

**DEPARTMENT OF ARTS, SPORT AND
TOURISM**

STATEMENT OF STRATEGY 2005-2007

The Department's mission is:

"To support national economic and societal progress and enrich the quality of life of the people of Ireland, by facilitating the promotion and sustainable development of the arts and culture, sport and tourism sectors, while optimising interaction between them".

TABLE OF CONTENTS

Section	Page
Foreword by Minister	4
Introduction by the Secretary General	5
1. Introduction	6
2. Mission and Goals	6
3. Mandate	7
4. Operating Environment	9
5. Customer/Clients	10
6. Identification and Management of Cross-Departmental Issues	11
7. Cross-Functional Linkages within the Department	13
8. Decentralisation	14
9. Data/Statistics Strategies	14
Appendices:	
Appendix 1: Objectives, Actions and Performance Indicators	
<i>Arts and Culture</i>	15
<i>Sport</i>	19
<i>Tourism</i>	24
<i>Corporate Services</i>	27
Appendix 2: Executive Agencies/Related Bodies	33
Appendix 3: Extracts from The Programme for Government 2002	37
Appendix 4: Organisational Structure	40
Appendix 5: Breakdown of staff by grade and gender	41
Insert:	
Contact details for individual sections of the Department and for bodies within or under the aegis of the Department	

FOREWORD BY MINISTER

I welcome the publication of the second Statement of Strategy for the Department of Arts, Sport and Tourism which was established in June 2002. It sets out a series of objectives and planned actions in the arts, sport and tourism sectors over the next three years to deliver on the commitments in these areas as set out in the Agreed Programme for Government, the National Development Plan 2000-2006, "Sustaining Progress", the Social Partnership Agreement 2003-2005 and North-South co-operation under the Good Friday Agreement.

In the words of the Department's Mission Statement, each sector of the Department has a unique contribution to make to supporting national and societal progress and the enrichment of the quality of life of the people of Ireland. This is achieved through promoting artistic excellence and greater access to arts and culture, encouraging sporting excellence and facilitating greater access to sports for everyone and developing sustainable tourism.

A key element of the new strategy statement is to identify and nurture the scope for collaborative action across the three functional areas of the Department in order to mutually enhance the future development of the sectors involved. There is scope also for exploring such action with the Department's Agencies and indeed with other Government Departments. I look forward to seeing this aspect of the Department's work being progressed over the next few years.

The recent decision to establish the National Museum of Ireland and the National Library of Ireland as autonomous State agencies will bring a new dynamic to those institutions which will benefit all citizens and will enhance and enrich the scope for preservation and accessibility of Ireland's cultural heritage.

The decentralisation of the Department to Killarney will be a major objective and challenge for the Department and I look forward to a successful outcome to this important Government initiative.

I look forward very much to working with the staff of my Department and its associated Agencies to deliver on the challenging objectives set out in this Statement of Strategy.

**John O'Donoghue,
Minister for Arts, Sport and Tourism.**

Introduction by Secretary General

Over the period since the creation of the Department of Arts, Sport and Tourism in mid-2002, our main focus has been on the shaping of the new Department into a cohesive corporate entity. It became clear to us as we deepened our engagement with the arts, sport and tourism sectors, each with quite distinctive profiles, that, collectively, they were a significant influence in the lifestyles of citizens in today's more leisure-driven society. There is also an interconnectedness about the sectors inasmuch as sport and culture are now being recognised as important components of the national tourism product. Accordingly, in this our second Statement of Strategy, in implementing the policies, programmes and activities, which take account of the Agreed Programme for Government and the National Development Plan, we will seek to exploit the capacity of these linkages to contribute to more effective policy-making.

The Statement of Strategy presents an overview of the Department and summarises its mission and mandate. In setting the high-level goals and objectives, being pursued in the context of this mandate, it links them to the policy and operational environment which shapes them. The Statement also proposes output and outcome performance indicators which will provide reference points for the Department's main stakeholders, including the Irish taxpayer and their public representatives, to monitor and evaluate the effectiveness of the Department's performance over the next three years.

The Department is also gearing itself to face the organisational challenge of decentralisation. As one of the Departments included in the first tranche of public bodies to be decentralised, the management of that process in conjunction with the continuing rollout of the public service modernisation programme will be one of the main objectives facing the Department during the period of this Statement of Strategy.

The Statement reflects the outcome of extensive consultations with staff at all levels, with the Department's Partnership Committee, with the Agencies coming within the Department's area of responsibility and with other Government Departments. The strength of the Department lies in the commitment, dedication and effort of all our staff. The challenges posed by the management of the different sectors under the Department's wide remit are many and varied and I wish to acknowledge that it is through the support, flexibility and hard-work of our staff that we will achieve our goals.

Philip Furlong,
Secretary General

1. Introduction

This is the second Statement of Strategy for the Department of Arts, Sport and Tourism covering the period 2005-2007.

In preparing its Statement of Strategy the Department has concentrated its work on establishing an improved Performance Indicators framework. This reflects the conclusions of an internal Group of middle/senior managers who, as part of an IPA management and development training course, reviewed the Department's Statement of Strategy/Business planning process. The Group's main recommendation, which was accepted by the Department's Management Advisory Committee, was that there was a need to identify in the Statement of Strategy appropriate outcome or impact performance indicators in addition to the more traditional output Indicators. The Group noted that while output indicators were very useful, particularly for measuring business activity, they needed to be supplemented by outcome indicators which would allow for the measurement of the results or impacts the Department is ultimately trying to achieve consistent with Government policies and objectives.

In accordance with this approach, the Department has concentrated its work on the tabular statements (see Appendix 1) showing the high level goals and related objectives, actions and performance indicators, including a new column for outcome indicators focusing on the results the Department is seeking to achieve.

In preparing this Statement of Strategy a process of comprehensive consultation with and participation by all staff of the Department was undertaken. The process also involved consultation with the Department's Partnership Committee. Each of the agencies/boards under the aegis of the Department were also consulted. In addition all Departments with which the Department cooperates on specific issues were consulted. The views of staff, agencies and other Departments were taken into account when preparing the Strategy Statement.

2. Mission and Goals

The Department's mission is:

"To support national economic and societal progress and enrich the quality of life of the people of Ireland, by facilitating the promotion and sustainable development of the arts and culture, sport and tourism sectors, while optimising interaction between them".

Reflecting the priorities in the Agreed Programme for Government and under "Sustaining Progress" – the Social Partnership Agreement, 2003 – 2005, and, taking into account the commitment to enhanced North- South co-operation under the Good Friday Agreement, the Department's High Level Goals are:

Arts and Culture: To create an environment that enables arts and culture to flourish, through the provision of an appropriate legislative, policy and resource framework.

Sport: Recognising the role of sport in fostering healthy lifestyles, to support and influence increased interest and participation in sport, the improvement of standards

of performance in sport and the development of sports facilities at national, regional and local level, through an appropriate policy and resource framework.

Tourism: To support the sustainable growth of the tourism industry and to help it address the competitive challenge through the development, implementation and influencing of a range of policy actions and programmes which optimise the economic and social benefits of the sector to Ireland.

Corporate Services: To manage organisational change and resources to deliver quality services to our customers and to implement decentralisation policy.

3. Mandate

3.1 General

The Department of Arts, Sport and Tourism was formed in June 2002 and has responsibility for:

- formulation, development and evaluation of policy and structures to create an environment that enables arts and culture to flourish, including the promotion of Irish art abroad and the development of the Irish film industry;
- development of the National Cultural Institutions and supporting development in other arts and cultural projects at regional and local level;
- formulation, development and evaluation of public policy to support and influence increased participation in sport, the improvement of standards of performance in sport and the development of sports facilities at national, regional and local level through the sports' capital funding and the local authority swimming pool programmes and through the provision of funding to the Irish Sports Council;
- overseeing major sports capital projects, including the redevelopment of Lansdowne Road as a world-class stadium and the development of a sports complex at Abbotstown;
- formulation, development and evaluation of policy for the tourism sector to support sustainable growth, including growth across all tourism regions and to address competitive challenges through a range of actions in areas such as human resource development and training, marketing and promotion, product development, institutional structures and funding and North/ South cooperation;
- overseeing and monitoring implementation of the strategy for Irish Tourism development as set out in the Report of the Tourism Policy Review Group "New Horizons for Irish Tourism – An Agenda for Action";
- providing the framework for service delivery through the main arts and culture, sport, and tourism implementing agencies (for list of the Department's Agencies, see Appendix 2).

3.2 Programme for Government

The Programme for Government affirms the role of the arts, sport and tourism sectors in Ireland's economic, social and cultural progress. It provides the framework (see Appendix 3) for Government priorities in each of these sectoral areas over the five year period 2002-2007, including:

- **The Arts and National Cultural Institutions:** - to develop and sustain the increased level of activity in the arts around the country; to rebuild our national theatre, the Abbey; to secure the long-term strategic development of the National Concert Hall; and to support the Irish film industry;
- **Sport:** - to continue investment in appropriate sports facilities around the country, particularly at a local level and to put in place a long-term strategy, incorporating a national audit of local facilities, to ensure development of necessary facilities and increased participation in sports; to maintain high performance levels and to support the provision of state of the art stadium facilities for the major spectator sports;
- **Tourism:** - to broaden our source markets and foster expansion and competition on access routes; to support Tourism Ireland Ltd in promoting the whole island of Ireland as a tourism destination; to encourage the sensitive development of tourist areas and environmental best practice;

The Department has made specific provision in its high-level goals, objectives, actions and outputs/outcomes for the delivery of Government policy in accordance with the provisions of the Programme for Government;

3.3 Sustaining Progress

The Social Partnership process provides, in line with the Programme for Government, a particular framework for social and economic development which has been beneficial to sectors such as tourism. "Sustaining Progress" includes a range of specific commitments in relation to the future development of Irish Tourism which are being fully incorporated as part of the Department's objectives.

The Department is targeting more effective and efficient development of its policies and delivery of its services in accordance with the agenda for change and modernisation in the civil service as set out in "Sustaining Progress".

The agenda for change, which is set out in detail in the Department's Action Plans under "Sustaining Progress", is reflected in the tabular statements contained in Appendix 1 to this document, and focuses in particular on:

- high quality service delivery to customers including maximum use of Information Technology;
- value for money through strong corporate governance processes including internal audit, the management information framework and an ongoing programme of expenditure reviews;

- ongoing development of skilled and motivated staff through training and improved human resource policies, including taking account of recent HR legislative changes, and better linkages between the business planning process and the Performance Management and Development System;
- organisational flexibility and responsiveness, particularly in the context of decentralisation.

3.4 Legislative Framework

The Department's mandate is also informed by relevant legislative provisions including:

- the Arts Act 2003, the Film Board Act, 1980, the National Cultural Institutions Act, 1997, the Heritage Fund Act, 2001;
- the Irish Sports Council Act, 1999, the Greyhound Industry Act, 1958, the Irish Horse Racing Industry Act, 1999, the Horse and Greyhound Racing Act, 2001,
- the Tourist Traffic Acts, 1939-2003, and
- by general primary legislation such as the Ministers and Secretaries Acts, the C&AG Amendment Act, 1993, the Public Service Management Act, 1997, the Freedom of Information Acts, 1997 and 2003 and the Ethics in Public Office Act, 1995.

4. Operating Environment

The factors which will affect and influence the Department's activities in the period ahead include:

Cross-cutting factors:

- The programme of decentralisation of Government Departments, with the inclusion of the Department in the first phase of the programme;
- Corporatisation of the National Museum and National Library during the first half of 2005 which will involve changing the status of the Institutions from civil service units to autonomous State agencies;
- Expectations from the public for higher standards of service, delivered close to the customer, greater participation and partnership in decision-making structures and openness, transparency and accountability in service delivery;
- An increased emphasis on value for money and measurable results;
- Containment of the public service pay-bill and a reduction in public service staff numbers;
- An accelerating civil/public service modernisation programme;
- Progressing North/South co-operation under the Good Friday Agreement;
- Expansion in the range and diversity of opportunities for leisure and in demand for leisure activities, in the context of a buoyant domestic economy;
- Developing policies to reflect the changing multicultural dimensions of society in Ireland;
- European Union related responsibilities.

Arts and Cultural Institutions:

- Allocation of suitable resources to maximise the effectiveness of the State's support for artistic and cultural endeavour both directly through the Department's programmes and indirectly through the agencies under its aegis such as the Arts Council and the Irish Film Board;
- The need to address and rectify basic shortcomings in the quality of Ireland's Arts and Cultural infrastructure;
- Allocation of suitable resources to the cultural institutions under the Department's aegis to ensure the preservation, conservation and display of the moveable national heritage for present and future generations.

Sport:

- Increased professionalism in international sport posing new challenges for Irish competitors and for the tradition of local voluntary involvement in the running and organisation of sport;
- Public concern in relation to ethics in sport particularly with regard to the misuse of prohibited substances;
- Role of sport and physical education in the school curriculum;
- Increased interest in sport as an instrument through which to promote good health.
- Demand for large-scale multi-use sports' facilities as part of urban regeneration programmes;
- Interaction with the Irish Sports Council, the Department of Health and Children and the Department of Education and Science on the role of sport in promoting healthy lifestyles;
- Increasing obesity levels among young people and the proliferation of other non-physical pastimes.

Tourism:

- Good long-term prospects for international tourism but with more intense international competition;
- Changing profile and requirements of tourists with increased demand for value for money and quality service;
- Demand for environmentally sustainable tourism development;
- The need for an improved and more competitive access transport policy to facilitate tourism development;
- Indications of under-utilised capacity and infrastructural deficits, such as the absence of a National Conference Centre;
- High input costs and falling margins for tourism enterprises.

5. Customers/Clients

The delivery of services and outcome of policies and strategies pursued by the Department ultimately impact on a wide array of people, including tourists, those involved in arts and culture, sporting associations and their members and the various related industries and employers. The Department's key stakeholder and customer base comprises:

- The Minister for Arts, Sport and Tourism
- Government and Ministers
- Members of the Oireachtas
- North South Ministerial Council
- Other Government Departments
- Organisations of the European Union
- The Council of Europe
- State Agencies
- Tourism Representative Bodies
- Sports Representative Bodies
- Local & Regional Bodies
- Cultural Institutions and their patrons
- Artistic and Creative Representative Bodies
- Voluntary and community organisations.
- Members of the public.

The Department's core focus must be on the national interest, rather than that of any particular client or customer group. It is ultimately accountable to the citizen and taxpayer and, in terms of policy development and actions, is required to deliver the outcomes determined for it by the Minister, the Government and the Oireachtas of the day.

The Department is committed to delivering top quality services to all its customers consistent with the service commitments contained in its Customer Charter. The Department has already made considerable progress in implementing its Customer Charter and, in the period ahead, the Department will be focusing its work on mainstreaming customer service into all Departmental activities and to putting in place more effective mechanisms for evaluating and monitoring performance against service standards across all areas of activity, with a view to maximising customer satisfaction levels.

6. Identification and Management of Cross-Departmental Issues

Arts and Culture:

Management of capital investment in the National Cultural Institutions involves continuous liaison with the Office of Public Works and with the Cultural Institutions under the aegis of the Department and coordinated contact with other Units within the Department. Regular contacts through organised meetings with Institutional clients and the Office of Public Works enable close planning and monitoring of expenditure and the prioritising of future capital works.

The long-standing policy of free admission to the Cultural Institutions ensures that the experience of visiting the permanent major collections of the Cultural Institutions is open to all and therefore complies with the inclusivity provisions of the National Anti-Poverty Strategy. The planning of projects at the Cultural Institutions takes account of obligations under the National Disability Strategy. Educational Programmes at the Institutions are directed primarily at children and are in compliance with the National Children's Strategy.

The Department is working with the Department of the Environment, Heritage and Local Government (DEHLG) and the National Museum of Ireland in regard to the implementation of the National Monuments (Amendment) Act 2004 and the proposed revision and amendment of the National Monuments Act 1930 and subsequent amending legislation. Both Departments cooperate with each other in fulfilling the

requirements of the Operational Programmes under the National Development Plan. Both also are committed, together with the National Museum, to agreeing a balanced approach to the requirement for improved national infrastructure while taking appropriate account of the obligation to preserve heritage and artefacts for future generations.

International arts involves significant common issues with the Department of Foreign Affairs. Mechanisms are in place for ongoing liaison at formal and informal levels. The broad aim of the Department's funding for the arts, both through the Arts Council and through direct capital grants, is to increase access for all to the enjoyment of and participation in the arts. This includes children, in line with the National Children's Strategy. All capital grants administered by the Department in the arts sector take account of obligations under the National Disability Strategy. Cooperation and liaison takes place with the Revenue Commissioners and the Department of Finance relating to the implementation of the Section 481 tax relief scheme.

Sport:

The Department maintains regular links with the many bodies, including relevant State agencies and Local Authorities, involved in the delivery of sports activities and projects. This ensures that an appropriate environment can be created which will allow wide-ranging participation in sporting activities and which will exercise a positive influence on the physical and mental well-being of the population.

The creation of expanded opportunities to participate in sport through the provision of sporting facilities at local, regional and national level involves a significant level of cross-Departmental activity, inter-relationship with numerous agencies and bodies and co-ordinated liaison between the various Units within the Department. During the annual assessment process of applications under the Sports Capital Programme, the Department consults with the Department of Community, Rural and Gaeltacht Affairs (DCRG) and Area Development Management Ltd regarding projects designated by the Government for special support through the Local Drugs Task Force, RAPID 1, RAPID 2 and CLÁR programmes. In addition, grantees under the Sports Capital Programme whose projects are located in CLÁR, and those in RAPID areas which have been endorsed by their local RAPID Area Implementation Team, qualify for additional 'top-up' funding from DCRG. The Department works closely with DCRG in the administration of the Sports Capital Programme in relation to CLÁR and RAPID top-ups and is also represented on the National Monitoring Committee.

The Tax Relief for Donations to the sports capital projects scheme is operated by the Department in conjunction with the Revenue Commissioners. Applicants to the Department must first secure sports status from Revenue. Quarterly reports are issued from the Department to Revenue in relation to the projects approved by the Department under the scheme.

The preparation of a sports facility strategy and the completion of an audit of sports facilities will be carried out under the auspices of an inter-Departmental Steering Group. The facilitation of the Lansdowne Road Stadium redevelopment is being overseen by an inter Departmental and inter agency Steering Group. The delivery of

all major national facilities involves liaison with Campus Stadium Ireland Development Ltd (re Abbotstown Campus) the IRFU, FAI and Lansdowne Road Stadium Development Co. (re Lansdowne Stadium Redevelopment), the GAA (re Croke Park and other GAA facilities), Local Authorities and all the major governing bodies of sport.

The completion and implementation of recommendations to emerge from the Swimming Pools Expenditure Review should contribute substantially to the addressing of needs set out in a number of important cross-Departmental strategies – relating to health, children, the primary school curriculum, spatial policy, tourism and local government renewal.

Mindful of the benefits which accrue to the physical and mental well being of the nation through their involvement in sporting and physical activities, the Department has formal and informal levels of consultation and co-operation with the Irish Sports Council in the prioritisation of funding for sporting facilities under the Sports Capital Programme.

The Office of Public Works acts as technical adviser to the Department in relation to all of its major infrastructural projects across the three sectors.

Tourism:

The development strategy set out in the New Horizons Report of the Tourism Policy Review Group provided a model to address cross-Departmental issues relating to tourism development. The Tourism Action Plan Implementation Group, was established to help drive forward the implementation of the recommendations in the Review Group's Report. Through its monthly meetings and six-monthly progress reports, the Group seeks to influence and monitor a range of flanking policies that impact on tourism. The initial focus has been on a more intense dialogue and relationship with the Departments of Finance, Transport, and Environment, Heritage and Local Government and Community, Rural and Gaeltacht Affairs on issues of mutual interest. This activity complements a range of work and participation in inter-Departmental Committees on environment, education, trade, North/South, EU Structural funds and transport issues.

7. Cross-Functional Linkages within the Department

The issue of greater synergy between the different sectoral areas of the Department has been addressed in a recent internal project as part of a senior management training and development programme. This identified the need to create new partnerships and relationships that better integrate the arts/culture, sport and tourism sectors with a view to maximising forward integrated planning across the various sectoral activities. The establishment of an internal Principal Officer forum, where information on programmes and issues can be shared on a regular basis, is the first step in this process.

Synergies have already been exploited in a number of areas, particularly in the context of major international cultural events such as the EU Presidency Cultural Programme, the festival of Irish culture in China, the ReJoyce festival and Cork European Capital

of Culture 2005. A Departmental EU Coordination Committee considers any EU issues that have a cross-Departmental impact, such as the policy implications of the European Constitutional Treaty, and identifies any appropriate action to be taken. An EU Coordination unit monitors the fulfilling of the Department's obligations under the EU Oireachtas Scrutiny Act 2003. A North-South Coordination Unit is responsible for coordinating the Department's input into policy initiatives relating to North-South and British-Irish Cooperation.

8. Decentralisation

The Department has been included in the first tranche of public bodies to participate in the decentralisation programme announced by the Government. The management of the decentralisation process, with the significant staff turnover involved, will obviously be the main organisational challenge facing the Department in the period ahead. This is reflected in the Corporate Services High Level Goal and related Objectives, Actions and Performance Indicators.

9. Data\Statistics Strategies

In line with the Government decision on the development of data/statistics strategies for Statements of Strategy, the Department has identified and prioritised its statistical data needs for policy making within the Department. The increasing focus on performance indicators and outcomes, an important element of "Sustaining Progress" requires a coordinated and co-operative approach to this issue. A submission to the Expert User Group on data strategies and statistics, prepared by the Department with the cooperation of the Central Statistics Office, sets out the statistical priority needs of the Department across the three sectors in order of priority as agreed by the Management Advisory Committee. Further development of these priorities will take place over the period of this Statement of Strategy.

APPENDIX 1

Department's Mission Statement

The Department's mission is to support national economic and societal progress and enrich the quality of life of the people of Ireland, by facilitating the promotion and sustainable development of the arts and culture, sport and tourism sectors, while optimising interaction between them.

HIGH LEVEL GOAL: ARTS and CULTURE

To create an environment that enables arts and culture to flourish, through the provision of an appropriate legislative, policy and resource framework.

	Objective	Action	Performance Indicators	Indicators
			Output Indicators	Outcome Indicators
1.	Implement the remaining provisions of the National Cultural Institutions Act, 1997.	<ul style="list-style-type: none"> • Conclude any outstanding negotiations, in conjunction with HR Unit, with Unions. • Complete selection processes and appointment of Board membership. • Commence negotiations with statutory Boards on final phase implementation (including introduction of export licensing system in respect of Fine Art). 	<ul style="list-style-type: none"> • Relevant sections of the NCI Act implemented, establishing statutory Boards for the National Museum and National Library, during the first half of 2005 • New statutory Boards in place and operating to the highest standard in relation to corporate governance following establishment date. • Agreed complement of resources in place with gradual transfer of administrative functions (to mid-2005) from Department. 	<ul style="list-style-type: none"> • Greater autonomy for the Institutions within which to conduct their day-to-day business. • Institutions carrying out all of the relevant statutory duties laid down in the Act.
2.	Review of National Archives Act, 1986 including question of autonomous status for the National Archives.	<ul style="list-style-type: none"> • Complete review at Divisional level. • Draw up a discussion document and establish focus group. • Consult with Archives users. 	<ul style="list-style-type: none"> • Internal Review completed, taking account of relationship between 1986 Act and FOI legislation. • Recommendations drawn up through consultation process, and agreed. 	<ul style="list-style-type: none"> • Final decision made on approach to legislation by end 2005.
3.	Review of Irish Manuscripts Commission (IMC).	<ul style="list-style-type: none"> • Subject to Ministerial approval, implement new 	<ul style="list-style-type: none"> • IMC reconstituted under modern terms of reference and governance. 	<ul style="list-style-type: none"> • IMC providing services relevant to its stakeholders.

	Objective	Action	Performance Indicators	
			Output Indicators Outcome Indicators	
		strategy for the IMC based on recommendations of consultancy review of IMC.		
4.	To encourage & promote film-making in Ireland	<ul style="list-style-type: none"> • Conclude bilateral co-production agreements by end 2005 where these are deemed useful. • Effective implementation of parameters of the Section 481 scheme agreed with Revenue Commissioners. 	<ul style="list-style-type: none"> • Bilateral agreements in place by end 2005. • Certification commenced by Revenue Commissioners on direction by this Department as provided for in the Finance Act 2004. 	<ul style="list-style-type: none"> • Level of film-making in Ireland and by Irish film-makers increased. • Scheme operational in line with reasonable needs of industry. • Potential abuse of the scheme minimised.
5.	To support the further development of arts and culture infrastructure.	<ul style="list-style-type: none"> • The delivery of an agreed programme under the existing Arts and Culture Capital Enhancement Support Scheme (ACCESS) • Formulate proposals for a new scheme. • Criteria agreed and applications invited within three months of any new scheme approved. • Fund, as appropriate, projects, museums and art galleries in the non-State sector. 	<ul style="list-style-type: none"> • Drawdown of funds for approved projects. • All projects open and operating. • Approvals for any new programme announced within three months of closing date for receipt of applications. • Number and variety of projects completed. 	<ul style="list-style-type: none"> • Improved access to and availability of arts and cultural facilities. • Increased and improved stock of arts and cultural facilities. • Increased attendance at arts and cultural activities.

	Objective	Action	Performance Indicators	
			Output Indicators Outcome Indicators	
6.	To improve the efficiency and effectiveness of the delivery mechanisms for State support for arts and culture through the various State Agency structures.	<ul style="list-style-type: none"> • Ensure appropriate resource allocation to arts and culture bodies in accordance with proper corporate governance arrangements. 	<ul style="list-style-type: none"> • Arts and Culture bodies resourced and enabled to deliver policy objectives. 	<ul style="list-style-type: none"> • Arts and Culture bodies delivering on agreed roles.
7.	To rebuild the National Theatre.	<ul style="list-style-type: none"> • Liaise with OPW and Abbey Theatre on site selection and acquisition. • Secure a theatre design worthy of a national theatre and obtain necessary finance and other approvals. 	<ul style="list-style-type: none"> • Site acquired that meets the accommodation brief of the Theatre and schedule for redevelopment announced. • Contract for new premises placed. • New appropriate corporate governance structures in place for the Abbey Theatre. 	<ul style="list-style-type: none"> • World-class theatre operating in accordance with modern standards of accountability and corporate governance and utilised to the optimum extent. • Attendance figures.
8.	To support Culture Ireland.	<ul style="list-style-type: none"> • Agree strategic plan for discharge of its remit. 	<ul style="list-style-type: none"> • New body fit for its purpose. 	<ul style="list-style-type: none"> • Enhanced international exposure of Irish arts in accordance with determined priorities.
9.	To facilitate the long-term strategic development of the National Concert Hall (NCH).	<ul style="list-style-type: none"> • Secure Government approval for the acquisition of the Earlsfort Terrace site currently occupied by UCD. 	<ul style="list-style-type: none"> • Successful negotiations by Department/OPW for the transfer to the State of the Earlsfort Terrace site. • Phased redevelopment of the site to meet the needs of the performing arts and the NCH. 	<ul style="list-style-type: none"> • Modern world-class performance facility that equates with those in other capital cities of the EU, especially for symphonic music. • Increased attendance numbers at the new facility. • International recognition of the quality of the new facility with particular reference to the acoustics for symphonic performance.
10.	To assess and evaluate storage/exhibition facilities at the National Cultural Institutions.	<ul style="list-style-type: none"> • Produce report assessing need and justification for improved facilities in light of international best practice. 	<ul style="list-style-type: none"> • Improved storage /exhibition facilities. 	<ul style="list-style-type: none"> • Enhanced protection for and access to cultural objects facilitating increased visitor numbers.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
11.	To encourage acquisition of artworks and cultural objects by the National Collecting Institutions.	<ul style="list-style-type: none"> Formulate proposals for continuing the Heritage Fund and maintaining Section 1003 tax relief. 	<ul style="list-style-type: none"> Both schemes in place and actively utilised for the acquisition of heritage objects considered to be outstanding examples of their type. 	<ul style="list-style-type: none"> Pre-eminent artworks and cultural objects are acquired to enhance the national collections.

HIGH LEVEL GOAL: SPORT

Recognising the role of sport in fostering healthy lifestyles, to support and influence increased interest and participation in sport, the improvement of standards of performance in sport and the development of sports facilities at national, regional and local level, through an appropriate policy and resource framework.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
1.	To facilitate the use of public funds to promote increased participation in sporting activity.	<ul style="list-style-type: none"> • Provide funding and policy direction for the Irish Sports Council. • Complete expenditure review of the Irish Sports Council. • Complete review of the existing Local Sports Partnerships. 	<ul style="list-style-type: none"> • Performance indicators of sports development and promotion identified and reflected in the Strategy Plans and Annual Reports of the Irish Sports Council. • Expenditure Review completed by mid 2005. • Expenditure Review recommendations implemented during 2006. • Review of the Local Sports Partnerships completed by mid 2005. 	<ul style="list-style-type: none"> • Increased levels of participation in sport among people of all ages contributing to healthier lifestyles. • Volunteer effort in Irish sport maintained. • Improving levels of performance.
2.	To facilitate the provision of sports facilities on a nationwide basis.	<ul style="list-style-type: none"> • Efficient and effective delivery of the Sports Capital Programme. • Complete Expenditure Review of Sports Capital Programme. • Regular inspection of projects with a 	<ul style="list-style-type: none"> • Applications invited annually. • Assessments and recommendations made to the Minister within three months of application closing date. • Grant payments made under the Programme in a timely and efficient manner. • Expenditure Review recommendations implemented by 2006. • Minimum of 40 projects representing a minimum of 5% of 	<ul style="list-style-type: none"> • Increased levels of participation in sport among people of all ages. • The retention, recognition and support of the volunteer effort in Irish sport. • Improving performance levels through access to appropriate facilities. • Increased information leading to greater effectiveness in the operation of the Sports Capital Programme. • More effective management of programme. • Increased applicant awareness of, and compliance with grant

	Objective	Action	Performance Indicators	Indicators
			Output Indicators	Outcome Indicators
		<p>view to enhancing administration, decision-making process and compliance levels.</p> <ul style="list-style-type: none"> Administration of Tax Relief on donations to sports capital projects scheme. Efficient and effective delivery of the Local Authority Swimming Pool programme. Complete Expenditure Review of Swimming Pool Programme. Develop and implement a new sports facility strategy. Complete a national audit of local sports facilities. 	<p>grant payments inspected per year.</p> <ul style="list-style-type: none"> All applications under the scheme processed in a timely and efficient manner. Six pool construction starts achieved per year. Achievement of closer collaboration with the Sports Capital Programme on Local Authority pool project applications during the 2005 programme. Swimming Pool Expenditure Review completed during 2005. Review recommendations implemented by early 2006. Establish an inter Departmental Steering Group by June 2005. Undertake process of consultation with the public and main bodies concerned with sports facility provision by September 2005. Strategy completed by end 2005. Audit content and process agreed by September 2005. Audit underway in 2005 and completed by end 2006. 	<p>conditions.</p> <ul style="list-style-type: none"> Increased number of public swimming pools per head of population achieved. Improvements in usage levels of public pools. More effective operation of the programme. Increased opportunities among people of all ages to participate in sport. Increased rates of participation in sport among people of all ages. Improving performance levels through access to appropriate facilities. More strategic approach to the future provision of Government funding for sports facilities.
3.	To facilitate and oversee the redevelopment of	<ul style="list-style-type: none"> Administration of funding to the Lansdowne 	<ul style="list-style-type: none"> Funding provided within a satisfactory payment framework, 	<ul style="list-style-type: none"> Increased capacity and modern facilities at the redeveloped

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
	Lansdowne Road Stadium and the development of a campus of sports facilities at Abbotstown.	<p>Road Stadium Development (LRSD) Company, in a timely and regulated manner, with the support of the OPW as the Department's technical advisors, in accordance with the provisions of the Legal Agreement signed by all parties.</p> <ul style="list-style-type: none"> • Through the Stadium Steering Group, ensure that development is maintained in accordance with plans and assist where difficulties arise. • Submit proposals to secure the agreement of Government for a Sports Campus at Abbotstown. • Establish Campus and Stadium Ireland Development Ltd (CSID) on a statutory basis, as a body charged with the delivery of the Sports Campus facilities programme. 	<p>relevant to the level of development undertaken by LRSD Company.</p> <ul style="list-style-type: none"> • Support provided, where required in the event of any difficulties arising. • A programme in place for the delivery of a range of facilities, as agreed by Government. • CSID Established as a Statutory Agency in 2005. 	<p>Lansdowne Road Stadium leading to the improved spectator experience and a raising of the profile of the sports to be accommodated there.</p> <ul style="list-style-type: none"> • Greater awareness among people of all ages of the importance of participating in sport. • Increased opportunities for people of all ages to participate in sport. • Increased rates of participation in sport for people of all ages. • Improving training opportunities and levels of performance of elite athletes.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
		<ul style="list-style-type: none"> Put in place a regulated and effective funding programme. Oversee the delivery of the facilities programme by CSID. Explore the potential for subsequent phases of development e.g. an Arena with private sector investment, development of HQ for Sports organisations. 	<ul style="list-style-type: none"> A funding programme agreed with the Department of Finance. Facilities delivered in line with budget and time schedule established. Report on potential for subsequent phases of development produced by end 2006. 	
4.	To support the development of the Horse and Greyhound Sector in Ireland.	<ul style="list-style-type: none"> Ongoing liaison with Horse Racing Ireland (HRI) and Bord na gCon in relation to the implementation of the provisions of the legislation in respect of horse and greyhound racing, in particular, the Horse and Greyhound Racing Act 2001. Support HRI and Bord na gCon in the implementation of their Capital Development Programmes. 	<ul style="list-style-type: none"> Indicators of development and performance identified and reflected in the Strategy Plans of HRI and Bord na gCon and reported on in their Annual Reports. 	<ul style="list-style-type: none"> Increased attendance levels at Horse and Greyhound Racing Track Meetings.
5.	Meet the Department's responsibilities in relation to sporting issues as	<ul style="list-style-type: none"> Representing Ireland at meetings and consideration and attention to 	<ul style="list-style-type: none"> Ongoing attendance at WADA, EU & Council of Europe on anti-doping issues and other international 	<ul style="list-style-type: none"> More extensive knowledge on the administration of sports policy throughout Europe.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
	required by the European Union, the Council of Europe and the World Anti Doping Agency (WADA).	<p>issues that arise.</p> <ul style="list-style-type: none"> • Maintain liaison with WADA, Council of Europe and Irish Sports Council on anti-doping issues. • Assist in development of World Anti-Doping Convention under UNESCO. 	<p>issues.</p> <ul style="list-style-type: none"> • Coordinated approach to relevant sporting issues including anti-doping. • Ireland's ratification of World Anti-Doping Convention. 	<ul style="list-style-type: none"> • Agreement of World Anti-Doping Convention by early 2006. • Irish sports policy and interests upheld in international fora.

HIGH LEVEL GOAL: TOURISM

To support the sustainable growth of the tourism industry and to help it address the competitive challenge through the development, implementation and influencing of a range of policy actions and programmes which optimise the economic and social benefits of the sector to Ireland.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
1.	To facilitate the implementation of the strategy for the sustainable development of Irish tourism 2003-2012 as set out in the Report of the Tourism Policy Review Group.	<ul style="list-style-type: none"> • Provide Secretariat and support for the Tourism Action Plan Implementation Group (TAPIG). • Monitor and influence other policy issues and programmes that impact on sustainable tourism development. 	<ul style="list-style-type: none"> • Publication of bi-annual progress reports on the implementation of the Tourism Action Plan, including assessments on the actions implemented by the private and public sectors. • Annual Forum of the Tourism Industry to report back to sector on progress and establish priorities. 	<ul style="list-style-type: none"> • A range of tourism-supportive Government macroeconomic and other policies that enhance the business environment in which an innovative tourism sector can flourish. • A "whole of Government" approach to tourism development in which the priorities and concerns identified by the tourism industry are appropriately reflected in the strategies of other Departments and agencies. • Performance of Irish tourism: <ul style="list-style-type: none"> ○ in meeting growth targets set and ○ as a sector of investment opportunity, innovation and enterprise and ○ as an instrument of Government social and economic development, at national and regional levels.
2.	To improve the efficiency and effectiveness of the delivery mechanisms for	<ul style="list-style-type: none"> • Ensure appropriate staffing and financial resource allocation to 	<ul style="list-style-type: none"> • Tourism State Agencies resourced and enabled to deliver on policy objectives. • Arrangements for 	<ul style="list-style-type: none"> • Tourism State Agencies and Regional Tourism Authorities are "fit for purpose" and

	Objective	Action	Performance Indicators
			Output Indicators Outcome Indicators
	State support for tourism through tourism State Agency structures.	Tourism State Agencies. <ul style="list-style-type: none"> • Ensure proper corporate governance arrangements are in place in respect of Tourism State Agencies. • Evaluate and improve arrangements for delivery of tourism policy at sub-national level. 	delivery of tourism policy at sub-national level agreed and institutional arrangements implemented. <ul style="list-style-type: none"> • A "whole region" approach to tourism development in which the priorities identified by the tourism industry are reflected in the strategies of other regional and local agencies and actors.
3.	To ensure that the resources for tourism marketing and promotion, human resource development and product development are optimally deployed in pursuit of the objectives and recommendations set out in the Agreed Programme for Government, the National Development Plan and the Tourism Policy Review Group Report	<ul style="list-style-type: none"> • Ensure Tourism State Agencies' Corporate and Business Plans and operational programmes adequately reflect policy objectives and are reviewed to reflect changing circumstances and "value for money" objectives. • Ensure closure of Operational Programme for Tourism 1994-1999. • Completion of project assessment and drawdown of funds under the Tourism Product Development Scheme 2000-2006. • Conclude PPP contract for construction and development of the National Conference Centre. • Examine marketing and 	<ul style="list-style-type: none"> • Policy objectives incorporated in Agencies' Corporate and Business Plans and operational programmes in place to support industry development. • Agencies' expenditure on operating programmes monitored and reviewed against policy objectives. • Operational Programme for Tourism 1994-1999 closed. • Decisions on grant applications and funds expended. • National Conference Centre PPP contract concluded by end 2005. • Tourism marketing and promotion,
			<ul style="list-style-type: none"> • Appropriate policy framework in place for period 2006-2013 to support future sustainable development of sector in line with targets. • Improved regional spread of tourism and enhancement of tourism product base. • National Conference Centre in place supporting development of conference and meetings business.

	Objective	Action	Performance Indicators
			Output Indicators Outcome Indicators
		promotion, human resource development and product development objectives and requirements for 2006-2013 and develop appropriate policy support frameworks for the period.	human resource development and product development objectives for 2006-2013 reviewed and appropriate policy frameworks developed.
4.	To identify and progress the scope for collaborative action across the three functional areas of the Department (i.e. arts and culture, sport and tourism) in order to mutually enhance the future development of the sectors involved.*	<ul style="list-style-type: none"> Establish an implementation framework and timetable to progress the recommendations of a cross-division Departmental group on synergies. 	<ul style="list-style-type: none"> Implementation framework established by June 2005 with a view to roll-out over the subsequent year. Exploitation of potential for synergistic action across the three functional areas of the Department.

* This is a Cross-Divisional objective.

HIGH LEVEL GOAL: CORPORATE SERVICES

To manage organisational change and resources to deliver quality services to our customers and to implement decentralisation policy.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
1.	To deliver quality services to our customers.	<ul style="list-style-type: none"> Complete the process of mainstreaming customer service into all day-to-day activities of Department. Transfer of customer service ethos, procedures, practice and skills to new staff in the context of implementation of decentralisation. Produce Irish Language Scheme in accordance with section 11 of Official Languages Act 2003 and with Guidelines prepared under section 12 of same Act. Develop and manage Information 	<ul style="list-style-type: none"> Mechanisms in place by end 2005, at local level, to evaluate and monitor service standards. Additional methods for consulting and obtaining feedback from customers introduced by October 2005. Departmental complaints' procedure reviewed by March 2005. Customer Charter reviewed and refocused by May 2006. Detailed plan on the maintenance of customer service ethos in context of decentralisation timetable prepared. Scheme completed by March 2005 Implementation to commence July 2005 for completion by July 2008 in accordance with centrally agreed timetable. Mid-term review of Department's IT Strategy 2003-2006, 	<ul style="list-style-type: none"> Better service to customers and better evaluation of the quality of services. Customer satisfaction levels improved. Customer service levels maintained throughout the decentralisation implementation process. Improved service to customers wishing to conduct business through Irish. Effective use of IT facilities to support delivery of the

	Objective	Action	Performance Indicators	
			Output Indicators Outcome Indicators	
		<p>Technology (IT) to support the delivery of the Department's mission and objectives.</p> <ul style="list-style-type: none"> Embed the Information Society and e-Public Service policies in Departmental organisation and planning. 	<p>incorporating IT input into decentralisation policy.</p> <ul style="list-style-type: none"> Revised IT Strategy 2003-2006 prepared. Maximum use being made of secure electronic means of disseminating information. Department's website regularly monitored and updated. Departmental Network integrity and security continually monitored. Appropriate e-Public Service strategies in Department's planning and operational processes being assessed and applied. The services/facilities provided and planned by the Public Services Broker utilised to the maximum extent possible. 	<p>Department's mission and objectives.</p> <ul style="list-style-type: none"> Policy information and, electronic interaction between the Department and its customers available through the Public Services Broker. A secure, informative and accessible use of an accurate, up to date Departmental website reflecting the goals of the "Information Society" and "New Connections" strategies.
2.	To maximise organisational and individual capability and flexibility and to implement decentralisation.	<ul style="list-style-type: none"> Develop a new framework and procedures for the Department's business planning process (incl. PMDS). Review Department's HR Strategy 2003- 	<ul style="list-style-type: none"> New procedures developed and in place by end January 2005 Statement of Strategy agreed by end March 2005. Business Plans and Business Unit Work Plans for 2005 in place by end May 2005 giving effect to new Statement of Strategy. Business Plans in place by January in subsequent years. Review completed by June 2005. Revised HR Strategy 	<ul style="list-style-type: none"> More direct linkages between all elements of the business planning process. A skilled, satisfied and motivated staff complement.

	Objective	Action	Performance Indicators	
			Output Indicators Outcome Indicators	
		<p>2005, in light of legislative changes, corporatisation of the Cultural Institutions and decentralisation.</p> <ul style="list-style-type: none"> Review Partnership structures following corporatisation of the Cultural Institutions and taking account of decentralisation. Complete the implementation of the current Training Programme. Evaluate the current Training Programme. Review the Department's training strategy and develop a training programme, based on central guidelines, to deal with the decentralisation process. 	<p>in place by end 2005.</p> <ul style="list-style-type: none"> Revised promotion policy and implementation plan in place by end 2005. Involvement of Partnership Committee in all aspects of Civil Service modernisation programme. Partnership structures reviewed and new structure in place by September 2005. Implementation of programme completed by May 2005. Evaluation process in place by April 2005. Review completed and new strategy in place by September 2005. Implementation in line with timetable for decentralisation of the Department. 	<ul style="list-style-type: none"> More efficient and effective Partnership process. Development of staff and improved skills base. Future training programmes informed by outcome of evaluation process.
3.	To maintain a financial management and control system in support of the delivery of the Department's objectives/policies/ services.	<ul style="list-style-type: none"> Implementation of the Management Information Framework (MIF). 	<ul style="list-style-type: none"> Acquisition and installation of new FMS by end March 2005. Finalisation of Service Level Agreement with the Department of Justice Equality and Law Reform by May 	<ul style="list-style-type: none"> Enhanced financial reporting systems operating throughout the Department.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
		<ul style="list-style-type: none"> • Monitor the maintenance of internal financial control systems. • Development of a strengthened Corporate Governance framework for the Department. 	<p>2005.</p> <ul style="list-style-type: none"> • Guidelines for purchasing, receiving, travel & subsistence, Grants and Fixed Assets prepared by end March 2005. • Performance indicators for each Principal Officer included in 2006 Monthly Management Reports. • Availability of Financial Management Reports on a quarterly basis for each Cost Centre by September 2005. • Appropriation Account for Department's Vote completed and submitted to C&AG within statutory deadline. • Financial control and management procedures in place within each Section and production of up to date authorisation/procedures manuals during 2005. • Enhancement of the system of internal controls facilitated by annual audit programmes. • Risk Assessment and Management embedded across all management systems. 	<ul style="list-style-type: none"> • Financial reputation of the Department and the Accounting Officer maintained. • More effective administration of the Department.

	Objective	Action	Performance Indicators
			Output Indicators Outcome Indicators
		<ul style="list-style-type: none"> Review operation of Corporate Governance arrangements in relation to the Department's Agencies. 	<ul style="list-style-type: none"> Internal Audit integrated with planning and development processes. Detailed risk analysis of implementation of decentralisation policy prepared and appropriate control measures to address risks identified. Review completed by June 2005. New systems in place by end 2005 where required.
4.	To provide a safe positive, equal and supportive working environment for all staff.	<ul style="list-style-type: none"> Review existing Health and Safety Management System. Promote equality of opportunity in the workplace. 	<ul style="list-style-type: none"> Review completed by April 2005. New Health and Safety Management system in place by June 2005. New system implemented by end 2005. System reviewed by end June 2006. Report of the joint review of equality initiatives by the Department and the Equality Authority prepared by June 2005. Plan for implementation of the report's recommendations prepared by September 2005. Implementation of the plan completed by March 2006.
			<ul style="list-style-type: none"> A safe, positive working environment for staff and a better-informed staff. An equal opportunity, positive working environment for staff.

	Objective	Action	Performance Indicators	
			Output Indicators	Outcome Indicators
		<ul style="list-style-type: none"> • Prepare proposals for improved access to services for people with disabilities following receipt of agreed guidelines and templates from the National Disability Authority in June 2005. 	<ul style="list-style-type: none"> • Agreed guidelines and templates implemented before June 2006. • Achievement of gender targets as follows; <ul style="list-style-type: none"> • In the Assistant Principal grade from 41% to 45% • In the Principal Officer grade from 33% to 40%. 	<ul style="list-style-type: none"> • Improved access to the Department's services for people with disabilities.

APPENDIX 2

EXECUTIVE AGENCIES/RELATED BODIES

Execution of many of the policies referred to in this Statement of Strategy is a matter for the Cultural Institutions and State or other executive agencies/bodies either within the Department itself or under the aegis of the Department's functional responsibilities. These bodies include:

National Museum of Ireland

The National Museum was established by the Science and Art Museums Act, 1877. Its remit is to: preserve and make accessible the portable, natural and cultural material heritage of the island of Ireland; communicate to the people of Ireland and visitors to Ireland, a vision and understanding of that heritage and act as a major educational resource; deepen cultural ties within Ireland and with other countries. It became an autonomous State body under the aegis of the Department in May 2005 under the provisions of the National Cultural Institutions Act, 1997.

National Archives (and National Archives Advisory Council)

The National Archives was established under the National Archives Act, 1986 on 1 June 1988. It is an amalgamation of the Public Record Office of Ireland (founded 1867) and the State Paper Office (founded 1702). The mission of the National Archives is twofold: to secure the preservation of records relating to Ireland which warrant preservation as archives; and to ensure that appropriate arrangements are made for public access to archives. This mission is carried out in accordance with the National Archives Act, 1986 and other relevant legislation and regulations.

The National Archives Act also provided for the establishment of the National Archives Advisory Council. It advises the Minister in the exercise of his powers under the Act and on all matters affecting archives and their use by the public.

National Gallery of Ireland

The Gallery was established under the National Gallery of Ireland Acts, 1854 to 1963. It contains approximately 3,000 oil paintings; approximately 8,000 drawings and watercolours; engravings and sculptures. It has a Yeats museum, arts reference library, bookshop, multi-media gallery, restaurant and lecture theatre. Special exhibitions are mounted each year in the Millennium Wing.

National Library of Ireland

The mission of the National Library is to collect, preserve and make available books, manuscripts and illustrative material of Irish interest. The Library also operates a Genealogy Service designed to assist all of those who wish to research their family history in Ireland. The Service is freely available to all personal callers to the Library. It became an autonomous State body under the aegis of the Department in May 2005 under the provisions of the National Cultural Institutions Act, 1997.

National Concert Hall

The National Concert Hall is Ireland's most prestigious music venue. Since its opening in 1981, the NCH has established itself as Ireland's premier centre for the performance of live music and the arts and is recognised as an important venue on the international performing circuit.

Chester Beatty Library

The Chester Beatty Library is one of Ireland's National Cultural Institutions, and was created by Sir Alfred Chester Beatty and bequeathed by him to a trust for the benefit of the public. The Library is both an art museum and library, housing an outstanding collection of Islamic manuscripts, Chinese, Japanese, Indian and other Oriental art. Early papyri, including some of the earliest texts of the Bible and other early Christian manuscripts, western prints and printed books complete what is one of the richest collections of its kind in the world. The CBL Reference Library contains 8,000 volumes relating to the collection. Admission to the Reference Library is currently by appointment.

Irish Museum of Modern Art

The Irish Museum of Modern Art is Ireland's leading national institution for the collection and presentation of modern and contemporary art. The Museum presents a wide variety of arts and artists' ideas in a dynamic programme of exhibitions which regularly include bodies of work from the Museum's own Collection, its award winning Education and Community Department, and the Studio and National Programmes.

Irish Manuscripts Commission

The Irish Manuscripts Commission was set up in October 1928, under a warrant of the President of the Executive Council of Saorstát Éireann. The Commission was established to report on the nature, extent and importance of collections of manuscripts and papers of literary, historical and general interest, relating to Ireland, whether in private or public ownership and on the places in which such manuscripts and papers are deposited. The Commission was also directed to arrange for the preparation and publication of calendars, catalogues and editions of manuscripts. Since the establishment of the Dublin Institute for Advanced Studies in 1940, the publication of material in the Irish language has been the responsibility of the institute's School of Celtic Studies.

Arts Council

The Arts Council/An Chomhairle Ealaíon is an autonomous body established in 1951 to stimulate public interest in and promote the knowledge, appreciation and practice of the arts. It is the Irish State's principal instrument of arts funding and an advisory body to Government on arts matters, operating under the Arts Acts 1951 and 1973. The Arts Council supports all aspects of the arts, in Irish and in English - architecture, dance, drama, film, literature, music, opera and visual arts.

Irish Film Board - Bord Scannán na hÉireann

The Irish Film Board operates under the Film Board Acts, 1980-2000, to promote the creative and commercial elements of Irish film-making and film culture for home and international audiences. It provides loans and equity investment to independent Irish filmmakers to assist in the development and production of Irish films. The Board also acts in co-operation with other Irish semi-state agencies to improve the marketing, sales and distribution of Irish films and to promote training and development in all areas of film-making. Employment of Irish film workers and the use of ancillary Irish services is a vital factor in the Board's consideration of applications. In addition, the marketing unit of the Board also promotes Ireland internationally as a film location base.

Culture Ireland

Culture Ireland was established to promote and advance Irish arts and artists in the international context, and to utilise the funds made available to it by the Minister for Arts, Sport and Tourism towards this end, in accordance with policy objectives and priorities notified to it by the Minister. Its remit includes the allocation of grants for overseas activity to Irish artists or arts organisations, the funding and facilitation of Irish participation at strategic international arts events and the management of emblematic cultural events either in Ireland or abroad. It is also expected to advise the Minister on international arts and cultural affairs.

Irish Sports Council (ISC)

The Irish Sports Council was established in July 1999 as the statutory body for the promotion and development of sport at all levels in Ireland. The Council also provides grants to the National Governing Bodies of Sport as well as administering the International Carding Scheme for high performance athletes, the Sport and Recreation for Young People Scheme and the Anti-Doping Programme.

Campus and Stadium Ireland Development Ltd (CSID)

Campus and Stadium Ireland Development is a company established by the Government under the Companies Acts to oversee the planning, development and procurement of all elements of a Sports Campus at Abbotstown, Co. Dublin. The Government has approved the drafting of the Abbotstown Sports Campus Development Authority Bill, which will provide for the establishment of a statutory authority to oversee the development of the project.

Horse Racing Ireland

Horse Racing Ireland is a new State Body established in 2001 to develop and promote Ireland's status as a world centre of excellence for breeding and racing the thoroughbred horse. It replaced the Irish Horse Racing Authority and has taken over certain functions of the Turf Club. Horseracing Ireland will oversee the future development of the Irish thoroughbred industry and is responsible for directing, funding and promoting the thoroughbred horse, the operation of the Registry Office, the Tote and its racecourse division, representation of Irish horseracing

internationally in respect of its functions and the negotiation of income from the media and broadcasting rights. Horse Racing Ireland owns and operates a number of racecourses and through its subsidiary, Tote Ireland Ltd., runs a totalisator at all Irish racecourses, a credit betting service, both on and off-course. Horse Racing Ireland is also responsible for the promotion of the Irish thoroughbred horse through Irish Thoroughbred Marketing Ltd.

Bord na gCon

The Irish Greyhound Board – Bord na gCon – is a commercial semi-state body which is responsible for the control and development of the greyhound industry in Ireland. The board was established under the Greyhound Industry Act, 1958, which gave the board wide powers to regulate all aspects of greyhound racing in Ireland including the licensing of the different tracks, the issuing of permits to officials, bookmakers, trainers and the implementation of the rules of racing. The Board has licensed a total of seventeen tracks, of which eight are fully owned and controlled by the board. The remainder are owned and operated by private enterprise. There are also a further three privately owned stadia in Northern Ireland. The Board also operates Tote facilities at all greyhound tracks.

Tourism Ireland Ltd

Tourism Ireland Ltd. is the all-island tourism marketing company established in December 2000 by Bord Fáilte (BFE) and the Northern Ireland Tourist Board (NITB) under the framework of the Good Friday Agreement. Its operations are governed by a Memorandum and Articles of Association and it is accountable to the North South Ministerial Council. The Company has responsibility for (i) Tourism Brand Ireland (ii) all-Ireland destination marketing, (iii) the delivery abroad of regional and product marketing and promotion activity on behalf of Fáilte Ireland and NITB and (iv) the overseas marketing office network. It became fully operational for the 2002 marketing season.

Fáilte Ireland

The National Tourism Development Authority, known operationally as Fáilte Ireland, was formally established in May 2003 and at the same time, Bord Fáilte and CERT were dissolved and their functions transferred to the new Authority. Fáilte Ireland has responsibility for working with the Irish tourism industry to provide a one-stop-shop for strategic and practical support to develop and sustain Ireland as a high quality and competitive tourist destination. In terms of the inter-action between Fáilte Ireland and Tourism Ireland Ltd, the focus of Fáilte Ireland is on the quality of the experience provided to visitors by the Irish tourist industry while the focus of Tourism Ireland Ltd is on attracting visitors to Ireland. Tourism Ireland Ltd. is a North South body, Fáilte Ireland is not.

Shannon Development (Shannon Free Airport Development Company Ltd.)

Shannon Development is responsible for tourism development in the Mid-West Region, including development of new tourism products and provision of tourist information services.

APPENDIX 3

EXTRACTS FROM THE PROGRAMME FOR GOVERNMENT 2002

CULTURE AND HERITAGE

Our aim is to ensure that cultural activity is available and accessible to all.

- We will develop and sustain the increased level of activity in the arts round the country, through the Arts Council, and otherwise in accordance with statutory provisions.
- We will support the implementation of the Third Arts Plan. As part of this we will work to ensure that the Council has the appropriate professional staffing structures.
- We will enact a new Arts Act, the first in over fifty years, to provide a more inclusive definition of the Arts and map out, on a statutory basis, a new relationship between artists, the Council and the Minister.
- We will develop maximum North-South cooperation directly and through the relevant agencies, in recognition of common interests and a largely shared culture.
- We will help develop the music industry in Ireland through the Music Board.
- We will rebuild the Abbey, our National Theatre.
- We will finalise the long-term strategic development of the National Concert Hall.
- We will support the Irish film industry and the central role of the restructured Irish Film Board.

Note: The section of the Agreed Programme for Government between Fianna Fáil and the Progressive Democrats, June 2002, dealing with Culture and Heritage also outlines certain priorities which are not the responsibility of the Department of Arts, Sport and Tourism and as such are not included here.

Responsibility for progressing the Irish Academy for the Performing Arts was mentioned in the Programme for Government as follows:

We will ensure the early establishment of the Irish Academy for the Performing Arts under the aegis of the Department of Education and Science.

Subsequently IAPA was formally transferred from the Department of Education and Science to the Department of Arts, Sport and Tourism.

BETTER FACILITIES FOR SPORT & RECREATION

We believe that sport and leisure can play a major role in personal, community and general development and are committed to seeking to develop it at all levels.

- We will continue to invest in sports facilities around the country through the National Lottery and Exchequer funding, particularly at local level where clubs of all codes, run by volunteers, remain the backbone of Irish sport.
- We will complete a national audit of local sports facilities and put in place a long-term strategic plan to ensure the development of such necessary facilities throughout the country.
- We will start work on the construction of a world-class national stadium.
- We will build facilities, both locally and nationally, which will serve the needs of the sporting bodies both nationally and locally.
- The Minister for Sport, in conjunction with CSID, the national sporting bodies and the Office of Public Works will bring forward the plans and implementation proposals of these policies in the most cost effective way as soon as possible.
- We will work with local authorities to provide at municipal level a range of public facilities such as swimming pools, gymnasias and synthetic, floodlit playing pitches.
- We will continue to support the implementation of the High Performance Strategy and in particular, its short-term aim of improving Ireland's team performance at the 2004 Olympic Games in Athens.
- Following a review of the operation of the existing Local Sports Partnerships, we will support their establishment throughout the country as quickly as possible.
- We will continue to encourage voluntarism in Irish Sport and we will recognize, on a national platform the contribution of individual local volunteers by setting up National Volunteer Awards on the lines of the Gaisce Awards.
- We will create, under the Local Government Fund, a new Community Facilities Fund which will support the development of community facilities not covered by existing schemes.

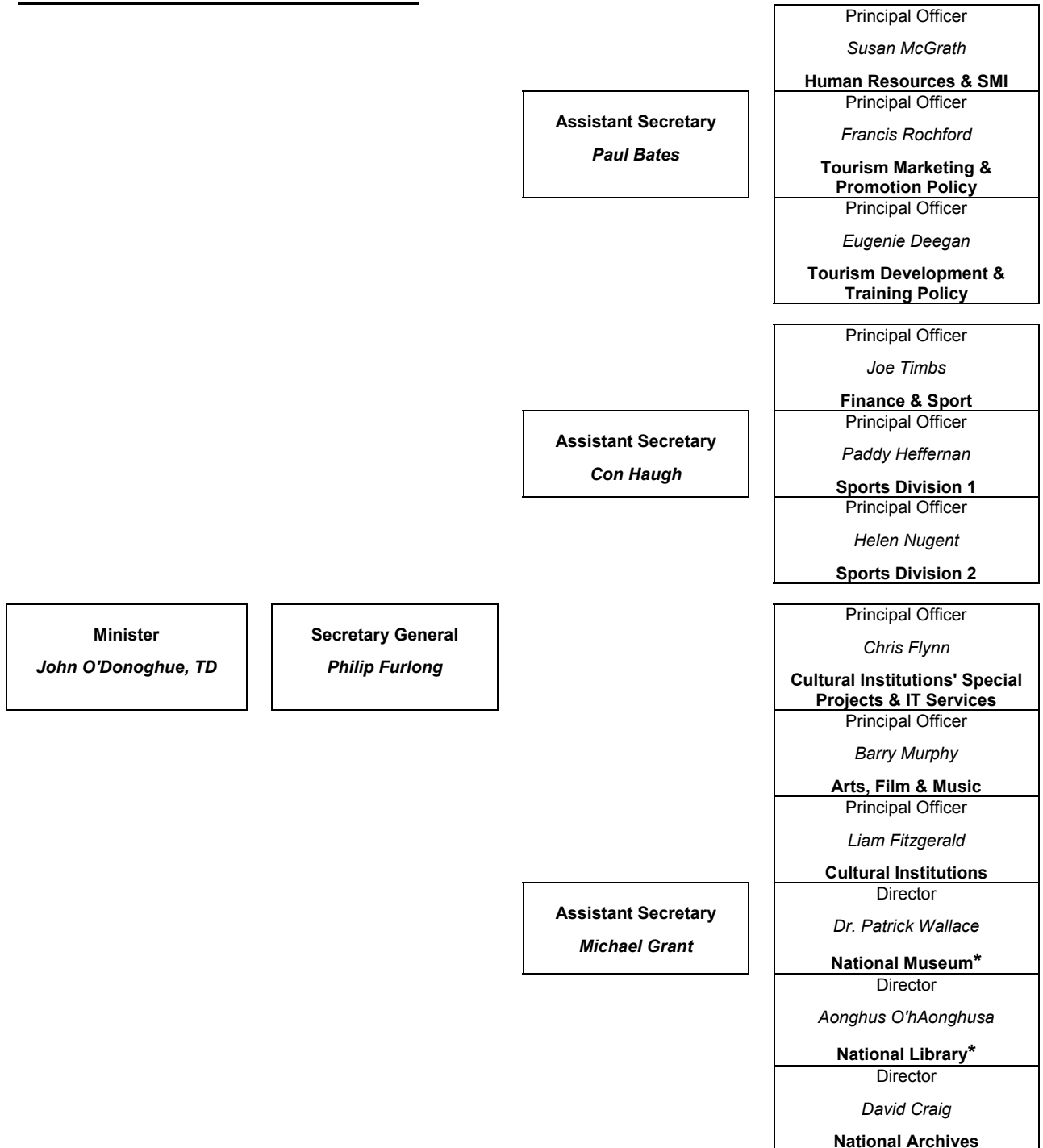
PROMOTING TOURISM

We believe that the Tourism industry will continue to be a vital industry and that it requires sustained support and investment in the coming years.

- We will broaden our source markets so that we are not over-reliant on any one market and, in particular, seek to increase our share of the Continental European market.
- We will foster expansion and competition on air and sea routes.
- We will support and promote Tourism Ireland Limited in its work of promoting the whole island of Ireland as a tourist destination.
- We will complete the task of creating a new National Tourism Development Authority which will complement the work of Tourism Ireland.
- We will ensure the construction of a state of the art National Conference Centre and promote Ireland as a venue for international conference business.
- We will put the maintenance of standards and services at the top of the tourism agenda.
- We will continue to support the B&B and small accommodation sector through specific marketing initiatives.
- We will encourage year-round activity-based and special interest tourism.
- We will ensure that local authorities take account of the needs of the tourist industry in its provision of infrastructure.
- We will promote sensitive development of tourist areas and encourage environmental best practice among tourism providers.

APPENDIX 4

ORGANISATIONAL STRUCTURE



The Internal Audit Unit of the Department reports directly to the Secretary General.

*The National Museum and the National Library became autonomous bodies, by Ministerial Order, in May 2005.

APPENDIX 5
STAFF SERVING BY GRADE AND GENDER (as at 31st December 2004)

Grade	Male	Female	Total
Secretary General	1	0	1
Assistant Secretary	3	0	3
Director	3	0	3
Principal Officer	6	3	9
Assistant Principal	13.8	9.3	23.1
Professional Accountant	0	1	1
Higher Executive Officer	18	12.4	30.4
Administrative Officer	1	0	1
Executive Officer	13	24.98	37.98
Staff Officer	0	3.3	3.3
Clerical Officer	31	44.8	75.8
Services Officer	7	1	8
Senior Attendant	5	0	5
Services Attendant	4	0	4
Ministerial Contract Staff	2	1	3
Cleaner	0	7	7
Caretaker	1	0	1
Keeper	9	2	11
Senior Archivist	1	2	3
Archivist	3	4	7
Conservation Officer	1	2	3
Asst. Keeper Grade I	7	9.1	16.1
Asst. Keeper Grade II	6	24	30
Preservation Officer	1	0	1
Senior Technical Officer	1	0	1
Technical Officer	1	0	1
Senior Technical Assistant	1	1	2
Technical Assistant	3	15	18
Senior Library Assistant	3	0	3
Library Assistant Grade I	5	0.75	5.75
Library Assistant Grade II	3	1	4
Library Assistant Grade III	12	4	16
Science and Art Attendant	55.7	8.08	63.78
Senior Photographer	0	1	1
Photographer	1	0	1
Head Attendant	1	0	1
Mounter and Binder	0	1	1
Archaeologist (AKII)	0	2	2
Visually Impaired Telephonist	0	0.8	0.8
Student Clerical Officer	1	2	3
Senior Graphic Artist	1	0	1
Graphic Artist	1	0	1
Total	226.5	187.51	414.01

