



The Heritage Council's Strategic Plan 2007-2011

DRAFT FOR CONSULTATION

AUGUST 2006

AN INVITATION FROM THE HERITAGE COUNCIL

In the few short months since Council was appointed, it has developed a Consultative Draft Strategic Plan 2007-2011. This Plan is now presented to you for comment.

The consultation period will run from 18th August to the 29th September 2006. At the end of that period your comments will be considered in the development of a Draft Plan, which Council will consider in November 2006. The Plan will be finalised for publication at Council's December 2006 meeting.

The new Draft Plan seeks to consolidate all that has been good in the Heritage Council's work since it was established in 1995. The partnership with local authorities remains a central area of activity, as does the very successful Grants Programme. An overall approach, which places people and local communities at the heart of all we do, is complemented by our commitment to full stakeholder involvement in our work.

The Draft Plan also reflects the clarity brought to Council by the appointment of new members. The skill and expertise of these members will help Council to raise awareness, promote best practice, and secure public enjoyment of, and accessibility to, our heritage.

I do hope you will take time to read the Draft Plan and to comment upon it. Taking account of our statutory role and the resources we have at our disposal, it is both realisable and ambitious in what it sets out to achieve in the future.

DR TOM O'DWYER
CHAIRMAN
THE HERITAGE COUNCIL

August 2006

Contents

Section	Page
1. Defining our National Heritage – Connecting with People	1
2. How the Heritage Council works	3
3. Strategic Themes	5
4. Themes, Policies and Actions 2007-2011	7
5. Delivering the Strategic Plan 2007-2011	14
6. Managing Our Resources	17
7. Financial Plan 2007-2011	20

List of Abbreviations

<i>ACAs</i>	<i>Architectural Conservation Areas</i>
<i>ENNHO</i>	<i>European Network of National Heritage Organisations</i>
<i>EIA</i>	<i>Environment Impact Assessment (the process)</i>
<i>EIS</i>	<i>Environmental Impact Statement (the output)</i>
<i>ELC</i>	<i>European Landscape Convention</i>
<i>HLC</i>	<i>Historic Landscape Characterisation</i>
<i>ICZM</i>	<i>Integrated Coastal Zone Management</i>
<i>ICCROM</i>	<i>International Centre for Conservation in Rome</i>
<i>IAA</i>	<i>Irish Architectural Archive</i>
<i>IMA</i>	<i>Irish Museums Association</i>
<i>IUCN</i>	<i>International Union for Conservation of Nature and Natural Resources, (The World Conservation Union)</i>
<i>IWTN</i>	<i>Irish Walled Towns Network</i>
<i>LCA</i>	<i>Landscape Character Assessment or Landscape Conservation Areas</i>
<i>NGOs</i>	<i>Non-governmental organisations</i>
<i>SEA</i>	<i>Strategic Environmental Assessment</i>

1. DEFINING OUR NATIONAL HERITAGE – CONNECTING WITH PEOPLE

The Heritage Council is under the aegis of the Minister of Environment, Heritage and Local Government. It was established as a body corporate by *The Heritage Act (1995)*. Section 6(1) of this Act gives Council the function of proposing policies and priorities for the national heritage, including:

- Monuments
- Archaeological objects¹
- Heritage objects²
- Architectural heritage
- Flora
- Fauna
- Wildlife habitats
- Landscapes
- Seascapes³
- Wrecks
- Geology
- Heritage gardens and parks
- Inland waterways⁴

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

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

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

These intangible qualities have a very strong influence on the significance that people attach to their heritage. How people value our heritage today will, to a large extent, determine its quality, significance, and relevance in the future.

In the ten years since its establishment, the Heritage Council has experienced and embraced the dynamic and changing nature of both cultural and natural heritage.

¹ Any object that has archaeological interest due to its intrinsic value, or its associations with historical events or people. This also includes ancient human, animal and plant remains.

² Objects over 25 years old, which have cultural importance, including includes books and documents.

³ Coastal landscapes.

⁴ Navigable waterways e.g., canals, Rivers Barrow and Shannon.

The Heritage Council has also witnessed very significant positive shifts in public attitudes. In line with modern European trends, it is Council's wish to continue to foster the significance and value attached to that heritage across all levels of our multicultural society. For this reason, and in recognising the living and dynamic nature of our heritage, the Heritage Council sets out a **shared vision** for this strategic plan to:

'Work in partnership to ensure that our world renowned heritage is accessible to and enjoyed by all members of society.'

Council will achieve its shared vision through:

- Promoting interest, education, knowledge and pride in the national heritage
- Facilitating appreciation and enjoyment of heritage
- Cooperating with key partners (as defined in Sections 2.1 and 5 below)
- Promoting the coordination of all activities relating to the functions of Council

Having implemented two previous strategic plans, Council intends to build on notable successes through maintaining and developing:

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

2. HOW THE HERITAGE COUNCIL WORKS

2.1 CORE PRINCIPLES

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

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

- i) Partnership and cooperation**
- ii) Sustainability and quality of life**
- iii) Equality, social inclusion, and accessibility**

i) Partnership and cooperation

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

ii) Sustainability and quality of life

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

iii) Equality, social inclusion and accessibility

The Heritage Council strongly believes that the importance of heritage to Irish society and the national economy must be communicated to as many people in Ireland as possible. Ultimately, the whole cultural and social spectrum in Ireland (along with the Irish diaspora throughout the world) has a right to appreciate and enjoy Ireland's national heritage.

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

2.2. STATUTORY FUNCTIONS OF THE HERITAGE COUNCIL

The statutory functions of the Heritage Council – as specified by *The Heritage Act 1995* – are to propose policies and priorities for the identification, protection, preservation and enhancement of the national heritage, including monuments, archaeological objects, heritage objects, architectural heritage, flora, fauna, wildlife habitats, landscapes, seascapes, wrecks, geology, heritage gardens and parks, and inland waterways. Council shall in particular:

- i) Promote interest, education, knowledge and pride in, and facilitate the appreciation and enjoyment of the national heritage*
- ii) Cooperate with public authorities, educational bodies and other organisations and persons in the promotion of the functions of Council*
- iii) Promote the coordination of all activities relating to the functions of Council.*

3. STRATEGIC THEMES

Developed from its statutory functions, vision, and core principles, it is proposed to place all Council's work within the following strategic themes. Each of the themes is translated into a series of specific policies and actions. These actions will form the essence of Council's work programme during the period 2007-2011. A high-level target has been identified for each theme; these will tie in with the targets and indicators discussed in Section 7.

Strategic Themes

1. Raising Awareness and Appreciation

- To strengthen and consolidate the awareness, understanding, appreciation, and enjoyment of the natural and cultural heritage
- To translate this into achievable, meaningful, and tangible policy proposals

High-level Target: To maintain the growth in positive public attitudes to heritage achieved 1999-2006.

2. Heritage Research/Surveys, Analysis and Evaluation

- To advise on, promote, and contribute to the surveying, analysis, dissemination and monitoring of comprehensive and up-to-date national heritage databases
- Using advanced information and communication technology (ICT) systems, to offer heritage input for sustainable economic, social and fiscal policy frameworks

High-level Target: To ensure the results from studies on economic value of heritage are recognized fully in future government plans.

3. Evidence-Based Policy Advice

- To propose quality, evidence-based policy advice to the Minister for the Environment, Heritage and Local Government, and others
- To ensure the protection and sustainable management of the cultural and natural heritage
- To assist in meeting national requirements under the provisions of international agreements and conventions

High-level Target: To submit five policy proposals on topics listed in section 3b during the period of this plan

4. Heritage Infrastructure

- To encourage and facilitate the strengthening and deepening of legislation, mechanisms, and structures at a national, regional, and local level
- To contribute to greater cooperation and coordination between all sectors of society, and to balanced national and regional economic growth and development
- To ensure that heritage considerations are at the very heart of society and public life

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

5. Best Practice in Conservation and Sustainable Heritage Management

- To promote and advise on international best practice standards for heritage conservation among key stakeholders and practitioners
- To strengthen the development and acceptance of economically and environmentally sustainable management of heritage in Ireland

High-level target: To set up links with relevant professional institutes and organisations and to establish specific heritage elements in Career Professional Development (CPD) for practitioners.

4. THEMES, POLICIES AND ACTIONS 2007-2011

This section outlines the themes, policies and actions the Heritage Council is undertaking to carry out as part of this plan.

STRATEGIC THEME 1: RAISING AWARENESS AND APPRECIATION

1a. Policy

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

1a. Actions

- i Implement Council's internal and external communication plan
- ii Increase participation in Heritage Week, and related theme days
- iii Support appropriate award schemes
- iv Promote awareness of lesser known aspects of heritage
- v Repeat the Heritage Awareness Survey on a regular basis
- vi Work in partnership with local authorities through the heritage officer programme and specific projects
- vii Expand on the Biodiversity Awareness Strategy

1b. Policy

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

1b. Actions

- i Develop a comprehensive heritage information service through the Heritage Council website, Heritage Outlook, and in collaboration with other heritage organisations
- ii Promote high quality interpretation through appropriate media
- iii Support conferences and seminars on themes relating to Council's priorities
- iv Maintain the focus of the Heritage Council in promoting publication of the results of archaeological excavations
- v Promote the Publication Grants Scheme and supporting publications on heritage aimed at a general audience
- vi Establish a Mayglass Vernacular Heritage Education Trust

1c. Policy

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

1c. Actions

- i Increase the uptake of Heritage in Schools
- ii Promote the study of heritage as part of the second level school curriculum
- iii Promote the introduction of additional heritage issues into third level education and training on agriculture

STRATEGIC THEME 2: HERITAGE RESEARCH/SURVEYS, ANALYSIS, AND EVALUATION

2a. Policy To initiate research in new areas

2a. Actions

- i Establish the impact of climate change on heritage
- ii Review archaeology research needs
- iii Promote a National Lowland Grassland Survey
- iv Understand the heritage of coastal and inter-tidal zones, and inland waterways, including cultural, natural and underwater elements
- v Develop a habitat mapping methodology
- vi Review the effectiveness of the planning and heritage legislation in protecting the national heritage
- vii Monitor the effectiveness of European Conventions and Directives as they relate to the functions of Council

2b. Policy To support ongoing national research and the development of national baselines

2b. Actions

- i Support national wildlife research initiatives and surveys of species of conservation concern
- ii Support independent research through the Heritage Council Research Grant Schemes
- iii Support relevant research initiatives by other government agencies
- iv Encourage the inclusion of designed landscape, demesnes, heritage parks and gardens as part of landscape policy
- v Encourage research initiatives on architectural heritage
- vi Increase awareness of impact of sectoral policies on the heritage environment
- vii Provide ongoing support for the Discovery Programme

2a. Policy To evaluate of the Heritage Council's own work

2b. Actions

- i Evaluate the impact of Council's grant programmes
- ii Evaluate the effectiveness of the Heritage Council's publications
- iii Evaluate the Heritage Officer Programme

STRATEGIC THEME 3: EVIDENCE-BASED POLICY ADVICE

3a. Policy To evaluate the impacts of conserving and managing heritage

3a. Actions

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

3b. Policy To provide high quality advice to the Minister for Environment, Heritage, and Local Government under sections 6 and 7 of the Heritage Act 1995

3b. Actions

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

3c. Policy To continue to promote and develop existing and emerging Heritage Council policy proposals and priorities

3c. Actions

- i Promote the application of landscape policy in protected area management and rural development programmes
- ii Develop and promote policy on the following key areas:
 - Museums and archives
 - Industrial heritage
 - Redundant churches
 - Determining curtilage
 - Built heritage on farms
 - Access to historic buildings
- iii Promote existing policy on the following key areas:
 - Agriculture and its impacts on heritage
 - Forestry and its impacts on heritage
 - Biological records
 - Conservation of biological diversity
 - Maritime heritage
 - Inland waterways
 - State sector spend on heritage

3d. Policy **To develop priorities on heritage management with other bodies and agencies**

3d. Actions

- i Work with local authorities as key partners
- ii Work with other agencies and bodies as appropriate
- iii Develop new strategic alliance with Failte Ireland
- iv Develop new strategic alliance with The Regional Assemblies

STRATEGIC THEME 4: HERITAGE INFRASTRUCTURE

4a. Policy **To encourage the development of heritage infrastructure at national, regional and local levels**

4a. Actions

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

4b. Policy **To increase cooperation within, and available to, local authorities**

4b. Actions

- i Develop and support the network of local authority heritage officers
- ii Support local authority heritage plans
- iii Coordinate the production of local biodiversity plans
- iv Promote appointment of a full complement of heritage professionals (including conservation officers)
- v Fund the extension of the Archaeological Field Monument Advisor Scheme
- vi Promote the establishment of biodiversity officers in local authorities
- vii Fund the protection of heritage in development plans through continued heritage appraisal
- viii Promote informed development planning in historic urban areas through village design statements for historic towns
- ix Maintain Council's role as a prescribed body under the planning acts

4c. Policy To support initiatives from national, EU, or other international bodies that assist in the creation of heritage infrastructure in Ireland

4c. Actions

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

STRATEGIC THEME 5: BEST PRACTICE IN CONSERVATION AND SUSTAINABLE HERITAGE MANAGEMENT

5a. Policy To promote the concept of preventative conservation

5a. Actions

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

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

5b. Actions

- i Use integrated conservation planning methodologies
- ii Encourage sustainable management of inland waterways through continuation of waterway corridor studies and strategies for the preservation of disused waterways and their associated heritage
- iii Promote the sustainable management of museums and archives
- iv Develop the *Museums Standards Programme for Ireland* developed by the Heritage Council
- v Promote care and consistency in the management of archaeological site excavation records

- vi Promote best practice in landscape protection as outlined in the European Landscape Convention through national Landscape Character Assessment and Historic Landscape Character, including the development of cross border initiatives
- vii Promote sustainable recreation use and enjoyment of the heritage in countryside, and marine and coastal areas
- viii Support codes of good practice for users of the countryside
- ix Promote sustainable management in practice through initiating and supporting appropriate projects, funding Applied Rountree Scholarship and continuing the Academic Rountree Scholarship
- x Support the government's *'Action on Architecture'*
- xi Promote best practice in the care of our maritime heritage

5c. Policy To promote community involvement in the management of heritage

5c. Actions

- i Continue the evolution of the Heritage Council's Local Heritage Grant Scheme
- ii Work with local heritage fora, community fora and other community and voluntary organisations
- iii Promote the conservation plan model to ensure participative management
- iv Promote the dissemination of high quality information in accessible format.
- v Advise communities on the promotion of heritage values

5d. Policy To support the organisations, networks, and professional institutes that promote best practice and sustainable management of heritage

5d. Actions

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

5e. Policy **To continue to work with international bodies that promote best practice and sustainable management of heritage**

5e. Actions

- i Continue to work with: IUCN, Europarc, European Forum for Nature Conservation and Pastoralism, European Greenways Association, European Network of National Heritage Organisation (ENNHIO), European Environmental Advisory Councils, among others

5. DELIVERING THE STRATEGIC PLAN 2007-2011

The core structure to be used to deliver the strategic plan during 2007-2011 is based on:

- The Council
- Council committees
- Council staff
- Our partners

The Council

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

Council committees

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

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

In line with the guidelines on corporate governance, Council has also established a Finance and Audit Committee.

Council staff

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

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

Council has operated a performance management system for all staff since 1996 in line with Delivering Better Government (DBG) ⁵ recommendations, and is committed to providing ongoing professional development and training for its staff.

Our partners

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

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

All aspects of the Strategic Plan will be delivered in association with one, or a combination of, the above partners.

5.1 CORPORATE GOVERNANCE

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

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

⁵ DBG was published in May 1996. DBG outlined an extensive modernisation process for the Irish public service, built around six key organisational themes. These included: greater openness and accountability; a mission of quality customer service; and the efficient and fair operation of simplified regulations. Within government departments, these developments were to be underpinned by organisational improvements in human resource management, financial management, and enhanced information systems management.

This is Council's third strategic plan. Based on the success of previous Strategic Plans, and as a result of maintaining a flexible and innovative business model, Council has secured an increase in budget from circa €1m (1996) to €14m (2006). At no time since completion of its first Plan 1997-2000 has Council's administrative cost run at more than 19%, allowing in excess of 80% of budget to be allocated to service delivery and specific actions. Council will during the course of this Plan seek to maintain levels of budgetary growth and maximise the percentage allocation to service delivery

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

6. MANAGING OUR RESOURCES

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

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

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

6.1 TARGETS AND KEY PERFORMANCE INDICATORS

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

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

6.2 MONITORING AND EVALUATION

The Heritage Council aims to be a successful ‘*learning organisation*’⁶ in the short, medium, and long term. Therefore, it is important that the strategic plan, which is effectively a **road map**, is continuously monitored and evaluated to ensure that the organisation moves in the desired direction during the plan period of 2007-2011. Another benefit of continuous monitoring and evaluation is that it will provide valuable new information and material about the Heritage Council and its day-to-day operations.

⁶ As defined by Peter Senge (1990) in the seminal publication – *The Fifth Discipline*.

RESPONSIBILITIES FOR MONITORING AND EVALUATION

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

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

MONITORING AND EVALUATION PROGRAMME

The monitoring and evaluation programme will consist of a combination of ongoing monitoring and evaluation status reports (see above), annual performance review (incorporated into the Annual Report), and a mid-term review in 2009 followed by an *ex-post* evaluation⁷ in 2011.

EVALUATION CRITERIA

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

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

Evaluation should focus on the implementation of the actions and their contribution to the overall achievement of the plan's strategic objectives. To be undertaken properly, the evaluation will be based upon the clearly defined key performance indicators (KPIs) discussed in Section 6.1.

Evaluation criteria will be based upon:

- ***Probity/Integrity***

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

⁷ *Ex post* evaluation refers to a backward-looking assessment of the effects and impacts of introduced programmes and projects/actions.

- ***Effectiveness***

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

- ***Efficiency***

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

- ***Appropriateness***

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

7. FINANCIAL PLAN 2007-2011

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

Theme/Area	2007 €000	2008 €000	2009 €000	2010 €000	2011 €000
1. Raising Awareness and Appreciation	1,358	1,626	1,671	1,591	1,636
2. Heritage Research, Surveys, Analysis & Evaluation	627	947	1,017	827	897
3. Evidence Based Policy Advice	1,465	1,970	1,945	1893	2,062
4. Heritage Infrastructure	7,762	8,297	8,980	9,567	10,383
5. Best Practice in Conservation and Sustainable Heritage management	3,011	2,735	3,038	3210	3,409
Administration & Staff	1,873	1,948	2,025	2106	2,191
Discovery Programme	1,431	1,488	1,547	1609	1,674
Irish Landmark Trust	317	329	343	356	371
New Headquarters	2,800	300	0	0	0
Total	20,644	19,640	20,566	21,159	22,623