Department of Culture, Heritage and the Gaeltacht
Performance Delivery Agreement
Quarterly Status Report-Q1-2019

Quarterly Status Report

Performance Delivery Agreement

Between

The Department of Culture, Heritage and the Gaeltacht

and

Galway Cultural Development and Activity Company Limited by Guarantee

T/A Galway 2020

Introduction

Galway 2020 has undertaken to hold a quarterly reporting meeting with all public funders and a separate bi-lateral meeting with the Department on progress against milestones under the Performance Delivery Agreement signed on 6th November 2018.

This report includes progress on meeting agreed milestones under the key performance indicators outlined in the Agreement and includes the following sections:

- Overview of progress on delivery of the programme;
- Updates on governance arrangements, risk management and staffing;
- Progress on Partnership Programmes; and
- Progress on the monitoring and evaluation, and Legacy programmes.

This report is accompanied by an independent Auditor's report confirming that best financial practice has been applied in respect of the expenditure for which funds are being drawn down.

1. Galway 2020 Cultural Programme Update

1.1 Contract Milestone Update

Galway 2020 are currently in contract negotiations with all of our Cultural Partners. Over 60% of all contracts are now complete. We are progressing draft contracts and agreements under the following headings;

- Agreed funds and funding schedules
- Ticketing
- Billing
- Production assistance
- Press and marketing supports
- Branding
- Volunteering

Contract Status	Project No	€	%
Signed/Galway 2020 Owned	23	5,449,024	64%
Final draft - ready to sign	4	653,000	11%
In draft	9	5,808,785	25%
Grand Total	**36**	**11,910,809**	**100%**

1.2 Cultural Partners

We have ongoing meetings with our Cultural Partners on a weekly basis to agree contracts, media opportunities and capacity assistance.

The Cultural Partners met with the newly appointed Creative Director Helen Marriage in March 2019 and also with TG4 in respect of programme content. These meetings will continue as we move forward with the programme for Galway 2020.

1.3 Capacity Building and Training

Galway 2020 has developed a series of workshops/seminars and training opportunities for all of our cultural partners, our community participants on Small Towns, Big Ideas and artists which are now underway, these include;

- Volunteering
- Community Engagement
- Digital Skills
- European opportunities to include Tandem
- Online and social media training
- Branding and Public Relations
- Information sessions on EU Networks
- Funding

1.4 Community Engagement

Community Engagement is embedded across the work of Galway 2020 and is fully aligned to the development of the cultural programme, the volunteer programme, and our communications strategy. These areas all have a strong community and social inclusion focus.

Some of the main areas of work for community engagement in recent months have included:

- Hosting a number of workshops in January as part of *First Fortnight*, the national arts and mental health festival.

- The official launch and ongoing development of our *Wave Makers Volunteer Programme* in February (see below).

- Ongoing support to existing *Small Towns Big Ideas* projects and the launch of Round 2 of Small Towns Big Ideas (see below).

1.4.1 Wave Makers Volunteer Programme

The Galway 2020 *Wave Makers Volunteer Programme* was officially launched on 16th February with approximately 200 people attending the event which featured presentations from the CEO, the volunteer manager, previous volunteers who have been involved with Galway 2020 since the bid phase, the volunteer manager of Aarhus 2017 and a core volunteer from Valletta 2018. The registration form went live on our website from 16th February and Face-to-Face meetings have been running in our offices since then. We have met and accepted 160 volunteers, 73 are at an applicant phase and 18 are in process.

The Wave Makers programme is being developed in line with best practice from other European Capital of Culture volunteer programmes.

We aim to recruit in the region of 1,000 volunteers during 2019. The application process is now open and over 200 individuals have already registered to be Wave Makers. The application process will remain open throughout the year and all information can be found on the Galway 2020 website at https://galway2020.ie/en/volunteering/.

1.4.2 Small Towns Big Ideas

Small Towns Big Ideas is a Galway 2020 flagship programme. The programme commenced in the summer of 2018 with 51 different community generated projects spanning Galway city and county with 24 city-based projects. Most of these projects are now well underway and many have already been realised with considerable success.

Examples of recent events in Galway city by Small Towns Big Ideas projects include:

- *Telling Stories, Sharing Cultures* – a storytelling project working with refugees hosted an alternative Valentines Night event in Blue Teapot Theatre on 14th February.

- *Mother Tongues Festival* – a new weekend festival celebrating linguistic diversity was hosted in various city centre venues on 22nd & 23rd February.

- *Culture Café 2019* – the final instalment of the new monthly pop-up culture café in Doughiska was hosted on 8th March.

Galway 2020 opened Round 2 of Small Towns Big Ideas for new applications on 2nd April. The deadline for applications is 10th May and a number of public information sessions promoting the call will be held in early April in Ballinasloe, Clifden, Galway City, and An Spidéal. All information on Small Towns Big Ideas Round 2 is available on Galway 2020's website at https://galway2020.ie/en/small-towns-big-ideas-round-2/.

1.5 European Dimension

European cooperation across the programme continues and projects are forging links with European partners. Discussions with Kaunas 2022 and Rijeka 2020 are advancing in addition to existing programme links. Bi-weekly catch ups are scheduled between Galway 2020 and Rijeka 2020 to exchange information and advance cooperation between the two Capitals of Culture.

Below is a summary of International Relations activities abroad and in Ireland held with a view to advancing the European Dimension in the Galway 2020 project.

Events / activities abroad

Date	Event / activity	Location
11 – 13 January	Plovdiv 2019 opening ceremony Good practice exchange, learning from opening ceremony	Plovdiv (Bulgaria)
18 – 20 January	Matera 2019 opening ceremony Good practice exchange, learning from opening ceremony	Matera (Italy)
18 – 26 January	Galway City Delegation visit to China Representing Galway 2020 and cultural opportunities in Galway to Chinese partners	Shanghai and Hubei Province (China)
19 – 23 February	EU Japan Fest – annual meeting Tokyo Presentation of Galway 2020 to Japanese stakeholders, meeting Irish ambassador to Japan	Tokyo (Japan)
26 – 27 February	Meetings in Brussels, promoting Galway 2020 and exploring opportunities for collaboration	Brussels (Belgium)

Events/ activities in Ireland

Date	Event / activity	Location
22 – 23 January	Mr Kogi, EU Japan Fest Director, visit to Galway Opportunity to meet Galway 2020 team and our cultural partners	Galway city and county
25 January	Meeting with EC representation in Dublin and Goethe Institut Attendance at Burns Night Dinner with Scottish Government and British Council	Dublin

Date	Event / activity	Location
21 February	Welsh Stakeholder Roundtable at the National Museum. Presentation on Galway 2020 and collaboration opportunities Meeting with the French Embassy	Dublin

1.6 Audience Development Update

Galway 2020 has developed a second draft of its Audience Development Strategy. A broad definition of audience development is taken in this strategy as defined as follows:

A planned, organisation-wide approach to extending the range and nature of relationships with the public, based on an understanding of their needs. It helps a cultural organisation to achieve its mission, balancing social purpose, financial sustainability and creative ambitions. The Audience Agency

This is in line with concepts of audience development articulated in 'Engaging Audiences' endorsed by the European Union and the European sequence of Adeste projects (cited in the original Galway 2020 bid and which had contributions from The Audience Agency).

In terms of the 'development' outlined, this is taken to mean widening, deepening or furthering audience engagement. This does not mean attracting 'new' or 'hard-to-reach' audiences, which are both problematic terms. Rather, it is about the development of stronger and deeper relationships between members of the public and cultural providers. This should be strategic and long term and in the case of a large-scale partnership such as this one, ideally leading to a richer cultural life, an enhanced sector and the achievement of further impacts. It is a holistic concept of audience development that incorporates all parts of Galway 2020's organisational operations.

2. Governance and Risk

All annual returns, registration of directors and other returns are fully up to date and filed in accordance with the Companies Regulations Office and Companies Act 2014. There is full compliance with the requirements of the Revenue Commissioners in relation to all relevant tax heads and a valid tax clearance certificate is in place for the Company.

2.1 Risk Register

The Company has a risk register in place. It is presented to the Board on a regular basis. For each risk identified, mitigation is in place and the Board actively monitor all significant risks. The risks have been categorised into High/Medium/Low with an action plan and a risk owner. All risks are ranked based on the likelihood of occurrence and the impact should the risk occur

2.2 Board and Audit Committee Meetings

Q1 2019 saw the appointment of Mr Arthur Lappin as Chairperson. Regular updates were provided to the chair of the Audit Committee in the quarter. The Audit Committee has also been expanded to include an ex-officio member.
In the quarter, the Board met on 11th January, 15th February, 22nd March

The Board will continue to meet at least every six weeks for 2019

3. Finance and Audit

3.1 Financial Statements

Galway Cultural Development and Activity CLG

Income & Expenditure	**YTD Q1 03-19**
Income	
Local Authority Funding City	331,898
Local Authority Funding County	175,000
Government Funding	623,167
Sponsorship and Other	10,110
Deferred Revenue and Capital Grants	(311,599)
Total Income	**828,576**
Direct Programme Funding	
Flagship Programmes	(40,774)
Weigh Anchor	(34,850)
Ship to Shore	-
Forward Motion	(7,700)
Direct Programme Funding	**(83,324)**
Programme Related Salary Costs	**(130,264)**
Programme Related Direct Costs	**(109,848)**
Total Direct Programme Costs	**(323,437)**
Total Payroll Overheads	**(229,338)**
Non Payroll Overheads	
Professional Fees	(140)
Legal and Audit Fees	(33,714)
Depreciation	(5,046)
Marketing and Promotions	(21,109)
Volunteering	-
Office Expenses	(6,464)
External Advisors	(113,951)
IT Costs	(13,405)
Training and Subscriptions	(5,059)
Bank Charges	(1,310)
Board Expenses and other	(11,189)
Rent and Rates	(26,626)
Insurance	(30,957)
Premises Expenses	(6,832)
Total Non Payroll Overheads	**(275,802)**
Total Expenses	**(828,577)**
Surplus/(Deficit)	0

3.2 Internal Controls

There are internal and financial control systems in place which have been reviewed and tested as part of the Independent Accountant's Quarterly Review which accompanies this report. A review of programme expenditure was also carried out in March 2019.

The final year end audit was completed in Q1 2019 and an unqualified audit report issued.

3.3 Projected Cash Flows

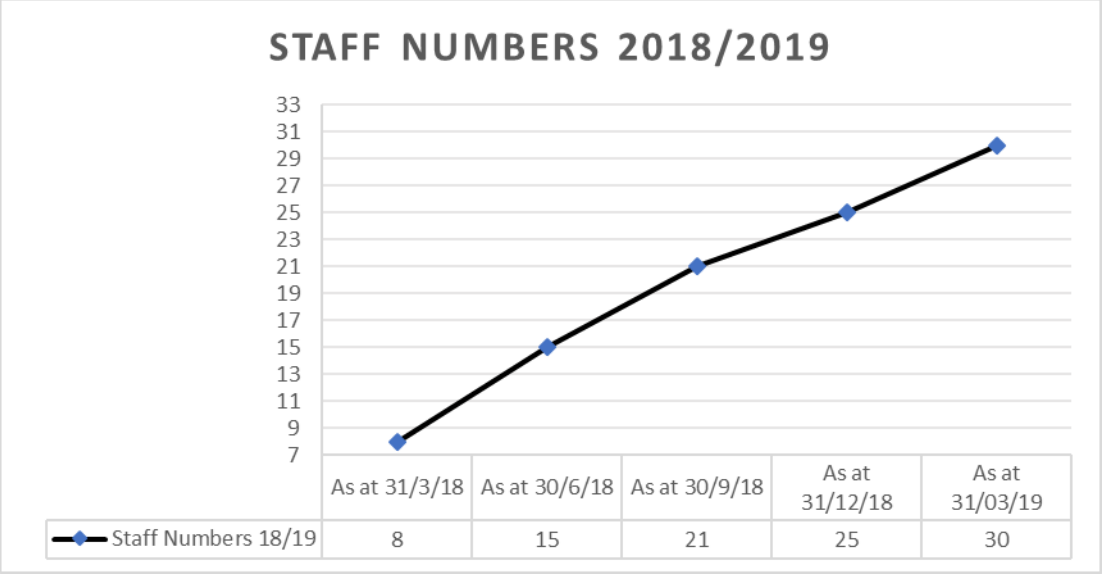
The projected spend of funding received from the Department under the PDA Agreement is set out below.

	April 2019 to Dec 2019
Income	
Govt Funding	5,376,833
	5,376,833
Expenditure	
Programme Spend	4,930,492
Staff Costs	330,445
Volunteering	50,000
Monitoring and Evaluation	65,000
	5,375,938

3.4 Staffing

The Galway 2020 team is 30 as at 31/03/2019. Artichoke, under the leadership of the Company's CEO and Artistic Director, Helen Marriage joined the team in Q1 2019, adding a complement of 6 to the existing team. An Irish Language Officer will join the team on 1 April 2019.

Department	Total
Creative and Cultural Programme	8
Communications	4
Finance and Operations	4
Partnerships	4
Marketing and Promotion	2
Production	1
Digital Programme	1
CEO	1
International Relations	1
Community Engagement	1
Human Resources	1
Tourism	1
Volunteering	1
Total	**30**



4. Partnership Programme

Artichoke was appointed in January 2019 to undertake the sponsorship and fundraising drive for Galway 2020 and a largescale fundraising drive is underway. Since their appointment, under the leadership of Sarah Coop, Partnership Director, contact has been made with over 200 companies and 86 meetings have been held.
Galway 2020's fundraising team is engaging with local, national and international businesses very positively and effectively. This process to negotiate and agree packages with

fundraising partners takes time to finalise for each individual business. We are passionate about ensuring that both sides get the same level of satisfaction from the partnership. As is normal for projects of this scale, it is envisaged that the fundraising drive will continue throughout 2019, into and during 2020, with funding realised throughout the entire duration of the project.

5. Monitoring and Evaluation Programme

Galway 2020 and the National University of Ireland Galway (NUI Galway) have committed to working together to deliver the monitoring and evaluation (M&E) framework for Galway 2020, as part of a broader partnership between the two organisations. The aim will be to establish a wide-ranging project that is responsive to the M&E remit of the EU for Galway's European Capital of Culture but also to envisage and include the creative arts practice in Galway and its regions, economics and educational benefits for the longitudinal qualitative and quantitative dimensions of such research.

NUIG will bring a multi-disciplinary research team to lead the project that will include expertise in the arts, data science as well as other additional areas. The data science activities will be carried out by the Insight Centre for Data Analytics at the university.

A workshop with NUIG steering group is planned for April. In order to advance the collection of baseline data we are currently in discussion with external agencies in advancing this work.

A meeting was also held with the President of NUIG to discuss the advancement of a Memorandum of Understanding with Galway 2020.

5.1 Governance

There will be two layers of governance for the monitoring and evaluation project:

The Project Team will initially design a Monitoring and Evaluation framework and use this to conduct the monitoring and evaluation of the lead up, programme & legacy of the European Capital of Culture. The project team will be led by NUI Galway.

An Advisory Board is currently being formed to include academic researchers at NUI Galway, the CEO of Galway 2020, representatives of artistic and community stakeholders in Galway and regional partners. The Advisory Board will also include experts with previous experience in the Monitoring and Evaluation of European Capitals of Culture.

5.2 Scope

The scope of work for the Monitoring and Evaluation project will include:

- Engagement and participation
- Tourism and contribution to the cultural and visitor economy
- The Cultural ecosystem of Galway and its hinterland
- Public perceptions and attitudes to (i) the arts and cultural economy and (ii) European dimensions
- Third level education: impact on teaching, research and community outreach in the university

6. Legacy Programme

Legacy champions were appointed at the end of the legacy conference held in June 2018. Each champion aligned themselves with a common ground statement agreed at the conference with a view to progressing the Galway 2020 legacy. A meeting of the legacy champions was held in January and March 2019 . In January working groups were formed for each of the common ground statements and these groups presented their updated objectives for the common ground statements at the March meeting.

Approval

SIGNED for and on behalf of the Galway Cultural Development and Activity Company Limited by Guarantee T/A Galway 2020

By: _____

Name: Patricia Philbin

Title: CEO

20th May 2019

By: _____

Name: Cepta O'Connell

Title: Head of Finance

20th May 2019