

The Plan 1997-2000

The Heritage Council

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Foreword

The Heritage Council is to be congratulated on producing this Plan outlining their ambitions and activities to the year 2000. This is indeed an ambitious Plan and reflects the broad range of the Council's functions as set out in the Heritage Act, 1995.

The Council in its second full year in existence has already well established itself in its important heritage role, respected by all who are concerned for our heritage. As the Minister responsible for the national heritage, I am particularly pleased with the positive and constructive relationship which has developed between the Council and my Department.

The extent to which the Council members and Committee members have managed to work as a cohesive unit is reflected in this Plan which suggests throughout an holistic approach to heritage issues. This is entirely consistent with my own and the Government's approach to heritage as reflected in the commitment in the Programme for Government, "An Action Programme for the Millennium", to the development of a National Heritage Plan and local heritage Plans.

It is in its financial projections that the plan is at its most ambitious, anticipating as it does, increased funding considerably beyond its existing level of State funding. I understand that the Council will be seeking funding from a number of sources. For my part, I will be actively pursuing with my colleagues in Government, increased funding for the Heritage Council. I can assure the Council that I will certainly be doing my utmost in this regard, and I wish the Council well in its other fund raising efforts for the heritage.

I look forward to working with the Heritage Council over the four years of the Plan and to seeing its objectives brought to fruition.



Síle de Valera

Minister for Arts, Heritage, Gaeltacht & the Islands

Chairperson's Message

This plan is derived from the commitment of all those involved in the work of the Heritage Council and reflects the detailed discussion at our policy days held in the Royal Dublin Society in the second half of 1996. Consultation with other bodies, in particular the Department of Arts, Heritage, Gaeltacht and the Islands, have been of major importance in helping to shape the proposals the plan contains.

I would like to thank the Minister for Arts, Heritage, Gaeltacht and the Islands, Síle de Valera and her predecessor, Michael D. Higgins, for their support.

The plan provides the framework within which all of the Heritage Council's activities will be carried out. It is designed to take the heritage of our country into the next millennium in a position of strength, its relevance to the health and prosperity of our island and its communities having been fully recognised. The Heritage Act (1995), and the vision of those responsible for the work which led to its establishment in the laws of this land, present us all with a tremendous opportunity. Achieving the objectives outlined here will represent the first step towards the realisation of that opportunity. In recognising that in many areas much restoration is still required, the members of the first statutory Council have a responsibility to build on established standards for Ireland's treatment of its heritage. We have a deeply felt commitment to professionalism and to openness and co-operation with all our partners, particularly the many government services which have achieved so much to date and the voluntary bodies and individuals working in the heritage conservation field.

In working to achieve our objectives we have a number of assets - including the freely given time and expertise of Council and committee members - and a dedicated and creative professional staff. All Irish people in their local places are the ultimate custodians of our heritage. This plan is designed to facilitate us all in the enjoyment of that complex and fascinating inheritance from the past.



Freda Rountree
Chairperson

1. Preface

The Heritage Council was established under the Heritage Act 1995. It is an independent body which has a statutory responsibility to propose policies and priorities for the identification, protection, preservation and enhancement of the national heritage.

National heritage is defined as including:

- monuments
- archaeological objects
- heritage objects
- architectural heritage
- flora
- fauna
- wildlife habitats
- landscapes
- seascapes
- wrecks
- geology
- heritage gardens and parks
- inland waterways

The Heritage Council is a designated body under the planning acts. It is charged with a duty to undertake specific functions for the conservation of elements of the national heritage in public ownership as well as working with the community at large.

The Council shall work to:

- promote interest, education, knowledge and pride in the national heritage
- facilitate the appreciation and enjoyment of the national heritage
- co-operate with other bodies in the promotion of its functions
- promote the co-ordination of all activities relating to its functions.

The Council has agreed that it will: **work with all interested agencies and individuals to identify, protect, interpret, promote and enhance Ireland's heritage.**

In fulfilling its duties the Council is committed to the development of a new philosophy for our heritage. This philosophy is based on sustainability and the importance of enabling **community participation in achieving heritage objectives** to take place. The implementation of this plan is dependant on commitment to turning the ideals of Agenda 21 into reality. Following the Earth Summit in Rio de Janeiro in 1992, where the Agenda 21 concept emerged, 179 countries agreed to a blueprint on how to make our world economically, socially and environmentally sustainable. Many of the solutions to the problems identified at Rio de Janeiro lie in the development of partnerships between local communities, government agencies, local authorities, non-governmental organisations, the private sector, and educational establishments. The

Heritage Council in developing its plan for Ireland's heritage will seek to ensure that these partnerships realise their full potential.

2. Introduction

The Council has developed strategies to guide all its activities:

- The plan, which defines broad themes, establishes a clear objective for each theme and puts in place a range of policies and activities
- The programme of activity which translates the plan into a range of tasks.
- The financial requirements necessary to carry out this programme effectively up to the year 2000.

The Council recognises that many other agencies have heritage responsibilities and it is the intention of the Council, in implementing its plan, to complement the work of these agencies. In developing its new philosophy the Council will work hard to promote an atmosphere of co-operation and trust among all the partner agencies with responsibility for our heritage.

The Council will also actively seek and encourage partnership with the private sector and will establish working relationships with heritage agencies in other countries to apply the lessons of best practice.

3. The Plan

The Council has identified three key themes to guide all its activities up to the year 2000. These are:

COLLECTING DATA

PROMOTING PRIDE IN IRELAND'S HERITAGE

PROPOSING POLICY AND PROVIDING ADVICE

Theme 1 - Collecting Data

Context

In considering its functions, the Heritage Council recognises the vast amount of data on our heritage which exists throughout Ireland. Access to this information is not always easy and its use to further the identification, protection, preservation and enhancement of the national heritage is diminished as a result. The Heritage Council will take steps to develop a national database on the heritage. This will improve the quality of the information available to Council in proposing policies and providing advice and at the same time make the information it contains accessible to and relevant to the public.

Objective

To develop during the course of this period the framework for a definitive database as a benchmark to benefit Ireland's heritage in the future.

Key Policies - to resolve major issues and answer needs

- To identify all agencies involved in Ireland's heritage
- To identify gaps in information.
- To identify all sources of data and information relevant to the functions of the Heritage Council
- To collate available information in a manner which improves access to it
- To establish the current levels of interest in and understanding of the national heritage

Priority Actions - derived from the policy areas and carried out directly or in association with key partners.

- Publication of an audit of state sector heritage spending
- Publication of a pilot survey of museum collections
- Funding traditional houses/vernacular county surveys
- Co-operating with the national inventory of industrial archaeology
- Co-ordinating a survey of ecclesiastical heritage
- Supporting the development of a national inventory of architecture
- Developing an inventory of all state owned heritage properties

- Commissioning research on the impact on our heritage of current primary land use
- An assessment of urban archaeology

Theme 2 - Promoting Pride in Ireland's Heritage

Context

The level of the public awareness of environmental issues and heritage concerns has increased over the last decade. This is reflected in the amount of media attention given to these issues. The broadcasting of high quality documentary programmes, the number of letters printed in the press, the development of local environmental groups and the growth of rural tourism make clear the enormous change which has taken place. The establishment of the Heritage Council provides, for the first time, an opportunity for a statutory organisation to encourage this interest and awareness. One of the key functions of the Council is to promote interest, education, knowledge and pride in the national heritage. Out of this work will flow a greater appreciation of and ability to enjoy that heritage. The Heritage Council also has a specific responsibility to co-operate with public authorities, educational bodies, and other organisations and individuals in the promotion of the functions of the Council.

Objective

To facilitate and build on the increased understanding, appreciation, enjoyment and conservation of the national heritage.

Key Policies

To give the national heritage a central place in local and community development
 To produce a communication plan for the Heritage Council
 To produce practical advice for craftspeople working in the heritage area
 To recognise best practice through the establishment of themed award schemes
 To grant aid projects which meet Heritage Council criteria for both their quality of work and benefit to the national heritage
 To produce practical advice on conservation and enhancement of the natural and built environment
 To promote education about our heritage as part of the school curriculum
 To develop a programme of seminars and activities based on the national heritage

Priority Actions

- Commissioning material for broadcast on television
- Hosting a series of seminars across the country to raise awareness of our heritage
- Engaging in partnership ventures with Local Authorities
- Developing a community based heritage grant scheme
- Preparing high quality publications on aspects of our heritage directly or in partnership
- Developing a millennium project
- Producing a heritage pack in partnership with key partners
- Proposing indicative standards for regional and local heritage institutions

Theme 3 - Proposing Policy and Providing Advice

Context

There are many bodies and individuals involved in the development of, and implementation of policies affecting Ireland's heritage. These include central and local government, the private sector, non-governmental organisations, state sponsored bodies and voluntary agencies. The Council, through the Heritage Act, is charged with promoting co-ordination of all activities relating to its functions, one of its primary duties being to propose policies and priorities for the identification, protection, preservation and enhancement of the national heritage. Having worked to identify the full range of bodies with responsibility, direct and indirect, for our heritage the Council seeks co-operation and partnership in carrying out its statutory functions.

Objective

To promote an integrated approach to the development and implementation of policy on the national heritage by improving the quality and effectiveness of its input into Government policy.

Key Policies

To identify areas where legislation and policy can be improved to the benefit of the national heritage
To propose new policies and legislation where appropriate
To secure independent audit and assessment of relevant areas of work of the Council
To promote the application of the principles of best practice to the benefit of the national heritage
To publish advice on heritage practice in association with partner agencies
To maintain a detailed awareness of national, European and international influences on our heritage
To consult widely with key partners

Priority Actions

- Reviewing access to the countryside
- Advising government on genealogical records (inclusive of heraldic records)
- Reviewing planning legislation as it impacts on our heritage
- Proposing policies and priorities to strengthen the protection of the natural heritage
- Promoting implementation of the interdepartmental report, Strengthening the Protection of the Architectural Heritage
- Advising on policy for protected areas and environmental designations
- Preparing advice on the impact on our heritage of primary landuses, such as forestry and agriculture
- Proposing protection of Irish country house collections
- Advising on the development of inland waterways and the protection of maritime heritage

4. The Structures

The main elements of the structure of the Council are:

- The Heritage Council
- The Committees
- The Working Groups
- The Staff

Clear and definitive roles need to be established for each element in this structure if the Heritage Council is to build itself into an effective organisation. In effect the structure can be considered as the fourth of Council's themes of activity. In all respects the Council intends its structure to be open, accessible and transparent and it will take all necessary steps to ensure all those involved respect and reflect that policy.

The Council

The statutory responsibilities of the Heritage Council are set out in the Heritage Act (1995) . The Council has a chairperson and sixteen Council members who are appointed by the Minister. All major policy decisions and financial expenditure are decided by Council. The Council determines policy for the organisation and in consultation with the other elements, develops structures and procedures and reviews performance.

The Committees

The Council has four standing committees on:

- wildlife
- archaeology
- architectural heritage
- inland waterway

The Council recognises the need for two further committees to supplement the work of the standing committees. These committees will be concerned with:

- museums and archives
- education and communication

All committees are chaired by a member of Council and may include persons who are not Council members. The Minister for Arts, Heritage, Gaeltacht and the Islands may appoint three persons to each standing committee.

The role of all committees will be to perform functions delegated by the Council and to advise the Council on policy and action in their functional areas. Committees operate within the framework of the plan.

Working Groups

The Council may establish small working groups to carry out a specific tasks within a specified time. They will normally be chaired by a member of Council.

Individuals invited to form working groups are likely to have particular expertise not readily available within the Council membership or its staff.

The Staff

The Council has appointed a Chief Executive, supported by professional and administrative staff to conduct its day to day business, to provide expert policy advice to Council and its committees and to undertake development and representational work as required. Staff report to the Chief Executive who reports directly to Council.

A system of performance management will operate for all staff. This will seek to capitalise on staff commitment, professional expertise and potential and will complement government strategic management initiatives. Training to meet the needs of the Council will be provided and personal development will be encouraged.

The Heritage Council is an equal opportunities employer

The Key Partners

The Council will seek the participation of key partners in all of the work it carries out. An understanding by these partners of the new philosophy which the Council is seeking to develop, will be an essential element for success. By working closely with its partners, the Council aims to grasp the opportunity provided by the Heritage Act (1995) to develop an integrated approach to the management and development of heritage. The National Cultural Institutions, The Heritage Policy Division, the Waterways Service, the National Monuments and Historic Property Service and the National Parks and Wildlife Service, all of the Department of Arts, Heritage, Gaeltacht and the Islands, are key partners.

The Council will be fully transparent in all its activities.

5. Programme for 1997

The Council's programme plan for 1997 is constructed in the light of:

- its total budget allocation for the year 1997 (£2.992m). Of this £0.702m is Exchequer funded and £2.29m is provided by the National Lottery
- the need to lay the best foundation for achievement of its longer term objectives,
- the most effective use of its existing structure
- the requirement to honour a substantial inherited grant commitment.

Each element of the Council's structure assumes responsibility for the tasks identified in the programme for 1997. Committees will work together in particular areas and certain pilot projects relate to all the Council's functional areas.

Costs are attributed to themes of activity rather than individual committees.

The general breakdown of costs of the Council's activities for 1997 is:

Administrative and Staffing costs	£0.702m
Committed grants	£0.60m
Collecting data	£0.32m
Promotion of pride	£0.25m
Proposing policy	£0.17m
Heritage Grant Scheme	£0.15m
Contingency	£0.15m
The Discovery Programme	£0.63m
Research and Development	£0.02m
Total	£2.992m

Administration and Staffing - £702 000

The Council currently employs 12 full-time staff.

This sum allows Council to meet its own staffing and administrative costs for a full financial year. Provision is also included for the establishment of a superannuation scheme. The figure allows for the expenditure to be incurred by Council in the establishment of its temporary HQ. No provision is made for acquisition of new premises as a headquarters.

Committed Architectural Grants - £600 000

Budget provision in this area is to meet grants which had been committed by the former National Heritage Council, for the most part, on architectural projects. This

sum will not meet the total commitment inherited by the Council nor the carry over from previous financial years. It is an estimate of the likely requirement during the financial year 1997. Until the total commitment has been cleared or additional funding provided, the Council will limit grant applications for purely architectural projects.

Collecting Data - £320 000

The priorities for expenditure in this area of Council activity will be:

- a survey to determine a baseline for heritage awareness
- studies identified as essential to promote the strengthening of the protection of the natural environment
- study of impact of primary landuses on archaeology
- a survey of ecclesiastical buildings and their contents
- inventory of vernacular/traditional buildings
- an audit of state sector heritage spending
- pilot survey of museum collections
- encouraging the development of the national inventory on architecture
- survey of industrial archaeology

The Council will liaise closely with its partners in the pooling of existing information and initiate a pilot electronic publication scheme focusing initially on archaeology.

Promoting Pride - £250 000

Priority for expenditure in this area will be;

- commissioning material for broadcast on television
- publishing all survey results in an appropriate form
- developing a series of seminars on ecclesiastical heritage, natural heritage and built heritage
- encouraging the development of heritage education as part of the school curriculum

Proposing Policy - £170 000

During 1997 the Council will concentrate its efforts on:

- advising on policies for genealogical records
- developing standards for regional and local museums
- reviewing the role of the Heritage Council in the planning process
- developing partnerships with local authorities
- advancing thinking on sustainability and community participation as they relate to heritage
- advising on policy for protected area management
- advising on Section 26 of the Wildlife Act

Heritage Grants - £150 000

In 1997 the Council will pilot a local community heritage grant scheme. Projects accepted for grant aid within the scheme will be required to meet strict criteria including their completion by November 1997 and their demonstration of benefit to a minimum of two aspects of heritage as defined in the Heritage Act (1995). A maximum sum of £10000 will be available to any one scheme.

Contingency - £150 000

The retention of a contingency fund for Council to allow for the provision of emergency support in exceptional cases.

The Discovery Programme - £630 000

Council has allocated a sum of £630 000 to the Discovery Programme. The Discovery Programme is concerned with the carrying out of archaeological research. It is run by a non-profit making company, the Discovery Programme Ltd. The Chair and three of the directors are appointed by the Heritage Council.

Research and Development - £20 000

This allocation is for research and the development of new concepts which may be incorporated in future reviews of the Council's plan

6. Financial Plan 1997-2000

During the period 1997 - 2000 the Council will allocate expenditure consistently to its three main themes of activity. Four principles will underpin the rationale for funding to these themes and other areas of expenditure identified in the programme of activity.

- the current proportion of expenditure on administration as opposed to service delivery is 23%. This, when compared to many similar bodies or institutions, is a reasonable ratio. The Heritage Council is however committed to reducing this proportion in each of the subsequent financial years considered in this plan. This will ensure that the expenditure on our heritage is directed where it is most needed and not on the administrative costs of the Council itself.
- -as implementation of the plan progresses, the Council envisages a diminution in the allocation of funding to the theme, Collecting Data. Savings will be redirected towards Promoting Pride and the Proposing of Policy. The establishment of effective monitoring systems and the independent assessment of operational standards will also require additional funding in later years.
- while setting clear targets for its operation up to the year 2000 the Council will remain flexible in its approach retaining the capability to modify its strategies where this proves necessary and where need is identified.
- while core funding from the Exchequer and the National Lottery is the main source of funding for the Council's activities, the programming and marketing of aspects of the Council's work will be developed in a manner which will attract support from a wide range of individuals and bodies.

The following list summarises the current areas on which the financial requirements of the Council are based up to the year 2000.

Administration	...staffing and general running costs
Collecting data	...providing and accessing sound basic information on which to base Council's policy and as a resource for individuals and communities
Promoting pride	...increasing awareness, enjoyment and active participation in heritage related activities
Proposing policy	...promoting the integration of activities which impact on our heritage
Community grant scheme	...targeting support for heritage projects with a community base
Fund raising partnerships	...identifying those areas attractive to sponsors and securing support through the Council for particular projects
Research and	...allowing new concepts to be developed

development	
Biodiversity action plans	...promoting the strengthening of the protection of the natural heritage
Architectural grants	...for buildings at risk
Grant commitments	...allocating funds to grants
The Discovery Programme	...administering the budget allocation
Contingency	...planning for emergencies

Financial requirements for all these areas of activity, have been submitted to the Department of Arts, Heritage, Gaeltacht and the Islands. The following table summarises the financial requirement in each of the Council's areas of activity. It should be noted that the figures do not represent a commitment by government to provide this level of funding but they are considered by the Council as the minimum needed to achieve its goals.

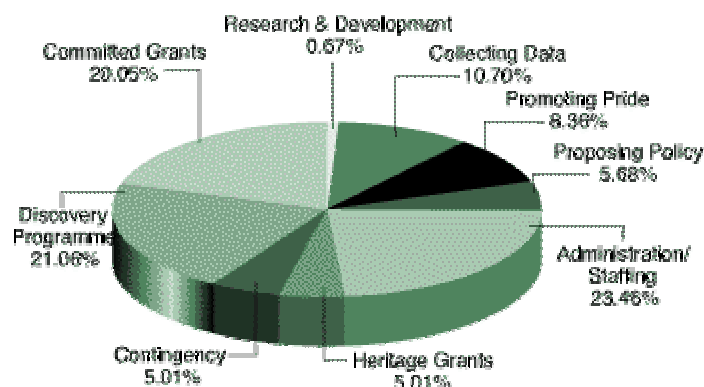
Summary of Estimated Expenditure 1997					
- FINANCIAL REQUIREMENTS 1998 - 2000					
Area	1997	1998	1999	2000	
	£IR	£IR	£IR	£IR	
Collection of Data	320,000.00	458,000.00	325,000.00	270,000.00	
Promotion of Pride	250,000.00	425,000.00	460,000.00	395,000.00	
Proposing Policy	170,000.00	245,000.00	280,000.00	340,000.00	
Administration/Staffing	702,000.00	950,000.00	1,200,000.00	1,400,000.00	
Heritage Grants	150,000.00	1,000,000.00	1,000,000.00	1,000,000.00	
Contingency	150,000.00	200,000.00	250,000.00	300,000.00	
Discovery Programme	630,000.00	800,000.00	900,000.00	1,000,000.00	
* Grant Commitments	600,000.00	1,500,000.00	250,000.00		
Buildings at risk		3,000,000.00	5,000,000.00	6,000,000.00	
Research and Development	20,000.00	10,000.00	20,000.00	30,000.00	
Fundraising Partnerships		30,000.00	40,000.00	50,000.00	

	Biodiversity		40,000.00	500,000.00	1,000,000.00
**	Headquarters		1,000,000.00	100,000.00	
	TOTALS	2,992,000.00	9,658,000.00	10,325,000.00	11,785,000.00

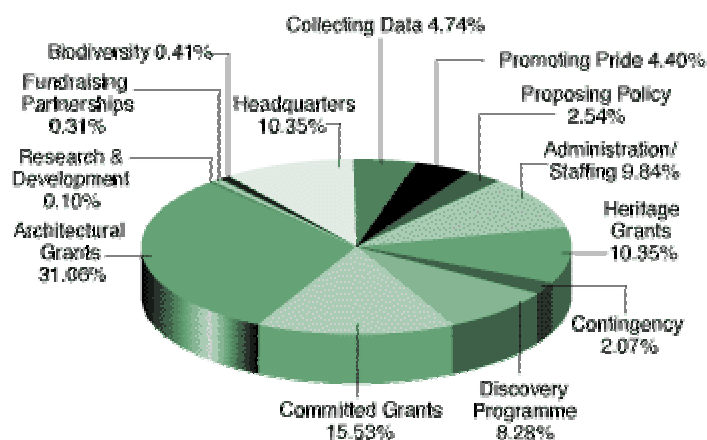
* Maximum possible sum

** Special allocation for acquisition and fitting out of permanent HQ

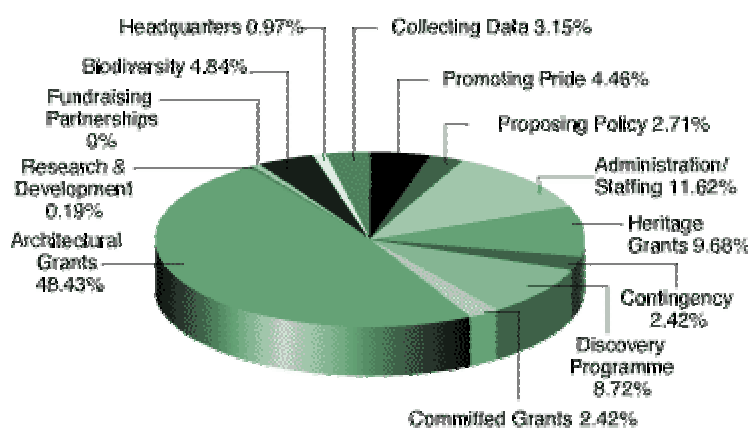
FINANCIAL REQUIREMENTS FOR 1997



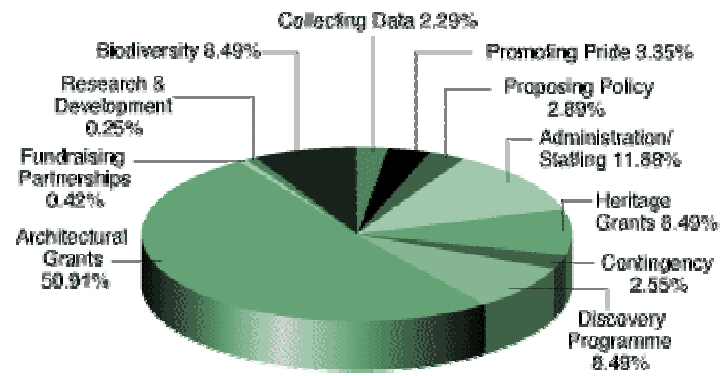
FINANCIAL REQUIREMENTS FOR 1998



FINANCIAL REQUIREMENTS FOR 1999



FINANCIAL REQUIREMENTS FOR 2000



Appendix

I Council Members

Freda Rountree - Chairperson
Anne Brennan
Emer Colleran
Michael Conry
Ruth Delany
Jimmy Dunne
Elizabeth Fahy
Orna Hanly
Anna McHugh Tomás Ó Caoimh
Peter Pearson
Jim Reynolds
Michael Ryan
Micheline Sheehy Skeffington
David Slattery
John Waddell
David Leach

II Committee Members

Paul Arnold
Terry Barry
Ian Bath
Alexander Butler
Mary Cahill
John Carolan
Pat Cooke
Ted Creedon
Colleen Dube
Anna Farrell
Cartan Finegan
Leo Hallissey
William Houlihan
Loughlin Kealy John Keane
Deirdre Kelly
Noel Kissane
John O'Halloran
Michael O'Hanrahan
Amanda Pedlow
John Sheehan
Barry Raftery
William Smith
Virginia Teehan
Heather Thomas
Dick Warner

Primrose Wilson
Peter Woodman

III Staff

Michael Starrett	- Chief Executive
Ursula Galvin	- Personnel / Office Manager
Mary Hanna	- Architecture Officer
Liam Lysaght	- Wildlife Officer
Eithne Verling	- Museums Officer
Charles Mount	- Archaeology Officer
Paddy Mathews	- Planning Officer
Beatrice Kelly	- Education & Communication Officer
Linda O'Brien	- IT/Finance Officer
Jackie Roberts	- Personal Assistant
Fionnuala Lynch	- Secretarial Support
Noreen Walsh	- Secretarial Support
Martina Malone	- Secretarial Support (Contract staff member)