practices in the context of established Government policies on equality and through the development of the HRM strategy.
Implementing Equality legislation.
Equality proofing of all Personnel procedures.
Foster family friendly policies in the Department.

Performance Indicator

Increased level of applications by females in promotion competitions.
Female representation

- in the HEO Grade increased progressively from 39% to 45%
- in the APO Grade increased progressively from 22% to 33%
- in the PO Grade increased progressively from 7% to 20%

by 2004.

All HRM procedures equality proofed.
Number of staff availing of family friendly schemes.

7. **Strategic Objective SEVEN**

To ensure that suitable accommodation is available for all staff and to seek to achieve maximum consolidation of accommodation for Dublin-based staff.

Strategy for Implementation

Maintaining pressure on the Office of Public Works to secure appropriate accommodation space for Dublin-based staff.

Performance Indicator

Adequate accommodation available to all staff.

8. **Strategic Objective EIGHT**

To provide HR support and advice to bodies under the aegis of the Department.

Strategy for Implementation

Providing advice, as requested, to the bodies under the aegis of the Department.

Performance Indicator

Smooth HR operations in the bodies under the aegis of the Department.

❖ **Financial Management**

Core Policy Goal

To provide efficient and effective financial management in the Department and to make available information that will facilitate decision-making by management generally.

1. **Strategic Objective ONE**

To provide an efficient and effective accounting service.

Strategy for Implementation

Reviewing of current practices and implementing any required change.

Performance Indicators

Speed and timeliness of payments.

Approval of Comptroller & Auditor General for Department's accounting systems.

2. **Strategic Objective TWO**

To provide accurate, timely and useful financial data.

Strategy for Implementation

Addressing issues regarding the prompt recording and provision of financial information.

Performance Indicator

Financial data available fulfilling the requirements of management and the Department of Finance.

3. **Strategic Objective THREE**

To achieve a smooth transition to the Euro in line with the central co-ordination of policy in this regard.

Strategy for Implementation

Establishing roles, structures, and procedures to achieve the Euro changeover.

Performance Indicator

Achievement of a successful changeover to the Euro by 1st January 2002.

4. **Strategic Objective FOUR**

To co-ordinate the Department's role in the National Development Plan (NDP) and carry out a reporting role to, and liaison with, central authorities in that regard.

Strategy for Implementation

Setting up structures to capture required NDP data on an ongoing basis and report to central authorities.

Performance Indicator

Successful execution of the financial aspects of the Department's National Development Plan involvement.

5. **Strategic Objective FIVE**

To develop a management information system to meet the information needs of management.

Strategy for Implementation

Organising the Management Information Framework project to achieve the maximum benefit to management.

Performance Indicator

Management Information System installed in the Department by 2004.

❖ **Engineering Service**

Strategic Goal

To provide engineering expertise and advice to Departmental staff in areas such as project management, and to advise on general health and safety issues across the Department.

1. Strategic Objective ONE

To provide an Engineering Design, Advice and Construction Support Service across the Divisions.

Strategy for Implementation

Holding regular meetings with clients across the Department, and project meetings as necessary.

Liaising with, and representation on, Government-wide and National Bodies.

Ensuring continuous training and professional development of all staff.

Performance Indicator

Completion of Projects as outlined in the Divisional Business Plans.

2. Strategic Objective TWO

To provide Advice on Health and Safety issues across the Department to ensure compliance with legislation.

Strategy for Implementation

Servicing of, and advice to, the Departmental Health and Safety Committee.

Site inspections and monitoring.

Performance Indicators

Up-to-date Safety Statements.

Improved safety record from year to year.

3. **Strategic Objective THREE**

To provide technical advice on procurement of mechanical and other equipment.

Strategy for Implementation

Membership of Government Contracts Committee.

Providing technical procurement advice as required.

Performance Indicator

Appropriate safe equipment procured.

PART 5

Implementation

Business Plans

Partner Bodies

Monitoring and Review

❖ **Business Plans**

The Department of Arts, Heritage, Gaeltacht and the Islands is now a large Department, with a wide and diverse range of functions and activities. This is reflected in the sectoral goals and objectives in Chapter 4. The Business Planning process, whereby the action plans for implementation of this Strategy are set out in various work programmes, is now well established in the Department and will facilitate the roll-out of the Performance Management and Development System (PMDS) across the Department, including to the Department's industrial staff.

The Department's business planning process will translate the sectoral goals and objectives identified in PART 4 into detailed section by section work programmes, with a level of detail and appropriate performance indicators beyond those articulated within the parameters of this Strategy. In so doing, the work of every member of staff will be reflected in the Section Plans, linking the Business Plans to the individual staff member, and to the Performance Management and Development System (PMDS), and the setting of individual programmes and targets. Because a significant part of the work of the Department's staff is of an ongoing nature and related to the general support of the Minister and of the Department's functions rather than to any single specific goal, the degree of detail in individual Section Business Plans will go beyond the objectives in this Statement of Strategy.

The Business Plans are central to the management of performance of individual staff members (PMDS) and this gives a focus to ensuring that all staff endeavours to contribute to the achievement of business objectives. Therefore, it is essential that, in addition to the extra detail required in Business Plans, the very process of preparing the Plans is a "bottom-up" process involving all staff and facilitating their input. Each staff member must be able to see in the Plan his or her role, targets and contribution to the achievement of the goals and ongoing responsibilities of the Section.

All staff in each Section will also be involved in the regular process of review and updating of the Plans, which take account of changing priorities which may arise from changing circumstances. This participative process is essential to ensuring that there is the widest possible sense of ownership in the Department of the development and implementation of the Business Plan objectives and strategies necessary to the achievement of our goals.

The business planning process assists Divisional management in identifying what action needs to be taken, what prioritisation needs to be undertaken, and the scope for alternative approaches to the work of the Section. The Management Advisory Committee (MAC) is also provided with a basis for decisions, where appropriate, in relation to prioritisation and allocation of resources.

❖ **Partner Bodies**

Many elements of the work of the Department are advanced through, assisted by or complemented by the seventeen independent statutory and other bodies which operate under the Department's aegis (see Appendix 1). These constitute a very wide range of bodies and agencies with diverse roles and functions.

The National Museum, National Library and National Archives are to a large extent operationally de-facto national cultural institutions, while continuing to be de-jure integral divisions of the Department, pending further steps which may be taken under the Cultural Institutions Act, 1997.

Others - such as the Arts Council or the Heritage Council - are independent statutory bodies which can, and do, advise the Minister on policy issues.

Bodies like Údarás na Gaeltachta or Bord Scannán na hÉireann are promotional but also pay grants from the State funding provided to them.

Agencies such as the Independent Radio and Television Commission have mainly regulatory functions. Others, such as the Irish Museum of Modern Art or the National Concert Hall, are cultural institutions incorporated under the Companies Acts.

Two new North/South bodies were established in 1999 - Waterways Ireland, responsible for management and development of the connected inland waterways on this island and An Foras Teanga, responsible for promoting the Irish language on this island.

The Chief Executives/Directors of the bodies have been formally requested to set in train the necessary steps to produce a strategy document for their own organisation, set clearly within the context of the Government Programme and the Department's own Statement of Strategy. Each body has also been asked to nominate a liaison officer at senior level who would operate as contact person for the purpose of pushing forward the strategic management process in partnership with the Department. The process of advancing strategic management in these bodies is already well advanced, some with Strategy plans published, some with draft strategies submitted to the Department, others well advanced with drafting. With the publication of

this Statement of Strategy, the focus will be on ensuring that the process is extended to all the bodies.

❖ **Monitoring, Review and Reporting**

The Department's Business Planning process described above provides the mechanism for ongoing monitoring and review. Monthly reviews at Divisional level and quarterly reviews at MAC level will:

- monitor progress in achieving objectives
- consider any barriers to further progress
- adjust the Plans in relation to any new demands or challenges arising, and to any changes in the external or internal environment
- consider, as appropriate, redeployment of resources and reordering of priorities.

The development and refinement of Performance Indicators will form part of this review process.

The Department's Annual Report will, in accordance with the requirements of the Public Service Management Act 1997, continue to include a progress report on the implementation of the Statement of Strategy and will address any new issues arising and the appropriate measures adopted.

Appendix 1

List of bodies under the aegis of the Department

National Museum of Ireland

Kildare Street, Dublin 2.

Tel: 677 7444

Fax: 676 6616

Director: **Dr. Patrick Wallace**

National Library of Ireland

Kildare Street, Dublin 2.

Tel: 603 0200

Fax: 676 6690

Director: **Brendan O'Donoghue**

National Archives

Bishop Street, Dublin 8.

Tel: 407 2300

Fax: 407 2333

Director: **Dr. David Craig**

National Gallery of Ireland

Merrion Square West, Dublin 2.

Tel: 661 5133

Fax: 661 5372

Director: **Raymond Keaveney**

National Concert Hall

Earlsfort Terrace, Dublin 2.

Tel: 475 1666.

Fax: 478 3797

Director: **Judith Woodworth**

Chester Beatty Library

Clock Tower, Dublin Castle, Dublin 2.

Tel: 407 0750 / 407 0751

Fax: 407 0760

Director: **Dr. Michael Ryan**

Irish Museum of Modern Art

Royal Hospital, Military Road, Kilmainham
Dublin 8.

Tel: 612 9900

Fax: 612 9999

Director: **Philomena Byrne (Acting)**

Archbishop Marsh's Library

St. Patrick's Close, Dublin 8.

Tel: 454 3511

Fax: 454 3511

Keeper: **Dr. Muriel McCarthy**

Irish Manuscripts Commission

73 Merrion Square, Dublin 2.

Tel: 676 1610

Fax: 662 3832

Chairman: **Prof. G.J. Hand**

The Arts Council

70 Merrion Square, Dublin 2.

Tel: 618 0200

Fax: 676 1302

Director: **Patricia Quinn**

Bord na Leabhair Gaeilge

Rath Cairn, Áth Buí, Co. na Mí

Tel: 046-30419

Fax: 046-30420

Director: **Dr. Conchúr Ó Giollagáin**

Foras na Gaeilge

7 Merrion Square, Dublin 2.

Tel: 676 3222

Fax: 639 8401

Interim Chief Executive: **Mícheál Ó Gruagáin**

Tha Boord o Ulster Scotch

Franklin House, 10-12 Brunswick Street, Belfast Bt2 7GE

Tel: 048 90 231113

Fax: 048 90 231898

Interim Chief Executive: **John Hegarty**

Údarás na Gaeltachta

Na Forbacha, Gaillimh.

Tel: 091 503000

Fax: 091 503101

Chief Executive: **Ruán Ó Bric**

Radio Teilifís Éireann

Donnybrook, Dublin 4.

Tel: 208 3111

Fax: 208 3080

Director General: **Bob Collins**

Independent Radio and Television Commission (IRTC)

Marine House, Clanwilliam Place, Dublin 2.

Tel: 676 0966

Fax: 676 0948

Chief Executive: **Michael O’Keeffe**

Broadcasting Complaints Commission

PO Box 913, Dublin 2.

Tel: 676 7571

Chairperson: **Ray Murphy**

Irish Film Board

St. Augustine Street, Galway.

Tel: 091 561 398

Fax: 091 561 405

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Interim Chief Executive: **John Martin**

Appendix 2

Organisation Structure of the Department