



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Culture & Arts

Business and Communities

SERVICE PLAN - 2020 / 21

Date

Consulted within staff team

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Discussed & signed off by Director

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1.0 OVERALL PURPOSE AND SCOPE OF THE SERVICE

1.1 Purpose and Scope of the Service

Culture and Arts Services is part of the Business and Communities Directorate, and is made up of the following key service areas:

1. Arts & Cultural Venues
2. Arts & Cultural Development
3. Regional & Minority Language Development

1.2 Responsibilities

The Culture and Arts Service has facility management, venue operations and associated programming responsibility for the Burnavon Arts & Cultural Centre, Cookstown, the Hill of the O'Neill and Ranfurly House Arts and Visitor Centre, Dungannon and Seamus Heaney HomePlace, Bellaghy.

In addition Culture and Arts Services also has responsibility for the delivery of Council's Arts and Cultural development and Regional and Minority Language Development programmes throughout the Mid Ulster region.

1.3 Customers & Stakeholders

Customers & Stakeholders
• Elected Members
• Culture & Arts Service Strategic Arts and Cultural Partner organisations (identified through the Strategic Arts & Culture support programme)
• Arts Council of Northern Ireland, Department for Communities (Arts & Culture, Languages, Historic Environment Division)
• Residents of and visitors to Mid Ulster
• Tourism Northern Ireland, Tourism Ireland
• Facility catering Franchisees
• Schools, colleges, universities
• Arts, culture, Heritage groups operating within the Mid Ulster region
• Key project stakeholders, including DAERA, RSPB, NIEA, DfI

1.4 Performance Overview in 2019/20

The following table provides a progress summary and the impact made by last years' Service Plan (2019-2020). It also details key successes, a summary of the end of year progress, remaining challenges for the Service and how it made a difference.

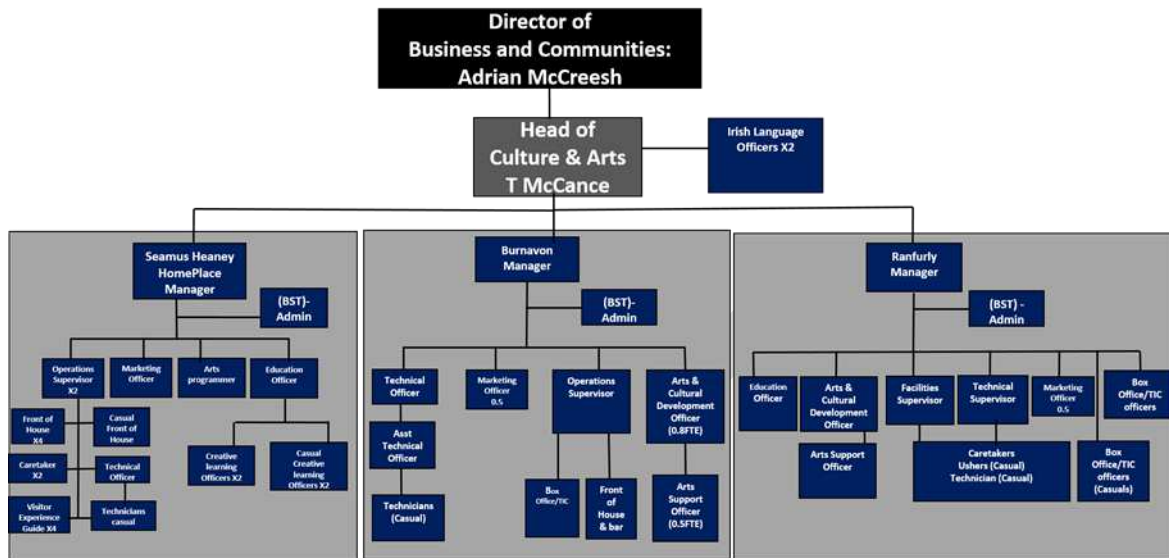
The Culture & Arts Service Improvement Plan for 2019/20 has contributed to the following objective set within the Corporate Improvement Plan.

1. To assist in the growth of the local economy by increasing the number of visitors to the district
2. To improve the accessibility of our services by increasing the number available online

2019/20 Performance Overview	End of Year Progress Status: Completed/Commenced/Other
Continued successful roll out of Culture and arts small grants scheme on annual basis with increased numbers of applicants being supported during 2019/20.	Award of small grants completed and allocated. Increase in number of groups supported and level of grant aid allocated across Mid Ulster identified
Continued support provided to six Strategic Arts Partner organisations identified, ensuring that the Arts Infrastructure within mid ulster region continues to be supported, maintained and developed for the benefit of the inhabitants of the District and visitors to the District	<p>As with many organisations within the Arts & Cultural sector funding to Arts organisations from external funding sources continues to be a significant barrier to ongoing development of the Arts infrastructure within Mid Ulster and beyond. The Culture & Arts Service team has worked with key partners throughout 2019/20 in the identification of other support mechanisms available and indeed have worked closely with Strategic partners at the end of Quarter 4 of 2019/20 with the devastating impact of the Covid 19 pandemic in communities across Mid Ulster.</p> <p>As a result of the impact of Covid 19, MUDC has approved that the funding for Strategic Partner organisations allocated in 2020/21, would be allocated in advance to partner organisations in order to assist in alleviating the financial and operational pressures that they will face during 2020/21 and beyond.</p>
Up until the closure of Arts facilities as a result of the Covid 19 pandemic, all Culture & Arts facilities had been utilised to their full potential and facility activities and community based programmes were being delivered, tailored to meet the needs of the various	Increase in levels of engagement across all three Culture & Arts facilities identified.

<p>target audiences, participants and groups that are actively engaged throughout Mid Ulster, both directly through our venues and also through outreach activity delivered.</p>	
<p>Delivery of Mid Ulster District Council's Regional and Minority Language Programme and Action Plan has resulted in an increase in demand for Language activity which will be further developed in 2020/21. The impact of Covid-19 has necessitated a review programme delivery. Significant impact on Language bursary scheme which has resulted in all Language schools in Summer 2020 being cancelled.</p>	<p>Increase in Language activity identified a new ulster scots language programme being delivered and will be further developed during 2020/21. Officer team liaising with successful bursary award recipients to determine levels of interest for summer schools in 2021/22, given cancellation of Summer schools in 2020/21 as a result of Covid-19</p>
<p>Significant progress made on Seamus Heaney Trail (Open Ground) project throughout 2019/20.</p>	<p>Project scheduled for completion in Autumn 2020, as per agreements with funder, although it should be noted that this could be impacted by ongoing Covid 19 related issues. Discussions with Funder are ongoing.</p>

2.2 Staffing Complement - 2020/21



Staffing	No. of Staff
Head of Service	1
Managers	3
Officers	17
Remaining Team	23
Total	44

2.3 Service Work Plan - 2020/21

This plan confirms the core activities and actions, which will form the Culture & Arts Service Work Plan for 2020-21. This plan captures the activities and improvement undertakings which Culture & Arts Service propose to focus on throughout 2020-21, mindful of the impact of the Covid-19 pandemic. The Plan links to the Council's new 2020-2024 Corporate Plan priorities, Annual Corporate Improvement Plan Objectives, Corporate Indicators and Mid Ulster Sustainable Community Plan themes & outcomes.

SERVICE WORK PLAN 2020/21

Service Objective :	To deliver an Arts and Cultural Programme of events and venue programme of activity, for the inhabitants of and visitors to the Mid Ulster Region			
Link to Community Plan Theme:	Align to Corporate Plan Theme			
<i>CMP 5.2 Vibrant & Safe Communities - We have a greater value and respect for diversity</i>	<i>Communities 5.5 We will promote and protect regional minority languages and culture</i>			
Key Actions	By When	Lead Officers(s)	Outcomes/outputs	Measures
To maintain the delivery and promotion of a diverse programme of performances and events/arts & cultural, educational and heritage activity across the three MUDC Arts & Cultural venues and through our key heritage site locations across Mid Ulster.	31/03/2021	B McCormick C Sheehy J Robinson P Lant R Convery C Brown L Porter C McGowan M Quinn M McCann Russell P Corrigan	Inspiring, informing and engaging inhabitants and visitors of all ages, backgrounds and abilities in the rich and diverse arts, culture and heritage offering of Mid Ulster. Active participation in arts and Culture related activity will contribute to the Health and wellbeing of our residents. The arts within Mid Ulster will be further developed, promoted and sustained	Number of Programmes developed Visitor numbers/audience numbers to Arts facilities participatory levels in Arts and Cultural activity External funding identified/secured Facility income levels Workshop and class attendance levels visitor numbers to heritage assets and strategic visitor sites

			Increased protection of, access to and ongoing development of our heritage assets, both man-made and natural, including our strategic visitor sites	
To maintain support provided to Strategic Partners and their associated project/creative learning programme delivery, particularly in light of Covid 19 pandemic, which will have a lasting impact on strategic partner ability to maintain support that they provide within their respective communities.	31/03/2021	T McCance L Porter J Scullion	The arts within Mid Ulster will be further developed, promoted and sustained Rural communities continue to have access to culture and arts related activities and programmes	Number of KIT meetings undertaken Number of wider strategic group meetings undertaken Strategic partners arts and cultural offering is maintained. Local/rural communities continue to have access to local/rural arts and cultural activity.
To obtain the required grading for venues and visitor attractions as identified through Tourism NI grading programme for Seamus Heaney HomePlace, Ranfurly and Hill of the O Neill and The Burnavon	31/03/2021	T McCance J Robinson B McCormick C Sheehy	Tourism NI recognition and visitor recognition of the high quality of Arts, Culture and Heritage programmes and activities delivered within Mid Ulster	Tourism NI Grading obtained for all three MUDC culture and Arts venues
Development of a Regional and Minority Language Action Plan designed to meet the needs of the relevant stakeholder groups and organisations within the Mid Ulster Region	30/12/2021	T McCance D O Doibhlinn U Ni Dhonnaile	Will ensure that the Action plan in place is fit for purpose and meets the needs of its relevant stakeholder groups and organisations	Proposed Action plan developed Action plan meets the needs of relevant stakeholders groups
To maintain engagement with schools, colleges and universities through the delivery of innovative and targeted programmes to ensure that the educational activity undertaken across Culture & Arts Services continues to be beneficial to pupils, students, teachers and educators	31/03/2021	T McCance J Robinson B McCormick C Sheehy D O Doibhlinn U Ni Dhonnaile	Arts, Culture and Heritage offering within Mid Ulster will be further developed, promoted and sustained Communities continue to have access to culture, arts and heritage related activities and programmes delivered by MUDC	Number of students, Schools, colleges, Universities actively engaged and participating in educational programmes delivered through Culture & Arts Service Team

Service Development/Improvement 2020/21	By When	Lead Officer(s)	Outcomes/outputs	Measures
To deliver enhanced development works at Tullaghoge Fort, in conjunction with colleagues in Department for Communities, Historic Environment Division (subject to confirmation of funding from DfC/HED).	31/03/2021	T McCance C Sheehy	Increased protection of, access to and ongoing development of our heritage assets, including our strategic visitor sites	% Project completed No. of Increased visitor numbers recorded Feedback from Users Numbers of schools engaged in Educational activity delivered
To deliver the Seamus Heaney <i>Open Ground</i> Trails Experience Project (including completion of capital works, interpretative works and Sculptural installation)	31/03/2021	T McCance B McCormick	Increased protection of, access to and ongoing development of our heritage assets, both man-made and natural, including our strategic visitor sites	% Project completed Baseline Visitor numbers being recorded.
To carry out a refit of Library space at Seamus Heaney HomePlace to facilitate greater numbers of visitors utilising the space and to afford opportunity for visitors to access the Seamus Heaney BBC archive material both television and radio (Project subject to confirmation of funding)	31/03/2021	T McCance B McCormick	Arts, Culture offering within Mid Ulster will be further developed, enhanced, promoted and sustained.	% project completed Increased visitor numbers recorded Feedback from visitors
To carry out a refurbishment of the Burnavon box office area, ground floor foyer area and replacement of seating in Burnavon Auditorium (project subject to confirmation of funding)	31/03/2021	T McCance C Sheehy	Arts, Culture offering within Mid Ulster will be further developed, enhanced, promoted and sustained.	% Project completed Increased visitor numbers recorded Feedback from visitors
To develop a new website for Ranfurly and Hill of the O Neill	31/03/2021	T McCance J Robinson	Arts, Culture offering within Mid Ulster will be further developed, enhanced, promoted and sustained.	Increase in visitor numbers using website Increase in attendance at events at venue into 2021/22 Increase in visitor numbers to location as a heritage site in 2021 2022

Performance Measures: <i>Should include any measures as outlined in work above and relevant measures from Community, Corporate, Performance Improvement Plan, Statutory, Corporate Health Indicators etc.</i>	Is the Measure, Statutory, Corporate, Existing, or New	2017/18	2018/19	2019/20	2020/21 Target/Standard
3.1 Visitors to Arts/Cultural Venues The numbers of people that use facilities and engage in Arts and cultural activity delivered by MUDC (Seamus Heaney HomePlace, Ranfurly and Hill of the O Neill, Burnavon and Bridewell)	Existing Measure	Baseline year	120,247	135,939	Recovery planning due to Covid 19
4.4 Number of Online Transactions Includes ticket sales and online transactions through Arts & Culture venues and Leisure Service systems	Existing Measure	Baseline year	16,655	17,022	Recovery planning due to Covid 19

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3.0 OUR STATUTORY CONSIDERATIONS

In carrying out our responsibilities, the Service is cognisant of the statutory duties placed upon the council in the delivery of its services. Whilst the Service operates, under various obligations it is however mindful of the changing context in which it operates and endeavours to mainstream the equality and rural needs duties in the design and delivery of our functions.

3.1 EQUALITY DUTY

The council and by consequence our Service is committed to contributing towards its part in working towards fulfilling obligations under Section 75 of the Northern Ireland Act 1998 to ensure adequate time, staff and resources to fulfil our duties.

The Service will also work towards adherence to the council's Equality Scheme ensuring equality duties, together with promoting positive attitudes towards persons with a disability and the participation of people with a disability in public life when carrying out our functions.

3.2 RURAL NEEDS DUTY

The Service will be mindful of the rural needs of its customers when carrying out its functions and subsequent responsibilities, particularly in developing any new policies, plans or strategies throughout the year. In line with the Rural Needs Act (NI) 2016 we will give due regard to rurality in terms of needs in carrying out the activities within our Service.

3.3 RISK MANAGEMENT OF SERVICE

The purpose of risk management is to manage the barriers which prevents the Council from achieving its objectives. This section of the service plan includes space for the Service to input their key risks (in summary form), which have been identified during the business planning process. The Council uses risk management to maximize opportunities and minimize risks. This improves its ability to deliver priorities and improve outcomes. This is why the Council deems it important to link business planning and risk management. Risk Management aims to:

- Help the Council achieve its overall aims and objectives
- Manage the significant risks the Council faces to an acceptable level
- Assist with the decision making process
- Implement the most effective measures to avoid, reduce and control those risks
- Balance risk with opportunity
- Manage risk and internal controls in the most effective way.

This table illustrates the risks identified to deliver Culture & Arts Service business in 2020-21.

Risk Ref Number	Description of Risk	Risk Rating	Mitigation Activity
1.	Threat of robbery at Arts venues or as money is being transferred from venues	6	<p>Robbery Reaction Procedures" forms part of training for front line staff.</p> <p>CCTV system for surveillance in operation at facilities.</p> <p>Access to private offices is only through secure keypad access doorways.</p> <p>Main entrance doorway can be controlled to allow exit only and no admittance when required.</p> <p>Appropriate cash handling process in place across all three site locations.</p>
2.	Theatres/Facilities not being used to full potential	6	<p>Impact of Covid 19, closure of facilities and social distancing requirements as and when theatres and facilities re-open will have a significant impact on the ability of theatres and facilities being used to their full potential. Regular engagement with the sector currently being undertaken. Ongoing engagement with customer base being delivered via online platforms to ensure customer relationships are maintained during Covid 19 lockdown period</p> <p>Regular team meetings discussing programming.</p> <p>Venue specific marketing staff in place across all three venues.</p>
3.	Fraud/Theft of Assets - Seamus Heaney Centre	6	<p>Segregation of duties</p> <p>Income is recorded on Financial return sheets daily.</p> <p>Senior Officer verifies the daily income against system/ receipts.</p> <p>CCTV system in operation.</p> <p>Random stock checks take place.</p> <p>Collection has been valued and insured appropriately.</p>

			Authorisation process is in place for approval for removal/disposal/loss of stock.
4.	Fraud, theft or bribery occurring within Culture & Arts Centres	6	All Staff have attend procurement training All Staff adhere to policy guidance, staff signing invoices up to £1k, Head of Service up to £5k & Director £5k-£10k. Cash handling processes in place across all venues, which include segregation of duties

As part of the recovery of the 1st wave of the Covid -19 pandemic, should a second or further waves occur we will switch to our emergency plans.

Rating	Descriptor
16 - 25	Extreme Risk (immediate action required)
10 - 15	High Risk (urgent action required)
7 - 9	Moderate Risk (action required)
1 – 6	Low Risk (keep under review)