

Department of Culture, Heritage and
the Gaeltacht
Performance Delivery Agreement
Quarterly Status Report-Q4-2019

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 6 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

Approximately 91% 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

	Project No	€	%
Signed/Galway 2020 Owned	27	6,068,785	82%
Final draft - ready to sign	3	383,000	9%
Move to City Hall	3	2,831,730	9%
Grand Total	33	9,283,515	100%

1.2 Cultural Programme

As part of the ongoing development of the Cultural Programme a number of artists and companies have been engaged to develop new work for Galway 2020. Site visits have been completed for ten new projects under development during this quarter.

The overall programme continues to be developed and is now in pre-production. There are 154 projects in total spanning 1,982 events.

1.2.1 Galway 2020 Imbolc Programme Brochure

The Imbolc programme brochure is currently being finalised for distribution in early 2020. It is the first of several publications that G2020 will produce and will be accompanied by:

- Monthly bulletins throughout 2020
- Individual leaflets on aspects of the programme to include education, information etc
- Regular website and social media updates

1.2.2 Opening Ceremony

A week-long event is planned to coincide with the start of Imbolc at the beginning of February. The week will begin with a turf-cutting ceremony on St Brigid's Day (1 February)

Fire ceremonies are planned on subsequent nights in six towns across Galway County from 2 to 7 February, gradually moving closer to the Galway City. Each night will see the lighting of specially commissioned spheres unique to each town. Local artists & musicians will be involved in the fire festivals with participants drawn from the local area. The six towns are:

- Clifden
- Spiddal
- Portumna
- Ballinasloe
- Tuam
- Athenry

The week's events will culminate in a large-scale event in Galway City on Saturday 8 February with participants from the County towns playing a central role.

Wonder Works are working with a local community cast and local technical teams and suppliers where appropriate. They will work with local agencies and authorities to create a spectacular, memorable, free event.

Detailed planning is ongoing between Wonder Works and the Galway 2020 team. Every member of the Galway 2020 team is involved in the delivery of the event from the selection of poets and performers, the recruitment of community cast and volunteers, to site & event management. We are currently in discussions with our ECOC partner city Rijeka to establish what sort of reciprocal moments might be included in each other's Opening Ceremony

1.2.3 Cultural Programme Launches

The astonishing *Galway Tour* from Druid which sees Marie Mullen in a new one-act written by Colm Tóibín and will include plays from Galway playwright Tom Murphy, Sean O'Casey, Lady Gregory, Teresa Deevy and Brian Friel in open rehearsal in towns, villages and on the islands. Locations under consideration include Kinvara, Coole Park, Glenamaddy, Rosmuck, Claregalway Inish Meáin and Inishbofin. The Tour was launched at a press event on 27 November.

Blue Teapots also announced their project for Galway 2020-Crossing the Line on 4 December. The pan-European festival will take place from 20-23 May 20

1.2.4 Upcoming-Imbolc

2020 is expected to start strongly with several events in the Spring designed to capture the public imagination. These range from highest quality local events through to surprising and unorthodox moments from international artists. Highlights include:

- The Opening Ceremony where we are planning for an audience of a minimum of 28,000 on 8 February itself
- *Imagining Ireland* –Galway 2020 will host a collaboration between the National Concert Hall, Dublin and the Barbican, London
- The first of Tobias Hutzler’s quiet but exquisite installations and the beginning of his documentation of the Galway landscape at night.
- Margaret Atwood in conversation during a weekend of activities celebrating International Women’s Day
- Kari Kola’s *Savage Beauty*
- Branar’s *Sruth na Teanga* - an immersive installation of epic proportions creating a journey through five decades of the Irish language
- *Sea Tamagotchi* from Manchán Magan.
- Cellissimo – the first of the triennial Cello festivals from Music For Galway
- Laurie Anderson – both in concert and her VR piece *To the Moon* taking Galway 2020’s landscape theme to another realm. This is the first of the National Concert Hall series collaborations
- Druid;The Galway Tour – taking place across the county and city. There are many other events in the Imbolc period – some building capacity with our cultural partners, other taking place in more private locations such as UCHG or NUIG.

1.2.5 Small Towns Big Ideas

A busy year for Small Towns Big Ideas came to a close with *Connemara Songlines*, a weekend of choral music and art exhibitions in Clifden. 2019 saw over 20 different Small Towns Big Ideas events delivered in communities across Galway City and County.

The main focus of activity for Small Towns Big Ideas in Q4 has been on preparing those Small Towns Big Ideas projects that will feature in next year’s first season Imbolc, such as Shot By The Sea and also the Sea Swimmers as part of the series of events programmed for International Women’s Day in March.

The Community Cast Call through all community networks has been continuous throughout Q4 with people from all communities and backgrounds signing up to participate in the Opening Ceremony events.

Team members have met with Claddagh Residents Association and full community engagement will

take place between now and Opening Ceremony on 8 February in South Park. This will include an open community meeting at 7pm on Wednesday 8 January in Claddagh Community & Snooker Hall.

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/>.

1.3 Wave Makers Volunteer Programme

The Wave Makers programme has been steadily growing and developing.

The feedback on the Wave Makers' roles and performance from the general public, stakeholders and team members has been extremely positive.

Approximately 700 volunteers have been accepted to 31 December 2019. Almost 55 nationalities are participating in our Wave Makers programme and over 77 languages spoken.

Creative Training was held in the quarter aimed at promoting team building and gaining confidence with the public. It included a two-hour workshop facilitated by Galway Community Circus and local musical Donal McConnon. This will be held again in January 2020. Core training will be held again in January.

Our Volunteer Manager spoke about recruitment and retention of the Wave Makers at an event aimed at helping capacity building for small festivals and arts groups in the West of Ireland.

A Local Expert Workshop, offered in association with Fáilte Ireland, was offered for Wave Makers in December.

Galway 2020 Wave Makers participated in the Junior Film Fleadh, Bad Weather Play Day and the Medtronic Business Breakfast morning

Plans are underway to engage the Wave Makers in the opening ceremony. It is expected that over 300 Wave Makers will be involved in the opening ceremony spanning different and varied roles.

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 European Dimension

1.4.1 European Cultural Foundations Cultural Capital Tandem

Galway partnered with the ECF and seven other European Capitals of Culture to support a Tandem programme specifically aimed at cultural practitioners from former, current and future European Capitals of Culture. The following three organisations have been selected to participate in the ECoC tandem programme:

- Branar
- Theatre 57
- Galway Film Centre

Subsequent to activities in Q2 and Q3, the final tandem visit from Branar to Leeuwarden took place in November, followed by an overall project meeting of all tandems from across ECOCs. Tandem partners had the opportunity to share their ideas and networks with their peers in other ECOCs forming meaningful collaborations. Galway 2020 is awaiting the overall evaluation of the tandem programme and is looking forward to continuing the collaboration with the European Cultural Foundation for continued European collaboration opportunities for cultural partners in Galway.

1.4.2 Upcoming International Relations Key Dates

Key dates for International Relations in Q1 2020 include the protocol and international delegation management for the Opening Ceremony on 8 February. Furthermore, the opening of Rijeka 2020 will take place on 1 February and Galway 2020 will be represented. Further international engagements include: the Rijeka Carnival and preparation for Europe day and other international delegations visiting Galway in 2020.

Previous events/ activities – Overview

Events / activities abroad

Date	Event / activity	Location
08/10/2019	<p>European Capital of Culture Panel at the European Week of Regions, hosted by Galway 2020 and NWRA, with panellists from Aarhus 2017, Leeuwarden 2018, Matera 2019 and Galway 2020. The meeting was held at the Committee of Regions and approx. 100 delegates from local authorities across all over Europe attended.</p>	Brussels, Belgium

08/10/2019	<p>European launch of Galway 2020 in Brussels</p> <p>Reception hosted in Brussels, apprx. 140 delegates attended. Performance by Irish spoken word artist and DJ</p> <p>Speakers included the Irish Ambassador to Belgium, Helena Nolan and Commissioner Phil Hogan</p>	Brussels, Belgium
22 – 23/10/2019	<p>European Capitals of Culture Informal Network</p> <p>Participation in the ECOC network meeting, networking and discussing opening ceremony arrangements with Rijeka</p>	Rijeka, Croatia
28/ 11/ 2019	Meeting with Amateo Network in London	London, UK
29/11/2019	Screen Tourism Conference , participation in panel on Culture in City Planning and attracting international audiences. Hosted By Film London and the British Film Commission and Visit Britain.	

Events/ activities in Ireland

Date	Event / activity	Location
4/10/19	<p>German National Day Celebration at the German Embassy.</p> <p>Networking with international embassy community including Germany, France, the Netherlands, the UK, Goethe Institute</p>	Dublin
14-15/10/19	<p>Final EU Monitoring Panel in Galway</p> <p>10 EU experts, 2 representatives from the European Commission and 7 delegates from Rijeka 2020 team were hosted in Galway.</p> <p>Following a tour of Galway and visits to Cultural Partners on 14/10/19, the EU monitoring panel was hosted at the Marine Institute in Oranmore.</p> <p>Following this process the monitoring panel announced at the Marine Institute that both Galway and Rijeka are recommended to receive the Melina Mercouri Prize. of €1.5m</p>	Galway city and county

8/11/19	Meeting with the French Embassy (cultural attaché) and consul in Galway on French / Irish Exchanges - EU Japan Fest – liaison with Irish Embassy in Japan	Galway City
8/11/19	Virtual Meeting with the Irish Embassy In Japan – EU Japan Fest protocol of 2020	Galway City
13/11/19	Meeting with Ambassador of Estonia, Estonian links in Galway 2020 programme and opportunities for collaboration	Galway City
18/11/19	Meeting with Head of European Parliament Office in Dublin	Galway City
19-22/11/19	ECOC Tandem in Leeuwarden – Forum meeting	Online / Galway
3/12/19	Meeting with the Ambassador of Belgium, Belgian partners in Galway 2020 programme	Galway City

1.5 Audience Development Update

Audience development is most successful when it has a cross organisational focus. Accordingly, a Galway 2020 Audience Development working group has been convened to include representatives from the Programme, Volunteer and Communications team, which will meet regularly to monitor and report back on audience engagement processes and outcomes. Audience engagement will also be part of the Monitoring and Evaluation process. Working with the Audience Agency who have been appointed to work with Galway2020 and NUI Galway on Monitoring and Evaluation, baseline data on existing Galway audiences is being collected. Volunteers will be trained up to collect audience data at specific events.

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

The Board met on the following dates in the quarter:

1 November
13 December

The Board expects to meet at least six times in 2020.

The purpose of the Audit Committee is to monitor the integrity of the financial statements of the Company, reviewing significant financial reporting issues and judgements before submission to the Board. They assess the effectiveness of the Company's financial reporting procedures and review the adequacy and effectiveness of the Company's internal controls and risk management systems. The Audit Committee are obliged to meet at least three times per year and met on 20 November. Next meeting is scheduled for February. Outside of the formal meetings, the Audit Committee Chairperson maintains a dialogue with key individuals involved in the Company's governance.

3. Finance and Audit

3.1 Financial Statements

Galway Cultural Development and Activity	YTD
Income and Expenditure	31/12/2019
	Total
Income	
Local Authority Funding City	1,251,065
Local Authority Funding County	642,672
Government Funding	5,110,185
Sponsorship and Other	480,413
Deferred Revenue and Capital Grants	(383,150)
Total Income	7,101,185
Direct Programme Funding	3,121,292
Programme Related Salary Costs	849,822
Programme Related Direct Costs	
Production	140,857
Professional Fees	544,088
Travel and Hotels	80,650
Tourism, Programme Promotion and Content Development	721,319
Office Costs	37,406
Other Costs	918
Total Direct Programme Costs	5,496,352
Total Payroll Overheads	655,577
Non Payroll Overheads	
Professional Fees	590,896
Travel and Hotels	51,784
Office Costs	
Depreciation	22,831
Insurance	32,308
IT Costs	60,900
Office Expenses	16,703
Premises Expenses	23,696
Rent and Rates	82,920
Total Office Costs	239,357
Other Costs	67,218
Total Overheads	1,604,832
Total Costs	7,101,184
Net 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.

3.3 Projected Cash Flows

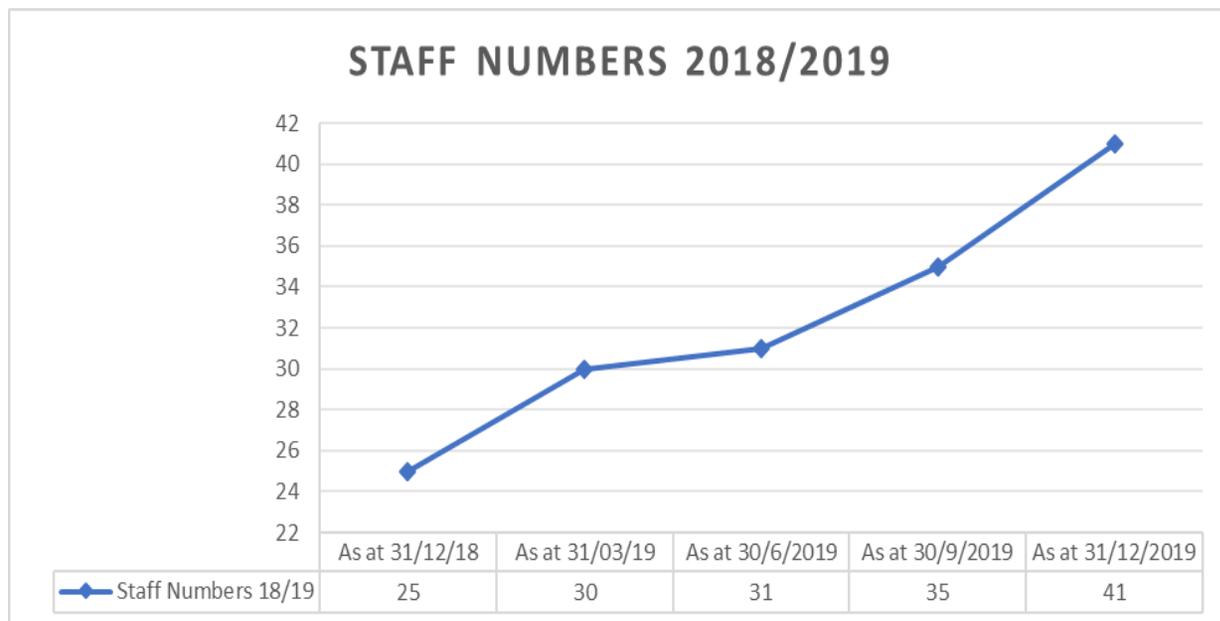
The projected spend of funding received from the Department under the PDA Agreement is set out below.

Jan 2020 to March 2020	
Income	
Cash Balance 24/1/2020	432,014
Govt Funding	3,154,894
	<u>3,586,908</u>
Expenditure	
Programme Spend	3,422,054
Staff Costs	118,279
Volunteering	25,000
Monitoring and Evaluation	21,575
	<u>3,586,908</u>

3.4 Staffing

The Galway 2020 team is 41 as at 31/12/2019. A new Volunteer Co-Ordinator, Ticket and Box Office Manager, and two Partnership Development Managers joined the team in the quarter.

Department	Total
Creative and Cultural Programme	9
Partnerships	6
Communications	6
Finance and Operations	5
Marketing and Promotion	4
Production	2
Volunteering	2
Community Engagement	1
Human Resources	1
CEO	1
Digital Programme	1
Box Office	1
Tourism	1
International Relations	1
Total	41



4. Partnership Programme

Galway 2020 continues to work to secure fundraising and sponsorship income in support of Galway 2020. The team has since expanded with two new Development Managers who will continue to engage local and national businesses to determine interest and capacity to support.

The total amount of partners is now c.90 organisations, totaling over €2m of committed new funding, this is a combination of cash and in-kind.

The team continue to work on delivering a series of cultivation events, which will include a special reception at the Opening Ceremony. A Business Club Breakfast was held on December 17th with another scheduled in February.

5. Monitoring and Evaluation Programme

The Audience Agency has been successfully appointed as the agency delivering the Monitoring and Evaluation work for Galway 2020. Galway 2020 continues to collaborate with NUI Galway on this work and the Moore Institute is delivering complementary academic work towards the evaluation work. A steering group has been initiated.

The monitoring and evaluation work of Galway 2020 is fast advancing. The research framework is finalised and research indicators are identified.

Data capturing systems at Galway 2020 are being set up to analyse data relevant and crucial for the evaluation work, including the online ticketing system, volunteering and programme data.

In December, The Audience Agency held a capacity building workshop for cultural partners on the evaluation of their Galway 2020 projects. 25 participants attended the workshop.

We have partnered with the Arts Council on their attendance and participation survey to include a booster survey for Galway City and County in addition to including Galway 2020 specific questions into the national survey around awareness of Galway 2020. The Audience Agency is undertaking the analysis of the data which will inform the baseline data for Galway 2020.

6. Legacy Programme

Legacy is an important aspect of everything that we do for the European Capital of Culture project and remains as an agenda item for the Board of Galway 2020. It is our ambition to deliver a year that leaves a lasting legacy that will benefit Galway for many years to come.

We are acutely aware of the long-term, we are working closely with the local authorities to support and inform their cultural strategies. It is our shared ambition that the impact of an exceptional cultural event such as the European Capital of Culture will be a catalyst for a legacy of arts infrastructure for Galway.

The Legacy Sub Committee of the Board met on 3 December 2020 to advance plans and discussion on the delivery of legacy.

Approval

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

By: Patricia Philbin

Name: Patricia Philbin

Title: CEO

24th January 2020

By: Cepta O'Connell

Name: Cepta O'Connell

Title: Head of Finance

24th January 2020