



Comhairle Ceantair
Lár Uladh
Mid Ulster
District Council

Culture & Arts Business & Communities

SERVICE PLAN - 2021 / 22

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Foreword

At the start of 2020, Northern Ireland faced the spread of the global Covid-19 pandemic, which in turn has impacted on the way, Mid Ulster District Council delivers its services to communities. The Council's initial response was to protect frontline services, support the vulnerable in the community and ensure continuity of services.

On the Council's road to recovery and reinstatement of services, we have established 'Recovery Activities' that will enable the Council to learn from the impacts that Covid 19 caused, i.e. the new and emerging challenges that services face and the opportunities that have emerged from new ways of working. These 'Recovery Activities' will support the Council's Corporate Plan and this Service Plan will also support the delivery of these higher level objectives and associated outcomes for the residents of the District.

To make sure that we are transparent in what we are aiming to achieve, there is a series of activities outlined within the Service Plan. It should be noted, that it is proposed, that this will be a dynamic service plan, in light of Council's ongoing response to the Pandemic, reflecting the changing context within which it has been developed. Any changes that need to be made to the service plan (i.e. new actions added, or actions removed) will be reported to the Director of Business and Communities as well as being reported as part of our 'business as usual' performance monitoring activity through Development committee papers during 2021/22.

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
<ul style="list-style-type: none">• Elected Members
<ul style="list-style-type: none">• Culture & Arts Service Strategic Arts and Cultural Partner organisations (identified through the Strategic Arts & Culture support programme)
<ul style="list-style-type: none">• Arts Council of Northern Ireland, Department for Communities (Arts & Culture, Languages, Historic Environment Division)
<ul style="list-style-type: none">• Residents of and visitors to Mid Ulster
<ul style="list-style-type: none">• Tourism Northern Ireland, Tourism Ireland
<ul style="list-style-type: none">• Facility catering Franchisees
<ul style="list-style-type: none">• Schools, colleges, universities
<ul style="list-style-type: none">• Arts, culture, Heritage groups operating within the Mid Ulster region
<ul style="list-style-type: none">• Key project stakeholders, including DAERA, RSPB, NIEA, DfI
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1.4 Performance Overview in 2020/21

The Covid-19 pandemic has been one of the most significant challenges that Mid Ulster District Council has ever faced. It has required sudden and dramatic changes to the way we work, as Councillors and officers. The previous year has saw Council hold fast with front line service delivery and the section below outlines; the activities delivered, despite the impact of Lockdown and the restrictions put in place and the response of Culture and Arts Service team during 2020 to 2021 i.e. what we achieved, and how the Culture and Arts service team played their part in ensuring that key projects and activities continued to be delivered and how the service team made a significant contribution to the ongoing delivery of services delivered by Mid Ulster District Council.

2020/2021 Performance Response/ Overview (What we achieved- Measured Activities)	End of Year Progress Status: Activity was - Completed /Commenced/ Other
<ul style="list-style-type: none"> Culture & Arts Staff across the Service offering took a lead role in the management and implementation of the Community Hub Food Parcel Scheme including the management of referrals and direct involvement in the coordination of distribution of food parcels 	Completed
<ul style="list-style-type: none"> Culture & Arts team across the Service offering were directly involved in the assessment, and processing of grants within the Rural Development Tranche 2 Business Support Grant Programme 	Completed
<ul style="list-style-type: none"> Culture and Arts Service directly involved in the management and assessment of the Department for Communities Access and Inclusion Grants Programme for 2020/21. This resulted in excess of £270,000 of financial support being accessed to deliver 12 Access and Inclusion capital projects across Council Estate (100% Funding received from DfC in 2020/21). 	Completed
<ul style="list-style-type: none"> During the period when facilities were closed to the public, several members of staff from within Culture & Arts were redeployed to other key Council Services, including Property Services, Planning Services and Environmental Services 	Completed
<ul style="list-style-type: none"> Throughout the COVID 19 pandemic period, The Hill of the O'Neill, Dungannon hosted the regular televised public updates delivered by NI Executive and First Minister and Deputy First Minister 	Completed
<ul style="list-style-type: none"> Refurbishment works carried out in Foyer and reception area in Burnavon Theatre, Cookstown and additional works carried out backstage (funding accessed through DfC Access and Inclusion programme to enhance facilities for performers with disabilities. 	Completed

<ul style="list-style-type: none"> • Refurbishment works carried out to Library at Seamus Heaney HomePlace (facilitated by external funding accessed through Ireland Funds America). 	Completed
<ul style="list-style-type: none"> • Completion of the Seamus Heaney Open Ground Trails project designed to connect visitors to the poetry of Seamus Heaney and the landscape that inspired the poets work. This has resulted in the enhancement of key sites at The Strand at Lough Beg, Seamus Heaney HomePlace, The Turfman Sculpture, Bellaghy, The Eel Fisheries at Toome, The Moyola River Walkway, Castledawson, and Magherafelt Alleyways project 	Completed
<ul style="list-style-type: none"> • Throughout the Covid 19 period, the Culture and Arts venues have continued to engage with existing and new audiences through the delivery of their respective online programmes. This has included “how to” demonstrations and workshops, performances from numerous artists, poetry and book reading events, continuation of weekly online Traditional Music in Schools programme for students, special events for St Patrick’s Day, Easter and Christmas. All of these activities have been supported through our operational budget. 	Completed
<ul style="list-style-type: none"> • Visitor numbers recorded at Tullaghoge Fort and Hill of the O'Neill throughout the COVID 19 period have increased – the site and walking trails continue to be utilised by local residents, many of whom have engaged in the product offering at these locations for the first time during lockdown. Access to these site locations has greatly benefitted the local community and has significantly contributed to the health and well-being of individuals during these difficult and unprecedented times. 	Ongoing

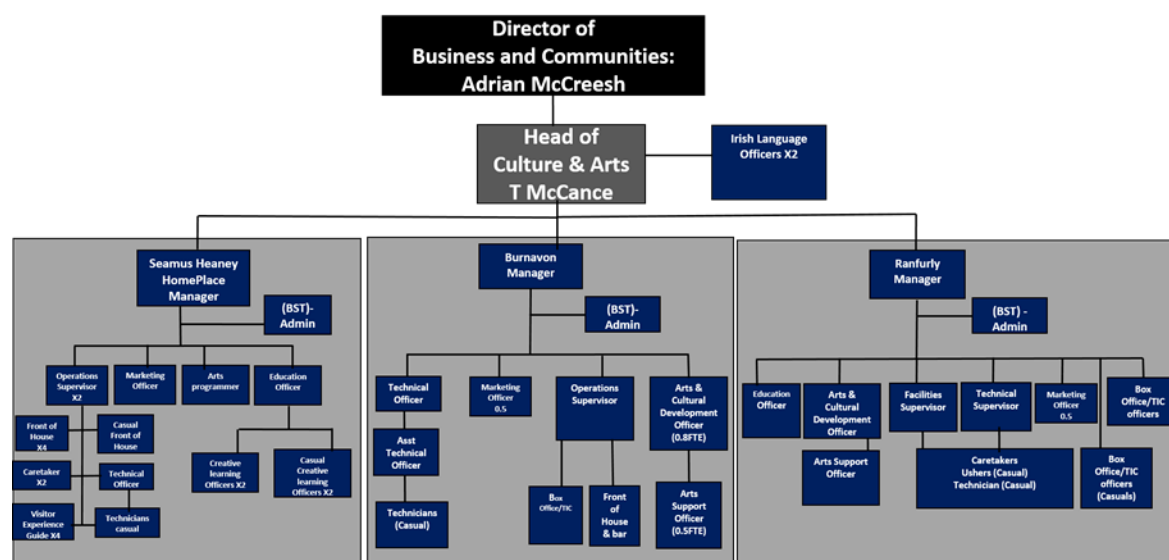
2.0 IMPROVING OUR SERVICE AND MANAGING PERFORMANCE - 2021/22

The following tables confirm the resources, financial and people, which the Service has access to throughout 2021-22 to deliver its actions, activities and core business.

2.1 Budget 2021/22

Service Budget Headings	£
Arts & Cultural Development	451,086
Burnavon Arts & Cultural Centre	539,184
Seamus Heaney HomePlace	816,574
Ranfurly and Hill of the O'Neill	585,410
Regional and Minority Languages	260,222
Tullaghoge Fort	9,750
Gross Budget	2,662,226
Income	348,810
Net Budget for 2021-22	2,313,416

2.2 Staffing Complement - 2021/22



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

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2.3 Service Work Plan - 2021/22

This plan confirms the core activities and actions, which will form the Culture & Arts Service Work Plan for 2021-22. This is a high-level capture of the Service activities as well as some improvement undertakings which the service will focus on throughout 2021-22. 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 2021/22

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 develop, promote and sustain Arts In Mid Ulster</i>		
What are the key 'Business as Usual' activities we will deliver (actions):	By When (Date?)	Lead Officers(s)	What difference will it make? (Outcomes/outputs)	How Will we Know? (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.	31/03/2022	B McCormick C Sheehy J Robinson P Lant C Brown L Porter C McGowan M Quinn M McCann Russell L Rafferty	<p>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.</p> <p>Active participation in arts and Culture related activity will contribute to the Health and wellbeing of our residents.</p> <p>The arts within Mid Ulster will be further developed, promoted and sustained</p>	<p>Number of Programmes developed</p> <p>Visitor numbers/audience numbers to Arts facilities</p> <p>participatory levels in Arts and Cultural activity</p> <p>External funding identified/secured</p> <p>Facility income levels Workshop and class attendance levels</p> <p>visitor numbers to heritage assets and strategic visitor sites</p>

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.	31/03/2022	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	31/03/2022	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 and maintained for all three MUDC culture and Arts venues
Delivery of Regional and Minority Language Action Plan designed to meet the needs of the relevant stakeholder groups and organisations within the Mid Ulster Region	31/03/2022	T McCance D O Doibhlinn S Mac Nia	Action plan in place is fit for purpose and meets the needs of its relevant stakeholder groups and organisations	Number of programmes developed and supported Number of organisations supported Numbers of recipients benefiting from support provided
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	31/03/2022	T McCance J Robinson B McCormick C Sheehy D O Doibhlinn S MacNia	Arts, Culture, Heritage and Language 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
To deliver on the Council approved Decade of Anniversaries - Commemorations 2021/22 Action Plan	31/03/2022	B McCormick C Sheehy J Robinson P Lant C Brown L Porter C McGowan	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.	Projects and initiatives detailed within the approved action plan delivered by 31/03/2022 Visitor numbers/audience numbers at projects and initiatives delivered

		M Quinn M McCann Russell L Rafferty		Facility income levels Event and activity attendance levels
To continue to deliver Culture, Arts, Heritage and Community small grants scheme on annual basis	31/03/2022	T McCance C McGowan M Quinn	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	Number of Groups successfully availing of funding Type and range of projects and initiatives funded. Levels of funding allocated and distributed as part of grants programme

2.4 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 the Services business in 2021-22.

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</p> <p>Regular team meetings discussing programming and approach to customer engagement.</p> <p>Engagement with local Authority Culture & Arts Services to benchmarking and problem solving</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>

			Random stock checks take place. Collection has been valued and insured appropriately.
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 includes segregation of duties

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)

3.0 OUR STATUTORY CONSIDERATIONS

In carrying out our responsibilities, the Culture & Arts 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 the Culture & Arts 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 Culture & Arts 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 delivered by Culture & Arts Services.