Department of Arts, Heritage and the Gaeltacht

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We are pleased to welcome the publication of the first Statement of Strategy for the Department of Arts, Heritage and the Gaeltacht, which was established in June 2011 with a mandate to foster, promote and support Ireland's world-class artistic, heritage and cultural strengths, at home and abroad and to contribute to job creation and national recovery. These are key aims of the Programme for Government and we look forward to working with our associated bodies to pursue these goals.

We all recognise that we are living in challenging times. In times of difficulty, it is easy to underestimate the importance of our cultural heritage when competing priorities dominate the headlines. However, we are strongly of the view that our Department has an important contribution to make to Ireland’s economic recovery. There is much potential in the arts and in the cultural, heritage and creative industries to create growth and jobs. A key objective for our Department, therefore, will be to maximise the economic and employment creation potential of the arts, heritage and Gaeltacht/Irish language sectors. Cultural tourism – to which these sectors bring so much value - also has a significant contribution to make to Ireland’s economic recovery and the rebuilding of Ireland’s reputation on the international stage.

The aims, objectives and strategies in this Strategy Statement, while reflecting the difficult environmental context in which we all currently operate, set out an ambitious work programme for our Department’s over the period to 2014, including relevant objectives in the Programme for Government.

In summary, we will seek, over the lifetime of this Strategy Statement, to:

- promote and support Ireland’s world-class artistic and cultural strengths, at home and abroad;
- foster, promote, conserve and present our heritage and culture, including the Irish language and the Gaeltacht; and
- support the economic and social development of our offshore islands.

During these difficult economic times, our citizens need to know that they have the right to access, and indeed contribute to, the cultural life of the nation, to enjoy our built and natural heritage, and to participate in, and support, the activities of our growing Irish language communities. Access to the arts, culture, film and music and Ireland's rich heritage, including our language, are vital for preserving our national identity and helping to promote Ireland's image abroad. The aims and objectives contained in this Statement of Strategy will enable us to further develop that access.

We look forward to working together in co-operation with all of our stakeholders and thank them for their patience during a challenging transition period. The success of the new Department will be marked by its capacity to adapt and change in order to maintain the quality and relevance of its service to the public. This Statement of Strategy reflects that position and we believe that its ambitious objectives will be achieved in a manner that supports the contribution of our Department's work to the well-being of our nation.

Jimmy Deenihan, T.D.                        Dinny McGinley T.D.
Aire                                        Aire Stáit
I am delighted to present the first Statement of Strategy for the Department of Arts, Heritage and the Gaeltacht for the period 2011-2014. The Department has come through a period of great change since its establishment on 1 June 2011, following the reconfiguration of Government Departments announced by the Taoiseach in March 2011. The new Department brings together functions from the former Department of Tourism, Culture and Sport, the Department of the Environment, Heritage and Local Government and the Department of Community, Equality and Gaeltacht Affairs.

Since the establishment of the new Department, we have been working, together with our associated bodies, to create a unified Department, which has required flexibility, innovation and a partnership approach from all of our stakeholders. I thank all of the staff, our customers and stakeholders for their patience and co-operation during this process of change.

As a new Department, this Statement of Strategy gives us the opportunity to identify key objectives across our areas of work, achieve synergies across our new functions, consolidate work done to date and streamline our services in order to best serve our customers. Clearly, the Department will face a range of challenges over the coming years, but there will also be opportunities to enhance policy making, reform our systems and structures, and deliver our services in a more effective and efficient manner to the various communities and stakeholders we are mandated to support.

There will undoubtedly be significant challenges to overcome in the period covered by this Strategy Statement. We know that we will have to continue to 'do more with less'. We will need to be flexible and innovative if we are to continue to deliver the services and supports that are expected by our customers. I believe that increased engagement with the Croke Park and the wider Public Service Reform agendas will help us to do this. I believe also that we have an important job to do in this Department: to work, in an integrated way, with our Ministers, to promote and protect Ireland’s heritage and culture, to develop cultural tourism, to advance the use of Irish and to support the sustainable development of our islands. Despite the strong pressures on resources, I believe that we have the capacity, with our committed and enthusiastic staff, to deliver on this agenda in the years ahead.

I would like to thank all of the staff, within the Department itself and across its associated bodies, for their contribution to this Statement of Strategy. I would also like to thank all those individuals and groups who took part in the consultation process. This Statement is, I believe, a testament to the commitment and dedication of all those seeking to enrich the quality of life and identity of all members of our society through the appreciation and support of our cultural heritage.

Seosamh Ó hÁghmaill
Secretary General
1. Introduction

The Department of Arts, Heritage and the Gaeltacht was established on the 1st of June 2011 on foot of the reorganisation of Government Departments announced by the Taoiseach in March 2011, bringing together functions from the former Department of Tourism, Culture and Sport, the Department of the Environment, Heritage and Local Government and the Department of Community, Equality and Gaeltacht Affairs.

The new Department oversees and has policy responsibility for the conservation, preservation, protection, development and presentation of Ireland’s heritage and culture. The Department also seeks to promote the Irish language, to support the Gaeltacht and to assist the sustainable development of island communities. The key functions under its remit include:

- Arts, Culture, Film and Music, as well as oversight of Ireland’s cultural institutions;
- Ireland’s Built and Natural Heritage;
- the Irish Language, the Gaeltacht and the Islands; and
- North/South Co-operation insofar as it relates to Waterways Ireland, An Foras Teanga and the wider functions of the Department.

In reflecting current priorities, the Programme for Government 2011-2016, along with other Government priorities, will guide and shape the work of the Department. In preparing this Strategy Statement, the Department has had particular regard, in the context of the ongoing resource constraints, to the following Programme for Government commitments to:

- support cultural tourism as one of the most important elements of Ireland’s tourism product and thus stimulate job creation and economic regeneration;
- accelerate the implementation of EU directives;
- support the 20-Year Strategy for the Irish Language 2010-2030 and deliver on its achievable goals and targets;
- deliver new job creation prospects to Gaeltacht regions; and
- support the full implementation of the Good Friday Agreement and the St. Andrews Agreement.

A number of State bodies and agencies with responsibilities relating to various aspects of the Department’s remit are funded from within the Department's Vote Group. We will work with these bodies and agencies (listed in Appendix 2) to ensure a co-ordinated approach to the delivery of this Strategy Statement.
2. Mission and Mandate

The Department of Arts, Heritage and the Gaeltacht retains from its predecessor, the Department of Tourism, Culture and Sport, the mandate to promote access to, and participation in, the arts by all sections of Irish society and to support our national cultural institutions in their work to preserve, protect and present our moveable heritage and cultural assets. The new Department also has responsibilities in relation to the protection, conservation, management and presentation of Ireland’s built and natural heritage, to supporting and promoting the Irish language, and to assisting in the sustainable development of the Gaeltacht and the populated offshore islands.

All of these areas - art, culture, heritage, language - form part of a rich tapestry within which Irish national life is woven and overlaid in a myriad of ways. In places such as Brú na Bóinne in the Boyne Valley, heritage, culture and art can be seen to come together in a very special way. Or in the Gaeltacht, in places such as Toraigh in Donegal or Cill Rialaigh in Kerry, the intersection of art, heritage and language can easily be recognised and experienced. However, such interactions are occurring in a multitude of ways and at many different levels, in both conscious and unconscious ways, right across the range of activities that make up our daily lives here in Ireland. A key purpose of the new Department is to recognise and acknowledge the existence of this cultural tapestry and to support, to the extent possible, the type of activities and interactions that help to maintain its richness.

The Department also has an important contribution to make to Ireland’s economic recovery. There is much potential in the arts and in the cultural, heritage and creative industries to create growth and jobs. A key objective for the Department, therefore, will be to maximise the economic and employment creation potential of the arts, heritage and Gaeltacht sectors. Cultural tourism also has a significant contribution to make to Ireland’s economic recovery and the rebuilding of Ireland’s reputation on the international stage.

A further objective for the Department over the coming period will be to promote Irish arts and heritage abroad. The Department will also seek to facilitate synergies between the arts, cultural, heritage and Gaeltacht sectors, most notably in the area of tourism product development and cultural tourism.

Overall, the challenge in the coming years for the Department will be to build an organisation that makes a difference and that enriches the quality of life and identity of all members of our society at a difficult and challenging time.

In delivering on this broad mandate, the Department will work with a wide range of individuals, groups and other relevant stakeholders. It will seek to promote a co-ordinated and coherent approach, not only across the range of measures for which it has direct responsibility, but also with Departments and agencies whose work impacts on Ireland’s rich culture, heritage and language, and on other aspects of the Department’s remit.
In summary, the Department’s purpose is

- to promote and support Ireland’s world-class artistic and cultural strengths, at home and abroad;
- 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 light of the mandate conferred on the Department, the following Mission Statement has been adopted:

To promote and protect Ireland’s heritage and culture, to develop cultural tourism, to advance the use of the Irish language, and to support the sustainable development of the islands.
3. **Our Customers and Stakeholders**

The Department is committed to delivering quality services to all its customers, consistent with the commitments contained in its Customer Charter and in its Customer Service Action Plan. Both of these documents will be reviewed and updated, in consultation with our customers, during the lifetime of this Strategy.

The Department interacts with a broad spectrum of stakeholders, including members of the Government, public representatives and other Government Departments, Offices and agencies. We are also actively involved in supporting North-South co-operation and engaging with key stakeholders on both the EU and international stage. In addition, we interact with a wide range of parties from outside the public service, including both groups and individual members of the public who use our services and have an interest in our activities.

We value these relationships, and remain conscious of the need to ensure that the contributions we make add value and meet the needs of the individuals, groups and communities we serve. We are committed to maintaining and improving our delivery of a high standard of service to our customers in the current challenging environment.

Continuing evaluation and consultation is a central mechanism for ensuring that our customers’ expectations and needs are considered and responded to. This Statement of Strategy has been developed in consultation with our customers and the principles of consultation will remain central to our work over the lifetime of this Strategy.

4. **Our Operating Environment**

In the context of developing this Strategy Statement, an environmental analysis has been undertaken to identify the external influences, trends, challenges and critical issues at national and international level which will impact on the Department over the coming years. The environmental analysis included a review of relevant economic, demographic, environmental and social issues. A significant element of the environmental analysis centred on the identification of customer interests and needs with a view to improving service delivery. Submissions received during the consultation phase of the work have been taken into account in this process.

**National Context**

This Strategy Statement has been developed in a very challenging and difficult economic environment. Ireland is experiencing a severe economic downturn, with implications for employment, income and living conditions. This presents a major challenge for the provision of public services and a major reform programme of the public service is underway to deliver leaner, better aligned and more efficient public services.

The population of Ireland continues to increase and preliminary findings on census night 10th April 2011 indicate that the population was 4,581,269, an increase of 341,421 on the 2006 census. This represents an increase of 8.1 per cent over the past five years, or an annual average of 1.6 per cent, compared to 2.0 per cent per annum in the period 2002-2006. The unemployment
rate has continued to increase in 2011 and the growing proportion of people in long-term unemployment poses many social challenges. Incomes and living standards have declined, primarily due to the rise in unemployment and the recent decline in wages.

In a national context, the following are some of the key issues that influenced the development of this Strategy Statement:

- Ireland’s national cultural institutions and heritage facilities offer social, economic and educational opportunities and can contribute positively to the lives of all citizens.
- The combined arts, culture and creative sectors is globally one of the fastest growing sectors, representing 7% of global GDP and growing at 10% per annum.
- Cultural tourism can contribute in a significant way to the restoration of the economy and to the creation of jobs. A 2009 study reported that employment dependent on the arts, culture and creative sectors combined was 170,000 or 8.7% of total employment in the economy\(^1\).
- A more recent study by Indecon in 2011 showed that total employment in the wider arts sector, which includes, film and video, museums and other cultural activities, literature and publishing, amounted to 21,300 and contributed €716m to the economy in 2010.
- The list of top visitor attractions in Ireland is dominated by the natural and built heritage, while festivals, musical and other events also attract major numbers. In 2010, there were 3.5 million visitors to the cultural institutions directly supported by the Department. For the period 2008-2010, figures available show that there were over 1.73 million visitors to 13 of the heritage properties in State care alone.
- The conservation and enhancement of our built heritage plays a major role in increasing Ireland’s attractiveness as a tourism destination and in advancing national economic recovery. In this context, Ireland’s World Heritage Sites have the potential to significantly enhance the tourism return from Ireland’s heritage.
- A critical challenge in the natural heritage area over the coming period is to achieve compliance with EU Directives and avoid censure and potential fines from the European Commission and the European Court of Justice.
- While almost 1.66 million people, or 41.9% of the population, indicate that they can speak Irish, just over 72,000 people actually speak Irish on a daily basis outside of the education system\(^2\). Research\(^3\) indicates that, without urgent remedial action, the Irish language may only have a lifespan of 15 to 20 years as a community and household language in the Gaeltacht.

Northern Ireland

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\(^1\) The Economic Impact of the Arts, Culture and Creative Sectors – DKM Economic Consultants (2009)
\(^2\) Census 2006
\(^3\) An Staidéar Cuimsitheach Teangeolatach ar Úsáid na Gaeilge sa Ghaeltacht - Acadamh na hOllscolaíochta Gaeilge, Ollscoil na hÉireann, Gaillimh (2007)
The consolidation of peace in Northern Ireland remains a policy priority for the Government which is committed to promoting partnership on the island of Ireland through the North/South Ministerial Council and the other North/South institutions of the Good Friday Agreement, thus deepening economic, social and cultural relations between both parts of the island of Ireland.

While continuing to support the North/South Implementation Bodies for which the Department is a co-sponsor, the exploration of ways in which to increase the level of North/South co-operation across the full range of activities for which the Department has responsibility will also continue to be a priority, especially where mutual benefit and value for money is evident.

**EU and International Perspective**

The Department’s strategies and priorities are also informed by the broader international environment in which it operates. The Department will work and engage with its colleagues internationally in relation to common areas of interest, including arts, culture, film, music, the built and natural heritage, and the language agenda. Ireland will hold the Presidency of the European Union in 2013 and this will necessitate a significant body of work for the Department across a range of areas within its remit.

EU-level initiatives have a significant impact on policy development in Ireland and on programmes relating to the Department’s responsibility. Indeed, national policy in relation to the natural environment is largely driven by developments at EU and international level. The Department has a key role in implementing agreed European Directives to protect precious species and habitats. We are challenged, in particular, to meet obligations which arise out of the Birds and Habitats Directives and in ensuring that we rectify the deficiencies in our systems of protection which were identified in judgments made against Ireland in the European Court of Justice. The Department will also have a key role to play in international environmental work under the aegis of the Convention on Biodiversity, the Convention on International Trade in Endangered Species (CITES) and in supporting Ireland’s contribution to the United Nations Conference on Sustainable Development (Rio+20) in 2012.

While issues in relation to the built heritage are largely a matter for national governments, the Department will continue to participate in appropriate EU and international fora, which encourage policy development and sharing of information. Expanding UNESCO World Heritage Designations of key sites in Ireland will also be pursued over the period of this Strategy Statement.

**Programme for Government**

The *Programme for Government 2011-2016* seeks to repair Irish society over the next 5 years and get people back to work. In particular, the overall goal of the *Programme for Government* is to restore the country’s finances. The Programme has implications for all areas of Government and recognises the important contribution and value that arts, culture, heritage and language can bring to Irish life.

The strategic priorities of Government for the period ahead, include:
• restoring the economy and the country’s finances;
• job creation;
• rebuilding Ireland’s reputation on the international stage;
• forging a new Ireland that is built on fairness and equal citizenship, including a commitment to strive to ensure that that every citizen has an effective right, free from discrimination, to contribute to the economic, social and cultural life of the nation;
• renewing, reforming and transforming the public service; and
• strengthening Ireland’s relationships to advance the strategy for recovery and growth.

The Department is committed to working with all its public service partners and other stakeholders in order to contribute to the achievement of these priorities within the context of its remit.

Public Service Modernisation and Reform

This Strategy Statement has been prepared in the context of the Government’s Public Service Reform Programme and the Public Service Agreement 2010-2014 (the Croke Park Agreement), which was ratified in June 2010. The Agreement maps the actions required to ensure that the civil service and State agency sectors will be smaller, leaner, more integrated and more technology driven. It also sets out actions to ensure that they will be high performing, efficient and effective, operating within a reduced cost base and with fewer staff. Outdated practices will be eliminated and existing resources better managed. A key priority for the Department over the coming period will be to implement the commitments in its Croke Park Action Plan and Reform Plan. This includes implementation of commitments made in respect of bodies funded from the Department's Vote Group in the Government’s Rationalisation of State Agencies Strategy.

Priority will be given over the coming period to deploying and redeploying personnel in line with changing needs and emerging best practice. The Department will focus on improved management capacity and redesigning administrative systems and procedures to reduce costs and enhance the targeting of services. Priority will continue to be given to frontline services, having regard to the level of resources available.

Other Government Strategies

A number of Government strategies and other policy frameworks, some of which the Department has been mandated to lead and co-ordinate, directly impact on the Department’s work. The Department has lead responsibility for co-ordinating the implementation of the 20-Year Strategy for the Irish Language 2010-2030 and the Policy on Architecture 2009-2015. Other Government strategies which impact on the Department’s work include the EU/IMF Programme; Ireland’s Stability Programme to 2014; Public Service Reform Programme; Public Service Agreement 2010-2014; National Reform Programme under the Europe 2020 Strategy; National Development Plan 2007-2013; Building Ireland’s Smart Economy; Europe 2020; National Spatial Strategy 2002-2020; National Action Plan for Social Inclusion 2007-2016 (NAPS); National Children’s Strategy; National Disability Strategy; National Women’s Strategy 2007-

5. Our Current Goals and Strategies

The Department is involved in a wide range of activities and service provision. For the purposes of this Strategy Statement, the Department’s work has been grouped into four main sectors, as set out below. For each of these sectors, key policy issues arise, bringing a need for effective consultation and co-ordination, both within and beyond the Department.

The four sectors, together with the goals identified for each, are:

**Arts, Culture, Music and Film**

- **Goal 1**: To promote and develop Ireland’s world-class artistic and creative strengths at home and abroad, maximising their societal, economic and reputational value for the country.

**Built and Natural Heritage**

- **Goal 2**: To conserve and manage our unique heritage for the benefit of present and future generations, as a support to economic renewal and sustainable employment, and in compliance with legal obligations.

**The Irish Language, the Gaeltacht and the Islands**

- **Goal 3**: To support the Irish language, to strengthen its use as the principal community language in the Gaeltacht and to assist the sustainable development of island communities.

**North/South Co-operation**

- **Goal 4**: To maintain, develop and foster North-South co-operation.
Goal 1: Arts, Culture, Music and Film

A significant challenge over the coming period will be to ensure the optimal use of the resources allocated for artistic, film and cultural endeavours and the preservation, conservation and display of the movable national heritage for present and future generations - directly through the Department’s programmes and indirectly through the agencies under its aegis, such as the Arts Council, the Irish Film Board and the National Cultural Institutions (NCIs). In advancing this agenda, priority will continue to be given to maximising the potential in the arts, cultural and creative industries to create growth and jobs.

Cultural tourism has an important role to play and contribution to make to Ireland’s economic recovery and the rebuilding of Ireland’s reputation on the international stage. A critical objective for the Department over the coming period will be to develop a policy framework for the promotion of Irish art abroad and to facilitate synergies between the arts and cultural sector and other sectoral areas, most notably in the area of tourism product development and cultural tourism.

Furthermore, arts, culture and audiovisual content play a crucial role in the deployment of the knowledge society, fuelling investments in broadband infrastructures and services, in digital technologies, as well as in new consumer electronics, communications devices, platforms and channels to market.

The Department will have an important role to play in leading the development and delivery of the Government’s commemoration programme to mark the centenaries of seminal events in the history of modern Ireland, North and South, during the decade 2012-2022. In this context, the Department will have regard to the commitment in the Programme for Government to "develop a cultural plan for future commemorative events such as the Centenary of the Easter Rising in 2016".

High-Level Goal: To promote and develop Ireland’s world-class artistic and creative strengths at home and abroad, maximising their societal, economic and reputational value for the country.

Impact Indicators:

- Increase aggregate annual visitor numbers to cultural institutions to 4m by 2016.
- Increase aggregate output of film and television production sector to €300m per annum by 2016.
- Increase participation in the arts and culture nationally by 10% by 2016.
- Increase the audience for Irish arts abroad to 1m per annum by 2016.

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<th>Strategy</th>
<th>Outputs</th>
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<tr>
<td>To nurture and develop Irish artistic and creative talent and enhance arts access, the national cultural</td>
<td>Deliver world class exhibition programmes at NCIs leading to quality visitor experience.</td>
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| institutions, regional arts infrastructure and cultural tourism nationwide, in cooperation with national and local authorities and other partners. | • Enhance national collections through strategic acquisition, and collection sharing partnerships.  
• A number of path-finding arts in education initiatives. |
|---|---|
| **To promote Irish arts in key territories worldwide, strengthening Ireland’s global reputation and cultural profile and develop a strategy to exploit opportunities for philanthropy, sponsorship and endowment in the Irish arts and cultural sector.** | • Go-live of website www.irishgenealogy.ie to include as many Church records as possible.  
• Launch of genealogy portal.  
• Commercial/marketing strategy for the NCIs implemented.  
• A number of high-quality events presented in key strategic international locations, with growth in audience numbers for Irish artists and increased reach through media.  
• A number of artform showcases delivered in key festivals and markets, with further touring opportunities, collaborations and commissions generated for Irish artists. |
| **To develop and promote the Irish audiovisual content creation industry.** | • Sustain film and television production sector above 2011 levels. |
| **To lead the development and delivery of the Government's commemoration programme to mark significant centenaries during the decade 2012-2022.** | • Actions by Department to lead the development and delivery of the Government's commemoration programme.  
• Supporting the Minister in his role as Chair of All-Party Oireachtas Consultation Group. |
Goal 2: Built and Natural Heritage

Ireland’s built and natural heritage resource is a key national asset which is fundamental to our nation’s well-being and attractiveness as a country. It is important to who we are as a people and is an essential foundation to national economic recovery. Our heritage assets are also of importance in terms of planning and sustainable development.

The Department is responsible for delivering national nature conservation objectives across the State and also operates Ireland’s 6 national parks and 72 nature reserves. The Department is also responsible for national policy on architecture and the built heritage, ranging from the archaeological wonder of Brú na Bóinne and Sceilg Mhichíl, to the many urban and rural historic places that make up our existing built environment. It is through our heritage that we, as Irish people, experience the history of Ireland itself and find understanding in how we have developed as a nation.

Ownership and responsibility for minding the built and natural heritage is shared with Government Departments and State agencies, local authorities and non-governmental organisations, local communities, the business and farming sectors and, of course, individuals. The Department will strive to work effectively with all these partners over the coming period. Having fostered the development of heritage conservation in terms of conserving the past both for continued economic growth and for strengthening national cultural identity, it is now recognised that heritage conservation has evolved to become a vehicle for achieving broader ends such as urban and rural revitalisation, job creation, cultural stewardship, business incubation and sustainable tourism.

Two key areas in which the Department will seek to work with relevant partners relate to ensuring that agricultural policy and practice is more compatible with nature conservation - a significant issue in the context of the CAP reform agenda – and that Ireland is in full compliance with EU law on nature conservation. Progress can be assisted by building strong coalitions of interest nationally, and in our local communities, which view nature conservation, not as an imposition on a traditional way of life, but as an opening up of new possibilities to appreciate the beauty of our countryside, and the rich heritage of nature, as something which we celebrate and which can bring new sources of income to local communities.

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<tr>
<th>High-Level Goal:</th>
<th>To conserve and manage our unique heritage for the benefit of present and future generations, as a support to economic renewal and sustainable employment, and in compliance with legal obligations.</th>
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| Impact Indicators: | ![The status of Ireland’s protected species and habitats as reported under Article 17 of the Habitats Directive.](image)
|                  | ![Number of European Commission infringement cases open against Ireland (number of cases closed, new cases opened, including pilot cases).](image)
|                  | ![Numbers of visitors to National Parks and other visitor centres.](image)
<p>|                  | <img src="image" alt="Numbers of structures protected through grants and/or other interventions." /> |</p>
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| To ensure that Ireland has in place a suite of policies and up-to-date legislation in compliance with EU and international heritage obligations. | • National Peatlands Strategy put in place, including policy on NHAs.  
• A 5 year strategy for the National Parks and Wildlife Service (including policy on Wildlife Acts, National Parks legislation and Natural Heritage Areas) put in place.  
• National Monuments Bill enacted.  
• A National Landscape Strategy adopted. |
| To ensure effective implementation and, where appropriate, enforcement of heritage policies and legislation, including through and by third parties. | • Resolution brought to peatland protection issues, including cessation of cutting on SAC raised bogs, with compensation and relocation schemes in place.  
• All land-based and marine nature conservation designations required under EU law completed.  
• National conservation objectives put in place for Natura designated areas and management plans drawn up for key areas in line with agreed policy.  
• The National Biodiversity Plan progressed across all sectors in line with agreed priority actions.  
• Contribute to implementation of ‘greener’ CAP in support of objectives of Birds and Habitats Directives, in co-operation with the Department of Agriculture, Food and the Marine.  
• Guidelines issued/reviews completed in areas of heritage protection and codes of practice/protocols put in place, where appropriate. |
| To promote greater appreciation and understanding of Ireland’s rich heritage as a valuable amenity for business, farming and tourism and as a means of presenting Ireland as an attractive destination for sustainable inward investment. | • Policies in place to help enhance Ireland’s tourism product and promote positive role of nature conservation.  
• Updated management plans for Brú na Bóinne and Sceilg Mhichíl agreed.  
• National Inventory of Ireland completed (excluding Dublin). |
| To ensure that the heritage services are delivered as effectively as possible, including through third parties. | • Protocols/Service Level Agreements put in place with the OPW, the Heritage Council\(^4\), local government and relevant non-governmental heritage organisations to deliver and promote heritage services.  
• Organisational Review of the National Parks and Wildlife Service implemented. |

\(^4\) The Heritage Council is being reviewed to consider whether it should be merged with the Department in accordance with a Government Decision of November 2011.
Goal 3: The Irish Language, the Gaeltacht and the Islands

The Irish language has a fundamental role to play in defining the unique nature of Irish identity and in epitomising the cultural distinctiveness of Gaeltacht communities. The 20-Year Strategy for the Irish Language 2010-2030 aims to ensure that as many citizens as possible are bilingual in both Irish and English; that the language becomes more visible in Irish society generally; and that the language is maintained as the principal community language in the Gaeltacht. The Department has overall responsibility for the implementation of the 20-Year Strategy. Within that framework, the Department promotes the Irish language through measures designed to foster positive attitudes towards Irish, to create opportunities for the use of Irish and to increase ability in Irish. The Department also supports the Irish language in the Gaeltacht through measures designed to increase the number of daily speakers of Irish through the development of a strategic language planning process.

The maintenance and development of sustainable communities on islands poses particular challenges, especially in the context of population changes and the need to provide satisfactory services and a developed infrastructure. Promoting the sustainable development of the populated offshore islands will remain an important task for the Department. While much has been achieved in recent years, continued efforts will be required, notwithstanding resource constraints, in order to maintain and enhance islanders’ living standards. A key focus of the Department over the period of this Strategy Statement will be to seek to facilitate the delivery of more effective and integrated services to islands, particularly through local authorities and other State bodies.

**High-Level Goal:** To support the Irish language, to strengthen its use as the principal community language of the Gaeltacht and to assist the sustainable development of island communities.

**Impact Indicators:**
- Increase in the number of Irish speakers, as evidenced by Census 2011.
- 20,000–25,000 students attending Irish colleges in the Gaeltacht per annum.
- 400 new FTE (full-time equivalent) jobs created in the Gaeltacht per annum and an employment base of 6,500 FTE jobs maintained in the Gaeltacht per annum.
- 200,000–250,000 people, including island residents, using subsidised transport services to the offshore islands per annum.

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| To implement the 20-Year Strategy for the Irish Language 2010-2030. | • Establishment of legislative framework for implementation of Strategy, as evidenced by the enactment of the proposed Gaeltacht Bill.  
• Implementation plans for Strategy agreed with key stakeholders.  
• Establishment of implementation structures under Strategy and delineation of delivery mechanisms between Department, Údarás na Gaeltachta and Foras na Gaeilge. |
| To facilitate the delivery of services to island communities. | • Language planning process developed as a result of the proposed new statutory definition of the Gaeltacht based on linguistic criteria.  
• Review of Official Languages Act 2003 completed.  
• Economic fabric of Gaeltacht enhanced through job retention and job creation in Gaeltacht areas.  
• Number of lifeline transport services provided to offshore islands. |
Goal 4: North-South Co-operation

North/South co-operation, particularly in the context of the Good Friday and St. Andrew’s Agreements, continues to be a key priority for the Department. We are particularly engaged in support for the North-South Ministerial Council (NSMC) in its Language and Waterways sectors, given our role in co-funding and supporting two North/South bodies under our remit. These bodies are Waterways Ireland and An Foras Teanga (comprising Foras na Gaeilge and Tha Boord o Ulstèr-Scotch/the Ulster-Scots Agency), which are co-sponsored with the Department of Culture, Arts and Leisure in Northern Ireland.

The Department remains committed to exploring ways of increasing the level of North/South co-operation across the full range of activities for which we have responsibility and to broadening contact with all relevant organisations and groups in Northern Ireland. In addition to co-operation in the language and waterways sectors, further areas of active co-operation currently include islands development, commemoration programme development, arts, culture, music and film collaboration, and co-operation in relation to built and natural heritage.

**High-Level Goal:** To maintain, develop and foster North/South co-operation.

**Impact Indicators:**

- Level of enhanced North-South co-operation through joint supports for the Inland Waterways and Language Implementation Bodies and engagement on areas of mutual interest.
- Number of Irish language and Ulster-Scots organisations supported by Foras na Gaeilge and the Ulster-Scots Agency respectively.
- Level of progress towards achieving the Business and Corporate Plan targets of the Bodies

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Outputs</th>
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<tbody>
<tr>
<td><strong>To promote North/South co-operation, particularly in the context of An Foras Teanga and Waterways Ireland.</strong></td>
<td>• Number of NSMC meetings in language and inland waterways sectoral formats.</td>
</tr>
</tbody>
</table>
| **To promote North/South co-operation in other areas of activity within the Department's remit.** | • Maintenance and development of contacts and co-operation with Government Departments, public sector bodies and NGOs with a view to the development of stronger North/South economic and social relationships within the Department’s area of remit.  
• Promote the use of Ireland’s inland waterways and increase visitor numbers, through the implementation of |
Waterways Ireland Marketing Strategy.

- Promote Irish and Ulster-Scots language and culture on an all-island basis, including support from An Foras Teanga to a range of groups and activities.
6. Our Capacity to Deliver

The Department is committed to public service modernisation and will work with all relevant stakeholders involved in rolling out the Government’s Public Service Reform Programme and implementing the terms of the Public Service Agreement 2010-2014 (the Croke Park Agreement). A key objective for the Department over the coming three years will be the ongoing implementation of its Croke Park Action Plan and Public Service Reform Implementation Plan. Progress in this regard will continue to be monitored by the Department’s Management Advisory Committee and Reform Committee.

As previously mentioned, the Department, which was established in June 2011, brings together functions from the former Department of Environment, Heritage and Local Government, the Department of Tourism, Culture and Sport and the Department of Community, Equality and Gaeltacht Affairs. A major organisational challenge over the lifetime of this Strategy will also be to build and develop a coherent new Department, with a strong policy focus and to produce more efficient service delivery for the citizen.

Human Resources, Modernisation, Training and Information Technology

The Department’s most important asset is its staff. The ongoing development of a highly motivated, professional and productive staff working in a positive, supportive environment is central to the delivery of the Department’s goals.

In the context of the moratorium on recruitment and promotion in the public service, and the reduction of staff numbers arising across the Department through the Employment Control Framework process, staff will be redeployed to the areas of greatest need and priority. Training and development opportunities will be provided in order to best equip staff to meet the demands and challenges that they will face, and to enable the Department to do its work as effectively as possible. Clearly, the robustness of our HR policies and our strategic management capabilities will be central to our performance.

The use of information and communication technology will continue to be developed to facilitate effective customer service and communication over the course of this Strategy. Furthermore, the Department will initiate and co-operate with cross-Departmental projects to deliver innovative and cost-effective information and communication technology solutions.

The Department has its principal offices in Dublin, Galway, Killarney and Wexford, while staff are also based in National Parks and other regional locations. Effective internal and external communications, teamwork and partnership will, therefore, be critical in enabling us deliver on our mandate. To this end, we are committed to good communications within the organisation, and with our staff and many customers. We intend to ensure also that the Department’s interfaces with all of its stakeholders are appropriate, effective and transparent.
Financial Resources and Performance Budgeting

This Strategy Statement will be delivered not only in a time of reduced staffing resources but also in a climate of significantly reduced financial resources. This reality impacts on the Department itself and also on the organisations and bodies funded from its Vote Group. Allocations to Departments are set in the annual estimates process, taking account of Government priorities and the resources available to the Exchequer.

A robust financial management system with a clear focus on achieving value for money and effective financial controls is critical to the operation of the Department. This is pursued through the continual monitoring of expenditure trends, management of schemes, through evaluation processes and mechanisms, and through the promotion of a culture of value for money (VFM) across the Department and the agencies funded from its Vote Group. The Department will continue to undertake formal VFM and Policy Reviews in line with Government policy and will also continue to review and evaluate programmes outside the formal VFM framework. Decision-making in the Department will continue to be informed by the cumulative effect of these evaluations.

The Department will also, to the greatest extent feasible, make use of shared service facilities within the public sector to provide financial management and payroll systems. In this way we will ensure that we achieve maximum value for public expenditure whilst providing quality services to all.

Cross-Cutting Issues

Many public bodies and agencies impact on the sectors in which we operate and, accordingly, effective collaboration is essential for successful delivery in many areas. The Department will continue to work closely with other Departments and public bodies to ensure that approaches to strategies and policies for which we have responsibility, or in which we have a particular interest, are consistent and that shared objectives are achieved. Furthermore, through our work in supporting North/South cooperation and our engagement with both EU and international affairs, we will remain active contributors to these important cross-cutting agendas.
7. Measuring Progress

This Statement of Strategy sets out goals, outputs and performance indicators over the next three years. It has been configured on the basis of strategic programmes to allow for the full streamlining of this Statement, with the introduction of performance budgeting.

The Annual Business Planning process in the Department will be key to the support of progress and the implementation of the Strategy Statement. This process will assign specific tasks or sets of tasks to individuals, and set deadlines and performance indicators for each of the listed activities in the Strategy Statement. Progress will be monitored over the course of the year by the Department's Management Advisory Committee (MAC) and quarterly reports will be submitted to the MAC detailing progress on the implementation of this Strategy.

The introduction of the annual performance-based budgeting process will provide an enhanced framework for the delivery of the goals and outputs outlined in the Department’s Statement of Strategy. It will also deliver an effective review mechanism which enhances public accountability through the Dáil Committee procedure. The Strategy Statement also provides the framework for individual work plans for staff in the context of the Performance Management and Development System (PMDS).

Under the terms of the Public Service Management Act 1997, the Department must provide an annual progress report to the Minister on the implementation of the Statement of Strategy. We will do this through our Annual Report, where we will detail progress under each goal, and where we will record any changes to the Department’s overall strategy, developments in our operating environment and adjustments to our strategic goals and objectives. Annual Reports will also be presented to Government, laid before the Oireachtas and published.

The Department will also report, as required, to the Department of the Taoiseach on progress made on commitments in the Programme for Government to which we are either the lead deliverer or to which we contribute in a significant way. In addition, the Minister meets bilaterally with the Taoiseach on an annual basis to review the Department’s progress in delivering on commitments in our Strategy Statement and on Government priorities.
Appendix 1

DEPARTMENT OF ARTS, HERITAGE AND THE GAELTACHT

PROGRAMME FOR GOVERNMENT COMMITMENTS

The commitments referred to here, in respect of the Programme for Government 2011, are ones for which the Department of Arts, Heritage and the Gaeltacht has lead responsibility.

Arts, Culture and Sport

1. We will make strategic policy formulation the primary function of the Department, with line agencies and bodies responsible for policy implementation.

2. We will encourage the Arts Council to continue to dedicate resources to touring in order to protect the State’s investment in regional arts infrastructure around the country and to bring cultural tourism opportunities to towns and villages across the country.

3. We will work with stakeholders in the arts community to develop new proposals aimed at building private support of the arts in Ireland exploring philanthropic, sponsorship or endowment fund opportunities.

4. We will make the Culture Night Initiative a twice yearly event, and introduce a National Lottery Funding Anniversary Day, whereby all facilities which have received funding from the National Lottery will open their doors to the public free of charge.

5. We will also review the opening times of our national cultural institutions.

6. We will develop a cultural plan for future commemorative events such as the Centenary of the Easter Rising in 2016.

7. We will promote genealogical tourism by updating the National Cultural Institutions Act in relation to the Genealogical Office to put it on a proper statutory footing, modernise its operations and to enable publication of the 1926 census to stimulate genealogy tourism.

8. We will also explore philanthropic opportunities for the development of a national archives and genealogy quarter, providing easy access to archives and tapping into an area of cultural tourism which is of huge interest to the vast Irish Diaspora.

9. We will encourage greater cooperation between local authorities to provide assistance where possible for local authorities currently lacking a local authority Arts Officer due to recruitment restrictions and to cooperate in developing cultural tourism opportunities.
10. We will seek to capture some public good from NAMA by identifying buildings that have no commercial potential and which might be suitable as local facilities for art and culture.

11. Responsibility for policy-making will revert to the Department, while agencies will be accountable for implementing policy, assessing outcomes and value for money.

An Ghaeilge agus an Ghaeltacht

12. We will support the 20-Year Strategy for the Irish Language 2010-2030 and will deliver on the achievable goals and targets proposed.

13. Gaeltacht regions will benefit from the jobs action plan outlined in this document. Under our proposals, we will deliver new job creation prospects to Gaeltacht regions. We will invest in energy, broadband and water infrastructure, creating the modern infrastructure needed to attract and support new businesses and jobs. We will also strongly support the potential for jobs in tourism and marine activities. We will continue to support the Irish language broadcasting and arts sector.

14. We will review the Official Languages Act to ensure expenditure on the language is best targeted towards the development of the language and that obligations are imposed appropriately in response to demand from citizens.

15. We will review current investment and funding programmes that benefit Irish language organisations in order to achieve visible value for money for citizens and tangible outcomes on a transparent basis.

Peat

16. We will allow an exemption for domestic turf cutting on 75 natural heritage area sites subject to the introduction of an agreed national code of environmental practices.

17. We will establish an independent mediation between all relevant stakeholders with specific objective of facilitating resolution to 55 special area of conservation designated bogs.

18. We will establish an independent mediation to resolve outstanding issues associated with turf cutting on blanket bogs.
Appendix 2

Agencies and Bodies funded from the Department’s Vote Group

<table>
<thead>
<tr>
<th>Body</th>
<th>Website</th>
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</table>
| An Coimisinéir Teanga                 | www.coimisineir.ie                   | An Coimisinéir Teanga  
An Spidéal  
Co. na Gaillimhe |
| Arts Council                           | www.artscouncil.ie                   | The Arts Council  
70 Merrion Square  
Dublin 2 |
| Chester Beatty Library                 | www.cbl.ie                           | Chester Beatty Library  
Dublin Castle  
Dublin 2 |
| Crawford Gallery                       | www.crawfordartgallery.com           | Crawford Gallery  
Emmet Place  
Cork |
| Foras na Gaeilge                       | www.gaeilge.ie                       | Foras na Gaeilge  
7 Merrion Square  
Dublin 2 |
| Heritage Council                       | www.heritagecouncil.ie              | Heritage Council  
Áras na hOidhreachta  
Church Lane  
Kilkenny |
| Irish Film Board                       | www.irishfilmboard.ie               | Irish Film Board  
Queensgate  
23 Dock Road  
Galway |
| Irish Manuscripts Commission           | www.irishmanuscripts.ie              | Irish Manuscripts Commission  
45 Merrion Square  
Dublin 2 |
| Irish Museum of Modern Art             | www.modernart.ie                    | Irish Museum of Modern Art  
Royal Hospital  
Kilmacnemain  
Dublin 8 |
| National Archives                      | www.nationalarchives.ie             | The National Archives  
Bishop Street  
Dublin 8 |
| National Concert Hall                  | www.nch.ie                          | National Concert Hall  
Earlsfort Terrace  
Dublin 2 |
| National Gallery of Ireland            | www.nationalgallery.ie              | National Gallery of Ireland  
Merrion Square West  
Dublin 2 |
| National Library of Ireland            | www.nli.ie                          | National Library of Ireland  
Kildare Street  
Dublin 2 |
Collins Barracks  
Benburb Street  
Dublin 7 |
| Tha Boord o Ulstèr-Scotch               | www.ulsterscotsagency.com           | Ulster-Scots Agency  
68-72 Great Victoria Street |
<table>
<thead>
<tr>
<th>Organisation</th>
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</tr>
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<tbody>
<tr>
<td>Udarás na Gaeltachta</td>
<td><a href="http://www.udaras.ie">www.udaras.ie</a></td>
<td>Údarás na Gaeltachta Na Forbacha Co. na Gaillimhe</td>
</tr>
<tr>
<td>Waterways Ireland</td>
<td><a href="http://www.waterwaysireland.org">www.waterwaysireland.org</a></td>
<td>Waterways Ireland 2 Sligo Road Enniskillen Co. Fermanagh BT74 7JY Northern Ireland</td>
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</tbody>
</table>