



Ulster-Scots Agency
Boord o Ulstèr-Scotch

Board Decisions 2019

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**Tha Boord o Ulster-Scotch
170th Board Meeting
21st February, 2019
The Corn Exchange, Belfast**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Mr. Iain Carlisle
	Ms Julie Andrews
	Ms. Val O’Kelly
	Ms. Ida Fisher
	Mr. David McNarry
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. David McCallum, Director of Corporate Services
	Mr. Richard Hanna, Director of Education and Language
Apologies;	Mr. Allen McAdam
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Outturn Report

Mr Crozier presented the Outturn Report on the 2018 Business Plan and provided the Board with explanations for the 4 targets which were not fully completed by year end. The Board noted the report.

7. Corporate Plan

The 2018 Annual Review of the Corporate Plan 2017-2019 was presented by Mr McCallum and noted by the Board. Mr Crozier drew the Board’s attention to the fact that 2019 is the last year of the current Corporate Plan and that preparation would soon need to begin for the preparation of the new plan, covering 2020-2022. It was agreed that the executive would arrange a planning day for board members which would help to inform the new plan.

10. Marketing – Burns by the Lagan

The Chairman, Mr Gamble opened the item by reflecting on the quality of the Burns by the Lagan concert and the excellent television programme which had been produced as a result of it.

Mr Crozier spoke to the paper, which provided initial reflections on the success of the event and an update on discussions with a range of stakeholders regarding future activity. He advised that not all of the financial information was currently available and that it was too early to make decisions around future activity. The Board agreed to receive a more detailed report at a future meeting.

12. Gifts & Hospitality

The Board noted the contents of the paper.

13. HR Report

The Board noted the contents of the paper.

14. Corefunded Groups (Q.4)

The Board noted the contents of the reports.

15. Business Cases

The Board noted the contents of the paper.

16. CEO Report

Mr Crozier spoke to his report, which was noted by the Board. The Board noted the position with regard to DfC's decision to terminate its leases in the Corn Exchange and authorized the Chief Executive to investigate options with a view to maintaining the integrity of the Corn Exchange as an Ulster-Scots hub.

**Tha Boord o Ulster-Scotch
171st Board Meeting
28th March, 2019
Monaghan County Council Chamber, Knockaconny, Monaghan**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Mr. Iain Carlisle
	Mr. Allen McAdam
	Ms. Val O’Kelly
	Ms. Ida Fisher
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. David McCallum, Director of Corporate Services
	Mr. Richard Hanna, Director of Education and Language
Apologies;	Mr. David McNarry
	Ms. Julie Andrews
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

1. Welcome from the Chairperson

Mr. Gamble welcomed Board Members to the 171st Meeting of the Board in Monaghan County Council Chambers.

On behalf of the Board, Mr Gamble thanked Allen McAdam for all of his work in setting up today’s meeting and the planned site visit in connection with the Monaghan Peace Campus project later in the day.

6. Business Plan

Mr Crozier spoke to the draft Business Plan, advising that no comments or amendments had been received from Board members since the plan was first circulated in December. A small number of minor amendments had been made to the targets. Board members suggested a change in relation to the target for school music and dance tuition, which was made. Mr Crozier took on board a suggestion to examine ways that different elements of the Agency’s work, such as networking, might be given visibility in future business plans. At the conclusion of the discussion, the Board agreed to approve the Business Plan.

Activity Report

The Board noted the contents of the Activity Report.

Annual Accounts

Mr. McCallum spoke to the draft Annual Accounts for 2018. These showed a deficit of £171k, which balanced out a surplus from the previous year. After a discussion, the Board approved the draft accounts.

7. Finance Report

Mr. McCallum presented this report and confirmed the 2017 annual accounts are still with Foras. The U-SA audit will continue over the next few weeks then we await closure with Foras. The Budget is performing as expected; there is a 25% overspend on Education, but this is small in cash terms and reflects timing issues. Mr McCallum also tabled the regular reports on **Prompt Payments** and **Statutory Obligations**. Following discussion, the Board noted all of the Finance Reports.

9. Gifts & Hospitality

The Board noted the contents of the paper.

10. HR Report

The Board noted the contents of the report on current HR issues.

11. Outstanding Business Cases

Mr McCallum updated the Board in relation to the following business cases, for which Sponsor Department approval is awaited:

- Accounts Raphoe – Lease
- Accounts Belfast – Lease
- USCN Core Funding 2019

12. Grants Sub Committee

The Minutes were noted by the Board. The executive agreed to look at ways in which Board members could be supported to visit schools where Ulster-Scots Agency supported programmes are ongoing.

13. CEO Report

Mr Crozier presented his report, which was discussed and noted by the Board.

**Tha Boord o Ulster-Scotch
172nd Board Meeting
18th April, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Mr. Allen McAdam
	Mr. David McNarry
	Ms. Ida Fisher
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. David McCallum, Director of Corporate Services
Apologies;	Mr. Iain Carlisle
	Ms. Julie Andrews
	Ms. Val O’Kelly
	Mr. Richard Hanna, Director of Education & Language
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report against draft Business Plan

Mr Crozier presented this report. In discussing the current position of the Ulster-Scot newspaper, a member suggested approaching the Belfast Newsletter to encourage them to have an Ulster-Scots page. Mr Crozier agreed to follow this up.

7. Finance Report

Mr. McCallum presented this report and confirmed the 2017 annual accounts are still with Foras. The U-SA audit is currently underway and is due to complete by 29th April. The report is then expected by mid-June. The Annual Budget is performing as expected; there is a 25% overspend on Education and Marketing, but this is small in cash terms and reflects timing issues.

Pension costs are currently being adjusted.

Mr McCallum also tabled the regular reports on **Prompt Payments** and **Statutory Obligations**. Following discussion, the Board noted all of the Finance Reports.

11. CEO Report

Mr Crozier presented his report, which was discussed and noted by the Board. The recent matter of DfC pulling out of the Corn Exchange was discussed. It was agreed that Mr Crozier would continue to explore options with a view to safeguarding the Ulster-Scots Hub and bring a paper to the next meeting. It was also agreed that Mr Crozier would liaise with the Chairman and Mr McAdam on an ongoing basis to avail of their expertise.

The new facilities at Church House are now open and Mr Crozier has proposed to arrange a visit for Board members to see the new facility at a future date.

**Tha Boord o Ulster-Scotch
173rd Board Meeting
16th May, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Mr. Allen McAdam
	Ms. Val O’Kelly
	Ms. Ida Fisher
	Mr. Iain Carlisle
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. David McCallum, Director of Corporate Services
	Mr. Richard Hanna, Director of Education & Language
Apologies;	Ms. Julie Andrews
	Mr. David McNarry
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report Against Draft Business Plan

Mr. Crozier spoke to the progress report, which was noted by the Board.

7. Finance Report

This was noted and approved by the Board.

9. Gifts & Hospitality

The Board noted the contents of the report.

10. HR Report

The Board noted the contents of the report.

11. Education Report

Mr Hanna gave a presentation to the board on a number of recent outreach events in the USA, including a series of events at which Omagh Protestant Boys Flute Band appeared in Savannah Georgia and an Ulster-Scots exhibition in that city, the tercentenary of the establishment of Londonderry New Hampshire, the launch of a book about the 1718 migration in Freeport Maine and an Ulster-Scots event staged as part of the Carnegie Migrations Festival in New York City.

Mr Hanna and Mr Crozier answered questions from board members.

Mr Crozier explained how these opportunities were made possible through effective partnerships with the Northern Ireland Bureau and the Department of Foreign Affairs of the Irish Government.

The board commended the work and recognised its value both in the United States and the positive contribution it makes to the perception and value of Ulster-Scots culture and heritage at home.

12. CEO Report

The Board noted the contents of the report.

13. Policies and Procedures

The Board reviewed and approved the following Documents:

- Audit Committee Terms of Reference Update
- Grants / Grants Appeal Committee Terms of Reference Update
- Personnel Committee Terms of Reference Update
- Policy Committee Terms of Reference Updates

The Board also approved updates changes to the following policies and procedures:

- Business Case Policy
- It Back Up Policy
- Car Parking Policy
- Mobile IT Equipment Policy
- Mobile Phone Equipment

14. Corn Exchange Ulster-Scots Hub

Mr Crozier presented a paper and supporting documentation to the Board in relation to accommodation options at the Corn Exchange. The Board took a short recess to read the paper in detail and there followed an extensive discussion in relation to the range of options. The Board agreed that the Agency's accommodation needs were best served at the Corn Exchange. The Board also agreed that its preferred outcome is to see all of the Corn Exchange utilised for Ulster-Scots activity, as this represents the greatest potential for sectoral growth. However the Board asked Mr Crozier to explore options which might allow for this to be achieved with less commercial risk than was contained in the current options, while keeping the potential costs at a manageable level.

15. AOB

Mr McCallum reported that the Grants Sub-Committee had met prior to the Board meeting and approved festival grant applications as well as reviewing the summer school applications and FuseFM application from the Schomberg Society, Kilkeel. The minutes of this meeting will be presented at the next Board meeting.

16. Date of Next Board Meeting

Board members were reminded that the next meeting will take place on 20th June, 2019.

**Tha Boord o Ulster-Scotch
174th Board Meeting
20th June, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Ms. Julie Andrews
	Ms. Ida Fisher
	Mr. David McNarry
	Mr. Iain Carlisle
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. Richard Hanna, Director of Education & Language
	Mr. John Tracey, Staff Officer Account
Apologies;	Mr. Allen McAdam
	Ms. Val O’Kelly
	Mr. David McCallum, Director of Corporate Services
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report Against Draft Business Plan

Mr. Crozier spoke to the progress report, which was noted by the Board.

7. Finance Report

The report was presented by Mr Tracey in the absence of Mr McCallum and noted by the Board.

9. Education Report

Mr Hanna spoke to his report and provided the Board with a demonstration of the new Land of Promise learning resources on the Agency’s Learning Platform. The Board noted the contents of the report and asked to be kept updated in relation to the situation around Music & Dance tuition funding for schools.

10. Gifts & Hospitality

The Board noted the contents of the report.

11. HR Report

The Board noted the contents of the report.

12. CEO Report

Mr Crozier presented his report which was discussed and noted by the Board.

13. Policies and Procedures

The Board reviewed and approved the following Policy and Documents:

- Conflict of Interest Policy (*Audit Team confirmed this complies with standards*)
- Policy Revisions Table

14. Corn Exchange Ulster-Scots Hub

Mr Crozier spoke to the paper and the Board approved the submission of a Business Case to Sponsor Departments on the basis outlined. The Board also approved the commencement of Preparatory work on the lease, subject to Business Case approval.

15. AOB

The Board agreed that the executive should investigate options for a Board meeting in Donegal and noted that the visit to Church House in Belfast is still to be arranged.

**Tha Boord o Ulster-Scotch
175th Board Meeting
8th August, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Ms. Julie Andrews
	Ms. Ida Fisher
	Mr. Iain Carlisle
	Mr. Allen McAdam
	Ms. Val O’Kelly
	Mr. David McNarry
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. Richard Hanna, Director of Education & Language
	Mrs. Karen Stewart, Staff Officer Account
Apologies;	Mr. David McCallum, Director of Corporate Services
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report Against Draft Business Plan

Mr. Crozier updates all members on the progress report and a conversation was had around the Ulster-Scots v Scotch-Irish branding issue. Mr McNarry expressed his concerns in relation to the branding and identity via the American portal.

The report was noted and approved by the Board.

7. Finance Report

The report was presented by Mrs. Karen Stewart in the absence of Mr. McCallum and all was approved by the Board. It was noted that (2) Audits are due to commence in the coming week, (Accounts Payable / Grants).

There was a query on the underspend statistics by Mr Iain Carlisle and Mrs Stewart accounted for the breakdown on figures.

8. Fraud Report

This is still ongoing and the Board noted the report.

9. Education Report

Mr Hanna provided a verbal update to the Board and informed all members on the new course currently running on the learning platform. This joint course is co-currently running both here in Ulster and Maine, USA. The course runs for 2 hours over the next 6 weeks.

The Board noted the contents of the report.

10. Gifts & Hospitality

The Board noted the contents of the report.

11. HR Report

Only (1) long term sickness was reported, but staff member is expected to return in the coming week. The Board noted the contents of the report.

12. CEO Report

Mr Gamble presented this report and in addition Mr Crozier updated all Board Members on several aspects of his report, including the Workman Clarke Totem unveiling and memorial service held earlier same day. Members were also updated on (2) capital projects the Agency is currently involved with (i) The Gobbins (ii) Grant Cottage/Arthur Cottage.

It was also noted that both Mr McAdam and Mr Crozier are working closely on the Ballieborough Plantation Museum project. This will be the first Plantation Museum in the Provence. This report was noted by the Board.

13. Policies and Procedures

The Board reviewed and approved the following Policy and Documents:

- (13.1) Policy Revisions
- (13.2) Drawdown Procedure

14. AOB

The Board agreed to investigate options for a Board Meeting to be held in conjunction with a visit to the Linen Hall Library, Belfast enabling all Board members to view the Gibson Exhibition at the same time.

**Tha Boord o Ulster-Scotch
176th Board Meeting
19th September, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettyle
	Ms. Julie Andrews
	Ms. Ida Fisher
	Mr. Iain Carlisle
	Mr. Allen McAdam
	Ms. Val O'Kelly
	Mr. David McNarry
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. Richard Hanna, Director of Education & Language
	Mr. David McCallum, Director of Corporate Services
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report Against Draft Business Plan

Mr. Crozier updated all members on the progress report and discussions were had in relation to the following;

- Ulster-Scots Language Week
- European Heritage Weekend
- Jackson Cottage

The report was noted.

7. Finance Report

The report was presented by Mr McCallum.

7.0 Internal Audit : It was confirmed that one more internal audit is due before the end of 2019. The accounts for 2017 are due to be laid soon, the delay is due to an issue with Foras accounts which now appears to be resolved. Mr Gamble suggested the Permanent Secretary should be informed of the ongoing delays and raise the concern surrounding the delay in finalising the accounts over a year after they were signed off.

7.1 Budget v Actual : A slight variance is to be expected due to delay in recruitment, computer expenses and the marketing budget which is underspent so far, but expected to even out by the year end.

7.2 Prompt Payments : It was confirmed that all grants were paid inside the timeframe of 30 days.

7.3 Statutory Obligations: The report was presented and noted by the Board.

7.4 Risk Register : Discussions were had in relation to a budget shortage in the schools music and dance programme. It was agreed that reputational risk should be added to the register.

The report was noted by the Board.

8. Fraud Report

The board noted the contents of the report.

9. Education Report

Mr Hanna presented this report and updated the Board on the new learning intervention, with the commencement of a new 6 week / 2 hour course which is to begin on Monday 23rd September, 2019.

The Land of Promise event with the teachers was hugely successful on the 18th September, 2019.

It was confirmed the Savannah video is complete and there are plans in place for a launch and private screening for Band Members and an invited audience before it goes out to the public.

The Board noted the contents of the report.

10. Gifts & Hospitality

The Board noted the contents of the report.

11. HR Report

Only (1) short term absence was reported. The Board noted the contents of the report.

12. CEO Report

Mr Crozier spoke to his report, which was noted by the Board.

13. Policies and Procedures

The Board reviewed the policies revisions report and approved the Risk Management Policy.

14. Minutes from Sub Committees

Relevant minutes from the *Sub Committees* were noted by the Board.

15. Minutes from Core Funded Groups

Minutes from the Core Funded Groups were all noted by the Board

**Tha Boord o Ulster-Scotch
177th Board Meeting
17th October, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Freddie Kettle (Vice Chairman)
	Ms. Julie Andrews
	Ms. Ida Fisher
	Mr. David McNarry
	Ms. Val O’Kelly
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. Richard Hanna, Director of Education & Language
	Mr. David McCallum, Director of Corporate Services
Apologies:	Mr. Allen McAdam
	Mr. Iain Carlisle
Recording Secretary:	Ms. Jacqui Leeman (PA to CEO)

6. Progress Report Against Draft Business Plan

The progress report was presented by Mr Crozier and discussions were had in relation to the following;

- Ulster-Scots Newspaper (1.8)
- Learning Strategy (2.13)
- Discover Scotch-Irish Website (3.4)

The report was noted by the Board.

7. Finance Report

The report was presented by Mr McCallum.

Internal Audit : It was confirmed that one more Internal Audit is due and will be complete by the end of November 2019.

Annual Accounts : the 2017 Accounts will hopefully be laid by end of October 2019 in both jurisdictions.

2018 : The 2018 Audit Fieldwork is complete and the Agency is hoping to receive a Management Letter and Certificate in November 2019.

7.1 Budget v Actual : A slight variance but nothing significant to report.

7.2 Prompt Payments : It was confirmed that all payments were within the guidelines on this report.

7.3 Statutory Obligations: (1) complaint was received in relation to the Agency Equality Scheme, the Senior Management are processing the complaint. The report was noted by the Board.

8. Fraud Report

A verbal report was presented by Mr McCallum board noted the contents of the report.

Mr Crozier updated the Board on the final stages to bring the issue to a close.

9. Education Report

Mr Hanna presented this report and updated the Board on the new learning course which is now half way through (week 3/6 completed). With high levels of participants on both sides of the Atlantic and feedback so far has been positive. More than 50 participants have enrolled on the course. Feedback from all sessions to date has been very positive.

The Ulster in Savannah video is now complete and has been viewed by funding partners. Feedback is very positive. There will be a private screening in Omagh of this video (32 mins) on Wednesday 23rd October. Plans are in process to arrange several further launch events.

Mr Crozier confirmed we are currently in talks with Shane Stevens (Atlanta) about links between Belfast and Nashville in 2020. Launches of the Savannah video have been proposed by the Irish Consul General for Savannah, Atlanta and Washington DC.

Ulster-Scots Food Traditions are now available and uploaded to our learning platform. Some of the cooking demonstrations and videos are being mapped to the Key Stage 3 curriculum for use in post primary schools.

There were some discussions about ways in which videos may be promoted.

The Board noted the contents of the report.

10. Gifts & Hospitality

The Board noted the contents of the report.

11. HR Report

The Board noted the contents of the report.

12. CEO Report

Mr Crozier spoke to his report, which was noted by the Board.

13. Policy Revisions and Procedures

The Board reviewed and approved the policy updates for the period as well as reviewing the updates year to date. The Board approved the new Drawdown Procedure.

**Tha Boord o Ulster-Scotch
178th Board Meeting
21st November, 2019
Ulster-Scots Agency**

Present:	Mr Keith Gamble (Chairman)
	Mr. Allen McAdam
	Ms. Julie Andrews
	Ms. Ida Fisher
	Mr. David McNarry
	Ms. Val O’Kelly
In Attendance:	Mr. Ian Crozier, Chief Executive
	Mr. Richard Hanna, Director of Education & Language
	Mr. David McCallum, Director of Corporate Services
Apologies:	Mr. Freddie Kettle (Vice Chairman)
	Mr. Iain Carlisle
Recording Secretary:	Ms. Jacqui Leeman (Reception/Admin)
	Ms. Rachel Shannon (PA to CEO)

6. Progress Report Against Draft Business Plan

The progress report was presented by Mr Crozier. Following questions and discussion, the Board noted the contents of the report.

7. Finance Report

The report was presented by Mr McCallum and noted by the Board.

8. Fraud Report

Mr McCallum provided a verbal report on the current case and confirmed that a letter was currently being drafted for Sponsor Departments that would close the matter.

9. Education Report

Mr Hanna presented this report and updated the Board on the recent success of the (6) week transatlantic course which was ongoing at the time of the meeting.

Filming is to commence next week with Paula McIntyre, to include (12) new recipes and short videos. It was suggested this could be published online along with the proposal for a traditional Ulster-Scots Recipe Book in 2020.

Action : It was agreed that the executive would provide Board members with a breakdown of the costings involved with the Paula McIntyre project.

The Board noted the contents of the report.

10. Gifts & Hospitality

The Board noted the contents of the report.

11. HR Report

The Board noted the contents of the report.

12. CEO Report

Mr Crozier spoke to his report, which was noted by the Board.

13. Policy Revisions and Procedures

The Board noted the contents of the report.