

# Department of Arts, Sport & Tourism

## Departmental Business Plan (January 2004 – December 2004)

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## Tourism

**High Level Goal - Facilitating the continued development by the tourism industry of an economic and environmentally sustainable and spatially balanced tourism sector, through formulating, monitoring and reviewing a range of supporting policies and programmes, particularly within the framework of the National Development Plan and North/South Co-operation.**

Ref.	High Level Strategy (from Statement of Strategy)	Divisional Objectives (likely to be components of High Level Strategy)	Key Activities (required to deliver on divisional objectives & high level strategies)	Performance Ind's (should conform to SMART principles)	Person(s) responsible (for achieving Key Task/Objective)	Other key players (other individuals/teams crucial to achieving Key Task/Objective)	External players (Individuals/org's who play a significant role in attaining objective)
1	To facilitate the implementation of the new strategy for Irish tourism 2003-2012 presented to Minister on 30 September 2003.	<p>To monitor areas of policy and action that impact in a significant manner on the development of tourism and to ensure continuing review of strategy to reflect changing circumstances</p> <p>To influence and shape developments, in conjunction with Tourism State Agencies, across a broad range of Government policies that affect tourism – particularly in terms of access, macroeconomic policy, environmental best practice, rural development and policy research</p>	<ul style="list-style-type: none"> <li>▪ Provide the Secretariat for the Agenda for Action Implementation Group; develop certain inputs; and co-ordinate others.</li> <li>▪ Establish formal bilateral arrangements with other Departments and agree priorities for action</li> <li>▪ Participate in cross-Dept/agency working groups on specific policy issues (e.g. rural development, victim support, Internationalisation of Education re EFL sector)</li> <li>▪ Facilitate work of the Research Advisory and Co-ordination Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation Group in place by beginning 2004</li> <li>▪ First Progress Report to Minister by end June 2004</li> <li>▪ Annual Forum by end 2004</li> <li>▪ Second Progress Report by end December 2004</li> <li>▪ Evaluation and assessment of potential synergies between tourism/ sports/arts/culture areas completed by June 2004</li> <li>▪ Progress on all activities will be reported to the Implementation Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (P Bates)</li> <li>▪ Head of Tourism Marketing and Impact Assessment Unit PO (F Rochford)</li> <li>▪ AP (M Jackson)</li> <li>▪ Asst. Sec (P Bates)</li> <li>▪ Head of Tourism Marketing and Impact Assessment Unit PO (F Rochford)</li> <li>▪ AP (M Jackson)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (F O Gráda)</li> <li>▪ HEO (K Butler)</li> <li>▪ Tourism Development Policy Unit</li> <li>▪ HEO (FO Gráda)</li> <li>▪ HEO (K Butler)</li> <li>▪ Arts/Culture Division</li> <li>▪ Sports Division</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation Group</li> <li>▪ Tourism Ireland</li> <li>▪ Fáilte Ireland</li> <li>▪ Other Departments</li> <li>▪ Other Agencies</li> <li>▪ Industry Representative Groups</li> <li>▪ Tourism Ireland</li> <li>▪ Fáilte Ireland</li> <li>▪ Other Departments</li> <li>▪ Other Agencies</li> <li>▪ Industry Representative Groups</li> <li>▪ Chairs of Working Groups</li> </ul>

(Final Version as approved by Minister on 21<sup>st</sup> January 2004)

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	To facilitate the implementation of the new strategy for Irish tourism 2003-2012 presented to Minister on 30 September 2003 (Cont.)	<p>To strengthen Departmental relations with Industry Representative Groups</p> <p>To facilitate the opening up by Tourism Ireland and the industry of the Chinese tourism market</p> <p>To facilitate the cross-Department input into key strategic Government policies</p>	<ul style="list-style-type: none"> <li>▪ Continue to evaluate tourism environment and implications of any changes</li> <li>▪ Facilitating the negotiation by Dept. Foreign Affairs of an Authorised Destination Status (ADS) agreement with China</li> <li>▪ Monitoring the operation of the Agreement</li> <li>▪ Participating in Inter-Departmental Groups on the development and implementation of national strategic plans (e.g.National Spatial Strategy; Biodiversity, Heritage Plans)</li> <li>▪ Monitoring the implementation of national strategic plans</li> </ul>	<ul style="list-style-type: none"> <li>▪ Progress on all activities will be reported to the Implementation Group</li> <li>▪ ADS Memorandum of Understanding signed.</li> <li>▪ Information exchange arrangements put in place</li> <li>▪ Publication of (annual) Reports to Government</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (P Bates)</li> <li>▪ Head of Tourism Marketing and Impact Assessment Unit PO (F Rochford)</li> <li>▪ Head of Tourism Marketing and Impact Assessment Unit PO (F Rochford)</li> <li>▪ Head of Tourism Marketing and Impact Assessment Unit PO (F Rochford)</li> <li>▪ AP (M Jackson)</li> <li>▪ HEO (F O Gráda)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (F O Gráda)</li> <li>▪ HEO (K Butler)</li> <li>▪ Arts/Culture Division</li> <li>▪ Arts/Culture Division</li> <li>▪ Sports Division</li> </ul>	<ul style="list-style-type: none"> <li>▪ CEOs of Tourism Industry Representative Bodies</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Dept. Justice Equality and Law Reform</li> <li>▪ Irish Embassy in China</li> <li>▪ Tourism Ireland</li> <li>▪ Fáilte Ireland</li> <li>▪ Industry Representative groups</li> <li>▪ Fáilte Ireland</li> <li>▪ Industry Representative Groups</li> </ul>



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3	To facilitate and review the use of public funds for tourism marketing and promotion.	<p><b>NDP</b></p> <p>To ensure NDP objectives and MTE recommendations are adequately reflected in marketing programmes of Tourism Ireland (TI) and Fáilte Ireland (FI)</p> <p><b>NSMC</b></p> <p>To ensure smooth operation of NSMC arrangements in relation to tourism sector in line with overall policy objectives</p> <p><b>Corporate Governance</b></p> <p>To ensure due recognition of TI's mandate in review of Corp Gov regime for North-South Bodies</p> <p>To ensure TI compliance with revised Financial Memorandum</p> <p>To ensure effective liaison with TI on key corporate affairs matters</p>	<ul style="list-style-type: none"> <li>▪ Regular monitoring and evaluation of marketing programmes against NDP objectives</li> <li>▪ Securing key NSMC decisions</li> <li>▪ Maintaining close liaison with key players within NSMC</li> <li>▪ Identify and address obstacles to smooth operation</li> <li>▪ Securing agreement on a revised Financial Memorandum for TI</li> <li>▪ Regular monitoring and reporting on TI's compliance with Corp Gov requirements</li> <li>▪ Regular and effective liaison on key corporate affairs issues</li> <li>▪ Facilitate follow-up to organisational review</li> </ul>	<ul style="list-style-type: none"> <li>▪ Performance of FI and TIL Marketing Plans reported on appropriately</li> <li>▪ Comprehensive and timely reports provided to PSOP Managing Authority</li> <li>▪ Key NSMC decisions secured in good time</li> <li>▪ Regular and effective Liaison/ Facilitation meetings</li> <li>▪ Obstacles addressed</li> <li>▪ Recognition of TI's mandate in outcome of Review of Corporate Governance Regime</li> <li>▪ Agreement secured on new Financial Memorandum for TI early in 2004</li> <li>▪ Effective reporting system in place to ensure TI compliance with FM requirements</li> <li>▪ Organisational review followed-up in accordance with NSMC decisions</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (C O'Ciaruain)</li> <li>▪ AP (C O'Ciaruain)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (C Lough)</li> <li>▪ AO (I Kelleher)</li> <li>▪ HEO (C Lough)</li> <li>▪ AO (I Kelleher)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tourism Ireland</li> <li>▪ Fáilte Ireland</li> <li>▪ CSO</li> <li>▪ PSOP Managing Authority (Dept. Enterprise, Trade and Employment)</li> <li>▪ PSOP Monitoring Committee</li> <li>▪ Dept. Enterprise, Trade and Investment (NI)</li> <li>▪ NSMC</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Dept. Finance</li> <li>▪ Tourism Marketing Partnerships</li> </ul>

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	To facilitate and review the use of public funds for tourism marketing and promotion. (Cont.)	<p><b>Tourism Review</b></p> <p>To ensure relevant recommendations in Tourism Review are taken into account by TI and FI in marketing plans</p> <p><b>Cross Cutting Issues</b></p> <p>Ensure effective coordination of EU issues particularly the Departmental preparations for the Presidency</p> <p>Maximise tourism promotion opportunities of Presidency</p>	<ul style="list-style-type: none"> <li>▪ Monitoring and evaluation of extent to which review recommendations are acted upon</li> <li>▪ Maintain effective internal and external liaison mechanism on EU matters.</li> <li>▪ Monitor and assess EU developments impacting on tourism policy</li> <li>▪ Coordinate Departmental preparations for Presidency.</li> <li>▪ Work with Tourism Agencies to maximise tourism promotion opportunities of Presidency</li> <li>▪ Support FI in organising International Tourism Conference in 2004.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review actions incorporated in agency plans</li> <li>▪ Market Expenditure and Share Analyses undertaken</li> <li>▪ Effective coordination mechanisms in place</li> <li>▪ EU developments identified and assessed</li> <li>▪ Appropriate replies provided on cross-Departmental EU issues</li> <li>▪ Effective coordination of Departmental Presidency Programme</li> <li>▪ Tourism promotional opportunities identified and exploited by agencies</li> <li>▪ Successful Tourism Conference held as part of Presidency programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (C O'Ciaruain)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (C Lough)</li> <li>▪ AO (I Kelleher)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fáilte Ireland</li> <li>▪ Tourism Ireland</li> <li>▪ Culture and Sports Sections dealing with EU issues</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Fáilte Ireland</li> <li>▪ Tourism Ireland</li> </ul>

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4	To facilitate and review the use of public funds for Human Resource (HR) development, recruitment and training for tourism sector.	<p>To ensure review of HR &amp; Training programmes by FI having regard to relevant recommendations of Tourism Policy Review Group</p> <p>To ensure implementation by FI of Tourism Sub-Measures of Employment and HR Development (EHRD) Operational Programme</p>	<ul style="list-style-type: none"> <li>▪ Monitor FI's implementation of relevant Tourism Policy Review Group recommendations</li> <li>▪ Facilitate servicing requirements for Employment and Human Resource Development Programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ New HR and training plans prepared by FI in line with Review Group Recommendations</li> <li>▪ Indicators of HR development &amp; training identified and reflected in FI's Business and Corporate Plans</li> <li>▪ Six monthly progress reports on FI's implementation of EHRDOP tourism sub-measures</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Tourism Development Policy Unit (E Deegan)</li> <li>▪ AP (K Sheedy)</li> <li>▪ AP (K Sheedy)</li> <li>▪ HEO (M Dunne)</li> <li>▪ HEO (M Dunne)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (M Dunne)</li> <li>▪ Tourism Marketing and Impact Assessment Unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fáilte Ireland</li> <li>▪ Managing Authority EHRDOP (Dept. Enterprise, Trade and Employment)</li> <li>▪ Monitoring Committee for EHRDOP</li> <li>▪ Dept. Finance</li> <li>▪ Implementation Group</li> </ul>
5	To facilitate and review the use of public funds for sustainable and balanced tourism product development and the enhancement of product quality	Ensure implementation by FI of Tourism Product Development Scheme in line with targets	<ul style="list-style-type: none"> <li>▪ Secure positive outcome to mid-term evaluation of NDP/CSF</li> <li>▪ Oversee performance of Management Boards and participate in meetings</li> <li>▪ Monitor and evaluate implementation by FI of TPDS.</li> <li>▪ Determine future plans for Scheme in light of progress &amp; budgetary situation</li> <li>▪ Facilitate servicing requirements for Regional OPs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual Report by Chairman of TPMB on operation of TPDS</li> <li>▪ Decision making on projects submitted in first call completed by March 2004</li> <li>▪ Six-monthly progress reports by FI of its implementation of the Scheme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Tourism Development Policy Unit (E Deegan)</li> <li>▪ AP (G Banville)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (M O'Gorman)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fáilte Ireland</li> <li>▪ Product Management Boards</li> <li>▪ Managing Authorities ROPs (Regional Assemblies)</li> <li>▪ Monitoring Committees for ROPs</li> <li>▪ Dept. Finance</li> <li>▪ Shannon Development</li> <li>▪ RTAs</li> </ul>

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	To facilitate and review the use of public funds for sustainable and balanced tourism product development and the enhancement of product quality. (Cont.)	<p>Ensure implementation of Government Decision in relation to development of a National Conference Centre</p> <p>Secure approval for mandatory classification system for hotels and guesthouses</p>	<ul style="list-style-type: none"> <li>▪ Service Steering Group overseeing development of the project.</li> <li>▪ Participate in working/evaluation groups</li> <li>▪ Make recommendations to Government on award of contract</li> <li>▪ Monitor and approve development by FI of mandatory classification system for hotels and guesthouses</li> <li>▪ Arrange with Attorney General's Office for restatement of tourism legislation.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Expressions of interest evaluated by end Feb. 2004</li> <li>▪ Detailed bids evaluated by July 2004</li> <li>▪ Contract for project delivery finalised by Autumn 2004</li> <li>▪ New mandatory classification system for hotels and guesthouses agreed by June 2004</li> <li>▪ Restatement of Tourist Traffic Acts published by June 2004.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec.(P Bates)</li> <li>▪ Head of Tourism Development Policy Unit (E Deegan)</li> <li>▪ Head of Tourism Development Policy Unit (E Deegan)</li> <li>▪ AP (K Sheedy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (G Banville)</li> <li>▪ HEO (M O'Gorman)</li> <li>▪ HEO (M Dunne)</li> <li>▪ HEO (M Dunne)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Steering Group</li> <li>▪ Technical and Evaluation Groups</li> <li>▪ OPW Project Team</li> <li>▪ Dept. Finance</li> <li>▪ Fáilte Ireland</li> <li>▪ Industry Bodies</li> <li>▪ Bidders</li> <li>▪ Fáilte Ireland</li> <li>▪ Industry Groups</li> <li>▪ Statute Law Restatement Unit of Attorney General's Office.</li> </ul>

## Arts and Cultural Institutions

**High Level Goal - Fostering the practice and appreciation of the arts, and enabling the National Cultural Institutions to collect, preserve, protect and present our moveable heritage and cultural assets through the provision of an appropriate legislative, policy and resource framework.**

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1	To update existing legislative framework for the Arts.	Implementation of new Arts Act	<ul style="list-style-type: none"> <li>▪ Establish Special Committees of the Arts Council</li> </ul>	<ul style="list-style-type: none"> <li>▪ Committee in place by end 2003</li> <li>▪ Report of first Committee by Sept 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ AP (C Sisk)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (J Hannon)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Other Depts</li> <li>▪ Minister's Arts Advisor</li> <li>▪ Arts Council</li> <li>▪ Committee Members</li> </ul>
2	To support the further development of arts and culture infrastructure including public art	<p>Provide funding resources to the NCIs and ensure end product is provided.</p> <p>Manage operation of the Heritage Fund and Section 1003 Tax Relief.</p>	<ul style="list-style-type: none"> <li>▪ Source Exchequer funding for the NCIs.</li> <li>▪ Identify ongoing projects requiring financial resources.</li> <li>▪ Identify remaining resources &amp; projects for their use.</li> <li>▪ Review and update provisions of S1003</li> <li>▪ Encourage NCIs to avail of S1003 tax relief &amp; Heritage Fund.</li> <li>▪ Attend Heritage Fund and S1003 meetings.</li> <li>▪ Attend Council of NCI meetings (CNCI).</li> <li>▪ Ensure heritage items qualify for funding under the legislation</li> </ul>	<ul style="list-style-type: none"> <li>▪ Balance 2003 out turn.</li> <li>▪ Prepare 2005 Estimates for the NCIs.</li> <li>▪ Briefs prepared on time for the Minister's appearance before Oireachtas Committees.</li> <li>▪ Provision made in Finance Bill 2004</li> <li>▪ National Cultural Institutions make acquisitions under these schemes.</li> <li>▪ Meetings attended.</li> <li>▪ Efficient and effective operation of the CNCI</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (P Caffrey)</li> <li>▪ Head of Cultural Institutions Unit PO (L Fitzgerald)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (B Ní Shé)</li> <li>▪ AP (P Caffrey)</li> </ul>	

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	To support the further development of arts and culture infrastructure including public art (Contd.)	<p>Examine possibility of transferring responsibility for the Crawford Gallery from Cork VEC to the Department.</p> <p>To arrange for conservation of the Asgard boat</p> <p>Provide enhanced accommodation for Abbey Theatre</p>	<ul style="list-style-type: none"> <li>▪ Include Crawford within the remit of the Dept. subject to agreement and financial resources.</li> <li>▪ Confer with the Crawford Gallery, Cork VEC, Dept of Education and Science, Dept. Finance.</li> <li>▪ Re-locate to State premises</li> <li>▪ Determine a State owned interim/final location; draw up a conservation procedure</li> <li>▪ OPW to engage property consultants to assess adjacent properties</li> <li>▪ Subject to above and Dept. Finance sanction, OPW to engage Consultants to advise on invitation for expressions of interest in PPP project.</li> <li>▪ OPW to seek expressions of interest</li> <li>▪ Agreement of guidelines by Interdepartmental Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agreement reached with other bodies. Funding transferred into this Dept's vote, or decision made not to proceed.</li> <li>▪ <i>Asgard</i> on State property and work on conservation commenced</li> <li>▪ Assessment of property issues to be completed by mid 2004</li> <li>▪ Subject to outcome of local property study Consultants to be appointed</li> <li>▪ Subject to the advertisement inviting proposals from developers</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (N Turner)</li> <li>▪ Head of Cultural Institutions Unit PO (L Fitzgerald)</li> <li>▪ Head of Cultural Institutions Unit PO (L Fitzgerald)</li> <li>▪ AP (N Turner)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ AP (C Sisk)</li> <li>▪ HEO (J Hannon)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (P Caffrey)</li> <li>▪ HEO (P Corcoran)</li> <li>▪ Asst. Sec (M Grant)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Crawford Gallery</li> <li>▪ Cork VEC</li> <li>▪ Dept. Education &amp; Science</li> <li>▪ Dept. Finance</li> <li>▪ OPW</li> <li>▪ Dept. Finance</li> <li>▪ National Development Finance Agency (NDFA)</li> </ul>

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	To support the further development of arts and culture infrastructure including public art (Cont.)	<p>Launch General National Guidelines 2003 – 2005 for the Per Cent for Art Scheme</p> <p>Consider need for successor scheme after ACCESS</p> <p>Music Board Assessment of future role for Music Board</p> <p><b>BES</b> Monitoring /servicing operation of -BES Music Scheme -Music related queries</p>	<ul style="list-style-type: none"> <li>▪ Approval of Inter-departmental Public Art Coordination Group's Guidelines</li> <li>▪ Undertake internal evaluation of scheme-liase with interested agencies</li> <li>▪ Formulate policy paper in light of clarification of industry position on funding of Board.</li> <li>▪ Processing applications</li> <li>▪ Liaise as necessary</li> </ul>	<ul style="list-style-type: none"> <li>▪ Guidelines approved by mid 2004</li> <li>▪ Report in place by October 2004</li> <li>▪ Policy paper in place by end-June 2004.</li> <li>▪ Certificates issued in good time</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (C Sisk)</li> <li>▪ HEO (J Hannon)</li> <li>▪ AP (S O'Donnell)</li> <li>• HEO (J Hannon)</li> <li>• HEO (M Ni Bhriain)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Inter-Departmental Public Art Coordination Group</li> <li>▪ Panel of Expert Advisors</li> <li>▪ Relevant agencies</li> <li>▪ Music industry</li> <li>▪ Music Board</li> <li>▪ Dept. Finance</li> <li>▪ Applicants</li> </ul>

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3	To encourage investment in film-making in Ireland.	<p>Implement new Guidelines for the S481 tax scheme in light of decision to extend scheme to 2008 and PWC Consultancy</p> <p>Conclusion of bilateral co-production agreements with Ger. Lux. Fr. It. and UK</p> <p>Devise mechanism to report to Dept's management on nature/level of activity in film sector.</p> <p>Carry out review of IFB spend</p>	<ul style="list-style-type: none"> <li>▪ Assess implications for guidelines of decision on S. 481 Scheme</li> <li>▪ Issue of new guidelines</li> <li>▪ Engaging of professional expertise, where appropriate.</li> <li>▪ Finalise German Agreement by March 2004, Lux. by May 2004</li> <li>▪ Continue negotiations with It. UK, Fr.</li> <li>▪ Agree content/schedule by January 2004 with IFB</li> <li>▪ Follow through on receipt and analysis of data</li> <li>▪ Establish steering Committee and set schedule of work</li> </ul>	<ul style="list-style-type: none"> <li>▪ Stricter Guidelines to be operative from start of 2004</li> <li>▪ German Agreement in place by March 2004. Lux. Agreement by May 2004</li> <li>▪ A further three agreements in place by end 2004</li> <li>▪ Receipt of six monthly reports June and December, 2004</li> <li>▪ Complete review by June 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S O'Donnell)</li> <li>▪ HEO (M Ní Bhriain)</li> <li>▪ AP (S O' Donnell)</li> <li>▪ AP (S O'Donnell)</li> <li>▪ AP (S O'Donnell)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ Steering Committee members</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dept. Finance</li> <li>▪ Revenue Commissioners</li> <li>▪ Irish Film Board</li> <li>▪ EU</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Foreign administrations</li> <li>▪ Irish Film Board</li> <li>▪ CSSO</li> <li>▪ Irish Film Board</li> <li>▪ Irish Film Board</li> </ul>

(Final Version as approved by Minister on 21<sup>st</sup> January 2004)

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4	Determine the role of the Cultural Relations Committee in light of Minister's responsibility for promotion of Irish art abroad in Arts Bill, 2002.	<p>Manage Irish Festival in China and prepare for Irish Chinese Festival in Ireland 2004</p> <p>Devise International Arts Policy arising from new legislation</p> <p>Secure a successful cultural programme for Ireland's EU presidency 2004</p> <p>Implementation of programme for work of EU Cultural Affairs Cttee and EU Audio Visual Working Group for Ireland's Presidency</p>	<ul style="list-style-type: none"> <li>▪ Finalise programme &amp; agreement from Chinese side for Irish Festival in China</li> <li>▪ Support Commissioner</li> <li>▪ Work with Chinese on preparation for Chinese Festival in Ireland</li> <li>▪ Assessment of consultant's paper and preparation of policy proposals for Minister</li> <li>▪ Assist the Commissioner with arrangements for appropriate cultural programme</li> <li>▪ Meet European Commission</li> <li>▪ Liase with Italian reps, European Commission and other Member States</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish festival in China May/June 2004. Chinese festival in Ireland Autumn 2004</li> <li>▪ Preparations for Chinese festival in Ireland 2004 agreed by March 2004</li> <li>▪ Completion of position paper by March 2004</li> <li>▪ Working proposals agreed and contracts in place for start 2004</li> <li>▪ Delivery of Programme for Councils of Ministers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ AP (C Sisk)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ AP (C Sisk)</li> <li>▪ Commissioner</li> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> <li>▪ AP (C Sisk)</li> <li>▪ AP (C Sisk)</li> <li>▪ C O'Lionain (Brussels)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (J Hannon)</li> <li>▪ HEO (J Hannon)</li> <li>▪ Perm Rep</li> <li>▪ EU Coordination Unit</li> <li>▪ EU Co-ordination Unit</li> <li>▪ Head of Arts/Film/Music Unit PO (B Murphy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Other Depts</li> <li>▪ Minister's Arts Advisor</li> <li>▪ Consultant</li> <li>▪ Arts Council</li> <li>▪ Other relevant Depts. and agencies</li> <li>▪ CRC</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Embassies</li> <li>▪ Consultants</li> <li>▪ European Commission</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ Council of Ministers</li> <li>▪ Other Member States</li> <li>▪ Music Board</li> </ul>

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5	To provide a resource, policy and legislative framework for the National Cultural Institutions (NCIs) taking account of demands arising from changes in society and legal requirements.	<p>Autonomous status for the National Museum and the National Library</p> <p>Introduction of export licensing system in respect of Fine Art under the NCI Act</p> <p>Review of National Archives Act, 1986</p> <p>Availability on-line of 1901&amp; 1911 Census Project - National Archives</p>	<ul style="list-style-type: none"> <li>▪ Completion of Phase I of Autonomous Process.</li> <li>▪ New Statutory Boards in place.</li> <li>▪ Prepare and develop schedule for Phase II implementation.</li> <li>▪ Initiate consultations on development of a licensing system (as part of Phase II of Autonomous process – above).</li> <li>▪ Prepare and agree discussion document</li> <li>▪ Establish a Review Committee.</li> <li>▪ Review of Document under way (incl public consultation)</li> <li>▪ Completion of a feasibility study of viability of project and costs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Statutory Instruments approved and in place.</li> <li>▪ Funding and staffing secured.</li> <li>▪ Autonomy proceeds separately for NLI (mid-2004) and NMI (end-2004).</li> <li>▪ Agreement reached on operation of the system</li> <li>▪ Discussion document finalised by January 2004.</li> <li>▪ Review Committee established and Review underway by March 2004.</li> <li>▪ Consultations with National Archives Canada (January 2004).</li> <li>▪ Study completed (February 2004).</li> <li>▪ Decision on whether to proceed with project (March 2004).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Special Projects Unit PO (C Flynn)</li> <li>▪ AP (A Savage)</li> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Special Projects Unit PO (C Flynn)</li> <li>▪ AP (A. Savage)</li> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Special Projects Unit PO (C Flynn)</li> <li>▪ AP (A Savage)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Senior Management of National Library and National Museum</li> <li>▪ Senior Management of National Archives</li> <li>▪ Senior Management of National Archives</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attorney General's Office</li> <li>▪ Council of Trustees, National Library</li> <li>▪ Caretaker Board and Board of Visitors, National Museum</li> <li>▪ Staff Associations</li> <li>▪ C &amp; AG's Office</li> <li>▪ RDS, RIA</li> <li>▪ New Statutory Boards.</li> <li>▪ Fine Art Trade</li> <li>▪ Owners</li> <li>▪ Dept. Finance</li> <li>▪ FOI Unit of Dept. Taoiseach</li> <li>▪ National Archives Advisory Council (NAAC)</li> <li>▪ Archivists</li> <li>▪ Print Media</li> <li>▪ Other Government Depts.</li> <li>▪ Public Records Office Northern Ireland</li> <li>▪ Public Records Offices UK</li> <li>▪ N.Archives Canada</li> <li>▪ Genealogists (APGI)</li> <li>▪ Dept. Finance</li> <li>▪ Dept. Foreign Affairs</li> <li>▪ IMC</li> <li>▪ Independent Reviewer/s</li> </ul>

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	To provide a resource, policy and legislative framework for the National Cultural Institutions (NCIs) taking account of demands arising from changes in society and legal requirements. (Cont.)	<p>Review of Irish Manuscripts Commission (IMC).</p> <p>Coordination of 'Bloomsday' Centenary celebrations</p> <p>Assist Dept. Defence to improve storage and public access to Military Archives</p>	<ul style="list-style-type: none"> <li>▪ Obtain report of Review of Role, Functions and Organisation of IMC (February 2004).</li> <li>▪ Implementation of an agreed Action Plan (April 2004).</li> <li>▪ Launch "ReJoyce – Dublin 2004" festival January 2004.</li> <li>▪ Promotion campaign ( January-June, 2004)</li> <li>▪ Comtte meetings for decisions on events programme</li> <li>▪ Completion of Events calendar.</li> <li>▪ Co-operate with Dept. Defence in seeking agreement on responsibilities, need for resources, continuation of project.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report and recommendations discussed in Dept. and with IMC.</li> <li>▪ Decision on future of IMC.</li> <li>▪ Announcement of plans and follow-up.</li> <li>▪ Funding secured</li> <li>▪ Sponsorship secured by Nat. Coordinator.</li> <li>▪ Successful staging of events (all levels) April – August 2004.</li> <li>▪ Increase in cultural tourism.</li> <li>▪ Public participation.</li> <li>▪ Education programme.</li> <li>▪ Agreement secured with Dept. Defence and other Depts. on responsibilities, finance, etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Special Projects Unit PO (C Flynn)</li> <li>▪ AP (A Savage)</li> </ul>		<ul style="list-style-type: none"> <li>▪ National Library</li> <li>▪ Universities</li> <li>▪ Bloomsday Committee</li> <li>▪ National Coordinator "(ReJoyce – Dublin 2004)"</li> <li>▪ James Joyce Centre</li> <li>▪ Tourism industry</li> <li>▪ Dept. Finance</li> <li>▪ Media</li> <li>▪ Dept. Defence</li> <li>▪ Dept. Finance</li> <li>▪ Military authorities</li> <li>▪ OPW/NAAC</li> <li>▪ Researchers</li> <li>▪ Archivists</li> <li>▪ Media</li> </ul>
6.	To establish a policy framework to facilitate greater access to the national collections by the public and the development of local and regional museums.	Further application of the existing scheme operated by National Museum; this requires interaction between the National Museum and Cultural Institutions Unit	<ul style="list-style-type: none"> <li>• National museum interacts with local museums, providing guidance on environmental requirements for NMI loans of artefacts.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of local museums awarded designated museum status</li> </ul>	<ul style="list-style-type: none"> <li>• AP (P Caffrey)</li> </ul>	<ul style="list-style-type: none"> <li>• Head of Cultural Institutions Unit PO (L Fitzgerald)</li> </ul>	<ul style="list-style-type: none"> <li>• National Museum</li> <li>• Heritage Council</li> <li>• Dept. Environment, Heritage and Local Government</li> </ul>

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7.	To support the Council of National Cultural Institutions (CNCI).	To oversee new capital projects at the Cultural Institutions in co-operation with OPW	<ul style="list-style-type: none"> <li>▪ Determine long term location of the National Concert Hall</li> <li>▪ Participate at Steering Group meetings of the Institutions.</li> <li>▪ Finalise National Archives storage requirement policy and appoint via OPW consultants to bring a new building plan to market in a PPF framework</li> <li>▪ Working with NAI to determine the volume which might be stored off-site</li> <li>▪ Progress the Central Block project at National Museum Collins Barracks</li> <li>▪ Progress Joyce Exhibition space at National Library</li> </ul>	<ul style="list-style-type: none"> <li>▪ Memo to Govt. seeking approval for the best long-term strategy for NCH</li> <li>▪ Decision on minimum amount of storage of archives at Bishop St. location to maximise attractiveness of site to PPF investors</li> <li>▪ Conclude Planning Permission aspects.</li> <li>▪ Tenders sought for the project</li> <li>▪ Exhibition space and fit-out completed during the Spring to enable exhibit in June 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of Cultural Institutions Unit PO (L Fitzgerald)</li> <li>▪ AP (N Turner)</li> <li>▪ AP (N Turner)</li> </ul>	<ul style="list-style-type: none"> <li>▪ HEO (P Corcoran)</li> <li>▪ Head of Cultural Institutions Unit PO (L Fitzgerald)</li> </ul>	<ul style="list-style-type: none"> <li>▪ OPW</li> <li>▪ Dept. Defence</li> <li>▪ OPW</li> <li>▪ National Museum</li> <li>▪ OPW</li> <li>▪ Dept. Finance</li> <li>▪ NDFA</li> <li>▪ Board of Abbey</li> <li>▪ Property Owners</li> </ul>

## Sport

**High Level Goal - The achievement of Government objectives for increased participation in sport and improvement of standards of performance in sport and the development of sports facilities at national, regional and local level, particularly in disadvantaged communities through the provision of an appropriate and effective policy and public funding context.**

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1	To facilitate and review the use of public funds for programmes promoting sport and recreational activity	Discharge Department's obligations re Morton Stadium  Monitoring the implementation of the provisions of the Irish Sports Council Act, 1999	<ul style="list-style-type: none"> <li>▪ Liaison with Fingal Co Council and Irish Sports Council re running of Morton Outdoor Stadium and its future management</li> <li>▪ Participate on Management Committee of Morton Outdoor Stadium</li> <li>▪ In light of consultant's report propose recommendations regarding Morton Indoor Athletics Stadium</li> <li>▪ Ongoing liaison with ISC in relation to the implementation of the provisions of the ISC Act with particular reference to the following issues:</li> </ul>	<ul style="list-style-type: none"> <li>▪ Morton Outdoor Stadium remains operational.</li> <li>▪ Agreement reached on future management of the Outdoor Stadium.</li> <li>▪ Decision on Morton Indoor Stadium</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> <li>▪ AP (C Mulcahy)</li> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> <li>▪ AP (C Mulcahy)</li> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish Sports Council</li> <li>▪ Fingal Co Council</li> <li>▪ Athletics Association of Ireland</li> <li>▪ Dublin City Council</li> <li>▪ DLR Co Council</li> <li>▪ South Dublin Council</li> <li>▪ Irish Sports Council</li> <li>▪ Dept. Finance</li> </ul>

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	To facilitate and review the use of public funds for programmes promoting sport and recreational activity (Cont.)	Monitoring the implementation of the provisions of the Irish Sports Council Act, 1999 (Cont.)	<ul style="list-style-type: none"> <li>▪ Monitor ISC Strategy 2003-2005</li> <li>▪ Timely and appropriate issue of funding to ISC</li>   <li>▪ Ensuring adherence to good governance</li>   <li>▪ Monitoring and ensuring regular evaluation of ISC expenditure programmes</li> <li>▪ Review outcome of Local Sports Partnerships (LSPs) Pilot Scheme</li> <li>▪ Formal Liaison meetings with ISC in 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Annual review completed</li> <li>▪ ISC funding issued in accordance with need and as required by Government and Financial Procedures</li>   <li>▪ ISC Annual Report and Accounts approved. Brought to Cabinet by December 2004</li> <li>▪ Compliance with Code of Practice for the Governance of State Bodies carried out</li>   <li>▪ Regular written reports from ISC on expenditure profiles and major initiatives completed</li> <li>▪ Carry out Review of LSPs by December 2004</li>   <li>▪ Minimum of 4 formal meetings with ISC in 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (C Haugh)</li> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish Sports Council</li> <li>▪ Dept. Finance</li> </ul>

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	To facilitate and review the use of public funds for programmes promoting sport and recreational activity (Cont.)	Organising jointly with Dept. Education and Science the European Year of Education through Sport 2004	<ul style="list-style-type: none"> <li>▪ Liaison with Dept. Education and Science and the ISC &amp; European Commission</li> </ul>	<ul style="list-style-type: none"> <li>▪ Participation on National Steering Committee, Management Group, Evaluation Group</li> <li>▪ Successful Opening Conference of European launch of National Programme in January 2004</li> <li>▪ National Programmes developed and implemented</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (C Haugh)</li> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish Sports Council</li> <li>▪ Dept. Education &amp; Science</li> <li>▪ European Commission</li> </ul>
		Monitoring implementation of High Performance Strategy	<ul style="list-style-type: none"> <li>▪ Liaison with ISC on progress of High Performance Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Report obtained from ISC on performance levels by Irish athletes at National &amp; International competitions during 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish Sports Council</li> </ul>
		Monitoring implementation of National Anti-Doping Programme	<ul style="list-style-type: none"> <li>▪ Liaison with ISC on National Anti-Doping Programme</li> </ul>	<ul style="list-style-type: none"> <li>▪ Publication of Annual Report by ISC on number of doping tests carried out in 2004.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Irish Sports Council</li> </ul>
		Ratify additional protocol to Council of Europe Anti-Doping Convention	<ul style="list-style-type: none"> <li>▪ Prepare memorandum for Government for agreement to seek Dáil approval for Ratification</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government agreement by early 2004</li> <li>▪ Dáil Approval by mid 2004</li> <li>▪ Ratification process completed by end 2004</li> </ul>			

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	To facilitate and review the use of public funds for programmes promoting sport and recreational activity (Cont.).	<p>Scheduling of performance enhancing drugs under Misuse of Drugs Act (under Dept. Health &amp; Children)</p> <p>Effective treatment of EU and Council of Europe issues</p> <p>Effective delivery of EU Presidency Programme</p> <p>Meet responsibilities in relation To WADA</p>	<ul style="list-style-type: none"> <li>▪ Liaise with Dept. Health &amp; Children &amp; Irish Sports Council to ensure list of banned substances are included in Declaration Order by Dept. Health &amp; Children</li> <li>▪ Attend meetings as appropriate</li> <li>▪ Consideration and attention to issues that arise</li> <li>▪ Liaise with European Commission on Programme</li> <li>▪ Organise Meeting of EU Troika Ministers</li> <li>▪ Organise meeting of EU Sport Officials</li> <li>▪ Develop EU sport priorities &amp; work programme based on new legal basis for sport in Treaty</li> <li>▪ Maintain liaison with WADA, Council of Europe and Sports Council on anti-doping Issues</li> <li>▪ Liaise with EU Member States on WADA issues</li> <li>▪ Attend meetings as required</li> </ul>	<ul style="list-style-type: none"> <li>▪ Declaration Order and Regulations in place by Dept. Health and Children by end 2004</li> <li>▪ Successful outcome of EU discussions</li> <li>▪ Meeting of Ministers successfully held by mid 2004</li> <li>▪ Meeting of officials successfully held by mid 2004</li> <li>▪ New EU work programme agreed with Commission and Member States</li> <li>▪ Meetings attended</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ ISC</li> <li>▪ Dept. Health &amp; Children</li> </ul>

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	To facilitate and review the use of public funds for programmes promoting sport and recreational activity (Cont.)	<p>Meet responsibilities in relation To WADA (Cont.)</p> <p>Monitoring the implementation of the provision of the legislation in respect of horse and greyhound racing in particular the Horse and Greyhound Racing Act 2001</p>	<ul style="list-style-type: none"> <li>▪ Assist in implementation of WADA anti-doping code</li> <li>▪ Assist in development of World Anti-Doping Convention under UNESCO</li> <li>▪ Timely and appropriate issue of funding to HRI and BNG</li> <li>▪ Ensuring adherence to Good Corporate Governance</li> <li>▪ Monitor HRI's Statement of Strategy 2003-2007</li> <li>▪ Monitor HRI's Capital Development Programme 2003-2007</li> <li>▪ Regular liaison meetings</li> <li>▪ Monitor activities of Irish Coursing Club</li> </ul>	<ul style="list-style-type: none"> <li>▪ WADA Code in place by mid 2004</li> <li>▪ New world convention agreed by end 2004</li> <li>▪ World convention submitted to UNESCO</li> <li>▪ HRI and Bord na gCon funding issued in accordance with need and as required by Government and Financial Procedures</li> <li>▪ Compliance with Code of Practice for the Governance of State Bodies</li> <li>▪ 6 monthly and Annual Review completed</li> <li>▪ Annual Review of Track Development Programme</li> <li>▪ Three meetings per year with HRI and Bord na gCon</li> <li>▪ Collate reports of 80 coursing meetings for review by Monitoring Comtte in October 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit 1 PO (P Heffernan)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Sports Unit 1 PO (P Heffernan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (S McCartan)</li> <li>▪ AP (S McCartan)</li> <li>▪ HEO (T Cleary)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Horse Racing Ireland</li> <li>▪ Bord na gCon</li> <li>▪ Dept. Finance</li> <li>▪ Dept. Agriculture</li> <li>▪ Revenue Commissioners</li> <li>▪ European Commission</li> </ul>

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	To facilitate and review the use of public funds for programmes promoting sport and recreational activity (Cont.)	<p>Support Horseracing Ireland and Bord na gCon in the implementation of their capital work programme (cont.)</p> <p>Review of Horse and Greyhound Racing Fund</p> <p>Implement Section 21 of Liquor Licensing Act 2003</p> <p>Contributing to the Strategy of the National Children's Office (NCO)</p>	<ul style="list-style-type: none"> <li>▪ Discharge responsibilities as a Board Member of Bord na gCon</li> <li>▪ Review of funding arrangements for the Horse and Greyhound sectors as provided for in the 2001 Act.</li> <li>▪ Prepare and implement regulations providing for licences to designated national sporting arenas.</li> <li>▪ Represent Department on Strategic Task Force on Alcohol</li> <li>▪ Membership of the Management Committee of the NCO</li> </ul>	<ul style="list-style-type: none"> <li>▪ Attend all board meetings and provide an effective participation, representing the Minister's interests, and those of Bord na gCon</li> <li>▪ Memo for Govt. to enable review of funding for Horse and Greyhound racing prepared by end 2004</li> <li>▪ Regulations implemented</li> <li>• Attendance at meetings of Management Committee of NCO</li> <li>• Discharging Department's commitment to the National Children's Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ AP (C Mulcahy)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ AP (C Mulcahy)</li> <li>• Asst. Sec (C Haugh)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit II PO (H Nugent)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Bord na gCon</li> <li>▪ Board of Bord na gCon</li> <li>▪ Parliamentary Counsel</li> <li>▪ Dept. Justice, Equality &amp; LR</li> <li>▪ NGBs</li> <li>▪ Dept. Health &amp; Children</li> </ul>

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2	To facilitate the provision of sport and recreation facilities on a nationwide basis	Efficient and effective delivery of Sports Capital Programme (SCP)	<ul style="list-style-type: none"> <li>▪ Applications invited annually under the programme, and assessments and recommendations made within three months of application date</li> <li>▪ Claims made for payments in respect of expenditure incurred by grantees satisfactorily discharged within one month of receipt</li> <li>▪ Annual budget for the scheme fully drawn down by year end</li> <li>▪ Implementation of SCP project inspection process</li> </ul>	<ul style="list-style-type: none"> <li>▪ Applications for 2004 Programme sought by mid January 2004</li> <li>▪ Assessments completed and recommendations made to Minister by mid April 2004</li> <li>▪ Provisional allocations announced and applicants informed of decisions by end April 2004</li> <li>▪ Payment either sanctioned to grantee or direction given regarding further requirements to be met within one month of receipt</li> <li>▪ Expenditure targets as provided for in the 2004 Estimates reached</li> <li>▪ Minimum of 40 SCP inspections, separate and in addition to, inspections related to payments by Finance/Sports Division, identified by Sports Capital Unit, to be done throughout year.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (D. Spratt)</li> <li>▪ HEO (J Connolly)</li> <li>▪ HEO (M Kennedy)</li> <li>▪ HEO (G McGuinn)</li> <li>▪ AP (D Spratt)</li> <li>▪ HEO (J Connolly)</li> <li>▪ HEO (M Kennedy)</li> <li>▪ AP (C O'Malley)</li> </ul>	<ul style="list-style-type: none"> <li>▪ IT Consultants (on-line system)</li> <li>▪ NGBs</li> <li>▪ Local Authorities</li> <li>▪ SCP applicants</li> <li>▪ Dept. Community Rural and Gaeltacht Affairs</li> <li>▪ ADM</li> <li>▪ Dept. Finance</li> <li>▪ Keyers of data onto IT database</li> <li>▪ ISC</li> <li>▪ Local Authorities</li> <li>▪ Minister</li> <li>▪ OPW</li> <li>▪ Chief State Solicitor's Office (CSSO)</li> <li>▪ Finance/Sports Division</li> </ul>

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	To facilitate the provision of sport and recreation facilities on a nationwide basis (Contd.)	<p>Efficient and effective administration of tax relief scheme for sports capital projects</p> <p>Development and Implementation of new Sports Facilities Strategy and completion of a national audit of local sports facilities</p> <p>Efficient and effective delivery of the Local Authority Swimming Pool programme</p>	<ul style="list-style-type: none"> <li>▪ Efficient and effective administration of tax relief scheme for sports capital projects</li> <li>▪ Set out Work Plan including proposed methodology and main components</li> <li>▪ Set up a Steering Group to oversee it</li> <li>▪ Deliver Strategy Report</li> <li>▪ Establish scope and draw up framework to classify facilities</li> <li>▪ Design programme for Audit</li> <li>▪ Design a means of storing &amp; displaying data.</li> <li>▪ Get underway and complete</li> <li>▪ Expenditure Review of Swimming Pools programme to be completed and recommendations implemented.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Decisions on proposals submitted for approval under the scheme conveyed to applicant within one month of receipt of proposal</li> <li>▪ Work plan complete and Steering Group set up by end January 2004</li> <li>▪ Sports Facilities Strategy Report complete &amp; ready by end 2004.</li> <li>▪ Implementation in 2005</li> <li>▪ Classification framework complete</li> <li>▪ Programme to complete audit in place</li> <li>▪ Data storage in place</li> <li>▪ Audit commenced</li> <li>▪ Draft report ready for submission to independent evaluators by end March 2004.</li> <li>▪ Recommendations implemented by end 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Head of Sports Unit I PO (P Heffernan)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Sports Unit II PO (H Nugent)</li> <li>▪ AP (D Breen)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> <li>▪ AP (C O'Malley)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (D Spratt),</li> <li>▪ HEO (G McGuinn)</li> <li>▪ Sports Unit I</li> <li>▪ HEO (M McGuinness)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Revenue Commissioners</li> <li>▪ ISC, OCI &amp; FIS</li> <li>▪ Dept. Education</li> <li>▪ Dept. Environment &amp; Local Government</li> <li>▪ NGB</li> <li>▪ Local Authorities</li> <li>▪ Dept. Finance</li> <li>▪ Dept. Community, Rural &amp; Gaeltacht Affairs</li> <li>▪ Community &amp; Sports Groups</li> <li>▪ OPW</li> <li>▪ Local Authorities</li> <li>▪ Community Groups</li> <li>▪ Dept. Finance</li> <li>▪ Dept. Environment &amp; Local Government</li> <li>▪ Dept. Community Rural &amp; Gaeltacht Affairs</li> </ul>

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	To facilitate the provision of sport and recreation facilities on a nationwide basis (Contd.)	Efficient and effective delivery of the Local Authority Swimming Pool programme (Cont.)	<ul style="list-style-type: none"> <li>Annual Budget for the programme to be drawn down by year end.</li> </ul>	<ul style="list-style-type: none"> <li>Regular contact with relevant local authorities/OPW for expenditure planning purposes</li> </ul>	<ul style="list-style-type: none"> <li>Head of Finance and Sports Unit PO (J Timbs)</li> </ul>	<ul style="list-style-type: none"> <li>AP (C O'Malley)</li> <li>HEO (M McGuinness)</li> </ul>	<ul style="list-style-type: none"> <li>OPW</li> <li>Local Authorities</li> <li>Community Groups</li> <li>Dept. Finance</li> </ul>
3	To facilitate the development of Campus and Stadium Ireland	<p>Place CSID on a statutory footing</p> <p>Clarify the future management structure for the Stadium Project</p> <p>Administer Vote funding for the National Aquatic Centre and CSID</p> <p>Seek Government decision regarding the elements of Stadium and Campus Ireland project to be provided in line with commitment in Programme for Government.</p>	<ul style="list-style-type: none"> <li>Prepare Legislation</li> <li>Propose options for future of CSID and following Govt decision on Stadium implement preferred option</li> <li>Finalise arrangements for payment of balance of funding for construction of NAC</li> <li>Process payments to CSID in accordance with 2004 Estimates and Dept. Finance sanction</li> <li>Memorandum for Government on the implications and options for provision of National Stadium following analysis of FAI/IRFU proposals and expressions of interest .</li> </ul>	<ul style="list-style-type: none"> <li>Legislation drafted and Bill published following Govt clarification of future policy re Stadium</li> <li>Management structure in place.</li> <li>Payment of balance of retention amount (1.5%) for NAC by March 2004.</li> <li>Government Decision on Stadium issue by February 2004</li> </ul>	<ul style="list-style-type: none"> <li>Head of Sports Unit II PO (H Nugent)</li> <li>AP (C Mulcahy)</li> <li>Head of Sports Unit II PO (H Nugent)</li> <li>AP (C Mulcahy)</li> <li>Secretary General (P Furlong)</li> <li>Asst.Sec (C Haugh)</li> <li>Head of Sports Unit II PO (H Nugent)</li> </ul>	<ul style="list-style-type: none"> <li>AP (C Mulcahy)</li> </ul>	<ul style="list-style-type: none"> <li>CSID</li> <li>Office of Parliamentary Counsel</li> <li>Government Secretariat</li> <li>Bills Office</li> <li>CSID</li> <li>OPW</li> <li>Dept. Finance</li> <li>DLPKS</li> <li>Rohcon</li> <li>CSID</li> <li>OPW</li> <li>AGs Office</li> <li>Dept. Finance</li> <li>NGBs</li> </ul>

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	To facilitate the development of Campus and Stadium Ireland (Cont)	Continuation of Campus and Stadium Ireland Development Ltd. (CSID)	<ul style="list-style-type: none"> <li>▪ Implementation of Government policy in this regard.</li> <li>▪ Chairing meetings of the Board of CSID</li> </ul>	<ul style="list-style-type: none"> <li>▪ Action Plan on implications drawn up and put into effect following Government decision.</li> <li>▪ Board Meetings held regularly and such meetings conducted efficiently and effectively</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (C Haugh)</li> </ul>		

## Corporate Services

**High Level Goal - To support delivery of the Department's mission and sectoral goals, and provision of a quality customer service, through development, in line with the civil service modernisation programme, of enhanced organisational and support structures, staff skills and competencies.**

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1	Ongoing development of a Strategic Management Framework	Strategic planning in place in the Department  Partnership Process embedded in the Department.  Modernisation programme extended to agencies of the Dept.	<ul style="list-style-type: none"> <li>▪ Co-ordination and development of annual Business Plans to give effect to Dept's Statement of Strategy</li> <li>▪ Oversee preparation of BUWPs in line with Business Plan</li> <li>▪ Oversee preparation and publication of Dept's Annual Report</li> <li>▪ Carry out audits of linkage between PMDS and business plans/strategic objectives.</li> <li>▪ Programme of work with emphasis on implementation of Sustaining Progress agreed and implemented.</li> <li>▪ Sub-groups of Partnership operating in support of the process.</li> <li>▪ Agencies briefed on modernisation programme.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department's Business Plan for 2004 on the Department's website by January 2004.</li> <li>▪ Plans prepared by January 2004</li> <li>▪ Report published by March 2004.</li> <li>▪ Audits carried out on a quarterly basis.</li> <li>▪ Partnership Cmte meetings held regularly.</li> <li>▪ Policies agreed through Partnership.</li> <li>▪ Work programmes of sub groups completed within agreed timeframes.</li> <li>▪ Progress by agencies monitored in bi-annual reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (B O'Kelly / C Byrne)</li> <li>▪ Secretary General (P Furlong)</li> <li>▪ Asst Secretaries</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (BO'Kelly/C Byrne)</li> <li>▪ Chairs of sub-groups.</li> </ul>	<ul style="list-style-type: none"> <li>▪ POs/ Line Managers</li> <li>▪ Partnership Committee</li> <li>▪ MAC</li> <li>▪ Partnership Committee</li> <li>▪ Sub-groups of Partnership</li> <li>▪ Staff</li> <li>▪ Unions</li> <li>▪ Secretary to the Partnership Committee.</li> <li>▪ CEOs of Agencies</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dept. Finance/Dept. Taoiseach (SMI Team)</li> <li>▪ Central advisory Dept. Finance/Dept. Taoiseach (SMI Team)</li> <li>▪ Centre for Partnership</li> </ul>

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2	Enhancing organisational capability and flexibility	<p>To contribute towards the implementation of Government Policy on decentralisation.</p> <p>Implementation of HR Strategy and HR related actions contained in the Dept's Sustaining Progress Action Plan</p> <p>Consolidate implementation of the Performance Management and Development System (PMDS).</p>	<ul style="list-style-type: none"> <li>▪ Establish Implementation Committee to implement Government Decision</li> <li>▪ Prepare Departmental Plan on decentralisation including timeframe and process</li> <li>▪ Commence implementation of Plan July 2004</li> <li>▪ Put in place appropriate mechanisms (e.g. cross-grade/section Teams) and prepare discussion papers in support of implementation of HR Strategy/HR actions in Sustaining Progress Action Plan.</li> <li>▪ Prepare progress reports for Partnership Committee.</li> <li>▪ Monitor and support implementation of each phase of PMDS throughout the Department during 2004.</li> <li>▪ Report on progress to Partnership Committee and MAC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation Committee in place January 2004</li> <li>▪ Plan agreed in line with central guidelines</li> <li>• As above</li> <li>▪ Deadlines for implementation of HR Strategy /Sustaining Progress Action Plan met.</li> <li>▪ Progress reports submitted to Partnership Committee.</li> <li>▪ Phase 1 by January 2004</li> <li>▪ Phase 2 by June 2004</li> <li>▪ Phase 3 by December 2004</li> <li>▪ Progress reported on a quarterly basis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (C Hennessy)</li> <li>▪ Asst.Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (B O'Kelly)</li> <li>▪ HEO (T Fitzgerald)</li> <li>▪ Asst.Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (B O'Kelly)</li> <li>▪ HEO (T Fitzgerald)</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation Committee</li> <li>• Partnership Committee</li> <li>• Staff Reps.</li> <li>• Dept. staff</li> <li>▪ HR Strategy Group</li> <li>▪ HR Unit</li> <li>▪ Partnership Committee</li> <li>▪ Staff</li> <li>▪ Unions</li> <li>▪ All staff</li> <li>▪ MAC</li> <li>▪ Partnership Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ Interdepartmental Decentralisation Committee</li> <li>▪ Other Government Departments</li> <li>▪ CMOD</li> <li>▪ Dept. Taoiseach (SMI Team)</li> </ul>

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	Enhancing organisational capability and flexibility (cont.)	<p>Dept's agreed training strategy implemented.</p> <p>Development of Training Plan for Cultural Institutions.</p> <p>Facilitate the deployment of Human and other resources to support the delivery of the Department's objectives.</p>	<ul style="list-style-type: none"> <li>▪ Implementation of the Dept's Training Plan.</li> <li>▪ Identify training and development needs for Cultural Institutions through PMDS process.</li> <li>▪ Evaluate impact of training and development programme throughout 2004.</li> <li>▪ Monitor training costs as % of Payroll</li> <li>▪ Respond to identified Management priorities.</li> <li>▪ Manage the Dept's staffing and accommodation requirements.</li> <li>▪ Manage the Administrative Budget in relation to relevant areas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implementation to commence Jan 2004 and completed by end-2004.</li> <li>▪ Training needs identified January 2004.</li> <li>▪ Draft Training Plan prepared February 2004.</li> <li>▪ Implementation of Training Plan to commence April 2004</li> <li>▪ Training spend represents 4% of payroll by end 2004</li> <li>▪ Report for MAC and Partnership on impact of training delivered.</li> <li>▪ Optimum use of resources in compliance with terms of Administrative Budget</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (B O'Kelly)</li> <li>▪ HEO (T Fitzgerald)</li> </ul>	<ul style="list-style-type: none"> <li>▪ All staff</li> <li>▪ MAC</li> <li>▪ Partnership Committee</li> <li>▪ All staff of Cultural Institutions</li> <li>▪ MAC</li> <li>▪ Partnership Committee</li> </ul>	<ul style="list-style-type: none"> <li>▪ CMOD</li> <li>▪ Dept. Taoiseach (SMI Team)</li> <li>▪ CMOD</li> <li>▪ Dept. Taoiseach (SMI Team)</li> </ul>

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	Enhancing organisational capability and flexibility (cont.)	<p>Implementation of the Management Information Framework.</p> <p>Implement Report of the Working Group on Accountability of Secs Gen and Accounting Officers (Mullarkey)</p> <p>Contribute to securing adequate funding under the annual Budgetary process for the expenditure of the Department and its agencies and putting in place and managing appropriate financial control</p>	<ul style="list-style-type: none"> <li>▪ Acquire financial accounting system that meets MIF requirements.</li> <li>▪ Apply redefined financial accounts/cost centre structure to enable reporting by Division, Unit and Section</li> <li>▪ Manage implementation process within Department</li> <li>▪ Accounts, Salaries and Estimates process structured and operated to provide efficient support for Departmental activities</li> </ul>	<ul style="list-style-type: none"> <li>▪ New MIF system fully operational by end December 2004</li> <li>▪ Pilot monthly financial management reporting at business unit level by mid 2004.</li> <li>▪ Recommendations implemented in line with Report timescale and Departmental Plan.</li> <li>▪ Efficient production of the Appropriations Account for 2003 by end March 2004.</li> <li>▪ Monthly report to Dept. Finance and MAC on expenditure under Votes</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> <li>▪ Accountant (M Neville)</li> <li>▪ MIF Group</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> <li>▪ AP (S Ryan)</li> <li>▪ Accountant (M Neville)</li> <li>▪ Head of Finance and Sports Unit PO (J Timbs)</li> <li>▪ AP (S Ryan)</li> </ul>	<ul style="list-style-type: none"> <li>▪ MAC</li> <li>▪ Partnership Committee</li> <li>▪ POs/Line Managers</li> <li>▪ Departmental Implementation Group</li> <li>▪ HR Unit</li> <li>▪ Internal Audit</li> <li>▪ HEO (W Graham)</li> <li>▪ HEO (R Crowley)</li> <li>▪ HEO (R Crowley)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central MIF Group</li> <li>▪ Dept.Finance</li> <li>▪ C &amp; AG's Office</li> <li>▪ Dept. Finance</li> <li>▪ C &amp; AG's Office</li> </ul>
3	To implement the civil service policy on equality.	To promote equality in the Department consistent with the centrally agreed civil service policy.	<ul style="list-style-type: none"> <li>▪ Prepare a Departmental policy statement on equality of opportunity.</li> <li>▪ Prepare progress reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy prepared January 2004</li> <li>▪ Policy implemented.</li> <li>▪ Progress reported in Annual Reports.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst.Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (C Byrne)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secretary General</li> <li>▪ HR Unit</li> <li>▪ POs/Line Managers</li> <li>▪ Partnership</li> </ul>	<ul style="list-style-type: none"> <li>▪ Equality Unit Dept. Finance</li> <li>▪ Civil Service and Local Appointments Commissioners</li> </ul>

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4	To provide a quality service to our customers	<p>To oversee implementation of Customer Charter and related Customer Action Plan (CAP).</p> <p>To oversee and monitor compliance with FOI Acts.</p>	<ul style="list-style-type: none"> <li>▪ Monitor compliance with Charter standards in accordance with actions/timetable contained in CAP.</li> <li>▪ Prepare progress reports.</li> <li>▪ Co-ordinate all FOI activity in Department.</li> <li>▪ Provide advice and support to FOI decision-makers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Charter standards implemented and monitored.</li> <li>▪ Progress reports submitted to Partnership Committee and MAC every six months.</li> <li>▪ Progress reported in Annual Report</li> <li>▪ Requests/reviews processed within time limits.</li> <li>▪ Report submitted to MAC on a quarterly basis.</li> <li>▪ Decision-makers trained.</li> <li>▪ Internal procedures updated in line with best practice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ QCS sub-group</li> <li>▪ AP (C Byrne/B O'Kelly)</li> <li>▪ HEO (M Duffy)</li> <li>▪ Asst. Sec (P Bates)</li> <li>▪ Head of Corporate Services Unit PO (S McGrath)</li> <li>▪ AP (C Byrne/B O'Kelly)</li> </ul>	<ul style="list-style-type: none"> <li>▪ POs/Line Managers</li> <li>▪ Customer Liaison Officers.</li> <li>▪ Partnership Committee</li> <li>▪ Staff</li> <li>▪ MAC</li> <li>▪ Decision-makers</li> <li>▪ Internal Reviewers</li> </ul>	<ul style="list-style-type: none"> <li>▪ Central QCS Network</li> <li>▪ Customers</li> <li>▪ FOI Central Policy Unit</li> <li>▪ Civil Service Users' Network</li> <li>▪ Information Commissioner</li> <li>▪ Software/Hardware suppliers/consultants</li> <li>▪ CMOD</li> <li>▪ Department's Agencies</li> </ul>
5.	To develop and manage Information Technology to support delivery of the Department's mission and objectives.	To implement the Department's IT Strategy for the period 2003-2005	<ul style="list-style-type: none"> <li>▪ Undertake the tasks specified in the Strategy for 2004.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Tasks completed by dates specified in the Strategy</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M Grant)</li> <li>▪ Head of IT Services PO (C Flynn)</li> <li>▪ IT Manager AP (F Walsh)</li> <li>▪ HEO (A Murphy)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Line managers within Department.</li> <li>▪ IT Strategy Group.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Software/Hardware suppliers/consultants</li> <li>▪ CMOD</li> <li>▪ Department's Agencies</li> </ul>

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6	To embed the Information Society and e-Public Service policies in Departmental organisation and planning.	<p>To maximise use of electronic means of disseminating information to Department and its customers</p> <p>To apply eGovernment strategies to Departmental operations where appropriate</p> <p>Assist in the development of a Departmental policy on eWorking.</p>	<ul style="list-style-type: none"> <li>▪ Regular monitoring and updating of Department's Website</li> <li>▪ Supporting Sports Division in a review of on-line service of Sports Capital programme and database.</li> <li>▪ Membership of Interdepartmental Committees on various aspects of e-Public Service.</li> <li>▪ Assist, as appropriate, HR Unit in its consideration of options for eWorking within the Department</li> </ul>	<ul style="list-style-type: none"> <li>▪ Department's website content is up-to-date and maintained at optimum national and International standard.</li> <li>▪ On-Line application process enhanced and upgraded if considered feasible and necessary.</li> <li>▪ Application of appropriate e-Public Service strategies in Department's planning and operational processes.</li> <li>▪ Implementation of any eWorking strategies/pilots formulated by HR Unit</li> </ul>	<ul style="list-style-type: none"> <li>▪ Asst. Sec (M. Grant)</li> <li>▪ Head of IT Services PO (C Flynn)</li> <li>▪ IT Manager AP (F Walsh)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Line managers within Department</li> <li>▪ Internal Web group</li> <li>▪ Sports Division</li> </ul>	<ul style="list-style-type: none"> <li>▪ Information Society Implementation Group</li> <li>▪ Dept. Taoiseach</li> <li>▪ CMOD</li> <li>▪ Reach</li> </ul>
7	To enhance the Audit and Control Environment in the Department	<p>To carry out an Annual Programme of Internal Audit including follow-up on previous agreed audit recommendations.</p> <p>To implement the recommendations, in relation to internal audit and internal control, from the Report of the</p>	<ul style="list-style-type: none"> <li>• Complete Annual Programme of Internal Audit.</li> <li>• Contribute to the evaluation of Internal Financial Control Systems.</li> <li>• Establish and</li> </ul>	<ul style="list-style-type: none"> <li>• Annual programme completed within calendar year.</li> <li>▪ Achievement of timeframes set out in Mullarkey Report.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secretary General (P Furlong)</li> <li>▪ Internal Auditor AP (F Judge)</li> <li>▪ HEO (E Laird)</li> </ul>		

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	To enhance the Audit and Control Environment in the Department.(Cont.)	<p>Working Group on the Accountability of Secretaries General and Accounting Officers. (Mullarkey Report)</p> <p>To contribute towards the development of a Risk Strategy for the Department.</p> <p>To implement a programme of inspection visits to projects supported under the Sports Capital Programme</p>	<p>service an Internal Audit Committee.</p> <ul style="list-style-type: none"> <li>• Provide Accounting Officer with assurance on the systems and procedures in place towards achievement of Department's objectives.</li> <li>• Facilitate risk identification and assessment.</li> <li>• Focus the work of Internal Audit on areas of greatest risk, as identified by management.</li> <li>• Provide assurance to the Accounting Officer on the management of risk.</li> </ul> <ul style="list-style-type: none"> <li>▪ Selection of projects based on appropriate sampling and risk analysis to achieve desired coverage and reporting to Sports Division</li> <li>▪ Devise audit/inspection process for large scale grants/projects</li> </ul>	<ul style="list-style-type: none"> <li>▪ The integration of risk assessment and management into the management process by end 2004.</li> <li>▪ Minimum of 10% of expenditure in year 2002 and in year 2003 subjected to inspection and report by end 2004</li> <li>• Programme implemented during 2004</li> </ul>	<ul style="list-style-type: none"> <li>▪ Secretary General (P Furlong)</li> <li>▪ Internal Auditor AP (F Judge)</li> <li>▪ HEO (E Laird)</li> </ul> <ul style="list-style-type: none"> <li>▪ Head of Finance and Sport Unit PO (J Timbs)</li> <li>▪ Asst.Sec (C Haugh)</li> <li>▪ Head of Finance and Sport Unit PO (J Timbs)</li> </ul>	<ul style="list-style-type: none"> <li>▪ AP (C O'Malley)</li> <li>▪ HEO (M Mc Guinness)</li> <li>▪ AP (C O'Malley)</li> <li>▪ HEO (M Mc Guinness)</li> </ul>	<ul style="list-style-type: none"> <li>• Grant aided sports projects</li> <li>• External technical consultants</li> </ul>

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8	Formal closure of the 1994 – 1999 CSF Operational Programme for Tourism	<p>To secure the draw down of the final 20% of EU funds due in respect of the final claim under the Programme.</p> <p>Facilitate ERDF/ESF closure audits on the Programme by the EU Commission.</p>	<ul style="list-style-type: none"> <li>Assist European Commission on any queries regarding the final claim.</li> <li>Ensure EU Commission has the requisite documentation to enable it to conduct the audit.</li> </ul>	<ul style="list-style-type: none"> <li>Receipt of final 20% of Programme funding from the EU. (payment date dependant on European Commission.)</li> <li>Audits completed in full.</li> </ul>	<ul style="list-style-type: none"> <li>Head of Tourism Development Policy Unit PO (E Deegan)</li> <li>AP (G Banville)</li> </ul>	<ul style="list-style-type: none"> <li>Department's Internal Audit Unit.</li> </ul>	<ul style="list-style-type: none"> <li>European Commission</li> <li>Dept. Finance</li> <li>Dept. Enterprise Trade &amp; Employment</li> <li>Dept. Community Rural and Gaeltacht Affairs,</li> <li>Dept. Communications, Marine and Natural Resources,</li> <li>Dept. Education and Science</li> <li>Dept. Environment, Heritage &amp; Local Government</li> <li>Fáilte Ireland</li> <li>Shannon Development</li> </ul>