



## **Corporate Plan 2014-2016**

**Approved by Agency Board 27<sup>th</sup> March 2014**

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## 1. Chairman's Foreword

I am pleased to present the Ulster-Scots Agency's Corporate Plan for 2014-2016 which sets out our strategic plans and programmes for the next three years. Underpinning this Corporate Plan is our Mission Statement that *"Ulster-Scots should flourish as a rich, vibrant and growing culture with a global legacy that is recognised at home and abroad."* This constitutes the foundation of our Plan and the inspiration for our activities.

The Plan reviews the Agency's performance and targets in the 2011-2013 Corporate Plan and seeks to build on that experience. In the last 3 years the Agency made significant progress in extending its involvement in schools; and its delivery of events to promote Ulster-Scots. Positive progress has recently been made in respect of Ulster-Scots language issues and this has been recognised in the recent COMEX report. In the next three years the Agency will also work to make meaningful progress around language developments.

As we look forward, the Agency continues to face major uncertainties. These uncertainties make the task of strategic planning particularly difficult. Not the least of them is the level of funding. In the 2011-2013 Corporate Plan period the Agency budget was reduced by 12% (£3.028m - £2.662M) For the period of this plan, we are expected to make further reductions of a minimum of 4% per annum. Reductions at this level cannot be sustained in the long term without significantly undermining the organisation's ability to deliver on its core responsibilities.

During the forthcoming plan period the Agency will work to minimise the impact of budget reductions on key strategic activities, while at the same time working to attract additional resources. We remain committed to strengthening our level of partnership working with public and private sector partners to maximise the level of resources that can be secured to aid in the development of Ulster-Scots. We will work with Sponsor Departments to explore ways to access additional resources; and will work to maximise the impact of our spend during the period by creating resources that can be used to underpin our work on an ongoing basis, including publications, exhibitions and web resources.

Despite significant concerns around resourcing, this Plan looks forward to a period of further development and innovation for Ulster-Scots. The launch of the Discover Ulster-Scots web portal and Ulster-Scots Hairtlan programme will represent major steps forward for the recognition of Ulster-Scots identity. Historic centenaries relating to the Great War and the 700<sup>th</sup> Anniversary of the arrival of the Bruces in Ireland in 2015 will also provide valuable opportunities to promote Ulster-Scots heritage.

Tom Scott OBE  
Chairman

## 2. Executive Summary

This Corporate Plan sets out the high level priorities of the Ulster-Scots Agency for the period 2014 to 2016.

The plan has been prepared in light of the respective Programmes for Government in Northern Ireland and Ireland; Sponsor Department priorities; and other relevant strategies, including the draft Northern Ireland Executive Strategy for Ulster-Scots Language, Heritage and Culture. Consideration has also been given to the progress achieved in the Corporate Plan period 2011 to 2013; and relevant research undertaken by the Agency and other key stakeholders.

The Agency's Vision and Mission have been reviewed to provide more direct linkage to the organisation's statutory role and to its staffing and budgetary structures. They are set out below:

### Vision

The vision of the Ulster-Scots Agency is that Ulster-Scots should flourish as a rich, vibrant and growing culture with a global legacy that is recognised at home and abroad.

### Mission

The Ulster-Scots Agency will inspire, educate and empower people to understand and enjoy their Ulster-Scots identity, while working to continuously improve the governance, financial performance and customer focus of the organisation.

In furtherance of the Mission, four strategic aims have been identified:

#### SA1 – Inspire

The Agency will identify, interpret and animate Ulster-Scots heritage, language and culture.

#### SA2 – Educate

The Agency will work to ensure that learning about Ulster-Scots culture, heritage and language is integrated throughout the education system.

#### SA3 – Empower

The Agency will equip individuals and groups with knowledge and skills to engage with Ulster-Scots heritage, language and culture.

#### SA4 – Improve

The Agency will work to continuously improve the governance, financial performance and customer focus of the organisation.

The plan includes detailed objectives under each aim, which are associated with timebound targets and clear outputs; and each objective is assigned to a post within the Agency's senior management team.

Within our **Inspire** aim, our key activities will include the development of our innovative new initiatives, Discover Ulster-Scots and the Ulster-Scots Hairtlan programme; using historic centenaries to raise awareness of Ulster-Scots heritage; developing new resources to tell the Ulster-Scots story; and promoting Ulster-Scots at key events in Ulster, Ireland, Scotland and America.

Under **Educate**, we will develop quality, innovative opportunities for learners to engage with Ulster-Scots at all levels of the education system. We will continue to encourage primary schools to integrate Ulster-Scots in school life by awarding Ulster-Scots Flagship School status; and we will work with organisations throughout the sector to promote awareness of the positive benefits and legal imperatives associated with Ulster-Scots in the learning environment.

As part of the **Empower** aim, we will maintain our level of support for Community Festivals and children's Summer Schools, while developing more intensive Summer and Winter Schools for grown-ups. We will support the development of Ulster-Scots in local communities; build the capacity of Ulster-Scots groups to handle their grants, plan their activities and get their message across; strengthen the personal development of key individuals; and encourage Ulster-Scots groups to work together and learn from each other.

Our **Improve** aim reflects the Agency's commitment to continue getting better at how we work, while at the same time adapting to the challenging environment that everyone is currently working in. We will work to maintain our satisfactory Internal Audit rating, while addressing historic accounting issues and pursuing organisational improvements. We will pursue additional resources for Ulster-Scots through greater partnership working and mainstreaming; and we will also continue to make efficiency savings, in particular through downsizing our office accommodation in Belfast.

### **3. Introduction**

The Ulster-Scots Agency is an Agency of the North South Language Body established under the British/Irish Agreement Act 1999 and the North/South Co-operation (Implementation Bodies) (NI) Order 1999.

The Agency's statutory remit is the "Promotion of greater awareness and use of Ullans and Ulster-Scots cultural issues, both within Northern Ireland and throughout the island".

This Corporate Plan describes the work which the Ulster-Scots Agency proposes to undertake in the period 2014-2016 in furtherance of its statutory remit and objectives.

In carrying out its functions in relation to Ulster-Scots language and cultural issues the Agency may:

- Provide advice for both administrations, public bodies and other groups in the private and voluntary sector;
- Undertake research and promotional campaigns; and
- Support projects and grant aid bodies and groups.

#### **Organisational Structure**

The Ulster-Scots Agency Board (Tha Boord o Ulster-Scotch) comprises eight members appointed by the North South Ministerial Council. These members together with sixteen members of Foras na Gaeilge comprise the North South Language Body.

The Agency currently has 17 staff in post and is headed by the Chief Executive. The structure of the organisation is set out at Annex (i).

The Sponsor Departments for the Language Body are the Department of Culture, Arts and Leisure in Northern Ireland and the Department of Arts, Heritage and the Gaeltacht in Ireland. The Ulster-Scots Agency is funded by grants voted by the Northern Ireland Assembly (75%) and by Dáil Éireann (25%).

The Agency has its headquarters in Belfast with a regional office in Raphoe, Co Donegal.

#### **Organisational Values**

The values the Agency will aspire to over the period of this plan are as follows:

- A commitment to achieve high standards of corporate governance to ensure accountability, probity and value for money in the investment of public funds
- Focus on providing a quality service to our customers and raise awareness of our policies and programmes through effective communication with stakeholders and customers
- Take decisions in an open, impartial and transparent manner with due regard to equality of opportunity and the need to promote good relations.
- Value staff and support their professional development.

## Policy Context

### Programmes for Government

The Northern Ireland Executive's Programme for Government 2011-2015 identifies five interlocking priorities:

- Growing a Sustainable Economy and Investing in the Future
- Creating Opportunities, Tackling Disadvantage and Improving Health and Well-Being
- Protecting Our People, the Environment and Creating Safer Communities
- Building a Strong and Shared Community
- Delivering High Quality and Efficient Public Services

The importance of Ulster-Scots within that context is highlighted by the fact that developing a strategy for Ulster-Scots Language, Heritage and Culture is identified as a key building block which underpins the priority for Building a Strong and Shared Community. Reflective of the interdependent nature of the priorities, the Ulster-Scots Agency can also make positive contributions to other Executive priorities, including through activities which promote tourism, support local communities and enhance built heritage.

The Irish Government's Programme for Government, *Government for National Recovery 2011-2016*, set out four main areas for action:

- Economy
- Reform
- Fairness
- Progress

The work of the Ulster-Scots Agency is particularly relevant to the Economy priority, where the Irish Government wishes to promote the development and co-ordination of niche tourism products and activity packages that are attractive to international visitors focusing on food, sports, culture, ecotourism, activity breaks, water-based recreation and festivals. Particular emphasis is also placed on building tourism market share in Great Britain, where the promotion of East-West links with Scotland can make an important contribution.

Our work can also complement the Progress priority, where key actions within the Arts, Culture and Sport strand include developing genealogical tourism; providing easy access to archives; and tapping into cultural tourism. Development of the Culture Night Initiative and plans to mark important commemorative events will also be relevant to the promotion of Ulster-Scots culture, language and heritage.

### European Charter for Regional or Minority Languages

The European Charter for Regional or Minority Languages was adopted in 1992 under the auspices of the Council of Europe to protect and promote historical, regional and minority languages.

With regard to Ulster-Scots, the European Charter states that policies, legislation and practice are to include the following objectives and principles:

- The recognition of Ulster-Scots as an expression of cultural wealth;
- The need for resolute action to promote Ulster-Scots;
- The facilitation and/or the encouragement of the use of Ulster-Scots in speech and writing in private and public life;
- The maintenance and development of links between groups using Ulster-Scots.

The British and Irish Government's commitment to developing regional and minority languages in respect of Irish and Ulster-Scots were confirmed by the British/Irish Agreement Act which established the North/South Language Body. Subsequently in the St Andrews' Agreement a commitment to develop a minority languages strategy was agreed and the Department of Culture, Arts and Leisure is taking the lead on developing this. While that strategy is yet to be agreed, the Ulster-Scots Agency will have a pivotal role in implementing the strategy, together with other organisations in the statutory, community and voluntary sectors.



## 4. Our Mission and Vision Statements

### Introduction

The Ulster-Scots Agency has reviewed its Vision and Mission to reflect the work of the Agency so that we can better demonstrate delivery against our fundamental role. Our Strategic Aims have been revised so that they more accurately reflect the work of the Agency and are more closely aligned to staff and financial structures within the organisation.

### Vision

The vision of the Ulster-Scots Agency is that Ulster-Scots should flourish as a rich, vibrant and growing culture with a global legacy that is recognised at home and abroad.

### Mission

The Ulster-Scots Agency will inspire, educate and empower people to understand and enjoy their Ulster-Scots identity, while working to continuously improve the governance, financial performance and customer focus of the organisation.

### Core Principles

The Agency is committed to excellence in everything that we do. In working to deliver on our Vision and Mission we will be guided by the following Core Principles:

**Authenticity** – the Ulster-Scots heritage that we develop and promote will be authentic and will be based on sound knowledge and research on Ulster-Scots culture, heritage and language.

**Quality** – we will seek at all times to present Ulster-Scots in the best possible way, so that we do justice to the fantastic richness of our Ulster-Scots heritage.

**Capacity Building** – in all of our activities we will work to involve the Ulster-Scots community sector, continuously seeking new opportunities to grow the sector and enhance its capacity.

**Partnership** – we will develop partnerships across the public, private and community sectors to maximise the skills and resources that can be secured to achieve our mission.

**Mainstreaming** - we will work to enhance the presence of Ulster-Scots culture and heritage within mainstream cultural institutions such as museums, galleries and heritage centres.

**Equality of Opportunity** – we will ensure that in the delivery of our work we promote equality of opportunity and good relations.

**Poverty** – we will look for opportunities to deliver on our mission in ways which can make a difference in disadvantaged communities and ensure that economic barriers do not prevent people from enjoying Ulster-Scots activities.

**Social Inclusion** – we will look for opportunities to ensure the engagement of those who might be at risk of social exclusion, including young people, the elderly, women and rural communities.

**North/South** – our remit covers the development and promotion of Ulster-Scots in both Northern Ireland and Ireland; and we will ensure that appropriate attention is paid to the development of Ulster-Scots in the border counties of Ireland, where there is a rich, but underdeveloped Ulster-Scots heritage.

**East/West** – relationships with Scotland and North America are key to maximising the potential of Ulster-Scots language, culture and heritage. Having due regard to resource constraints, we will seek to develop initiatives on an East/West axis which have a positive impact on Ulster-Scots here.

## 5. Review of Performance against Corporate Plan 2011-2013

During the period of the last Corporate Plan from 2011 to 2013, the Ulster-Scots Agency continued to build on progress from previous years and reposition itself to meet the challenges of an increasingly complex financial and administrative environment.

During the period of the plan key achievements included:

- Introduction of a new Financial Assistance Scheme for community funding.
- Development of Foundation Certificates in Highland Piping, Drumming and Drum Majoring.
- Development of new arrangements to fund community development in local groups.
- Significant growth in the nature and extent of annual showcasing activities.
- Supporting the development of Ulster-Scots community radio through FUSE FM and undertaking a feasibility study on the establishment of a full-time community radio station.
- Delivering an extensive programme of drama to promote Ulster-Scots in schools and community settings.
- Supporting the development of Ulster-Scots heritage trails and visitor interpretation in key Ulster-Scots areas.
- Delivering an extensive programme of activities to support Londonderry's year as UK City of Culture in 2013, including supporting the development of the Bluecoat School Visitor Centre at 1<sup>st</sup> Derry Presbyterian Church.
- Increasing awareness of the Plantation of Ulster through publications, exhibitions and school workshops around Ulster.
- Development of the Ulster-Scots Flagship Schools programme.
- Development of a new policy for Child Protection/Safeguarding within the North South Language Body.
- Development of a new Equality Scheme for the North South Language Body.

## **6. Strategic Aims**

To deliver on the Agency's Vision and Mission in the period 2014 to 2016, we have identified four strategic aims.

### SA1 – Inspire

The Agency will identify, interpret and animate Ulster-Scots heritage, language and culture.

### SA2 – Educate

The Agency will work to ensure that learning about Ulster-Scots culture, heritage and language is integrated throughout the education system.

### SA3 – Empower

The Agency will equip individuals and groups with knowledge and skills to engage with Ulster-Scots heritage, language and culture.

### SA4 – Improve

The Agency will work to continuously improve the governance, financial performance and customer focus of the organisation.

## **7. Business Objectives, Targets and Outputs**

### **SA1 – Inspire**

The Agency will identify, interpret and animate Ulster-Scots heritage, language and culture so that local people and visitors will be inspired by the unique contribution that Ulster-Scots have made locally and internationally.

We will launch our new Discover Ulster-Scots brand and associated web portal to give new prominence to Ulster-Scots heritage within visitor attractions in Northern Ireland, Ireland, Scotland and America, building on it throughout the life of the corporate plan.

We will also launch our new Ulster-Scots Hairyplan programme, which will give recognition to geographical areas with a strong mix of Ulster-Scots culture, heritage and language; and act as a catalyst for further development of Ulster-Scots in those areas.

Forthcoming historic anniversaries will provide good opportunities to highlight the impact of Ulster-Scots on events here and the Agency will work with a range of stakeholders to maximise the opportunity that these present, particularly around Great War anniversaries from 2014 onwards and the 700<sup>th</sup> Anniversary of the arrival of the Bruces in Ireland in 2015.

Throughout the plan period we will build the bank of resources that we have available to promote knowledge and understanding of Ulster-Scots language, heritage and culture by creating new websites, exhibitions and publications.

We will also raise awareness of Ulster-Scots by organising and attending events throughout Ulster; and maximise the impact of available opportunities in Scotland and North America.

## SA1 - Inspire

Objective	Target Date	Output	Directorate
1. To include 50 heritage sites within the Discover Ulster-Scots brand and web portal.	Dec 14 Dec 15 Dec 16	10 sites 20 sites 20 Sites	Community and Promotion
2. To establish 2 Ulster-Scots Hairtlan areas.	December 2016	2 Hairtlans established	Community and Promotion
3. To support the development of an Ulster-Scots visitor centre in Belfast.	April 2014	1 visitor centre supported	Community and Promotion
4. To support the development of a Bruce Heritage Trail.	July 2015	1 trail established	Community and Promotion
5. To develop and commence delivery on a programme of activity around Ulster and the Great War.	July 2014	1 programme established	Community and Promotion
6. To develop 1 new microsite per year to highlight different aspects of Ulster-Scots language, heritage and culture.	Dec 14 Dec 15 Dec 16	1 per Annum	Community and Promotion
7. To support the development of 3 permanent exhibitions featuring Ulster-Scots language, heritage and culture.	Dec 14 Dec 15 Dec 16	1 permanent exhibitions supported per annum	Community and Promotion
8. To develop 3 new touring exhibitions per year on Ulster-Scots language, heritage and culture.	Dec 14 Dec 15 Dec 16	3 touring exhibitions developed per annum	Community and Promotion
9. To deliver 15 large scale partnership events to promote Ulster-Scots language, heritage and culture.	Dec 14 Dec 15 Dec 16	5 large partnership events delivered per annum	Community and Promotion
10. To produce 15 publications on aspects of Ulster-Scots language, heritage and culture.	Dec 14 Dec 15 Dec 16	5publications delivered per annum	Community and Promotion

## **SA2 – Educate**

The Agency will work to ensure that learning about Ulster-Scots culture, heritage and language is integrated throughout the education system.

We will develop quality, innovative opportunities for learners to engage with Ulster-Scots at pre-school, primary, post primary and third level institutions.

In primary schools we will continue to provide opportunities for children to engage with Ulster-Scots culture, heritage and language. We will also provide encouragement and recognition for primary schools through the award of Ulster-Scots Flagship School status.

We will work to achieve greater penetration of the post primary sector by resourcing the development of Ulster-Scots curriculum pilot projects.

At third level, we will deliver an East/West research project with the University of Ulster and Fulbright Commission to lay the foundation for long term engagement with learning institutions in North America.

In all of our educational work the Agency will focus on quality learning outcomes and strong evaluation in order to demonstrate the positive impact that Ulster-Scots can have within the learning environment.

Throughout the corporate plan period we will also work to raise awareness of the rights-based imperative for Ulster-Scots within the education system; and we will seek to agree a plan for the resourcing of Ulster-Scots within the Northern Ireland education system by 2016.

## SA2 – Educate

Objective	Target Date	Output	Directorate
1. To award Ulster-Scots Flagship School status to 20 primary schools.	December 2016	20 Flagship School Awards made	Education and Language
2. To enrol 20 primary schools to work towards Flagship school status	December 2015	20 Schools working towards Flagship award	Education and Language
3. To develop an agreed plan for the resourcing of Ulster-Scots in schools by the Department of Education in Northern Ireland by 2016.	June 2016	1 Agreed Plan	Education and Language
4. To support the delivery of 30 Ulster-Scots Afterschool Clubs per year.	Dec 14 Dec 15 Dec 16	30 After School Clubs per annum	Education and Language
5. To deliver Ulster-Scots touring dramas in 30 schools per year.	Dec 14 Dec 15 Dec 16	30 Schools receive drama per annum	Director of Education and Language
6. To develop 6 East-West school twinning projects between Ulster and Scotland.	Dec 14 Dec 15 Dec 16	2 East West School Twinning per annum	Education and Language
7. To develop 1 curriculum pilot project per year at Key Stage 3.	December 2016	3 KS3 pilot projects	Education and Language
8. To develop 1 Third Level Ulster-Scots pilot project.	September 2015	1 third level pilot project	Education and Language
9. To develop 1 cultural rights in education resource pack by December 2014.	December 2014	1 resource pack	Education and Language
10. To deliver an annual programme of music and dance tuition in schools.	Dec 14 Dec 15 Dec 16	1 programme per annum	Education and Language



### **SA3 – Empower**

The Agency will equip individuals and groups with knowledge and skills to engage with Ulster-Scots heritage, language and culture.

People of all ages will be given the opportunity to discover Ulster-Scots at Summer Schools and Festivals run by local groups with the support of Agency grant aid. We will also work with local partners to develop a series of Summer/Winter schools focussed on particular aspects of Ulster-Scots language, culture or heritage.

We will build the capacity of 3 Ulster-Scots communities by providing grants for full-time community development worker projects. Two important Ulster-Scots communities of interest will also be strengthened through the development of action plans for Ulster-Scots music and dance.

Local groups will be supported through training in communications/media and grant administration.

### SA3 – Empower

Objective	Target Date	Output	Directorate
1. To support an annual programme of Music and Dance Tuition Projects	Dec 14 Dec 15 Dec 16	1 tuition programme per annum	Community and Promotion
2. To support an annual programme of Ulster-Scots Summer Schools for children.	Dec 14 Dec 15 Dec 16	1 summer school programme per annum	Community and Promotion
3. To support an annual programme of Ulster-Scots Community Festivals.	Dec 14 Dec 15 Dec 16	1 community festival programme per annum	Community and Promotion
4. To support a programme of Ulster-Scots community development worker projects.	Dec 14 Dec 15 Dec 16	1 project per annum	Community and Promotion
5. To develop an action plan for Ulster-Scots dance.	July 2014	1 dance action plan	Education and Language
6. To develop an action plan for Ulster-Scots music.	December 2014	1 music action plan	Education and Language
7. To deliver an annual programme of community showcase events.	Dec 14 Dec 15 Dec 16	20 showcase events per annum	Community and Promotion
8. To deliver an annual programme of Ulster-Scots heritage/culture talks.	Dec 14 Dec 15 Dec 16	20 talks per annum	Community and Promotion
9. To deliver an annual programme of Ulster-Scots language talks.	Dec 14 Dec 15 Dec 16	20 talks per annum	Education and Language
10. To support an annual programme of Ulster-Scots culture/heritage exhibitions.	Dec 14 Dec 15 Dec 16	20 venues per annum	Community and Promotion
11. To support an annual programme of Ulster-Scots language exhibitions.	Dec 14 Dec 15 Dec 16	5 venues per annum	Education and Language
12. To support an annual programme of Ulster-Scots community radio broadcasts.	Dec 14 Dec 15 Dec 16	2 broadcast periods per annum	Education and Language
13. To provide training on grant administration to 100 groups per year.	Dec 14 Dec 15 Dec 16	100 group training places per annum	Education and Language
14. To provide communications/media training for the Ulster-Scots sector.	Dec 14 Dec 15 Dec 16	20 Participants 40 Participants 40 Participants	Community and Promotion

#### **SA 4 – Improve**

The Agency will work to continuously improve the governance, financial performance and customer focus of the organisation.

Improvements in governance will continue throughout the Corporate Plan period. We will maintain an overall satisfactory rating from Internal Audit in each of the three years; and the Agency's historic backlog of accounts will be cleared by the end of 2014.

We will respond to the challenging financial climate by enhancing our level of partnership activities; seeking additional resources to develop small capital projects; and more robustly using our role as the statutory authority for Ulster-Scots to unlock mainstream resources for the promotion and development of Ulster-Scots language, heritage and culture.

In order to release efficiency savings and improve customer service, the Agency will relocate to new, smaller premises in central Belfast, which will provide opportunities for synergies within the Ulster-Scots sector and collaboration within the wider arts and heritage sectors.

The efficiency and effectiveness of our grant-making operations will be increased through the development of an improved grant database and the completion of a review of our Financial Assistance scheme by the end of 2015.

## SA 4 – Improve

Objective	Target Date	Output	Directorate
1. To relocate the Ulster-Scots Agency Headquarters.	March 2014	New premises	Corporate Services
2. To develop an organisational framework for enhanced Partnership Projects.	June 2014	1 framework developed	Corporate Services
3. To develop an organisational training programme on Ulster-Scots culture.	April 2014	1 training programme developed	Education and Language
4. To agree a mechanism with Sponsor Departments to handle small capital projects.	July 2014	1 mechanism agreed	CEO
5. To develop a programme of engagement with Government Departments and Public Bodies.	July 2014	1 programme developed	CEO
6. To fully address the historic backlog of Annual Accounts.	December 2014	2 sets of Accounts published	Corporate Services
7. To establish a new Grants Database System in the Ulster-Scots Agency.	December 2014	1 database established	Corporate Services
8. To complete a review of the Ulster-Scots Agency Financial Assistance Scheme.	December 2015	1 FAS review completed	Corporate Services
9. To complete a review of arrangements for Board effectiveness.	December 2015	1 review completed	CEO
10. To develop proposals for accreditation under a recognised quality standard.	December 2015	1 proposal developed	Corporate Services
11. To complete a review of Internal Audit Service.	July 2016	1 review completed	Corporate Services
12. To maintain a satisfactory Internal Audit rating.	December Annually	3 satisfactory ratings	Corporate Services
13. To undertake yearly review of progress against Corporate Plan.	September Annually	3 yearly reviews	Corporate Services
14. To prepare Business Plans in line with the timetable in guidance	Annually	Business Plan on time	Corporate Services/CEO

## 8. Efficiency Savings

Corporate and Business Plan Guidance from Finance and Sponsor Departments has asked North-South Bodies to plan for cash-releasing efficiencies of 4% per year from 2014 to 2016, using the 2013 budget as a baseline.

Bodies have been asked to focus on releasing efficiencies from administration budgets, while maintaining a strong focus on delivering the core objectives of the Body, particularly where they have a demonstrable economic value.

A 7% reduction set against the indicative planning budget for 2013 requires a cash reduction of £186,346. The Agency's administrative budgets are already lean, given that they have been reduced in light of 20% budget reductions from 2010. However the Agency has taken advantage of a break in the lease for our Belfast headquarters to develop proposals to downsize our accommodation at the start of 2014, realising a saving of £80,000. This represents 42% of the agreed required saving for 2014, however any further reductions in 2014 and for the remainder of the Corporate Plan period will have to be met from frontline budgets.

### 2010 – 2013 Budgets and outturns

	Working Budget	Budget Spent	Overheads	Marketing	Programme	Variance	%
2010	£3,327,600	£3,094,330 *	£1,157,384	£153,004	£1,783,942	£233,270	7%
2011	£3,028,116	£2,634,065 *	£1,003,946	£208,447	£1,421,672	£394,051	13%
2012	£2,828,460	£2,758,487 *	£906,401	£251,368	£1,600,718	£69,973	2.5%
2013	£2,662,080	£2,639,400 *	£1,028,404 *	£275,722	£1,335,274	£22,680	0.8%

\* Expenditure includes asset costs, excludes depreciation and deferred pension costs

There is increasing pressure on budgets and the Sponsor Departments are expecting a 7% savings on the 2013 approved baseline budget. The budget planning is based upon the figure of £2,662,080.

	Indicative Budget	Overheads	Marketing	Programme	% Reduction
2014	£2,475,734	£950,799	£188,352	£1,336,583	7%
2015	£2,449,114	£921,115	£195,654	£1,332,345	1%
2016	£2,342,630	£911,115	£187,147	£1,244,368	4%

## **9. Monitoring and Evaluation Arrangements**

The Ulster-Scots Agency will prepare detailed annual Business Plans for 2014-2016 based on the Strategic Aims and Objectives set out in this Corporate Plan, which were reviewed to ensure better alignment to staff structures and budget lines within the organisation.

Each objective and target has an identified owner within the organisation. Targets will be incorporated into the annual workplans of individual members of staff or staff under their command. Each member of staff will complete a monthly progress report to their line manager detailing progress against agreed targets. Directors will submit a monthly progress report to the Chief Executive.

The Board of the Ulster-Scots Agency will receive bi-monthly reports on progress against Business Plan targets.

Sponsor Departments will receive quarterly progress reports against Business Plan targets within the context of regular Accountability Meetings; and regular reports will be submitted for the consideration of the North-South Ministerial Council through periodic Language Sectoral Meetings.

An annual review of progress against Corporate Plan targets will be prepared and submitted to the Board of the Ulster-Scots Agency in September each year, together with explanations for variance and recommendations for amendments to targets in the remaining years of the plan.

## **10. Communicating the Plan**

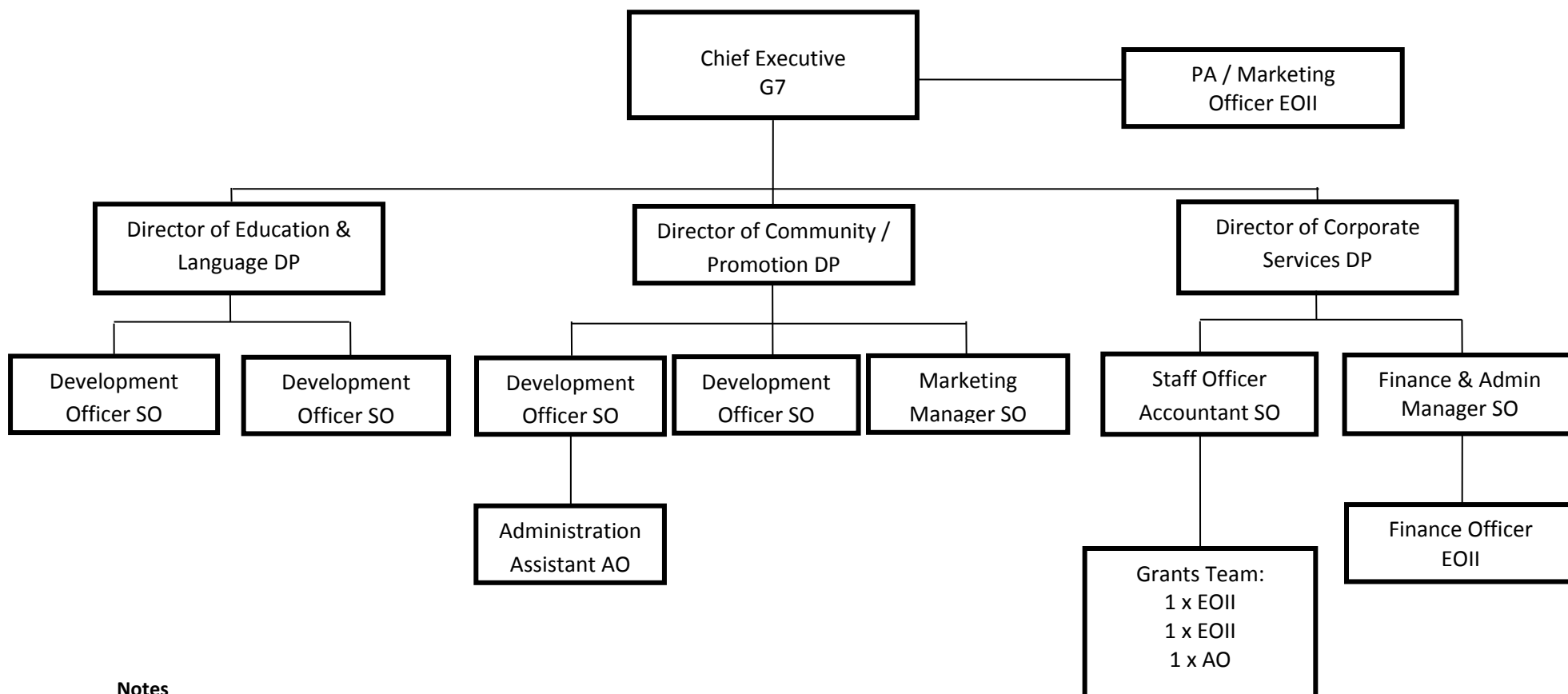
The Ulster-Scots Agency recognises that the objectives of this Corporate Plan can only be achieved through the continuing commitment of our workforce. It is important that the plan is communicated to all staff, at all levels of the organisation.

All staff will be briefed on the content of the Corporate Plan at a regular staff meeting and hard copies of the Plan will be distributed. The Plan will be accessible via the shared z: drive on the Agency's server; and available for download on [www.ulsterscotsagency.com](http://www.ulsterscotsagency.com).

All Directors within the Agency will meet with their teams to discuss the content of the Corporate Plan and how it will be incorporated into Business Plans, Individual Work Plans and staff reporting mechanisms.

The Vision, Mission and Core Principles of the Ulster-Scots Agency will be displayed prominently throughout our offices in Belfast and Raphoe.

# Ulster-Scots Agency Organisational Chart 2014



## Notes

1. PA/Marketing Assistant Position filled 28<sup>th</sup> May 2013 (Cover for Career Break due to end March 2014)
2. Staff Officer Accountant Position filled 14<sup>th</sup> July 2013
3. Finance Officer Position Filled 20<sup>th</sup> May 2013
4. Director of Community/Promotion currently vacant.



Appendix ii

North South Body	Proposed Budget			Proposed Change			Proposed Budget		
	2013			' +/-			2014		
Currency : £	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
<b>Programme</b>									
1. Serving the Community	£961,620		£961,620	£22,369		£22,369	£983,989		£983,989
2. Working with Others	£158,000		£158,000	£8,614		£8,614	£166,614		£166,614
3. Marketing	£288,500		£288,500	-£100,148		-£100,148	£188,352		£188,352
4. Education	£200,900		£200,900	-£14,920		-£14,920	£185,980		£185,980
<b>Total Programme Expenditure</b>	<b>£1,609,020</b>		<b>£1,609,020</b>	<b>-£84,085</b>		<b>-£84,085</b>	<b>£1,524,935</b>		<b>£1,524,935</b>
Pay Costs	£546,269		£546,269	£8,393		£8,393	£554,662		£554,662
Pension Costs			£0	£68,403		£68,403	£68,403		£68,403
Non Pay Administration Costs	£506,791		£506,791	-£179,057		-£179,057	£327,734		£327,734
<b>Total Administration Costs</b>	<b>£1,053,060</b>		<b>£1,053,060</b>	<b>-£102,261</b>		<b>-£102,261</b>	<b>£950,799</b>		<b>£950,799</b>
<b>Overall Total Expenditure (Programme &amp; Administration)</b>	<b>£2,662,080</b>		<b>£2,662,080</b>	<b>-£186,346</b>		<b>-£186,346</b>	<b>£2,475,734</b>		<b>£2,475,734</b>
Proportion payable by NI representing 75%	£1,996,560		£1,996,560	-£139,760		-£139,760	£1,856,801		£1,856,801
Proportion payable by IRL representing 25%	£665,520		£665,520	-£46,587		-£46,587	£618,934		£618,934
Existing/Projected Staff Numbers	16						16		
<b>Narrative to support expenditure figures:</b>									
1. The Agency set its 2014 budget based upon the figure £2,662,080 less 7% .									
2. Marketing has been reduced in year after 2013 being a concentrated year of activity.									
3. 2014 introduces the Agency's first pensioner.									
4. Administration costs will reduce due to rent savings and 2014 will have less costs related to the move in 2014.									

## Corporate Plan - Proposed 2014 Budget and Indicative Allocations for 2015 & 2016

North South Body	Budget 2013	Proposed Budget - 7%			Indicative Budget - 1%			Indicative Budget -4%		
		2014			2015			2016		
Currency £	Total	Current	Capital	Total	Current	Capital	Total	Current	Capital	Total
Programme										
1. Serving the Community	£961,620	£983,989		£983,989	£976,377		£976,377	£926,322		£926,322
2. Working with Others	£158,000	£166,614		£166,614	£165,522		£165,522	£158,901		£158,901
3. Marketing	£288,500	£188,352		£188,352	£195,654		£195,654	£187,147		£187,147
4. Educational	£200,900	£185,980		£185,980	£190,446		£190,446	£159,145		£159,145
<b>Total Programme Expenditure</b>	<b>£1,609,020</b>	<b>£1,524,935</b>		<b>£1,524,935</b>	<b>£1,527,999</b>		<b>£1,527,999</b>	<b>£1,431,515</b>		<b>£1,431,515</b>
Pay Costs	£546,269	£554,662		£554,662	£593,861		£593,861	£600,500		£600,500
Pension Costs	£0	£68,403		£68,403	£19,243		£19,243	£19,500		£19,500
Non Pay Administration Costs	£506,791	£327,734		£327,734	£308,011		£308,011	£291,115		£291,115
<b>Total Administration Costs</b>	<b>£1,053,060</b>	<b>£950,799</b>		<b>£950,799</b>	<b>£921,115</b>		<b>£921,115</b>	<b>£911,115</b>		<b>£911,115</b>
<b>Overall Total Expenditure (Programme &amp; Administration)</b>	<b>£2,662,080</b>	<b>£2,475,734</b>		<b>£2,475,734</b>	<b>£2,449,114</b>		<b>£2,449,114</b>	<b>£2,342,630</b>		<b>£2,342,630</b>
Efficiency Savings identified in plans		£186,346		£186,346	£26,620		£26,620	£106,484		£106,484
Proportion payable by NI representing 75%	£1,996,560	£1,856,801		£1,856,801	£1,836,836		£1,836,836	£1,756,973		£1,756,973
Proportion payable by IRL representing 25%	£665,520	£618,934		£618,934	£612,279		£612,279	£585,658		£585,658
Projected Staff Nos	15.77	15.77			16.77			16.77		

### Narrative to Support Expenditure Figures

1. 3rd Director should be in position mid 2015 which will increase salary costs
2. Move will have taken place and rent & rates for the Agency reduced by £80K
3. Salary Costs will rise in subsequent years due to cost of living and increment increases
5. 2014 the majority of the 7% savings will be made via the rent reduction by moving.
6. 2015 & 2016 the majority of the reductions will come from the frontline community services
7. The Agency already operates a reasonably lean operation in its administration costs and will only be able to avail of minimal cuts in 2015 and 2016 before having to cut into the staffing budget in future years.

Appendix iii

This Delivery Plan describes the measures Ulster Scots Agency will implement to achieve its target savings for 2014 – 2016.

The Body will realise total efficiencies of £319,000 / €371,000 from 2014-2016 as shown in the Total Efficiency Table below.

			Euro (Conversion rate €1=£0.86)						
	Sterling								
<u>Total Efficiency Targets</u>	Baseline & Total Efficiencies	2014 Efficiency Savings	2015 Efficiency Savings (Cumulative)	2016 Efficiency Savings (Cumulative)	<u>Total Efficiency Targets</u>	Baseline & Total Efficiencies	2014 Efficiency Savings	2015 Efficiency Savings (Cumulative)	2016 Efficiency Savings (Cumulative)
		7%	8%	12%			7%	8%	12%
	<i>£000s</i>	<i>£000s</i>	<i>£000s</i>	<i>£000s</i>	€'000s	€'000s	€'000s	€'000s	€'000s
Baseline 2013	£ 2,662	£ 2,476	£ 2,449	£ 2,343	Baseline	€ 3,095	€ 2,879	€ 2,848	€ 2,724
Total Efficiencies Required		£ 186	£ 213	£ 319	Total Efficiencies Required		€ 216	€ 247	€ 371

The areas that have been targeted as a means of realising cash releasing efficiencies are summarised in the first column of the table below and the monitoring arrangements and measures that will be put in place to ensure efficiency savings are delivered without impacting on targets and service delivery are detailed in the final column.

**EFFICIENCY PROGRAMME SUMMARY TABLE - exchange rate used throughout for planning purposes - €1 = £0.86**

	Sterling		Euro	
	2014 Savings	2014 Savings	Responsible Officer	Monitoring arrangements / measures to ensure forecast level of savings are delivered without a detrimental impact on priority services.
	£'000s	€'000s		
<b>(a) Admin</b>				
1. Pay	-9	-10	Director Of Corporate Services	Monthly forecasting, monthly financial reporting.
2. Pension	-68	-79		
3. Non Pay	179	208	Director Of Corporate Services	Monthly forecasting, monthly financial reporting.
<b>(b) Resource</b>				
1. Serving The Community	-22	-26	Director Of Education & Learning	Monthly forecasting, monthly financial reporting.
2. WWO	-9	-10	Director Of Education & Learning	Monthly forecasting, monthly financial reporting.
3. Marketing	100	116	Director Of Education & Learning	Monthly forecasting, monthly financial reporting.
4. Education	15	17		
<b>(c) Capital</b>	0	0		
	186	216	Director Of Corporate Services	Monthly forecasting, monthly financial reporting.
Savings-NI contribution	140	162		
Savings-Irish contribution	46	54		

The areas that have been targeted as a means of realising cash releasing efficiencies are summarised in the first column of the table below and the monitoring arrangements and measures that will be put in place to ensure efficiency savings are delivered without impacting on targets and service delivery are detailed in the final column.

**EFFICIENCY PROGRAMME SUMMARY TABLE - exchange rate used throughout for planning purposes - €1 = £0.86**

	Sterling	Euro		
Details of efficiencies	2015 Savings £'000s	2015 Savings €'000s	Responsible Officer	Monitoring arrangements / measures to ensure forecast level of savings are delivered without a detrimental impact on priority services.
<b>(a) Admin</b>				
1. Pay Costs	-39	-45	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
2. Pension Costs	49	57	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
3. Non Pay Administration Costs	20	23	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
<b>(b) Resource</b>				
1. Marketing	-7	-8	Marketing Manager	Monthly forecasting, monthly financial reporting.
2. Serving the Community	7	8	Development Officers/CEO	Monthly forecasting, monthly financial reporting.
3. Working with Others	1	1	Development Officers/CEO	Monthly forecasting, monthly financial reporting.
4. Education	-4	-6	Education Officers	Monthly forecasting, monthly financial reporting.
<b>(c) Capital</b>				
1	-	-		
2	-	-		
<b>Total Savings</b>	<b>27</b>	<b>30</b>		
<b>Savings-NI contribution</b>	<b>20</b>	<b>23</b>		
<b>Savings-Irish contribution</b>	<b>7</b>	<b>7</b>		

The areas that have been targeted as a means of realising cash releasing efficiencies are summarised in the first column of the table below and the monitoring arrangements and measures that will be put in place to ensure efficiency savings are delivered without impacting on targets and service delivery are detailed in the final column.

**EFFICIENCY PROGRAMME SUMMARY TABLE - exchange rate used throughout for planning purposes - €1 = £0.86**

	Sterling	Euro		
Details of efficiencies	2016  Savings £'000s	2016  Savings €'000s	Responsible Officer	Monitoring arrangements / measures to ensure forecast level of savings are delivered without a detrimental impact on priority services.
<b>(a) Admin</b>				
1. Pay Costs	-7	-8	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
2. Pension Costs	-1	-1	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
3. Non Pay Administration Costs	-15	-17	Director of Corporate Services	Monthly forecasting, monthly financial reporting.
<b>(b) Resource</b>		<b>0</b>		
1. Marketing	32	37	Marketing Manager	Monthly forecasting, monthly financial reporting.
2. Serving the Community	98	114	Development Officers/CEO	Monthly forecasting, monthly financial reporting.
3. Working with Others	6	7	Development Officers/CEO	Monthly forecasting, monthly financial reporting.
4. Education	-7	-8	Education Officers	Monthly forecasting, monthly financial reporting.
<b>(c) Capital</b>				
1	-	-		
2	-	-		
<b>Total Savings</b>	<b>106</b>	<b>124</b>		
<b>Savings-NI contribution</b>	<b>80</b>	<b>93</b>		
<b>Savings-Irish contribution</b>	<b>26</b>	<b>31</b>		