

ARTS & DISABILITY FORUM

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

The ADF is a flagship umbrella organisation for Arts & Disability/Disability Arts. ADF was established in 1993. As the umbrella organisation for Arts & Disability/Disability Arts in Northern Ireland and they represent disabled artists and organisations in Belfast and throughout Northern Ireland.

GRANT HISTORY

Arts & Disability Forum has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£3,000
AF 2006/07	£3,000
AF 2007/08	£3,250
AF 2008/09	£3,250
PGS 2000/01	£750
PGS 2004/05 1ST	£5,000
Total	£18,250

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Arts and Disability Forum [ADF] was formed in 1993 to provide the opportunity for disabled people to participate in the arts on their own terms demonstrating a clear individuality of offer in Northern Ireland. They are an island wide organisation but operate from premises with a gallery space for the promotion of work by artists with disabilities in Belfast's City Centre, thus enhancing the physical cultural infrastructure of the city. Support for other organisations is good, specifically regarding the Specialist Equipment Loan Service. Engagement on the Equality Charter Project demonstrates good levels of commitment to excellence.

Mention is made of an Artist's Development Training Project, however it is unclear as to whether it is aimed at professional artists or people aspiring to be. Recruitment procedures for participants are also unclear. ADF state that their information service enables strong networks to be built, resulting in the promotion of Belfast arts and cultural activities but there is little evidence as to what these activities are and who constitutes the networks. ADF also make mention of the impact of the service on the general public but there is limited evidence of this.

ADF include a strategy document, containing a series of objectives but with little detail on a schedule of achievement. While the ADF Gallery does contribute to the Cultural Experience of those living in Belfast, there is limited evidence on its impact as there are no audience figures or reviews included. While ADF's Arts and Disability Awards have a positive impact on Belfast, this strand of activity is funded

~~jointly by Arts Council Northern Ireland and An Comhairle Ealaíon making it inappropriate for consideration under this proposal.~~

ACCESSIBILITY

Accessibility is core to the ADF ethos however, while they engage well with individuals representing Section 75, there is limited evidence of engagement with children/young people, cultural/ethnic diversity and people/communities from Super Output areas. There is reasonable evidence of audience development, especially in the provision of transport for the disabled community. Aside from a long term objective regarding the sourcing of an Education Officer, there is little evidence regarding outreach and educational activities. Mention is made of archive material to be developed but more detailed information on what will be archived and how it will be utilised would have been useful. While there is no doubt that ADF hugely enhance accessibility to the arts for the disabled community, there is also an opportunity for further engagement with the wider community

ECONOMY

ADF had a turnover of £206,249 in 2006-07 with Council monies accounting for approximately 1.5% of this. A further 1.5% has been secured through fees and other sales, making ADF's annual income 97% dependent on grant funding. A budget is included that states that funding from trusts is projected at approximately 24% for 09-11; however to date only 12% of this has been secured.

ADF contribute reasonably to Belfast's profile through the dissemination of its newsletters and bulletins on an island wide basis, however, the inclusion of further detail such as a mailing list or a cross section of recipients would have been useful.

ADF state that MAF will enable them to increase distribution of their newsletters, but there is little evidence of any tangible impact in this area. ADF provide good levels of training for staff and members committee. They also refer to training availability for staff from other organisations but these are unnamed and there is no detail submitted of the impact of this training. There is limited evidence of a contribution to tourism. While ADF state that the range of their services present a clear opportunity to attract tourists, they do not give any indication how they will achieve this or any statistics on tourist activity in the past

CAPACITY

ADF's Monitoring and Evaluation procedures are considered appropriate for the organisation. ADF currently have 5 core members of staff: a Director, Gallery Officer, Project Officer, Information Officer and Information Assistant. Capacity is considered reasonable although it should be noted that an enclosed SWOT analysis highlights under resourced staff who are under pressure as an area of weakness. This is an area that should be addressed.

Marketing also appears weak. Mention is made of a marketing strategy but it is not included. Marketing appears to fall under the remit of the Information Officer, but

other than the distribution of newsletters and gallery invitations, marketing activity is unclear and the organisation's website has not been updated since 2007.

MANAGEMENT & GOVERNANCE

ADF is a Company Limited by Guarantee with charitable status. It is governed by an Executive Committee of 8 Directors which is supported by 4 sub-committees dealing with Management, Gallery and Awards. While Financial Procedures appear sound with external professional input, there is no Finance Officer and it is unclear as to who in the organisation takes direct responsibility for this area. A list of policies and procedures has been submitted but no examples are included. The tender states that the organisation is currently reviewing all of them. This includes the Staff Development Policy so it is difficult to make a value judgement in this area. Previous policies enclosed with past funding bids were appropriate at the time of submission.

SCORE

Arts & Disability Forum		
Cultural Experience and Infrastructure	50%	33
Accessibility	15%	9.9
Economy	15%	9.3
Capacity	10%	6
Management and Governance	10%	6.4
SCORE		64.6% (65)

BELFAST PRINT WORKSHOP

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Belfast Print Workshop is the largest studio in Ireland where professional printmakers can share facilities, materials and ideas. Now based in Cotton Court, Cathedral Quarter, it continues to encourage young artists in innovative approaches to printmaking, the promotion of understanding and appreciation of all aspects of printmaking through exhibitions, workshop delivery, talks and outreach programmes.

GRANT HISTORY

Belfast Print Workshop has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£5,500
AF 2006/07	£5,750
AF 2007/08	£6,000
AF 2008/09	£6,250
Total	£23,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Belfast Print Workshop (BPW) was established in Belfast in 1978, moving in 2003 to the Cotton Court complex in the Cathedral Quarter of Belfast. BPW provides a professional print studio and gallery space for artists in the city centre. There is good evidence of a contribution to the cultural experience of those living and working in Belfast and visitors to the city can visit both gallery and workshop which contributes to Cultural Tourism. Membership of the workshop has increased approximately 46% in the last 4 years. The organisation shows evidence of increased audience figures since moving to the Cathedral Quarter. From audience figures in 2003 there has been a total increase of 6.25% in 07/08 in attendance figures. Figures are not given for actual years between these dates and so it is difficult to determine annual increases. There is adequate proof of BPW's support and partnership with other cultural organisations in the city.

ACCESSIBILITY

BPW states that it provides a valuable service to schools and community groups in collaboration with Creative Youth Partnership (CYP). The future of this collaboration would be dependant on future funding of CYP. Due to the small staffing structure there is little opportunity to expand educational opportunities at present. BPW have plans to work with the Belfast Partnership Boards but no substantial evidence is included in BPW's Action Plan. BPW's commitment to audience development concentrates mainly on showcasing artists work outside of Belfast.

ECONOMY

In the financial year 07/08 Belfast City Council funding accounted for slightly over 6% of total grant income. BPW's annual print sales for the year 07/08 totalled £41,141. It is noted with concern that projected sales for 08/09 are £28,344 which is a 45% decrease in sales income and that total grant income is projected at an approximately 5% decrease. One of BPW's business objectives is to increase sales to £61k by March 2010. There is good evidence of private sponsorship from a variety of businesses.

CAPACITY

BPW employs 3 members of staff: a director, a workshop manager and a dedicated member of staff responsible for gallery marketing and audience development although there is some confusion with the latter post. There is a salaried art consultant and gallery manager in post. Conflicting pieces of information throughout the tender make it difficult to determine actual figures. BPW states that it works with a number of organisations in audience development and has included an Audience Development Plan which is in need of updating. The staff in BPW has taken part in Arts and Business/BCC Annually Funded Clients Training Needs Analysis.

MANAGEMENT & GOVERNANCE

The Belfast Print Workshop is a company limited by guarantee with charitable status. It has a board of 6 trustees, 4 of whom are visual artists.

~~There is little evidence of strong management as many enclosed documents are from previous plans and although up-dated contain many out-of-date events. There is of conflicting information throughout the tender including dates, employees and grant incomes. The Strategic Plan (April 07) revised in August 08, is more up-to-date.~~

~~SCORE~~

Belfast Print Workshop		
Cultural Experience and Infrastructure	50%	32.5
Accessibility	15%	9
Economy	15%	9.15
Capacity	10%	6
Management and Governance	10%	6
SCORE		62.65 (63)

~~BRUISER THEATER COMPANY~~

~~BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:~~

~~Bruiser aims to produce exciting, innovative theatre, presenting existing texts using highly physical theatre techniques. The company presents work that aims to be physically, emotionally and intellectually accessible to all, stripping away the paraphernalia that so often surrounds modern performance. Bruiser's theatre is flexible and easily transportable allowing plays to be performed in a wide variety of spaces and is targeted to widen its audience base. All of Bruiser's theatre is accompanied by comprehensive notes, workshops and teachers' packs.~~

~~GRANT HISTORY~~

~~Bruiser Theatre Company has received Belfast City Council funding since 2005.~~

YEAR AND SCHEME	GRANT
AF 2005/06	£7,500
AF 2006/07	£7,750
AF 2007/08	£7,750
AF 2008/09	£8,000
EHP 2005/06	£10,000
Total	£41,000

~~CULTURAL EXPERIENCE AND INFRASTRUCTURE~~

~~In 11 years Bruiser Theatre Company (BTC) has performed to over 18,000 people of whom approximately 30% were Belfast audiences. There is good evidence of BTC's contribution to the cultural experience, however, as 70% of their audience is outside of Belfast, the benefit to the city is not considered substantial. BTC has a very strong relationship with the Old Museum Arts Centre (OMAC) in many areas –~~

performances, rehearsals, education and outreach as well as wider strategic issues. BTC state that they are a supported company at OMAC and BTC's main partnership is with the centre. BTC also support and advise other cultural organisations in the city and have had annual, 'homecoming' performances in the Waterfront Hall.

ACCESSIBILITY

BTC is based in East Belfast and works closely with the East Belfast Partnership Board and the Belfast Travellers Community. There is good evidence of BTC's engagement with Section 75 groups. There is evidence of firm commitment to education and outreach activities in collaboration with OMAC. Bruiser Theatre Company works closely with several organisations including OMAC, the Arts and Business Arts Development Forum and the Community Arts Forum with an aim to develop audiences and remove barriers to attendance and participation.

ECONOMY

It should be noted that BTC state they have a small annual turnover of approximately £110k but are waiting for audited accounts. Based on this annual turnover, the organisation is 78% grant funded which is considered relatively high. Earned income is approximately 16% of total income with approximately 4% in sponsorship. Currently collaborating with Arts and Business, they state that they are working towards a sponsorship package for a production in 2009. Although Bruiser is a Belfast based company, the majority of their work is outside of the city and therefore contributes strongly to Belfast's profile regionally.

CAPACITY

Bruiser Theatre Company employs two regular staff members: a company manager and an artistic director. The manager has taken part in the 'Link Initiative' which has led to Bruiser's Strategy Document, 'Time flies 2007—2010'. The organisation is currently developing a Marketing Plan and has recently embarked on a partnership to re-focus and develop the organisation's brand. Monitoring and evaluation is based on audience feedback forms and comments on the organisation's website. The information is used for marketing and company development.

MANAGEMENT & GOVERNANCE

Bruiser Theatre Company (BTC) is a fully constituted, not-for-profit organisation, founded in 1997 and governed by a management committee. There is a good mix of eight committee members who meet six times a year. There are two sub-committees for education and marketing but it is not stated how often they meet. All relevant policy statements are in order and are reviewed regularly by the management committee. Financial procedures are handled by the manager who prepares monthly reports for the management committee. Staff appraisal and re-examination of job descriptions have been put in place to ensure BTC staff can avail of personal and professional development.

SCORE

Bruiser Theatre Company		
Cultural Experience and Infrastructure	50%	32
Accessibility	15%	9.3
Economy	15%	9.3
Capacity	10%	6.2
Management and Governance	10%	6.8
SCORE		63.6 (64)

CATHEDRAL QUARTER ARTS FESTIVAL

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Established in 2000 as a joint initiative by Laganside Corporation and the Community Arts Forum, the Cathedral Quarter Arts Festival (May) aims to provide a diverse programme of the best local talent alongside some of the best new national and international talent — targeted at younger, less mainstream audiences.

GRANT HISTORY

Cathedral Quarter Arts Festival has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£12,000
AF 2006/07	£14,000
AF 2007/08	£14,500
AF 2008/09	£16,000
CFF 2007	£7,000
EHP 2006/07	£13,000
RP 2006/07	£2,500
Total	£77,000

CULTURAL EXPERIENCE AND INFRASTRUCTURE

There is strong evidence to suggest that the Cathedral Quarter Arts Festival (CQAF) has made a significant contribution to the cultural experience of those living, working and visiting Belfast. In existence since 2000, the festival's audience figures have increased 12 fold during the past 8 years. The CQAF is committed to affordability and accessibility and has contributed well to Cultural Tourism in the city. Media coverage, local and national, indicates that the festival fulfils a niche role in the city. The more recent 'Out to Lunch' festival, now going into its 4th year, has expanded to include evening events and presents high quality arts activities in the month of January when there is low cultural output in the city. CQAF's contribution to the physical cultural infrastructure of the city is evident insofar that during the festivals a wide variety of artistic events are available in various public spaces and local businesses. Strong links have been forged with numerous arts and cultural organisations throughout the city and it is commendable that, although CQAF's first

priority is to create a quality arts festival which not only includes internationally renowned artists, it also supports excellence in local arts activity.

ACCESSIBILITY

The marked increase in audience figures which CQAF has shown over the past 8 years is evidence of their commitment to audience development. Many of the events, including their gala opening event, are free and all other events are ticketed at prices capped at an affordable charge. New concessionary pricing for the unwaged and discounts for Youth and Community groups are to be implemented to target new audiences. CQAF state that an analysis of the post codes of audiences indicates the most diverse audience of any arts organisation in the city (Audiences NI Mosaic Report 1996). CQAF have included a strong marketing plan which aims to improve accessibility and remove barriers which prohibit access to the arts. There is a clear demonstration that CQAF is committed to audience development: the 'Impact Project' where an outreach worker will be employed 4-5 months of the year to establish contact with organisations who have previously not participated in the festival; the Free Festival Day; consultation with gay and lesbian communities; the Barracuda club; a new event in the form of a Tea Dance for older people. CQAF also provides evidence of engagement with individuals representing Section 75 groups and there is strong evidence with engagement in line with Super Output Areas (SOA). It is demonstrated that CQAF have audiences from 138 of the 150 SOAs in the Belfast Local Government District. Participation in the Council's 'Barriers to Access' Programme should enable CQAF to develop their work in marginalised areas across Belfast. In this area there has been a marked improvement since last year. CQAF have employed and will continue to employ a part-time dedicated outreach worker to work with young people, families, students, older people, disabled attendees, ethnic minorities and women's groups.

ECONOMY

According to a survey carried out by Millard Brown and Ulster, the gross economic impact of the 2008 festival (excluding the Festival of Fools) was £993,707. From 2000 the CQAF's annual turnover has increased by almost 18 fold with box office revenue increasing by 700% during this time. Box office income now equates to 20% of all income. There is firm evidence that the CQAF has major economic impact on the city and, in particular, Cathedral Quarter regeneration. There is visible evidence of sponsorship and grant income from other funding bodies. Belfast City Council's grant income accounts for approximately 5% of total income. Based on a sample number of audience figures from Millard Brown it has been estimated that 67% of those attending the festival were Belfast City Council residents and 1 in 20 visitors to the festival were from outside Northern Ireland. This contributes well to the Cultural Tourism market and increases revenue to the city. The Festival's marketing plan indicates and provides effective contribution to Belfast's profile regionally, nationally and internationally.

CAPACITY

The festival employs 2 full time staff; a Festival Director and a Press, Marketing and Business Development Officer. There are plans to increase staffing levels to accommodate a full time Administrator and part time positions for an Outreach Officer (5 months) Production Manager, Graphic Designer, Web site Manager and a Box Office Manager when necessary. Following a staffing review CQAF are in the process of appointing a full time administrator which would give a year round administrative presence. CQAF have included a thorough and convincing Marketing Plan and in collaboration with NITB and the Belfast Visitor and Convention Bureau, advertising outside Northern Ireland becomes a real possibility which will enhance the cultural reputation of Belfast. Monitoring and evaluation has been an effective way of responding to audience needs and, with attendance records, is used to design subsequent programmes. The festival has a programme of talks, workshops and debates aimed specifically on skills building in the arts. Staff development could be considered minimal as it consists of induction days for volunteers and encouragement for staff to take advantage of available training opportunities, however, the Festival Director has recently taken part in the Link Initiative for Cultural Management.

MANAGEMENT & GOVERNANCE

CQAF states that the current Management Committee brings a wide range of expertise and offers guidance to the festival director. Recently a new member with expertise in audience development has joined the committee. All policies are up-to-date and include child protection, equal opportunities, health and safety and disciplinary and grievance procedures which extend to freelance and full time staff. CQAF have a finance sub-committee which meets to assess the financial security of the organisation and to plan fund raising strategies. Overall finances are sound and accounts are audited annually. Staff training is given following a needs analysis to identify relevant training. Although CQAF have a small staff they attend monthly Arts and Business meetings and as staffing levels increase CQAF's membership of Audiences NI will give them access to a wide range of courses. The Link Initiative for Cultural Management recently undertaken by the director will be extremely beneficial for the organisation's future development.

SCORE

Cathedral Quarter Arts Festival		
Cultural Experience and Infrastructure	50%	40
Accessibility	15%	11.7
Economy	15%	10.8
Capacity	10%	7.9
Management and Governance	10%	7.9
SCORE		78.3 (78)

COMMUNITY ARTS FORUM

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

The Community Arts Forum is the umbrella and networking organisation for the community arts sector in Northern Ireland. CAF is a membership-based organisation whose members represent all art forms and areas of Northern Ireland. CAF's mission is to promote community arts as a tool to develop the innate creativity of individuals and communities.

CAF is currently situated in ground-floor premises in Cathedral Quarter. It operates an open door policy to provide a wealth of knowledge, resources and expert advice on community arts and aims to be the natural first port of call for individuals, community groups and statutory agencies throughout Northern Ireland wanting to know more about community arts. CAF's work impacts on 585,800 people per annum

GRANT HISTORY

Community Arts Forum has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£18,500
AF 2006/07	£19,000
AF 2007/08	£19,500
AF 2008/09	£20,000
EHP 2005/06	£50,000
Total	£127,000

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Community Arts Forum [CAF] has existed since 1993, operating on a Northern Irish basis. They contribute well to the physical cultural infrastructure of Belfast as they support a number of other arts organisations in the city by providing space in their premises at affordable rents. This support is further enhanced by a presence on the boards and steering groups of 13 arts and community groups listed across the city.

CAF's track record in areas such as lobbying, provision of training for artists and programming conferences is strong, demonstrating a commitment to excellence and the promotion of community arts as a cultural product. Individuality of offer is demonstrated, through the provision of publications such as Wee Can and Wee Cad. It should be noted that some similar services are currently offered through organisations such as New Belfast Community Arts Initiative and Voluntary Arts Ireland. Strategic objectives are less positive with engagement with people from Belfast set to drop by 25% in the next 2 years. This is an area for concern as no clear rationale has been given. CAF also state that their work impacts on approximately 600,000 people per year, however, the tender indicates that there is only evidence of approximately 500 direct impacts. A breakdown of Belfast figures is not included. It would have been useful if they had provided a membership list.

ACCESSIBILITY

CAFs engagement with ethnic arts in the city demonstrates high levels of encouragement for diversity within the arts. Their premises are fully compliant with the Disability Discrimination Act. Through initiatives such as Start With Art and Articulate, they evidence a strong track record of engagement with individuals/groups representing Section 75 and Super Output areas. This information is historical and there is now a reduction in staff and a new strategic vision. While mention is made of a research project that will work with 150 individuals from TSN areas, little or no detail is given nor has project funding been secured. CAF states that it is committed to audience development however there is little evidence of future plans in this area or any planned education or outreach work. While CAF has had high levels of making the arts accessible in the past, there is no mention of the rationale for diminishing the Strategic Planning document.

ECONOMY

CAF has an annual turnover of £223,678 in 2007-08. Council monies account for approximately 9% of this. Overall grant income constitutes 75% with a further 10-15% generated through fees etc. Limited information is given on sponsors, thus making it difficult to make a value judgement. CAF do not make a direct contribution to tourism but this would not be expected in an organisation of this nature. Its participation in groups such as the Cathedral Quarter Steering Group demonstrates a commitment to the development of cultural tourism. In terms of the enhancement of Belfast's profile, CAF state that they have made a huge contribution to the perception of Belfast internationally through the provision of conferences which international delegates attended. While this was true until 2006, the point is undermined by the fact that the 2007 conference took place in Lisburn and their business plan 2007-10 targets venues outside of Belfast for future conferences.

CAPACITY

CAF currently have 4 core members of staff. While management, finance and information dissemination look strong there is no guaranteed funding for programming provision. A marketing plan is enclosed which outlines succinctly the current marketing activities of the organisation, however it provides little evidence of the organisation's future plans as it focuses predominantly on past achievements and there is limited evidence of potential impacts on Belfast.

Overall monitoring and evaluation is moderate. CAF state that programmes are monitored using ACNI's tool kit but include no description of this or why it is appropriate. Evaluation is stronger with survey results included in the Marketing Plan. The organisation is awaiting a Peace II independent report, however, it would have been useful if some examples of methodology were included. CAF enclosed a Staff Development Policy appropriate for the organisation and include good examples of training undergone by staff recently.

MANAGEMENT AND GOVERNANCE

CAF is a Company Limited by Guarantee with charitable status. It scores well in terms of management, being governed by a Board of 8 Directors. This is enhanced by the provision of 4 sub-groups overlooking personnel, editorial, research and finance. There is limited evidence in the tender of who these people are or how often they

meet. Finance appears strong with a Finance Manager in place, systems recently updated and a more streamlined approach to the management of a number of funding streams. The 2007 Annual Report is included in the 2008-09 Annual Funding Application that contains a thorough overview of the organisation's finances. A list of 39 Procedures are included although no examples have been submitted other than Staff Training. BCC are in receipt of Child Protection and Equal Opportunities policies dating from 2006, which are now likely to require updating.

Community Arts Forum		
Cultural Experience and Infrastructure	50%	32
Accessibility	15%	9
Economy	15%	9.45
Capacity	10%	6.5
Management and Governance	10%	6.8
Score		65

Community Arts Forum did not reach a sufficient score to be included in MAF

FÉILE AN PHOBAIL

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Originating as the West Belfast Community Festival, Féile An Phobail / West Belfast Festival (July / August) aims to demonstrate at local, national and international levels the experiences, culture and potential of West Belfast and its people.

GRANT HISTORY

Féile an Phobail has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£15,500
AF 2006/07	£16,000
AF 2007/08	£16,000
AF 2008/09	£16,500
CFF 2007	£7,000
RP 2008	£2,500
Total	£73,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Féile an Phobail's contribution to the cultural experience in Belfast has grown over the past 20 years and now includes their flagship August Féile, Draiocht Children's Arts Festival, Oseailt, Féile FM 103.2, Féile an Earraigh and the monthly Féile Comedy Club. Féile has attracted international artists who perform alongside local talent in various artistic disciplines. There is strong evidence of a quality and varied programme of arts and cultural activities. Throughout the year Féile attracts an

audience in excess of 200,000 for all of its events. This is considered substantial. Féile, still based in West Belfast, has spread their festivals further in the city to include North and Central Belfast. They have provided strong evidence of working with numerous arts and community organisations throughout the city. The strength of Féile's cultural product is recognised by several awards made throughout the year. Féile an Phobail is unique insofar as it delivers festivals and events to a variety of audiences; Féile an Earraigh celebrates Irish traditional music, language and culture, Oseailt delivers a programme for people with a disability and Draiocht delivers a week long children's festival for ages 3—18. Féile FM work is in partnership with several community organisations. Féile an Phobail's contribution to the cultural tourism of Belfast is particularly strong and especially during the August Féile. In the area of cultural experience and infrastructure the organisation has achieved an excellent standard.

ACCESSIBILITY

Féile has encouraged an all inclusive approach to ethnic minorities and has recently received funding from the Office of the First and Deputy First's Ministers to develop Féile's ethnic minority programme. Féile has provided good evidence in cross community activities and will continue to operate an 'open door' policy and a proactive policy of positive community relations. Consultation, carried out by Féile staff during events has identified various needs which are outlined within their strategic planning. They propose to include programmes addressing these issues. With regard to audience development, Féile an Phobail has included an action plan and their increased use of other venues in the city demonstrates strong potential in increase to audiences. Continued work with the Belfast Welcome Centre, Belfast City Council, Audiences NI, the Arts Council of Northern Ireland and Culture NI shows evidence of their commitment to audience development. There is a high level of evidence in the valuable support and collaboration with the Belfast Health and Social Services Trust. This ensures continuation of the delivery of the Oseailt programme to promote integration rather than isolation for people with a disability. Féile an Phobail scored highly in their outreach, educational and training activities. There is a high degree of evidence of engagement with community groups and marginalised groups in the city.

ECONOMY

In the 07/08 financial year Féile an Phobail's turnover increased by 33%. Total grant income is approximately 62% of all income generated. Belfast City Council grant accounts for just over 3% of all grant income. Both sponsorship and earned income has increased. Féile an Phobail demonstrate commitment to reduced ticket prices and free events and therefore increasing accessibility to all. Féile an Phobail states that, following a commissioned audit, their summer programme generated over £3.3 million. It is unclear from the tender who carried out the audit and more detailed information would have been beneficial. Féile FM radio station contributes to the workforce by means of training young people. This training provides transferable skills and builds capacity. Revenue from advertising is a valuable source of income and the radio also provides advertising opportunities for local business services. Féile an Phobail provides employment for full and part time staff and also employs numerous casual staff and volunteers. There is strong evidence of the economic impact on Cultural Tourism and Féile score highly on skills development and training

which is a major investment. There is strong evidence in the contribution Féile an Phobail make to Belfast's profile both regionally and nationally and to some extent internationally. Féile work closely with the Northern Ireland Tourist Board (NITB) and have promoted their August Féile in NITB promotional material abroad with the intention of attracting tourists to Belfast.

CAPACITY

Féile an Phobail provides firm evidence of an effective administration. They employ a full time Finance and Administration Manager who, alongside four part time workers and volunteers, deals with all the administrative duties associated with the organisation. Féile have displayed clear commitment to administrative excellence and during the past year have put into practice financial policies and procedures to enhance capacity. Féile include a strong comprehensive report for their 2007 Marketing Plan outlining their aims and objectives. Féile an Phobail employ a full time Marketing Officer funded by ACNI. Support received from the NITB and the Belfast Welcome Centre will continue and work with Tourism Ireland will hopefully develop international appeal. An action plan has been agreed for 2009. Féile plan to work with Audience NI in relation to new methods of audience evaluation. Currently methods of evaluation include meetings with local community organisations and individual telephone conversations. Féile an Phobail use a self evaluation programme designed to enable management to make informed decisions.

MANAGEMENT & GOVERNANCE

Féile an Phobail is a not for profit organisation and a limited company by guarantee. The company is managed and governed by three executive directors and an annually elected management committee of 13 individuals from varied backgrounds. Finances appear sound and there are sub-committees and working groups which enhance capacity. The organisation provide clear evidence on staff development and all appropriate policies relevant to the organisation which are reviewed and amended as necessary. In house training is also provided for committee members in committee skills and events management. Overall Féile an Phobail have provided strong evidence and score highly in the area of Management and Governance.

SCORE

Féile an Phobail		
Cultural Experience and Infrastructure	50%	41
Accessibility	15%	13.20
Economy	15%	12.30
Capacity	10%	8
Management and Governance	10%	8.3
SCORE		82.8 (83)

ORMEAU BATHS GALLERY

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

OBG is the leading contemporary Gallery in NI. Ormeau Baths Gallery delivers exhibitions by nationally and internationally recognised artists, working across a broad range of contemporary visual art practice. The gallery encourages innovation and experimentation, whilst providing maximum access through an Education and Outreach programme.

Ormeau Baths Gallery is the foremost exhibition space for contemporary art practice in Northern Ireland. Comprising four exhibition spaces of 10,000 ft² over two floors in 10,000 square feet, the gallery is dedicated to presenting the public with innovative exhibitions of contemporary visual art across a wide range of disciplines by leading Irish and International artists.

GRANT HISTORY

Ormeau Baths Gallery has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£22,500
AF 2006/07	£23,000
AF 2007/08	£15,000
AF 2008/09	£16,000
Total	£76,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Ormeau Baths Gallery [OBG] is a contemporary art gallery in Belfast's Linen Quarter. Its contribution to the cultural experience of those living in Belfast is strong demonstrated a diverse and inclusive programme, which attracts good levels of audience. By including a list of 32 organisations and bodies that they have worked with, they demonstrate support for other cultural organisations in Belfast, however, further detail would be useful.

OBG state that they are in contact with a number of internationally respected galleries but provide limited detail of what kind of contact this is or any resulting outcomes from partnership working. They state that their cultural product provision makes them unique across Northern Ireland but there is limited evidence to back this up as they are one of a range of contemporary galleries in Belfast City. There is limited evidence of contribution to the physical infrastructure of the city other than being located in a Victorian building.

ACCESSIBILITY

OBG's engagement with Super Output Areas and marginalised groups through its education programme is quite good. Overall, however, further details on their work specifically for over 65s and individuals representing Section 75 would have been useful. There is limited evidence of Audience Development. OBG states that they are the only contemporary visual arts space in Northern Ireland to offer such a high standard of exhibition or Visual Arts Education & Outreach, however there is little evidence to back this up.

ECONOMY

OBG had an income of £435, 000 in 07-08 with Grant Funding representing 90% of this. BCC monies account for 4% of their annual grant funding. Art sales and revenue represents 10% of OBG's income. Wages account for approximately 19% of the spend of their total Grant Income. The area of Sponsorship is underdeveloped.

OBG's engagement with late night art and their use of volunteers is considered positive. OBG contribute well to the economy of the city through staff wages and sourcing local providers to support the work of the gallery. The proposed Book zone provides reasonable opportunity for positive economic impact, however, more detail on its purpose would have been beneficial. A comprehensive skills development programme is in place, however, it is historic and does not indicate who benefited or when training was undertaken. OBG state that they are targeting tourists: but while only 5 minutes from city centre this is not a natural area for footfall and there is little evidence on efforts to overcome this.

CAPACITY

OBG currently employs 4 staff including an Education Officer, Exhibitions Officer, Events Officer and Administration Assistant. An area for concern is the still unfilled post of Director, signalling a potential lack of leadership or consistent approach within the Gallery. There is a lack of a dedicated marketing plan although a previously submitted one was of a high standard. Monitoring and Evaluation procedures are considered appropriate for the organisation although it would have been helpful to have included how data/information collected will be utilised

MANAGEMENT AND GOVERNANCE

OBG is a Company Limited by Guarantee with charitable status. It is governed by an Board of 8 Directors which is still undergoing restructuring. The Chair of the Board is currently acting as Director of the Company which runs against accepted best practice, not reflecting best practice. No mention is made of Finance and it is unclear as to who takes direct responsibility in this area as there is no person specified.

OBG state that they have already submitted a staff handbook including policies and procedures, however, it dates from 2004 and it is considered that these should now be reviewed and updated. The tender states that this review is currently in place.

Ormeau Baths Gallery		
Cultural Experience and Infrastructure	50%	30
Accessibility	15%	9.6
Economy	15%	9.75
Capacity	10%	6
Management and Governance	10%	6.2
Score		62

Ormeau Baths Gallery did not reach a sufficient score to be included in MAF

PLAY RESOURCE WAREHOUSE

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Play Resource Warehouse provides resources and activities which are central to the creative and artistic life of communities in Northern Ireland. It provides all the basic materials for arts programmes under one roof. Its main aims are: to increase access to high quality arts experiences to enhance the lives of children and young people; to provide a neutral and welcoming multi-purpose venue, which is fully utilised by all sections of the community. They intend to promote environmental awareness by using non-toxic waste materials in creative activities and support the work of community artists through regular work and back-up support.

GRANT HISTORY

Play Resource Warehouse has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£3,000
AF 2006/07	£3,000
AF 2007/08	£3,250
AF 2008/09	£3,250
Total	£12,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Play Resource Warehouse [PRW] is a multi-service company, including a trading company with a current membership of 2000+ groups. It contributes reasonably well to the cultural experience of those living and working in Belfast providing subsidised arts materials and a training programme. It demonstrates moderate levels of individuality of offer through its provision of a waste recycling centre for arts materials as well as reasonable support for other cultural organisations across the city, although some detail on their artists or members data base would have been beneficial. Its positioning in Duncairn Gardens contributes moderately well to the physical cultural infrastructure of Belfast.

ACCESSIBILITY

PRW contribute well to making the arts more accessible and affordable for their members, however, the lack of detail in the tender makes it difficult to assess the impact of this in Belfast. Programming of free or affordable Outreach and Education activities ranging from early years provision to a Cross Border Project is considered good, although there is a lack of clarity in their reference to Section 75 individuals.

There is limited evidence of Audience Development, however the tender is clear that PRW are aware of this, stating their intention to join Audiences NI in order to address this issue as well as that of targeting individuals representing Super Output Areas.

ECONOMY

PRW's annual turnover in 2007-08 was £360,000, an increase of approximately 4% from the previous year. Of this 49.2% is grant income, with BCC monies accounting for 2% of this. The other 50.8% is defined as Other Earned Income, but no detail is provided and there is no evidence of sponsorship of any kind. The tender does not provide detail on salary spend, however their use of volunteer support demonstrates evidence of economic benefit.

Skills Development levels are good, constituting an integral part of their provision and in particular the Arts Training Programme for Artists has a cascade benefit across Belfast, enhancing skills levels and employment possibilities for artists and youth workers as well as the children and young people they work with. There is limited evidence of any real impact on tourism, other than mention made of return visits from clients from the ROI, however it is impossible to gauge whether or not they visit any other part of Belfast.

CAPACITY

PRW has a staff of 12, allocated in dedicated specified positions across the organisation. They include a Strategy Plan but do not specify how the targets will be achieved. PRW admits that Marketing is an area in need of much work and lists several strategies it intends to employ in order to achieve its programme of activities. Monitoring and Evaluation are also areas that are currently in need of attention, however PRW demonstrate an awareness of this and a willingness to put into place a series of actions including working with external partners, e.g. the [University of Ulster,] in order to address the situation.

MANAGEMENT AND GOVERNANCE

PWR is a Company Limited by Guarantee operating as both a Registered Charity and a Trading Company. It is governed by a Board of 5 Directors from a variety of cultural, education and statutory backgrounds. PWR demonstrate sound financial procedures utilising SAGE systems and appropriate Management and Control methods. They have a good range of policies and procedures which score well as they are up to date and appropriate for the organisation. BCC are in receipt of the Business Plan 2007-10, which demonstrates sound strategic planning and commitment to planning ahead. Staff Development structure is included and is deemed positive, however, there is limited detail as to what is on offer.

SCORE

Play Resource Warehouse		
Cultural Experience and Infrastructure	50%	33
Accessibility	15%	10.2
Economy	15%	9.9
Capacity	10%	6
Management and Governance	10%	6.8
Score		66

Play Resource Warehouse did not reach a sufficient score to be included in MAF

PRIME CUT PRODUCTIONS

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Prime Cut Productions is a Belfast based independent theatre company who have been at the forefront of contemporary Irish Theatre since 1992. Prime Cut has an audience database of 3000, compiled over a ten year period. Prime Cut has staged thirty productions and played to a total audience of 60,000 people since 1992. The audience is concentrated in South and East Belfast, particularly Stranmillis and Windsor, then throughout North Down and South Antrim.

GRANT HISTORY

Prime Cut Productions has received Belfast City Council funding since 1996.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
AF 2005/06	£10,000
AF 2006/07	£10,500
AF 2007/08	£10,750
AF 2008/09	£11,000
D&O 2008/09	£11,000
RP 2005/06	£2,260
Total	£55,510

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Prime Cut Productions (PCP) is a Belfast based independent theatre company in existence since 1992. PCP produces 2-3 major productions per annum for Belfast audiences. They are also involved in touring productions regionally, nationally and to some extent internationally thus promoting the work of Northern Irish artists. It is not evident if this could be considered promotion of the city. The cultural product is of a high standard and considered a firm contribution to the cultural experience of people in Belfast. PCP has worked in partnership with many organisations throughout Belfast most consistently with the Old Museum Arts Theatre but also, Belfast Festival at Queens, the Waterfront Hall and they have co-produced with the Lyric Theatre, Belfast.

ACCESSIBILITY

Prime Cut Productions audience is concentrated in South and East Belfast and they are working with Audiences NI who have helped run a mosaic profile on audience data. The introduction of the 'friend' scheme benefits users with discount prices and the piloting of 'recommend a friend' scheme will be introduced this autumn with the intention of increasing and bringing new audiences to productions. There is firm evidence of PCP's outreach and educational activities and in 2007/08 and they state

that 14.3% of total audience figures benefited from the outreach programme. However, there are no separate figures for Belfast participants and it is therefore difficult to determine actual benefits to Belfast. Engagement with Section 75 groups is evident and rehearsals sessions have taken place in some TSN areas resulting in open air performances in playgrounds and attended by local residents.

ECONOMY

In the 2007/08 financial year PCP's turnover increased in excess of 60% and the organisation has attracted private sponsorship. Box office sales accounted for approximately 9.5% of total turnover. Total grant income was high at approximately 90% but received from a variety of sources. There is strong evidence of skills development with activities such as Theatre Lab, the Reader's Panel and the provision of paid assistant directorships for young professionals. PCP make a fair contribution to the profile of Belfast regionally.

CAPACITY

Prime Cut Productions employ 3 members of staff and the administrative processes are evaluated by the Board of Directors. The organisation has provided evidence of a good marketing plan and publicity for each individual production. There is good evidence in monitoring and evaluation and information is set against targets in the organisation's strategic plan.

MANAGEMENT & GOVERNANCE

Prime Cut Productions is constituted as a non-profit distributing company, limited by guarantee, with charitable status and governed by a Board of Directors. The Board meets 6 times a year and consists of 8 members with from a variety of professional backgrounds. PCP operates within all statutory, legal and financial constraints and all relevant policies are in order. Financial procedures are sound and each production has its own budget which is closely monitored. There is evidence of reasonable staff development in association with Northern Ireland Theatre Association, Arts and Business and NICVA. Staff attend annual conferences and events throughout the year.

SCORE

Prime Cut Productions		
Cultural Experience and Infrastructure	50%	34
Accessibility	15%	10.35
Economy	15%	9.6
Capacity	10%	6.9
Management and Governance	10%	6.8
SCORE		67.65 (68)

RECOMMENDATION

Prime Cut Productions scored below the threshold for multi-annual funding and therefore it is recommended that they do not proceed to the next stage for the following reasons:

Box office sales were considered low and grant funding very high at 90%. There were no actual figures for sponsorship but it would appear to be approximately 1%.

It is difficult to determine actual benefits to Belfast in relation to audience figures and education and outreach activities.

QUEENS FILM THEATRE (QFT)

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

QFT is situated at 20 University Square, Belfast. QFT has been a significant landmark on the Belfast cultural landscape for the last 40 years. QFT is Belfast's sole exhibitor dedicated to showcasing world cinema and reflecting cultural diversity. On average QFT screens films from over 40 countries per year and over a third of films shown at QFT are in a foreign language.

GRANT HISTORY

Queens Film Theatre has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£8,000
AF 2006/07	£10,000
AF 2007/08	£10,500
AF 2008/09	£11,500
D&O 2005/06	£12,000
D&O 2006/07	£15,500
D&O 2007/08	£15,500
D&O 2008/09	£13,500
Total	£96,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Queen's Film Theatre (QFT) was established in 1968 and during the past 40 years has made a valuable contribution to the cultural experience of those living, working and visiting Belfast. QFT is unique insofar as it is Belfast's sole exhibitor showcasing world cinema and reflecting cultural diversity. The increase in demand for cultural cinema has been reflected in a rise of audience figures by approximately 10% per annum. There is good evidence in QFT's support for other organisations and the programme offers year-round opportunities for collaboration and creative partnerships.

ACCESSIBILITY

There is strong evidence of QFT's developing education and outreach programme with specific programmes aimed at target audiences. A valuable asset to the organisation is the employment of a part-time Education Officer who works with schools, communities and the general public. The continuation of the 'Bridging the Divide' project and the planned Age Awareness week are commendable projects. There is good evidence of partnership with BVCB and NITB with regard to audience development. QFT's partnership with Queen's University Belfast (QUB) is ongoing.

ECONOMY

In the 2007/08 financial year the Belfast City Council grant was approximately 2% of QFT's turnover and approximately 9% of total grant income.

Box office income increased by 5.5% and overall there is evidence of sound financial management. QUB provides an annual subsidy of £45k which is less than 1% of total income but they also provide in kind support – the premises, office space, building maintenance and administrative support in HR, Finance and IT. The finances of QFT are overseen by the manager and managed by a university directorate finance manager. Considering the value of such patronage QFT are in a good financial position.

CAPACITY

QFT employ 3 full time members of staff: QFT Manager, Programme and Booking Officer, a Marketing and Press Officer. An Education Officer is employed on a part-time basis. Six other members of staff are shared with Belfast Festival at Queens and there are 14 members of part time staff. All staff are contracted by QUB. QFT are in a fortunate position as they can avail of administrative support provided by the University. However, to some extent, this support also incurs a dependence on the University. QFT have a dedicated Marketing and Press Officer and have included an effective marketing plan and budget. QFT provide strong evidence on their monitoring and evaluation systems and use the software ENTA. A feedback form on the website allows customers to voice their concerns directly to the 3 key members of staff, with a response guaranteed within 24hours (48 at weekends)

MANAGEMENT & GOVERNANCE

QFT is constituted as a unit within the Marketing, Recruitment and Communications Division of Queen's University, Belfast (QUB). QFT is managed by the QFT Advisory Group which consists of 10 members who meet quarterly to review financial and strategic issues. In turn, the group meet quarterly with the Culture and Arts Committee of the University. There is strong evidence to suggest that QFT benefits greatly from the administrative and in-kind support from within the University. QFT adheres to the policies and protocols laid down by the university and all relevant policies are in order. As a department within the university, QFT staff can avail of a wide range of courses but QFT states that it also works with Arts and Business to identify staff development needs and opportunities

SCORE

Queen's Film Theatre		
Cultural Experience and Infrastructure	50%	35
Accessibility	15%	9.75
Economy	15%	9.45
Capacity	10%	6.5
Management and Governance	10%	6.8
SCORE		67.5 (68)

TINDERBOX

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Tinderbox develops, commissions and produces dynamic new theatre plays that resonate strongly with audiences in Belfast, Northern Ireland and beyond. The organisation provides professional expertise and innovative programmes to inspire, nurture and support both emerging and established playwrights. The organisation offers a specialised Outreach Programme to increase the value of its plays and productions for the communities it serves.

GRANT HISTORY

Tinderbox Theatre Company has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£15,000
AF 2006/07	£15,500
AF 2007/08	£15,750
AF 2008/09	£16,250
D&O 2007/08	£15,500
Total	£78,000

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Tinderbox Theatre Company has been in existence since 1988 and is the largest independent theatre company in Northern Ireland. Its primary aim is the nurturing and development of new theatre writing and its prioritisation of this represents a strong argument for individuality of offer. Tinderbox demonstrates good evidence of working towards excellence, contribution to cultural experience and offer in the city. It has a number of awards to its name and recognition from ACNI in their 2007 Development of a Drama Strategy for its contribution to the arts.

The organisation also scores well regarding levels of support for cultural organisations in Belfast, through its creation and ongoing management of the Joint Sectoral Dramaturgy [the field of dramatic composition] Fund. Much of what is said regarding OMAC and The Lyric is positive although a detailed programme or letters

of support would have been helpful. They also include an expansive list of partnerships but more detailed information on the schedule of what has been achieved would have been useful in order to make a more informed assessment. Programming has been and continues to be ambitious, however sometimes it falls short of expectation and there has been an inability to maximise on international invitations. Tinderbox's chief contribution to Belfast's physical cultural infrastructure is in its use of performance venues such as the Crumlin Rd Courthouse.

ACCESSIBILITY

There is good evidence of Tinderbox's commitment to accessibility as is evidenced by its programme of diverse cultural product and a strong Outreach Programme. A positive track record of working with individuals across the city and who represent a cross section of Section 75 groups is provided as is a comprehensive overview of their Outreach Programme, its aims and objectives, thus demonstrating that accessibility is part of their long term strategy. Tinderbox also outlines a strong track record of working in 20 TSN and Super Output areas across the city.

ECONOMY

Tinderbox provide a clear overview of their contribution to Belfast's Economy in 2007-08, including names of sponsors and funders. They have not included figures from previous years so it is difficult to gauge development in this area. Tinderbox's turnover in 07-08 was £326,443. Grant income represents 72% of income of which Council monies represent approximately 5%. Funding from trusts and foundations represents 21% and other income 7% in the last year. Core staff costs account for 42% of this. This rises to 75%, inclusive of a further fifty plus short term contracts, demonstrating a good contribution to the economy. There is moderate evidence of Tinderbox's impact on cultural tourism in the city. The tender makes mention of tourists being part of Pick n Mix audiences but fails to state what percentage were actually tourists. Tinderbox's contribution to skills development across the city of Belfast is very good with a wide reaching outreach programme and strategy of work with writers to develop new work. There is good evidence that Tinderbox has been recognised at a national and international level, however this is limited by their inability to engage at an:

CAPACITY

Tinderbox has a small core staff of four, including an Artistic Director, General Manager, Literary Manager and Outreach Manager. The tender refers to this as streamlined but it does raise some questions about capacity, in particular the multiple role basis of key staff members, the position of General Manager for instance [marketing, finance, administration]. Tinderbox have included a comprehensive marketing overview outlining how they plan to market their product, regionally and internationally. Plans include provision of a Marketing Manager for specific productions and while the plans are comprehensive, again the issue of capacity could prove problematic here. Monitoring headings and methods are sound as are Evaluation measures within the organisation. No mention is made of Outreach response from participants or External Evaluation.

MANAGEMENT & GOVERNANCE

Tinderbox is a Company Limited by Guarantee with charity status, governed by a Management Committee of 7 people representing a variety of sectors. Two places remain to be filled and the position of Chair is open. This is an area for concern as no rationale is given as to why the Chair has not been replaced or for the proposed two by two step movement of the Board. There is a Finance Sub-Committee and financial procedures appear strong. A number of Policy statements are listed and already submitted in Tinderbox's most recent applications to Council including a Staff Development Policy which is inclusive and appropriate.

Overall, Tinderbox is a small organisation that achieves a great deal in terms of both professional production and outreach provision. Capacity does need strengthening and is deemed an area of weakness within the organisation.

SCORE

<i>Tinderbox</i>		
Cultural Experience and Infrastructure	50%	34
Accessibility	15%	10.2
Economy	15%	9.9
Capacity	10%	6.0
Management and Governance	10%	6.5
SCORE		66.6% (67)

WHEELWORKS

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

WheelWorks is a youth arts charity working with children and young people aged 4-25 who may not have otherwise have access to high quality artistic activity. They work in partnership with all communities throughout Northern Ireland to provide taster workshops and issue based programmes which help young people to learn new skills and express themselves through traditional and digital art. The organisation was initiated in 1995 and became an independent organisation in 2001.

GRANT HISTORY

Wheelworks has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
AF 2005/06	£7,500
AF 2006/07	£7,750
AF 2007/08	£8,000
AF 2008/09	£8,250
D&O 2007/08	£4,500
EHP 2005/06	£25,000

Total	£38,500
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CULTURAL EXPERIENCE AND INFRASTRUCTURE

Wheelworks have been in existence since 1995 delivering a broad range of arts activities to young people across Northern Ireland. It is difficult to gauge whether Wheelworks currently see themselves as an arts provider or a youth organisation in that they state quite clearly that they are using arts as a tool to effect social change and are prioritising process over artistic product. They state audience figures of 20,000 but there is limited evidence of how this figure was arrived at or what percentage pertains to Belfast. Wheelworks refer to their mobile arts vehicle, the Art Cart, as a demonstration of their individuality of offer. While this was unique during the 1990's the work can now be duplicated with laptops and other arts organisations are delivering this type of work. There is little evidence of any contribution to the physical cultural infrastructure of the city. Wheelworks state that their activity is all outreach, so areas such as strength of cultural product and demonstration of excellence will be dealt with in the next section.

ACCESSIBILITY

Wheelworks provide good evidence of engaging with young people across the city, disabled people, Section 75 groups and people from Super Output areas. The Art Cart complies fully with Disability Discrimination Guidelines, enhancing this further.

Wheelworks state that the opportunities for young people to participation in that arts promotes audience development however the tender provides limited evidence of audience numbers at any of the project showcases listed.

ECONOMY

Wheelworks turnover in 2007-08 was £170544 an increase of approximately 5% from the previous year. They project that this will increase by 1% next year with BCC monies accounting for approximately 5% of this. Core salaries represent 41% of their projected 08-09 budget but it is difficult to assess contract staff as this figure is not provided. Sponsorship to date has been in-kind. Wheelworks contribution to skills development is strong with a wide variety of training for young people and youth leaders integral to their product. Their contribution on a national and international scale has been good historically but there is limited evidence of this being a part of their future activities. Wheelworks state that they contribute to tourism in many ways but evidence of this is limited as examples provided include Art Cart presence at Community Festivals. It is considered unlikely that the Art Cart is the major tourist draw in these instances.

CAPACITY

Wheelworks Monitoring and Evaluation procedures are considered of a high standard and appropriate for the organisation. They enclose a 2008 Marketing Plan which is a thorough and appropriate document for the organisation. However there is conflicting information on their staff quota with 4 mentioned in the tender, but only 3 in their

Marketing Plan. Their 2007-10 Business Plan highlights the lack of administrative support or a marketing officer as areas of weakness.

MANAGEMENT AND GOVERNANCE

Wheelworks is a Company Limited by Guarantee with charitable status. It is governed by a Board of 7 Directors. Policies and procedures score well as they are up to date and appropriate for the organisation. Staff Development has been good in the past but needs further clarification on how it will be implemented in the future. Finance is monitored through Voluntary Services Belfast and while both the Tender and Business Plan state that procedures are robust, a clearer breakdown of the line of responsibility would have been preferable.

<i>Wheelworks</i>		
Cultural Experience and Infrastructure	50%	29
Accessibility	15%	10.5
Economy	15%	9.6
Capacity	10%	6.4
Management and Governance	10%	6.4
Score		61.9

Wheelworks are ineligible for MAF as they did not reach 60% in Cultural Experience and Infrastructure

YOUTH ACTION NORTHERN IRELAND

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Youth Action Northern Ireland's Rainbow Factory delivers high quality performing arts training underpinned by youth work principles to young people aged 8-25. A priority is to work with disadvantaged young people to support them as equal citizens whose voices are heard and valued.

They have 270 members participating in weekly dance/drama classes, production rehearsals, outreach programmes and issue based theatre opportunities. Annually they provide over 1000 workshops to their membership and create an average of 10 productions in their purpose built Youth Arts facility. They also provide outreach programmes to ethnic minority young people and young people with disabilities.

GRANT HISTORY

Youth Action NI has received Belfast City Council funding since 2005.

YEAR AND SCHEME	GRANT
AF 2005/06	£5,000
AF 2006/07	£5,500
AF 2007/08	£6,000
AF 2008/09	£8,000
CFE 2007	£3,500

D&O 2007/08	£12,000
D&O 2008/09	£11,500
Total	£51,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Originally a pilot dance and drama class for 15 young people Youth Action's Rainbow Factory has developed into a youth arts organisation providing over 800 classes in performing arts to 270 young people aged 8-25. Youth Action provide ongoing training, scheduled productions throughout the year and a highly inclusive Outreach Programme, in Belfast and beyond. There are good levels of uptake in terms of both audience and participants with approximately 6% of past members progressing to further arts training in the last 5 years and a significant number securing high profile work in theatre, film and television, thus demonstrating a high level of quality in their training provision. Youth Action has included a 5 year Strategy Document outlining an achievable plan to consolidate and develop their existing programme. High levels of quality in their product are evidenced by the organisation receiving a number of awards from the arts, community and education sector. Strong evidence of individuality of offer as well as contributing to Belfast's physical infrastructure is evident in their new space in College Square North [CSN] being Northern Ireland's only bespoke Youth Theatre. This is further enhanced by the provision of office and workshop space for other organisations. They have a good track record in working with a wide variety of groups and were included in the programme at the 2008 Feile and CQAF Festivals.

ACCESSIBILITY

There is strong evidence that Youth Action has an inclusive approach to attracting audiences and participants through providing a means tested/discount policy on fees and tickets. The CSN building has full disabled access and is situated in Divis Ward, thus indicating a strong commitment to accessibility. This is consolidated by the provision of a number of Outreach Programmes aimed at individuals representing Section 75. The provision of an accredited training scheme for 11 young people from Super Output Areas across the city enhances this further. Audience development is considered strong with performance and arts opportunities for children aged 8+ that are part of the organisation's Strategic Plan. The increased profile of their work, including a relationship with Belfast's Welcome Centre, generating increased audience levels is considered positive.

ECONOMY

Youth Action do not score as highly here because the tender does not provide a comprehensive breakdown of their contribution to the city. Sponsorship is mentioned but no detail regarding figures on amounts secured is included. Other than an annual £50,000 income of fees and ticket sales, they do not provide an annual turnover breakdown. An annual report is included containing details of all income and expenditure but this relates to Youth Action as a whole and from this it can be gauged that their turnover is £3,691,516 with Council monies representing .5% of this in 2007. £1.2 million is mentioned on wages spent, but refers to the staff of the entire organisation and does not include contracted staff working directly in their Youth Arts Provision; the area Youth Action are seeking funding for Youth Action's Rainbow

Factory is an internationally recognised model of good practice with a long track record of international partnerships and arts/youthwork participation, thus enhancing Belfast's profile. They make a reasonable contribution to tourism, hosting international youth events. Skills Development is strong with a wide variety of courses available to staff, volunteers and participants.

CAPACITY

The tender is deemed slightly confusing in this area as it states that Youth Action has a small efficient administration and finance team at College Square North, however they include the wages of the whole organisation in the previous section. Additionally, with the exception of a Building Administrator, Administrator and Trainee Technician, there is little evidence is made of how many staff there are or what they do. A comprehensive Marketing Strategy is included and there is reasonable evidence that outputs are in the process of being achieved. Monitoring and evaluation structures are appropriate and include both external and internal evaluations.

MANAGEMENT & GOVERNANCE

Youth Action is a Company Limited by Guarantee with charitable status. It is governed by a Board of Directors but there is limited evidence in the tender regarding how many serve on the Board or who they are, however this can be approximated extrapolated from the included Annual Report. It also states that the organisation is accountable to membership representatives and here again no detail is included. The organisation's structure is also supported by Voluntary advisory groups including a parental group and a young persons Youth Arts group. Finance appears strong with a Finance Co-ordinator in place and a sound structure for management. A 2007 Annual Report is included containing a thorough overview of the organisations finances. Staff development is good with opportunities for staff and volunteers built into their 5 year strategy. 7 policies including Child Protection and Staff Development are listed but not included. No other policies and procedures are listed. BCC are in receipt of policies from Youth Action but these date from 2006 and it is considered appropriate that these should now be updated

SCORE

<i>Youth Action</i>		
Cultural Experience and Infrastructure	50%	3
Accessibility	15%	11.4
Economy	15%	9.3
Capacity	10%	6.2
Management and Governance	10%	6.2
SCORE		68.1% (68)

ARTS & DISABILITY FORUM

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

The ADF is a flagship umbrella organisation for Arts & Disability/Disability Arts. ADF was established in 1993. As the umbrella organisation for Arts & Disability/Disability Arts in Northern Ireland and they represent disabled artists and organisations in Belfast and throughout Northern Ireland.

GRANT HISTORY

Arts & Disability Forum has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£3,000</u>
<u>AF 2006/07</u>	<u>£3,000</u>
<u>AF 2007/08</u>	<u>£3,250</u>
<u>AF 2008/09</u>	<u>£3,250</u>
<u>PGS 2000/01</u>	<u>£750</u>
<u>PGS 2004/05 1ST</u>	<u>£5,000</u>
<u>Total</u>	<u>£18,250</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Arts and Disability Forum [ADF] was formed in 1993 to provide the opportunity for disabled people to participate in the arts on their own terms demonstrating a clear individuality of offer in Northern Ireland. They are an island wide organisation but operate from premises with a gallery space for the promotion of work by artists with disabilities in Belfast's City Centre, thus enhancing the physical cultural infrastructure of the city. Support for other organisations is good, specifically regarding the Specialist Equipment Loan Service. Engagement on the Equality Charter Project demonstrates good levels of commitment to excellence.

Mention is made of an Artist's Development Training Project, however it is unclear as to whether it is aimed at professional artists or people aspiring to be. Recruitment procedures for participants are also unclear. ADF state that their information service enables strong networks to be built, resulting in the promotion of Belfast arts and cultural activities but there is little evidence as to what these activities are and who constitutes the networks. ADF also make mention of the impact of the service on the general public but there is limited evidence of this.

ADF include a strategy document, containing a series of objectives but with little detail on a schedule of achievement. While the ADF Gallery does contribute to the Cultural Experience of those living in Belfast, there is limited evidence on its impact as there are no audience figures or reviews included. While ADF's Arts and Disability Awards have a positive impact on Belfast, the award strand of activity is funded jointly by Arts Council of Northern Ireland and An Comhairle Ealaion making it inappropriate for consideration under this proposal.

ACCESSIBILITY

Accessibility is core to the ADF ethos however, while they engage well with individuals representing Section 75, there is limited evidence of engagement with children/young people, cultural/ethnic diversity and people/communities from Super Output areas. There is reasonable evidence of audience development, especially in

the provision of transport for the disabled community. Aside from a long term objective regarding the sourcing of an Education Officer, there is little evidence regarding outreach and educational activities. Mention is made of archive material to be developed but more detailed information on what will be archived and how it will be utilised would have been useful. While there is no doubt that ADF hugely enhance accessibility to the arts for the disabled community, there is also an opportunity for further engagement with the wider community

ECONOMY

ADF had a turnover of £206,249 in 2006-07 with Council monies accounting for approximately 1.5% of this. A further 1.5% has been secured through fees and other sales, making ADF's annual income 97% dependent on grant funding. A budget is included that states that funding from trusts is projected at approximately 24% for 09-11; however to date only 12% of this has been secured.

ADF contribute reasonably to Belfast's profile through the dissemination of its newsletters and bulletins on an island-wide basis, however, the inclusion of further detail such as a mailing-list or a cross section of recipients would have been useful.

ADF state that MAF will enable them to increase distribution of their newsletters, but there is little evidence of any tangible impact in this area. ADF provide good levels of training for staff and members committee. They also refer to training availability for staff from other organisations but these are unnamed and there is no detail submitted of the impact of this training. There is limited evidence of a contribution to tourism. While ADF state that the range of their services present a clear opportunity to attract tourists, they do not give any indication how they will achieve this or any statistics on tourist activity in the past

CAPACITY

ADF's Monitoring and Evaluation procedures are considered appropriate for the organisation. ADF currently have 5 core members of staff: a Director, Gallery Officer, Project Officer, Information Officer and Information Assistant. Capacity is considered reasonable although it should be noted that an enclosed SWOT analysis highlights under resourced staff who are under pressure as an area of weakness. This is an area that should be addressed.

Marketing also appears weak. Mention is made of a marketing strategy but it is not included. Marketing appears to fall under the remit of the Information Officer, but other than the distribution of newsletters and gallery invitations, marketing activity is unclear and the organisation's website has not been updated since 2007.

MANAGEMENT & GOVERNANCE

ADF is a Company Limited by Guarantee with charitable status. It is governed by an Executive Committee of 8 Directors which is supported by 4 sub committees dealing with Management, Gallery and Awards. While Financial Procedures appear sound with external professional input, there is no Finance Officer and it is unclear as to who in the organisation takes direct responsibility for this area. A list of policies and procedures has been submitted but no examples are included. The tender states that the organisation is currently reviewing all of them. This includes the Staff Development Policy so it is difficult to make a value judgement in this area. Previous policies enclosed with past funding bids were appropriate at the time of submission.

SCORE

<u>Arts & Disability Forum</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>33</u>
<u>Accessibility</u>	<u>15%</u>	<u>9.9</u>
<u>Economy</u>	<u>15%</u>	<u>9.3</u>
<u>Capacity</u>	<u>10%</u>	<u>6</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.4</u>
<u>SCORE</u>		<u>64.6% (65)</u>

BELFAST PRINT WORKSHOP

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Belfast Print Workshop is the largest studio in Ireland where professional printmakers can share facilities, materials and ideas. Now based in Cotton Court, Cathedral Quarter, it continues to encourage young artists in innovative approaches to printmaking, the promotion of understanding and appreciation of all aspects of printmaking through exhibitions, workshop delivery, talks and outreach programmes.

GRANT HISTORY

Belfast Print Workshop has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£5,500</u>
<u>AF 2006/07</u>	<u>£5,750</u>
<u>AF 2007/08</u>	<u>£6,000</u>
<u>AF 2008/09</u>	<u>£6,250</u>
<u>Total</u>	<u>£23,500</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Belfast Print Workshop (BPW) was established in Belfast in 1978, moving in 2003 to the Cotton Court complex in the Cathedral Quarter of Belfast. BPW provides a professional print studio and gallery space for artists in the city centre. There is good evidence of a contribution to the cultural experience of those living and working in Belfast and visitors to the city can visit both gallery and workshop which contributes to Cultural Tourism. Membership of the workshop has increased approximately 46% in the last 4 years. The organisation shows evidence of increased audience figures since moving to the Cathedral Quarter. From audience figures in 2003 there has been a total increase of 6.25% in 07/08 in attendance figures. Figures are not given for actual years between these dates and so it is difficult to determine annual increases. There is adequate proof of BPW's support and partnership with other cultural organisations in the city.

ACCESSIBILITY

BPW states that it provides a valuable service to schools and community groups in collaboration with Creative Youth Partnership (CYP). The future of this collaboration would be dependant on future funding of CYP. Due to the small staffing structure there is little opportunity to expand educational opportunities at present. BPW have

plans to work with the Belfast Partnership Boards but no substantial evidence is included in BPW's Action Plan. BPW's commitment to audience development concentrates mainly on showcasing artists work outside of Belfast.

ECONOMY

In the financial year 07/08 Belfast City Council funding accounted for slightly over 6% of total grant income. BPW's annual print sales for the year 07/08 totalled £41,141. It is noted with concern that projected sales for 08/09 are £28,344 which is a 45% decrease in sales income and that total grant income is projected at an approximately 5% decrease. One of BPW's business objectives is to increase sales to £61k by March 2010. There is good evidence of private sponsorship from a variety of businesses.

CAPACITY

BPW employs 3 members of staff: a director, a workshop manager and a dedicated member of staff responsible for gallery marketing and audience development although there is some confusion with the latter post. There is a salaried art consultant and gallery manager in post. Conflicting pieces of information throughout the tender make it difficult to determine actual figures. BPW states that it works with a number of organisations in audience development and has included an Audience Development Plan which is in need of updating. The staff in BPW has taken part in Arts and Business/BCC Annually Funded Clients Training Needs Analysis.

MANAGEMENT & GOVERNANCE

The Belfast Print Workshop is a company limited by guarantee with charitable status. It has a board of 6 trustees, 4 of whom are visual artists.

There is little evidence of strong management as many enclosed documents are from previous plans and although up-dated contain many out-of- date events. There is conflicting information throughout the tender including dates, employees and grant incomes. The Strategic Plan (April 07) revised in August 08, is more up-to-date.

SCORE

Belfast Print Workshop		
<u>Cultural Experience and Infrastructure</u>	50%	32.5
<u>Accessibility</u>	15%	9
<u>Economy</u>	15%	9.15
<u>Capacity</u>	10%	6
<u>Management and Governance</u>	10%	6
<u>SCORE</u>		62.65 (63)

BRUISER THEATER COMPANY

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Bruiser aims to produce exciting, innovative theatre, presenting existing texts using highly physical theatre techniques. The company presents work that aims to be physically, emotionally and intellectually accessible to all, stripping away the paraphernalia that so often surrounds modern performance. Bruiser's theatre is flexible and easily transportable allowing plays to be performed in a wide variety of spaces and is targeted to widen its audience base. All of Bruiser's theatre is accompanied by comprehensive notes, workshops and teachers' packs.

GRANT HISTORY

Bruiser Theatre Company has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£7,500</u>
<u>AF 2006/07</u>	<u>£7,750</u>
<u>AF 2007/08</u>	<u>£7,750</u>
<u>AF 2008/09</u>	<u>£8,000</u>
<u>EHP 2005/06</u>	<u>£10,000</u>
<u>Total</u>	<u>£41,000</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

In 11 years Bruiser Theatre Company (BTC) has performed to over 18,000 people of whom approximately 30% were Belfast audiences. There is good evidence of BTC's contribution to the cultural experience, however, as 70% of their audience is outside of Belfast, the benefit to the city is not considered substantial. BTC has a very strong relationship with the Old Museum Arts Centre (OMAC) in many areas – performances, rehearsals, education and outreach as well as wider strategic issues. BTC state that they are a supported company at OMAC and BTC's main partnership is with the centre. BTC also support and advise other cultural organisations in the city and have had annual, 'homecoming' performances in the Waterfront Hall.

ACCESSIBILITY

BTC is based in East Belfast and works closely with the East Belfast Partnership Board and the Belfast Travellers Community. There is good evidence of BTC's engagement with Section 75 groups. There is evidence of firm commitment to education and outreach activities in collaboration with OMAC. Bruiser Theatre Company works closely with several organisations including OMAC, the Arts and Business Arts Development Forum and the Community Arts Forum with an aim to develop audiences and remove barriers to attendance and participation.

ECONOMY

It should be noted that BTC state they have a small annual turnover of approximately £110k but are waiting for audited accounts. Based on this annual turnover, the organisation is 78% grant funded which is considered relatively high. Earned income is approximately 16% of total income with approximately 4% in sponsorship.

Currently collaborating with Arts and Business, they state that they are working towards a sponsorship package for a production in 2009. Although Bruiser is a Belfast based company, the majority of their work is outside of the city and therefore contributes strongly to Belfast's profile regionally.

CAPACITY

Bruiser Theatre Company employs two regular staff members: a company manager and an artistic director. The manager has taken part in the 'Link Initiative' which has led to Bruiser's Strategy Document, 'Time flies 2007 – 2010'. The organisation is currently developing a Marketing Plan and has recently embarked on a partnership to re-focus and develop the organisation's brand. Monitoring and evaluation is based on audience feedback forms and comments on the organisation's website. The information is used for marketing and company development.

MANAGEMENT & GOVERNANCE

Bruiser Theatre Company (BTC) is a fully constituted, not-for-profit organisation, founded in 1997 and governed by a management committee. There is a good mix of eight committee members who meet six times a year. There are two sub-committees for education and marketing but it is not stated how often they meet. All relevant policy statements are in order and are reviewed regularly by the management committee. Financial procedures are handled by the manager who prepares monthly reports for the management committee. Staff appraisal and re-examination of job descriptions have been put in place to ensure BTC staff can avail of personal and professional development.

SCORE

<u>Bruiser Theatre Company</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>32</u>
<u>Accessibility</u>	<u>15%</u>	<u>9.3</u>
<u>Economy</u>	<u>15%</u>	<u>9.3</u>
<u>Capacity</u>	<u>10%</u>	<u>6.2</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.8</u>
<u>SCORE</u>		<u>63.6 (64)</u>

CATHEDRAL QUARTER ARTS FESTIVAL

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Established in 2000 as a joint initiative by Laganside Corporation and the Community Arts Forum, the Cathedral Quarter Arts Festival (May) aims to provide a diverse programme of the best local talent alongside some of the best new national and international talent – targeted at younger, less mainstream audiences.

GRANT HISTORY

Cathedral Quarter Arts Festival has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
AF 2005/06	£12,000

AF 2006/07	£14,000
AF 2007/08	£14,500
AF 2008/09	£16,000
CFF 2007	£7,000
EHP 2006/07	£13,000
RP 2006/07	£2,500
Total	£77,000

CULTURAL EXPERIENCE AND INFRASTRUCTURE

[There is strong evidence to suggest that the Cathedral Quarter Arts Festival \(CQAF\) has made a significant contribution to the cultural experience of those living, working and visiting Belfast. In existence since 2000, the festival's audience figures have increased 12 fold during the past 8 years. The CQAF is committed to affordability and accessibility and has contributed well to Cultural Tourism in the city. Media coverage, local and national, indicates that the festival fulfils a niche role in the city. The more recent 'Out to Lunch' festival, now going into its 4th year, has expanded to include evening events and presents high quality arts activities in the month of January when there is low cultural output in the city. CQAF's contribution to the physical cultural infrastructure of the city is evident insofar that during the festivals a wide variety of artistic events are available in various public spaces and local businesses. Strong links have been forged with numerous arts and cultural organisations throughout the city and it is commendable that, although CQAF's first priority is to create a quality arts festival which not only includes internationally renowned artists, it also supports excellence in local arts activity.](#)

ACCESSIBILITY

[The marked increase in audience figures which CQAF has shown over the past 8 years is evidence of their commitment to audience development. Many of the events, including their gala opening event, are free and all other events are ticketed at prices capped at an affordable charge. New concessionary pricing for the unwaged and discounts for Youth and Community groups are to be implemented to target new audiences. CQAF state that an analysis of the post-codes of audiences indicates the most diverse audience of any arts organisation in the city \(Audiences NI Mosaic Report 1996\). CQAF have included a strong marketing plan which aims to improve accessibility and remove barriers which prohibit access to the arts. There is a clear demonstration that CQAF is committed to audience development: the 'Impact Project' where an outreach worker will be employed 4-5 months of the year to establish contact with organisations who have previously not participated in the festival; the Free Festival Day; consultation with gay and lesbian communities; the Barracuda club; a new event in the form of a Tea Dance for older people. CQAF also provides evidence of engagement with individuals representing Section 75 groups and there is strong evidence with engagement in line with Super Output Areas \(SOA\). It is demonstrated that CQAF have audiences from 138 of the 150 SOAs in the Belfast Local Government District. Participation in the Council's 'Barriers to Access' Programme should enable CQAF to develop their work in marginalised areas across Belfast. In this area there has been a marked improvement since last year. CQAF have employed and will continue to employ a part-time dedicated outreach worker to work with young people, families, students, older people, disabled attendees, ethnic minorities and women's groups.](#)

ECONOMY

According to a survey carried out by Millard Brown and Ulster, the gross economic impact of the 2008 festival (excluding the Festival of Fools) was £993,707. From 2000 the CQAF's annual turnover has increased by almost 18 fold with box office revenue increasing by 700% during this time. Box office income now equates to 20% of all income. There is firm evidence that the CQAF has major economic impact on the city and, in particular, Cathedral Quarter regeneration. There is visible evidence of sponsorship and grant income from other funding bodies. Belfast City Council's grant income accounts for approximately 5% of total income. Based on a sample number of audience figures from Millard Brown it has been estimated that 67% of those attending the festival were Belfast City Council residents and 1 in 20 visitors to the festival were from outside Northern Ireland. This contributes well to the Cultural Tourism market and increases revenue to the city. The Festival's marketing plan indicates and provides effective contribution to Belfast's profile regionally, nationally and internationally.

CAPACITY

The festival employs 2 full time staff; a Festival Director and a Press, Marketing and Business Development Officer. There are plans to increase staffing levels to accommodate a full time Administrator and part-time positions for an Outreach Officer (5 months) Production Manager, Graphic Designer, Web site Manager and a Box Office Manager when necessary. Following a staffing review CQAF are in the process of appointing a full time administrator which would give a year round administrative presence. CQAF have included a thorough and convincing Marketing Plan and in collaboration with NITB and the Belfast Visitor and Convention Bureau, advertising outside Northern Ireland becomes a real possibility which will enhance the cultural reputation of Belfast. Monitoring and evaluation has been an effective way of responding to audience needs and, with attendance records, is used to design subsequent programmes. The festival has a programme of talks, workshops and debates aimed specifically on skills building in the arts. Staff development could be considered minimal as it consists of induction days for volunteers and encouragement for staff to take advantage of available training opportunities.

MANAGEMENT & GOVERNANCE

CQAF states that the current Management Committee brings a wide range of expertise and offers guidance to the festival director. Recently a new member with expertise in audience development has joined the committee. All policies are up-to-date and include child protection, equal opportunities, health and safety and disciplinary and grievance procedures which extend to freelance and full time staff. CQAF have a finance sub-committee which meets to assess the financial security of the organisation and to plan fund raising strategies. Overall finances are sound and accounts are audited annually. Staff training is given following a needs analysis to identify relevant training. Although CQAF have a small staff they attend monthly Arts and Business meetings and as staffing levels increase CQAF's membership of Audiences NI will give them access to a wide range of courses. The Link Initiative for Cultural Management recently undertaken by the director will be extremely beneficial for the organisation's future development.

SCORE

<u>Cathedral Quarter Arts Festival</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>40</u>
<u>Accessibility</u>	<u>15%</u>	<u>11.7</u>

<u>Economy</u>	<u>15%</u>	<u>10.8</u>
<u>Capacity</u>	<u>10%</u>	<u>7.9</u>
<u>Management and Governance</u>	<u>10%</u>	<u>7.9</u>
SCORE		78.3 (78)

COMMUNITY ARTS FORUM

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

The Community Arts Forum is the umbrella and networking organisation for the community arts sector in Northern Ireland. CAF is a membership-based organisation whose members represent all art forms and areas of Northern Ireland. CAF's mission is to promote community arts as a tool to develop the innate creativity of individuals and communities.

CAF is currently situated in ground-floor premises in Cathedral Quarter. It operates an open door policy to provide a wealth of knowledge, resources and expert advice on community arts and aims to be the natural first port of call for individuals, community groups and statutory agencies throughout Northern Ireland wanting to know more about community arts. CAF's work impacts on 585,800 people per annum

GRANT HISTORY

Community Arts Forum has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
AF 2005/06	£18,500
AF 2006/07	£19,000
AF 2007/08	£19,500
AF 2008/09	£20,000
EHP 2005/06	£50,000
Total	£127,000

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Community Arts Forum [CAF] has existed since 1993, operating on a Northern Irish basis. They contribute well to the physical cultural infrastructure of Belfast as they support a number of other arts organisations in the city by providing space in their premises at affordable rents. This support is further enhanced by a presence on the boards and steering groups of 13 arts and community groups listed across the city.

CAF's track record in areas such as lobbying, provision of training for artists and programming conferences is strong, demonstrating a commitment to excellence and the promotion of community arts as a cultural product. Individuality of offer is demonstrated, through the provision of publications such as Wee Can and Wee Cad. It should be noted that some similar services are currently offered through organisations such as New Belfast Community Arts Initiative and Voluntary Arts Ireland. Strategic objectives are less positive with engagement with people from Belfast set to drop by 25% in the next 2 years. This is an area for concern as no clear rationale has been given. CAF also state that their work impacts on approximately

600,000 people per year, however, the tender indicates that there is only evidence of approximately 500 direct impacts. A breakdown of Belfast figures is not included. It would have been useful if they had provided a membership list.

ACCESSIBILITY

CAF's engagement with ethnic arts in the city demonstrates high levels of encouragement for diversity within the arts. Their premises are fully compliant with the Disability Discrimination Act. Through initiatives such as Start With Art and Articulate, they evidence a strong track record of engagement with individuals/groups representing Section 75 and Super Output areas. This information is historical and there is now a reduction in staff and a new strategic vision. While mention is made of a research project that will work with 150 individuals from TSN areas, little or no detail is given nor has project funding been secured. CAF states that it is committed to audience development however there is little evidence of future plans in this area or any planned education or outreach work. While CAF has had high levels of making the arts accessible in the past, there is no mention of the rationale for diminishing the Strategic Planning document.

ECONOMY

CAF has an annual turnover of £223,678 in 2007-08. Council monies account for approximately 9% of this. Overall grant income constitutes 75% with a further 10-15% generated through fees etc. Limited information is given on sponsors, thus making it difficult to make a value judgement. CAF do not make a direct contribution to tourism but this would not be expected in an organisation of this nature. Its participation in groups such as the Cathedral Quarter Steering Group demonstrates a commitment to the development of cultural tourism. In terms of the enhancement of Belfast's profile, CAF state that they have made a huge contribution to the perception of Belfast internationally through the provision of conferences in Belfast which international delegates attended. However, the 2007 conference took place in Lisburn and their business plan 2007-10 targets venues outside of Belfast for future conferences.

CAPACITY

CAF currently have 4 core members of staff. While management, finance and information dissemination look strong there is no guaranteed funding for programming provision. A marketing plan is enclosed which outlines succinctly the current marketing activities of the organisation, however it provides little evidence of the organisation's future plans as it focuses predominantly on past achievements and there is limited evidence of potential impacts on Belfast.

Comment [I1]:

Overall monitoring and evaluation is moderate. CAF state that programmes are monitored using ACNI's tool kit but include no description of this or why it is appropriate. Evaluation is stronger with survey results included in the Marketing Plan. The organisation is awaiting a Peace II independent report, however, it would have been useful if some examples of methodology were included. CAF enclosed a Staff Development Policy appropriate for the organisation and include good examples of training undergone by staff recently.

MANAGEMENT AND GOVERNANCE

CAF is a Company Limited by Guarantee with charitable status. It scores well in terms of management, being governed by a Board of 8 Directors. This is enhanced

by the provision of 4 sub groups overlooking personnel, editorial, research and finance. It would have been beneficial had further information been provided on membership of sub-committees. Finance appears strong with a Finance Manager in place, systems recently updated and a more streamlined approach to the management of a number of funding streams. The 2007 Annual Report is included in the 2008-09 Annual Funding Application that contains a thorough overview of the organisation's finances. A list of 39 Procedures are included although no examples have been submitted other than Staff Training. BCC are in receipt of Child Protection and Equal Opportunities policies dating from 2006, which are now likely to require updating.

Community Arts Forum		
Cultural Experience and Infrastructure	50%	32
Accessibility	15%	9
Economy	15%	9.45
Capacity	10%	6.5
Management and Governance	10%	6.8
Score		65

FÉILE AN PHOBAIL

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Originating as the West Belfast Community Festival, Féile An Phobail / West Belfast Festival (July / August) aims to demonstrate at local, national and international levels the experiences, culture and potential of West Belfast and its people.

GRANT HISTORY

Féile an Phobail has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£15,500</u>
<u>AF 2006/07</u>	<u>£16,000</u>
<u>AF 2007/08</u>	<u>£16,000</u>
<u>AF 2008/09</u>	<u>£16,500</u>
<u>CFF 2007</u>	<u>£7,000</u>
<u>RP 2008</u>	<u>£2,500</u>
Total	£73,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Féile an Phobail's contribution to the cultural experience in Belfast has grown over the past 20 years and now includes their flagship August Féile, Draiocht Children's Arts Festival, Oscailt, Féile FM 103.2, Féile an Earraigh and the monthly Féile Comedy Club. Féile has attracted international artists who perform alongside local talent in various artistic disciplines. There is strong evidence of a quality and varied programme of arts and cultural activities. Throughout the year Féile attracts an audience in excess of 200,000 for all of its events. This is considered substantial. Féile, still based in West Belfast, has spread their festivals further in the city to

include North and Central Belfast. They have provided strong evidence of working with numerous arts and community organisations throughout the city. The strength of Féile's cultural product is recognised by several awards made throughout the year. Féile an Phobail is unique insofar as it delivers festivals and events to a variety of audiences; Féile an Earraigh celebrates Irish traditional music, language and culture, Oscailt delivers a programme for people with a disability and Draiocht delivers a week long children's festival for ages 3 – 18. Féile FM work is in partnership with several community organisations. Féile an Phobail's contribution to the cultural tourism of Belfast is particularly strong and especially during the August Féile. In the area of cultural experience and infrastructure the organisation has achieved an excellent standard.

ACCESSIBILITY

Féile has encouraged an all inclusive approach to ethnic minorities and has recently received funding from the Office of the First and Deputy First's Ministers to develop Féile's ethnic minority programme. Féile has provided good evidence in cross community activities and will continue to operate an 'open door' policy and a pro-active policy of positive community relations. Consultation, carried out by Féile staff during events has identified various needs which are outlined within their strategic planning. They propose to include programmes addressing these issues. With regard to audience development, Féile an Phobail has included an action plan and their increased use of other venues in the city demonstrates strong potential in increase to audiences. Continued work with the Belfast Welcome Centre, Belfast City Council, Audiences NI, the Arts Council of Northern Ireland and Culture NI shows evidence of their commitment to audience development. There is a high level of evidence in the valuable support and collaboration with the Belfast Health and Social Services Trust. This ensures continuation of the delivery of the Oscailt programme to promote integration rather than isolation for people with a disability. Féile an Phobail scored highly in their outreach, educational and training activities. There is a high degree of evidence of engagement with community groups and marginalised groups in the city.

ECONOMY

In the 07/08 financial year Féile an Phobail's turnover increased by 33%. Total grant income is approximately 62% of all income generated. Belfast City Council grant accounts for just over 3% of all grant income. Both sponsorship and earned income has increased. Féile an Phobail demonstrate commitment to reduced ticket prices and free events and therefore increasing accessibility to all. Féile an Phobail states that, following a commissioned audit, their summer programme generated over £3.3 million. It is unclear from the tender who carried out the audit and more detailed information would have been beneficial. Féile FM radio station contributes to the workforce by means of training young people. This training provides transferable skills and builds capacity. Revenue from advertising is a valuable source of income and the radio also provides advertising opportunities for local business services. Féile an Phobail provides employment for full and part-time staff and also employs numerous casual staff and volunteers. There is strong evidence of the economic impact on Cultural Tourism and Féile score highly on skills development and training which is a major investment. There is strong evidence in the contribution Féile an Phobail make to Belfast's profile both regionally and nationally and to some extent internationally. Féile work closely with the Northern Ireland Tourist Board (NITB) and have promoted their August Féile in NITB promotional material abroad with the intention of attracting tourists to Belfast.

CAPACITY

Féile an Phobail provides firm evidence of an effective administration. They employ a full time Finance and Administration Manager who, alongside four part time workers and volunteers, deals with all the administrative duties associated with the organisation. Féile have displayed clear commitment to administrative excellence and during the past year have put into practice financial policies and procedures to enhance capacity. Féile include a strong comprehensive report for their 2007 Marketing Plan outlining their aims and objectives. Féile an Phobail employ a full time Marketing Officer funded by ACNI. Support received from the NITB and the Belfast Welcome Centre will continue and work with Tourism Ireland will hopefully develop international appeal. An action plan has been agreed for 2009. Féile plan to work with Audience NI in relation to new methods of audience evaluation. Currently methods of evaluation include meetings with local community organisations and individual telephone conversations. Féile an Phobail use a self evaluation programme designed to enable management to make informed decisions.

MANAGEMENT & GOVERNANCE

Féile an Phobail is a not for profit organisation and a limited company by guarantee. The company is managed and governed by three executive directors and an annually elected management committee of 13 individuals from varied backgrounds. Finances appear sound and there are sub-committees and working groups which enhance capacity. The organisation provide clear evidence on staff development and all appropriate policies relevant to the organisation which are reviewed and amended as necessary. In house training is also provided for committee members in committee skills and events management. Overall Féile an Phobail have provided strong evidence and score highly in the area of Management and Governance.

SCORE

<u>Féile an Phobail</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>41</u>
<u>Accessibility</u>	<u>15%</u>	<u>13.20</u>
<u>Economy</u>	<u>15%</u>	<u>12.30</u>
<u>Capacity</u>	<u>10%</u>	<u>8</u>
<u>Management and Governance</u>	<u>10%</u>	<u>8.3</u>
<u>SCORE</u>		<u>82.8 (83)</u>

ORMEAU BATHS GALLERY

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

OBG is the leading contemporary Belfast based Gallery in Northern Ireland. Ormeau Baths Gallery delivers exhibitions by nationally and internationally recognised artists, working across a broad range of contemporary visual art practice. The gallery encourages innovation and experimentation, whilst providing maximum access through an Education and Outreach programme.

Ormeau Baths Gallery is the foremost exhibition space for contemporary art practice in Northern Ireland. Comprising four exhibition spaces of 10,000 ft² over two floors, the gallery is dedicated to presenting the public with innovative exhibitions of contemporary visual art across a wide range of disciplines by leading Irish and International artists.

GRANT HISTORY

Ormeau Baths Gallery has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£22,500</u>
<u>AF 2006/07</u>	<u>£23,000</u>
<u>AF 2007/08</u>	<u>£15,000</u>
<u>AF 2008/09</u>	<u>£16,000</u>
<u>Total</u>	<u>£76,500</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Ormeau Baths Gallery [OBG] is a contemporary art gallery in Belfast's Linen Quarter. Its contribution to the cultural experience of those living in Belfast is strong and demonstrated by a diverse and inclusive programme, which attracts good levels of audience. By including a list of 32 organisations and bodies that they have worked with, they demonstrate support for other cultural organisations in Belfast, however, further detail would be useful.

OBG state that they are in contact with a number of internationally respected galleries but provide limited detail of what kind of contact this is or any resulting outcomes from partnership working. They state that their cultural product provision makes them unique across Northern Ireland but there is limited evidence to back this up as they are one of a range of contemporary galleries in Belfast City. There is limited evidence of contribution to the physical infrastructure of the city other than being located in a Victorian building.

ACCESSIBILITY

OBG's engagement with Super Output Areas and marginalised groups through its education programme is quite good. However, further details on their work specifically for over 65s and individuals representing Section 75 would have been useful. There is limited evidence of Audience Development. OBG states that they are the only contemporary visual arts space in Northern Ireland to offer such a high standard of exhibition or Visual Arts Education & Outreach, however there is little evidence to back this up.

ECONOMY

OBG had an income of £435, 000 in 07-08 with Grant Funding representing 90% of this. Belfast City Council monies account for 4% of their annual grant funding. Art sales and earned revenue represents 10% of OBG's income. Wages account for approximately 19% of the spend of their total Grant Income. The area of Sponsorship is underdeveloped.

OBG's engagement with late night art and their use of volunteers is considered positive. OBG contribute well to the economy of the city through staff wages and sourcing local providers to support the work of the gallery. The proposed Book-zone provides reasonable opportunity for positive economic impact, however, more detail on its purpose would have been beneficial. A comprehensive skills development programme is in place, however, it is historic and does not indicate who benefited or when training was undertaken. OBG state that they are targeting tourists but situated at 5 minutes from the city centre, there is limited footfall and there is little evidence on efforts to overcome this.

CAPACITY

OBG currently employs 4 staff including an Education Officer, Exhibitions Officer, Events Officer and Administration Assistant. An area for concern is the still unfilled post of Director, signalling a potential lack of leadership or consistent approach within the Gallery. There is a lack of a dedicated marketing plan although a previously submitted one was of a high standard. Monitoring and Evaluation procedures are considered appropriate for the organisation although it would have been helpful to have included how data/information collected will be utilised

MANAGEMENT AND GOVERNANCE

OBG is a Company Limited by Guarantee with charitable status. It is governed by an Board of 8 Directors which is still undergoing restructuring. The Chair of the Board is currently acting as Director of the Company and this is not considered best practice. There is little evidence provided on financial management and it is unclear who takes direct responsibility in this area as there is no person specified.

OBG state that they have already submitted a staff handbook including policies and procedures. These policies are relevant for the organisation and are currently being up-dated.

<u>Ormeau Baths Gallery</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>30</u>
<u>Accessibility</u>	<u>15%</u>	<u>9.6</u>
<u>Economy</u>	<u>15%</u>	<u>9.75</u>
<u>Capacity</u>	<u>10%</u>	<u>6</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.2</u>
<u>Score</u>		<u>62</u>

PLAY RESOURCE WAREHOUSE

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Play Resource Warehouse provides resources and activities which are central to the creative and artistic life of communities in Northern Ireland. It provides all the basic materials for arts programmes under one roof. Its main aims are: to increase access to high quality arts experiences to enhance the lives of children and young people; to provide a neutral and welcoming multi-purpose venue, which is fully utilised by all

sections of the community. They intend to promote environmental awareness by using non-toxic waste materials in creative activities and support the work of community artists through regular work and back-up support.

GRANT HISTORY

Play Resource Warehouse has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£3,000</u>
<u>AF 2006/07</u>	<u>£3,000</u>
<u>AF 2007/08</u>	<u>£3,250</u>
<u>AF 2008/09</u>	<u>£3,250</u>
Total	£12,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Play Resource Warehouse [PRW] is a multi-service company, including a trading company with a current membership of 2000+ groups. It contributes reasonably well to the cultural experience of those living and working in Belfast providing subsidised arts materials and a training programme. It demonstrates moderate levels of individuality of offer through its provision of a waste recycling centre for arts materials as well as reasonable support for other cultural organisations across the city, although some detail on their artists or members data base would have been beneficial. Its positioning in Duncairn Gardens contributes moderately well to the physical cultural infrastructure of Belfast.

ACCESSIBILITY

PRW contribute well to making the arts more accessible and affordable for their members, however, the lack of detail in the tender makes it difficult to assess the impact of this in Belfast. Programming of free or affordable Outreach and Education activities ranging from early years provision to a Cross Border Project is considered good, although there is a lack of clarity in their reference to Section 75 individuals.

There is limited evidence of Audience Development, however the tender is clear that PRW are aware of this, stating their intention to join Audiences NI in order to address this issue as well as that of targeting individuals representing Super Output Areas.

ECONOMY

PRW's annual turnover in 2007-08 was £360,000, an increase of approximately 4% from the previous year. Of this 49.2% is grant income, with Belfast City Council monies accounting for 2% of this. The other 50.8% is defined as Other Earned Income, but no detail is provided and there is no evidence of sponsorship of any kind. The tender does not provide detail on salary spend, however their use of volunteer support demonstrates evidence of economic benefit.

Skills Development levels are good, constituting an integral part of their provision and in particular the Arts Training Programme for Artists has a cascade benefit across Belfast, enhancing skills levels and employment possibilities for artists and youth workers as well as the children and young people with whom they work. There is limited evidence of any real impact on tourism, other than mention made of return

visits from clients from the Republic of Ireland, however it is impossible to gauge whether or not they visit any other part of Belfast.

CAPACITY

PRW has a staff of 12, in specified positions across the organisation. They include a Strategy Plan but do not specify how the targets will be achieved. PRW admits that Marketing is an area in need of much work and lists several strategies it intends to employ in order to achieve its programme of activities. Monitoring and Evaluation are also areas that are currently in need of attention, however PRW demonstrate an awareness of this and a willingness to put into place a series of actions including working with external partners, e.g. the University of Ulster, in order to address the situation.

MANAGEMENT AND GOVERNANCE

PWR is a Company Limited by Guarantee operating as both a Registered Charity and a Trading Company. It is governed by a Board of 5 Directors from a variety of cultural, education and statutory backgrounds. PWR demonstrate sound financial procedures utilising SAGE systems and appropriate Management and Control methods. They have a good range of policies and procedures which score well as they are up to date and appropriate for the organisation. BCC are in receipt of the Business Plan 2007-10, which demonstrates sound strategic planning. Staff Development structure is included and is deemed positive, however, there is limited detail as to what is on offer.

SCORE

<u>Play Resource Warehouse</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>33</u>
<u>Accessibility</u>	<u>15%</u>	<u>10.2</u>
<u>Economy</u>	<u>15%</u>	<u>9.9</u>
<u>Capacity</u>	<u>10%</u>	<u>6</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.8</u>
<u>Score</u>		<u>66</u>

PRIME CUT PRODUCTIONS

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Prime Cut Productions is a Belfast based independent theatre company who have been at the forefront of contemporary Irish Theatre since 1992. Prime Cut has an audience database of 3000, compiled over a ten year period. Prime Cut has staged thirty productions and played to a total audience of 60,000 people since 1992. The

audience is concentrated in South and East Belfast, particularly Stranmillis and Windsor, then throughout North Down and South Antrim.

GRANT HISTORY

Prime Cut Productions has received Belfast City Council funding since 1996.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£10,000</u>
<u>AF 2006/07</u>	<u>£10,500</u>
<u>AF 2007/08</u>	<u>£10,750</u>
<u>AF 2008/09</u>	<u>£11,000</u>
<u>D&O 2008/09</u>	<u>£11,000</u>
<u>RP 2005/06</u>	<u>£2,260</u>
<u>Total</u>	<u>£55,510</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Prime Cut Productions (PCP) is a Belfast based independent theatre company in existence since 1992. PCP produces 2-3 major productions per annum for Belfast audiences. They are also involved in touring productions regionally, nationally and to some extent internationally thus promoting the work of Northern Irish artists. It is not evident if this could be considered promotion of the city. The cultural product is of a high standard and considered a firm contribution to the cultural experience of people in Belfast. PCP has worked in partnership with many organisations throughout Belfast most consistently with the Old Museum Arts Theatre but also, Belfast Festival at Queens, the Waterfront Hall and they have co-produced with the Lyric Theatre, Belfast.

ACCESSIBILITY

Prime Cut Productions audience is concentrated in South and East Belfast and they are working with Audiences NI who have helped run a mosaic profile on audience data. The introduction of the 'friend' scheme benefits users with discount prices and the piloting of 'recommend a friend' scheme will be introduced this autumn with the intention of increasing and bringing new audiences to productions. There is firm evidence of PCP's outreach and educational activities and in 2007/08 and they state that 14.3% of total audience figures benefited from the outreach programme. However, there are no separate figures for Belfast participants and it is therefore difficult to determine actual benefits to Belfast. Engagement with Section 75 groups is evident and rehearsals sessions have taken place in some TSN areas resulting in open air performances in playgrounds and attended by local residents.

ECONOMY

In the 2007/08 financial year PCP's turnover increased in excess of 60% and the organisation has attracted private sponsorship. Box office sales accounted for approximately 9.5% of total turnover. Total grant income was high at approximately 90% but received from a variety of sources. There is strong evidence of skills development with activities such as Theatre Lab, the Reader's Panel and the

provision of paid assistant directorships for young professionals. PCP make a fair contribution to the profile of Belfast regionally.

CAPACITY

Prime Cut Productions employ 3 members of staff and the administrative processes are evaluated by the Board of Directors. The organisation has provided evidence of a good marketing plan and publicity for each individual production. There is good evidence in monitoring and evaluation and information is set against targets in the organisation's strategic plan.

MANAGEMENT & GOVERNANCE

Prime Cut Productions is constituted as a non-profit distributing company, limited by guarantee, with charitable status and governed by a Board of Directors. The Board meets 6 times a year and consists of 8 members from a variety of professional backgrounds. PCP operates within all statutory, legal and financial constraints and all relevant policies are in order. Financial procedures are sound and each production has its own budget which is closely monitored. There is evidence of reasonable staff development in association with Northern Ireland Theatre Association, Arts and Business and NICVA. Staff attend annual conferences and events throughout the year.

SCORE

<u>Prime Cut Productions</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>34</u>
<u>Accessibility</u>	<u>15%</u>	<u>10.35</u>
<u>Economy</u>	<u>15%</u>	<u>9.6</u>
<u>Capacity</u>	<u>10%</u>	<u>6.9</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.8</u>
<u>SCORE</u>		<u>67.65 (68)</u>

QUEENS FILM THEATRE (QFT)

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

QFT is situated at 20 University Square, Belfast. QFT has been a significant landmark on the Belfast cultural landscape for the last 40 years. QFT is Belfast's sole exhibitor dedicated to showcasing world cinema and reflecting cultural diversity. On average QFT screens films from over 40 countries per year and over a third of films shown at QFT are in a foreign language.

GRANT HISTORY

Queens Film Theatre has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£8,000</u>
<u>AF 2006/07</u>	<u>£10,000</u>

<u>AF 2007/08</u>	<u>£10,500</u>
<u>AF 2008/09</u>	<u>£11,500</u>
<u>D&O 2005/06</u>	<u>£12,000</u>
<u>D&O 2006/07</u>	<u>£15,500</u>
<u>D&O 2007/08</u>	<u>£15,500</u>
<u>D&O 2008/09</u>	<u>£13,500</u>
<u>Total</u>	<u>£96,500</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Queen’s Film Theatre (QFT) was established in 1968 and during the past 40 years has made a valuable contribution to the cultural experience of those living, working and visiting Belfast. QFT is unique insofar as it is Belfast’s sole exhibitor showcasing world cinema and reflecting cultural diversity. The increase in demand for cultural cinema has been reflected in a rise of audience figures by approximately 10% per annum. There is good evidence in QFT’s support for other organisations and the programme offers year-round opportunities for collaboration and creative partnerships.

ACCESSIBILITY

There is strong evidence of QFT’s developing education and outreach programme with specific programmes aimed at target audiences. A valuable asset to the organisation is the employment of a part-time Education Officer who works with schools, communities and the general public. The continuation of the ‘Bridging the Divide’ project and the planned Age Awareness week are commendable projects. There is good evidence of partnership with BVCB and NITB with regard to audience development. QFT’s partnership with Queen’s University Belfast (QUB) is ongoing.

ECONOMY

In the 2007/08 financial year the Belfast City Council grant was approximately 2% of QFT’s turnover and approximately 9% of total grant income.

Box office income increased by 5.5% and overall there is evidence of sound financial management. QUB provides an annual subsidy of £45k which is less than 1% of total income but they also provide in kind support – the premises, office space, building maintenance and administrative support in HR, Finance and IT. The finances of QFT are overseen by the manager and managed by a university directorate finance manager. Considering the value of such patronage QFT are in a good financial position.

CAPACITY

QFT employ 3 full time members of staff: QFT Manager, Programme and Booking Officer, a Marketing and Press Officer. An Education Officer is employed on a part-time basis. Six other members of staff are shared with Belfast Festival at Queens and there are 14 members of part time staff. All staff are contracted by QUB. QFT are in a fortunate position as they can avail of administrative support provided by the University. However, to some extent, this support also incurs a dependence on the

University. QFT have a dedicated Marketing and Press Officer and have included an effective marketing plan and budget. QFT provide strong evidence on their monitoring and evaluation systems and use the software ENTA. A feedback form on the website allows customers to voice their concerns directly to the 3 key members of staff, with a response guaranteed within 24hours (48 at weekends)

MANAGEMENT & GOVERNANCE

QFT is constituted as a unit within the Marketing, Recruitment and Communications Division of Queen's University, Belfast (QUB). QFT is managed by the QFT Advisory Group which consists of 10 members who meet quarterly to review financial and strategic issues. In turn, the group meet quarterly with the Culture and Arts Committee of the University. There is strong evidence to suggest that QFT benefits greatly from the administrative and in-kind support from within the University. QFT adheres to the policies and protocols laid down by the university and all relevant policies are in order. As a department within the university, QFT staff can avail of a wide range of courses but QFT states that it also works with Arts and Business to identify staff development needs and opportunities

SCORE

<u>Queen's Film Theatre</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>35</u>
<u>Accessibility</u>	<u>15%</u>	<u>9.75</u>
<u>Economy</u>	<u>15%</u>	<u>9.45</u>
<u>Capacity</u>	<u>10%</u>	<u>6.5</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.8</u>
<u>SCORE</u>		<u>67.5 (68)</u>

TINDERBOX

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Tinderbox develops, commissions and produces dynamic new theatre plays that resonate strongly with audiences in Belfast, Northern Ireland and beyond. The organisation provides professional expertise and innovative programmes to inspire, nurture and support both emerging and established playwrights. The organisation offers a specialised Outreach Programme to increase the value of its plays and productions for the communities it serves.

GRANT HISTORY

Tinderbox Theatre Company has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£15,000</u>
<u>AF 2006/07</u>	<u>£15,500</u>
<u>AF 2007/08</u>	<u>£15,750</u>
<u>AF 2008/09</u>	<u>£16,250</u>
<u>D&O 2007/08</u>	<u>£15,500</u>

Total	£78,000
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CULTURAL EXPERIENCE AND INFRASTRUCTURE

Tinderbox Theatre Company has been in existence since 1988 and is the largest independent theatre company in Northern Ireland. Its primary aim is the nurturing and development of new theatre writing and its prioritisation of this represents a strong argument for individuality of offer. Tinderbox demonstrates good evidence of working towards excellence, contribution to cultural experience and offer in the city. It has a number of awards to its name and recognition from ACNI in their 2007 Development of a Drama Strategy for its contribution to the arts.

The organisation also scores well regarding levels of support for cultural organisations in Belfast, through its creation and ongoing management of the Joint Sectoral Dramaturgy [the field of dramatic composition] Fund. Information provided on future partnerships with the MAC and The Lyric is positive although a detailed programme or letters of support would have been helpful. They also include an expansive list of partnerships but more detailed information on the schedule of what has been achieved would have been useful in order to make a more informed assessment. Programming has been and continues to be ambitious, however sometimes it falls short of expectation and there has been an inability to maximise on international invitations. Tinderbox's chief contribution to Belfast's physical cultural infrastructure is in its use of performance venues such as the Crumlin Rd Courthouse.

ACCESSIBILITY

There is good evidence of Tinderbox's commitment to accessibility as is evidenced by its programme of diverse cultural product and a strong Outreach Programme. A positive track record of working with individuals across the city and who represent a cross section of Section 75 groups is provided as is a comprehensive overview of their Outreach Programme, its aims and objectives, thus demonstrating that accessibility is part of their long-term strategy. Tinderbox also outlines a strong track record of working in 20 TSN and Super Output areas across the city.

ECONOMY

Tinderbox provide a clear overview of their contribution to Belfast's Economy in 2007-08, including names of sponsors and funders. They have not included figures from previous years so it is difficult to gauge development in this area. Tinderbox's turnover in 07-08 was £326,443. Grant income represents 72% of income of which Council monies represent approximately 5%. Funding from trusts and foundations represents 21% and other income 7% in the last year. Core staff costs account for 42% of this. This rises to 75%, inclusive of a further fifty plus short term contracts, demonstrating a good contribution to the economy. There is moderate evidence of Tinderbox's impact on cultural tourism in the city. The tender refers to tourists being part of Pick n Mix audiences but fails to state what percentage were actually tourists. Tinderbox's contribution to skills development across the city of Belfast is very good with a wide-reaching outreach programme and strategy of work with writers to develop new work. There is good evidence that Tinderbox has been recognised at a national and international level, however this is limited by their inability to engage at the latter.

CAPACITY

Tinderbox has a small core staff of four, including an Artistic Director, General Manager, Literary Manager and Outreach Manager. The tender refers to this as streamlined but it does raise some questions about capacity, in particular the multiple roles of key staff members, the position of General Manager [marketing, finance, administration]. Tinderbox have included a comprehensive marketing overview outlining how they plan to market their product, regionally and internationally. Plans include provision of a Marketing Manager for specific productions and while the plans are comprehensive, again the issue of capacity could prove problematic. Monitoring headings and methods are sound as are Evaluation measures within the organisation. Limited evidence is made of Outreach response from participants or External Evaluation.

MANAGEMENT & GOVERNANCE

Tinderbox is a Company Limited by Guarantee with charity status, governed by a Management Committee of 7 people representing a variety of sectors. Two places remain to be filled and the position of Chair is open. This is an area for concern as no rationale is given as to why the Chair has not been replaced or for the proposed two by two step movement of the Board. There is a Finance Sub-Committee and financial procedures appear strong. A number of Policy statements are listed and already submitted in Tinderbox's most recent applications to Council including a Staff Development Policy which is inclusive and appropriate.

Overall, Tinderbox is a small organisation that achieves a great deal in terms of both professional production and outreach provision. Capacity does need strengthening and is deemed an area of weakness within the organisation.

SCORE

<u>Tinderbox</u>		
<u>Cultural Experience and Infrastructure</u>	<u>50%</u>	<u>34</u>
<u>Accessibility</u>	<u>15%</u>	<u>10.2</u>
<u>Economy</u>	<u>15%</u>	<u>9.9</u>
<u>Capacity</u>	<u>10%</u>	<u>6.0</u>
<u>Management and Governance</u>	<u>10%</u>	<u>6.5</u>
<u>SCORE</u>		<u>66.6% (67)</u>

WHEELWORKS

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

WheelWorks is a youth arts charity working with children and young people aged 4–25 who may not have otherwise have access to high quality artistic activity. They work in partnership with all communities throughout Northern Ireland to provide taster workshops and issue based programmes which help young people to learn new skills and express themselves through traditional and digital art. The organisation was initiated in 1995 and became an independent organisation in 2001.

GRANT HISTORY

Wheelworks has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£7,500</u>
<u>AF 2006/07</u>	<u>£7,750</u>
<u>AF 2007/08</u>	<u>£8,000</u>
<u>AF 2008/09</u>	<u>£8,250</u>
<u>D&O 2007/08</u>	<u>£4,500</u>
<u>EHP 2005/06</u>	<u>£25,000</u>
<u>Total</u>	<u>£38,500</u>

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Wheelworks have been in existence since 1995 delivering a broad range of arts activities to young people across Northern Ireland. It is difficult to gauge whether Wheelworks currently see themselves as an arts provider or a youth organisation in that they state quite clearly that they are using arts as a tool to effect social change and are prioritising process over artistic product. They state audience figures of 20,000 but there is limited evidence of how this figure was arrived at or what percentage pertains to Belfast. Wheelworks refer to their mobile arts vehicle, the Art Cart, as a demonstration of their individuality of offer. While this was unique during the 1990's the work can now be duplicated with laptops and other arts organisations are delivering this type of work. There is little evidence of any contribution to the physical cultural infrastructure of the city. Wheelworks state that their activity is all outreach.

ACCESSIBILITY

There is evidence of the strength of cultural product and demonstration of excellence. Wheelworks provide good evidence of engaging with young people across the city, disabled people, Section 75 groups and people from Super Output areas. The Art Cart complies fully with Disability Discrimination Guidelines, enhancing this further. Wheelworks state that the opportunities for the participation of young people in the arts promotes audience development however, the tender provides limited evidence of audience numbers at any of the project showcases listed.

ECONOMY

Wheelworks turnover in 2007-08 was £170544 an increase of approximately 5% from the previous year. They project that this will increase by 1% next year with Belfast City Council grant accounting for approximately 5%. Core salaries represent 41% of their projected 08-09 budget but it is difficult to assess contract staff as this figure is not provided. Sponsorship to date has been in-kind. Wheelworks contribution to skills development is strong with a wide variety of training for young people and youth leaders integral to their product. Their contribution on a national and international scale has been good historically but there is limited evidence of this being a part of their future activities. Wheelworks state that they contribute to tourism in many ways but evidence of this is limited as examples provided include Art Cart presence at Community Festivals. It is considered unlikely that the Art Cart is the major tourist draw in these instances.

CAPACITY

Wheelworks Monitoring and Evaluation procedures are considered of a high standard and appropriate for the organisation. They enclose a 2008 Marketing Plan which is a thorough and appropriate document for the organisation. However there is conflicting information on their staff quota with 4 mentioned in the tender, but only 3 in their Marketing Plan. Their 2007-10 Business Plan highlights the lack of administrative support or appointment of a marketing officer as areas of weakness.

MANAGEMENT AND GOVERNANCE

Wheelworks is a Company Limited by Guarantee with charitable status. It is governed by a Board of 7 Directors. Policies and procedures score well as they are up to date and appropriate for the organisation. Staff Development has been good in the past but needs further clarification on how it will be implemented in the future. Finance is monitored through Voluntary Services Belfast and while both the Tender and Business Plan state that procedures are robust, a clearer breakdown of the line of responsibility would have been preferable.

Wheelworks		
Cultural Experience and Infrastructure	50%	29
Accessibility	15%	10.5
Economy	15%	9.6
Capacity	10%	6.4
Management and Governance	10%	6.4
Score		61.9

YOUTH ACTION NORTHERN IRELAND

BRIEF SUMMARY OF ORGANISATION'S ACTIVITIES:

Youth Action Northern Ireland's Rainbow Factory delivers high quality performing arts training underpinned by youth work principles to young people aged 8-25. A priority is to work with disadvantaged young people to support them as equal citizens whose voices are heard and valued.

They have 270 members participating in weekly dance/drama classes, production rehearsals, outreach programmes and issue based theatre opportunities. Annually they provide over 1000 workshops to their membership and create an average of 10 productions in their purpose built Youth Arts facility. They also provide outreach programmes to ethnic minority young people and young people with disabilities.

GRANT HISTORY

Youth Action NI has received Belfast City Council funding since 2005.

<u>YEAR AND SCHEME</u>	<u>GRANT</u>
<u>AF 2005/06</u>	<u>£5,000</u>
<u>AF 2006/07</u>	<u>£5,500</u>
<u>AF 2007/08</u>	<u>£6,000</u>
<u>AF 2008/09</u>	<u>£8,000</u>
<u>CFF 2007</u>	<u>£3,500</u>

D&O 2007/08	£12,000
D&O 2008/09	£11,500
Total	£51,500

CULTURAL EXPERIENCE AND INFRASTRUCTURE

Originally a pilot dance and drama class for 15 young people Youth Action's Rainbow Factory has developed into a youth arts organisation providing over 800 classes in performing arts to 270 young people aged 8-25. Youth Action provide ongoing training, scheduled productions throughout the year and a highly inclusive Outreach Programme, in Belfast and beyond. There are good levels of uptake in terms of both audience and participants with approximately 6% of past members progressing to further arts training in the last 5 years and a significant number securing high profile work in theatre, film and television, thus demonstrating a high level of quality in their training provision. Youth Action has included a 5 year Strategy Document outlining an achievable plan to consolidate and develop their existing programme. High levels of quality in their product are evidenced by the organisation receiving a number of awards from the arts, community and education sector. Strong evidence of individuality of offer as well as contributing to Belfast's physical infrastructure is evident in their new space in College Square North [CSN] being Northern Ireland's only bespoke Youth Theatre. This is further enhanced by the provision of office and workshop space for other organisations. They have a good track record in working with a wide variety of groups and were included in the programme at the 2008 Feile and Cathedral Quarter Arts Festivals.

ACCESSIBILITY

There is strong evidence that Youth Action has an inclusive approach to attracting audiences and participants through providing a means tested/discount policy on fees and tickets. The CSN building has full disabled access and is situated in Divis Ward, thus indicating a strong commitment to accessibility. This is consolidated by the provision of a number of Outreach Programmes aimed at individuals representing Section 75. The provision of an accredited training scheme for 11 young people from Super Output Areas across the city enhances this further. Audience development is considered strong with performance and arts opportunities for children aged 8+ that are part of the organisation's Strategic Plan. The increased profile of their work, including a relationship with Belfast's Welcome Centre, generating increased audience levels is considered positive.

ECONOMY

Youth Action do not score as highly here because the tender does not provide a comprehensive breakdown of their contribution to the city. Sponsorship is mentioned but no detail regarding figures on amounts secured is included. Other than an annual £50,000 income of fees and ticket sales, they do not provide an annual turnover breakdown. An annual report is included containing details of all income and expenditure but this relates to Youth Action as a whole and from this it can be gauged that their turnover is £3,691,516 with Council monies representing .5% of this in 2007. £1.2 million is mentioned on wages spent, but refers to the staff of the entire organisation and does not include contracted staff working directly in their Youth Arts Provision; the area Youth Action are seeking funding for Youth Action's Rainbow Factory is an internationally recognised model of good practice with a long track record of international partnerships and arts/youthwork participation, thus enhancing

Belfast's profile. They make a reasonable contribution to tourism, hosting international youth events. Skills Development is strong with a wide variety of courses available to staff, volunteers and participants.

CAPACITY

The tender provides confusing information in this area as it states that Youth Action has a small efficient administration and finance team at College Square North, however they include the wages of the whole organisation in the previous section. Additionally, with the exception of a Building Administrator, Administrator and Trainee Technician, there is little evidence is made of how many staff there are or what they do. A comprehensive Marketing Strategy is included and there is reasonable evidence that outputs are in the process of being achieved. Monitoring and evaluation structures are appropriate and include both external and internal evaluations.

MANAGEMENT & GOVERNANCE

Youth Action is a Company Limited by Guarantee with charitable status. It is governed by a Board of Directors but there is limited information in the tender regarding the Board. However this information can be approximated from the included Annual Report. It also states that the organisation is accountable to membership representatives but no detail is included. The organisation's structure is also supported by Voluntary advisory groups including a parental group and a young persons Youth Arts group. Finance appears strong with a Finance Co-ordinator in place and a sound structure for management. A 2007 Annual Report is included containing a thorough overview of the organisations finances. Staff development is good with opportunities for staff and volunteers built into their 5 year strategy. 7 policies including Child Protection and Staff Development are listed but not included. No other policies and procedures are listed. Belfast City Council are in receipt of policies from Youth Action but these date from 2006 and it is considered appropriate that these should now be updated

SCORE

<u>Youth Action</u>		
<u>Cultural Experience and Infrastructure</u>	50%	35
<u>Accessibility</u>	15%	11.4
<u>Economy</u>	15%	9.3
<u>Capacity</u>	10%	6.2
<u>Management and Governance</u>	10%	6.2
<u>SCORE</u>		68.1% (68)