



Corporate Plan 2023-2025

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Section 1: Chairman's Foreword

It is to be hoped that the corporate plan period from 2020 to 2022 will prove to be the most challenging that we will ever see. The global Covid-19 pandemic had a profound effect across all areas of societal activity including culture and the Ulster-Scots community was similarly impacted. The public health situation forced an effective shutdown of all cultural activities in schools and communities for extended periods of time and restrictions also had significant impacts in terms of massively reducing the income of community organisations while at the same time increasing costs as they attempted to reopen.

In common with workers across sectors, Ulster-Scots Agency staff were required to transition to working from home almost overnight, while at the same time dealing with the enormous pressures placed on individuals and families by exposure to Covid-19, repeated lockdowns and extended periods of health restrictions or home schooling. Notwithstanding these challenges, the Agency adapted quickly to the situation, moving to support our sector to adapt to the rapidly changing position. When resources were made available to sustain cultural sectors, the Agency played a key role in securing funding for the Ulster-Scots community and made a Herculean effort to ensure that support reached as many groups as possible. More than 900 grants, with a total value in excess of £2.7million, were issued by the Agency to help with Covid safety and the financial impact of the pandemic, in what was the largest disbursement of funds ever made to the Ulster-Scots sector.

An important learning point from the footprint of Agency funding during the pandemic is that it provides a clear indication of the true extent of the Ulster-Scots sector, which is much larger than might have been supposed from our normal funding footprint, which was artificially reduced by resource limitations. A 25% increase in demand has already been seen in relation to community-based music and dance tuition, due to new applications from groups supported during the pandemic. While the Agency was able to flex to meet that demand, further increases will be very difficult to manage against the backdrop of further budget stagnation or reduction.

During the pandemic Agency staff worked hard to support the continuation of Ulster-Scots activity in schools, often involving a blended approach of online learning and face-to-face provision. By the end of 2022, Agency activity in schools had largely returned to 2019 levels, with strong indications of increasing demand in the coming years. Widespread talk of Ulster-Scots in the public sphere is undoubtedly contributing to increased interest, as is awareness of coming change within the education sector. It is worth noting however that the resources currently available to the Ulster-Scots Agency have not increased and no resources have been made available through education sector organisations, so this is likely to create pressures in the future that will need to be managed.

Despite the great challenges of trying to sustain Ulster-Scots activity during the period, there were also notable advances. The Ulster-Scots Agency played an important role in relation to historical and cultural milestones such as the Centenary of Northern Ireland and the Platinum Jubilee of HM Queen Elizabeth II, organising flagship events at Parliament Buildings, Stormont and enabling a wide range of Ulster-Scots activity in local communities through a new Small Events Grant established to stimulate post-Covid revitalisation. Our efforts to preserve and promote vital Ulster-Scots heritage also led to new projects with

the Linen Hall Library, Presbyterian Historical Society and Union Theological College, which included support to restore the fabric of the historic Gamble Library, seat of the Northern Ireland Parliament from 1921 to 1932, which will celebrate its 150th anniversary in 2023.

Ulster-Scotch Leid Week / Ulster-Scots Language Week, first launched in 2019, continued to grow in breadth and depth notwithstanding the disruption in 2020 and 2021: and by 2022 saw a programme delivered in person across all nine counties of Ulster. The number of people completing our online Wheen o Wurds quiz grew to over 140,000 by 2023, foreshadowing and reinforcing the results of the 2021 Census, which were released in 2023 and revealed a historic advance for the Ulster-Scots language, with the number of people in Northern Ireland growing to over 190,000 – an increase of more than 50,000 on the 2011 figure. Another important development in relation to the Ulster-Scots language during the period was a steady growth in writing and publication in the language, which was supported by the launch of a new annual Ulster-Scots Writing Competition, delivered by the Linen Hall Library with support from the Ulster-Scots Agency, which is now entering its third year.

In the coming period, the Agency will work to consolidate the progress that it has made in recent years, while working with the Ulster-Scots community to adapt to new human rights and other legal changes that have been made in Northern Ireland including the recognition of the Ulster-Scots community under the Framework Convention for National Minorities and the new legal duty on the education system; and other changes which flow from the New Decade New Approach agreement. During the period we also expect Ireland to ratify the European Charter for Regional or Minority Languages in respect of Ulster-Scots, which will be another step forward. It is vital however, if the promise of these commitments is to be fully realised, that the Ulster-Scots Agency and Ulster-Scots community are appropriately resourced to take advantage of them.

We will continue to be flexible and adapt to opportunities as they arise, while maintaining a focus on our mission to inspire and empower people and communities in Ulster to embrace their Ulster-Scots identity, build kinship with those outside Ulster who share our identity and friendship inside Ulster with those who do not.

Freddie Kettyle
Acting Chairman

Section 2: Executive Summary

This Corporate Plan sets out the high-level priorities and actions that the Ulster-Scots Agency proposes to undertake in fulfilling its statutory remit in the period 2023 to 2025. It has been prepared having regard to Programme for Government objectives in Ireland and Northern Ireland, established and emerging human rights contexts in both jurisdictions, the New Decade New Approach agreement and sponsor department priorities. Consideration has also been given to the progress achieved in the Corporate Plan period 2020 to 2022; and relevant information gathered by the Agency and other key stakeholders.

The Vision and Mission of the Ulster-Scots Agency were revised following the UK government decision to recognise the Ulster-Scots community under the Framework Convention for National Minorities. They are set out below:

Vision

The rich, vibrant identity and global impact of the Ulster-Scots community should be recognised, respected and embraced at home and abroad.

Mission

To inspire and empower people and communities in Ulster to embrace their Ulster-Scots identity, build kinship with those outside Ulster who share our identity and friendship inside Ulster with those who do not.

This plan is built around three strategic aims, **Inspire**, **Empower** and **Engage**, which have been maintained from the last corporate plan period.

Strategic Aim 1: Inspire

The Agency will identify, interpret and animate Ulster-Scots language, heritage and culture. We will raise awareness by supporting and delivering Ulster-Scots focused events and exhibitions, including on important milestones like the 225th anniversary of the 1798 Turn Out in 2023, the 200th birthday of Lord Kelvin in 2024 and the 300th anniversary of the Six Mile Water Revival in 2025; and providing an Ulster-Scots presence at events run by others, such as the annual Balmoral Show. We will establish and develop a new Ulster-Scots Day in May of each year, celebrating the recognition of the Ulster-Scots community as a national minority of the UK and we will continue to build on the success of Ulster-Scots Language Week each November. We will continue to work in partnership with important cultural institutions such as the Linen Hall Library and Union Theological College to promote and preserve Ulster-

Scots heritage assets. We will also work with schools across Ulster to promote awareness of Ulster-Scots identity through our established progression pathway, which includes school workshops, Afterschool Clubs, music and dance tuition and the Ulster-Scots Flagship School programme.

Strategic Aim 2: Empower

The Agency will equip individuals and groups with knowledge and skills to engage with Ulster-Scots language, heritage and culture. We will continue to support the development of Ulster-Scots cultural skills in the community and celebrate achievement through our Music and Dance Tuition grant programme and series of annual graduation events. The confidence of individuals in using the Ulster-Scots language will be supported by an annual programme of language workshops in schools and community groups. We will continue to encourage the post-pandemic recovery of activity in the Ulster-Scots sector through the Ulster-Scots Small Events programme and the annual Ulster-Scots Community Festivals grant programme. Support for the wider Ulster-Scots sector will continue to be resourced through core funding for the Ulster-Scots Community Network and sustaining our successful Community Impact Programme will ensure continuing development in a growing number of communities. Ulster-Scots provision for young people will be supported through our established Summer Schools grant programme and the development of our new grant programme for youth organisations.

Strategic Aim 3: Engage

The Agency will reach out locally and globally, to enhance friendship with people in Ulster whose primary identity is not Ulster-Scots: and foster kinship with people beyond Ulster who share our identity. We will deliver an annual programme of engagement with other cultural minority communities in Ulster. We will also continue to extend our range of relationships with communities and partner cultural organisations in Scotland and deliver an annual programme of East/West School Twinning with a view to achieving a more structured relationship with the mither country. An annual programme of engagement on Scotch-Irish heritage will build towards the 250th anniversary of American Independence in 2026 and will be complemented by a growing programme of engagement with Ulster-Scots diaspora partners/communities in the Commonwealth.

The plan includes specific objectives under each aim, which are associated with time-bound targets and defined outputs. Each objective is assigned to one of the Agency's operational directorates.

Section 3: Introduction

The Organisation

The Ulster-Scots Agency (Tha Boord o Ulster-Scotch) is an agency of the North South Language Body established under the British/Irish Agreement Act 1999 and the North/South Co-operation (Implementation Bodies) (NI) Order 1999. Its statutory remit is the “promotion of greater awareness and use of Ullans and Ulster-Scots cultural issues, both within Northern Ireland and throughout the island”. In carrying out its functions, in relation to Ulster-Scots language and cultural issues the Agency may:

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

The Agency has a board of eight members (currently 3 vacancies), appointed by the North South Ministerial Council. These members, taken together with the sixteen similarly appointed board members of Foras na Gaeilge, comprise the membership of the North South Language Body.

The Agency currently has an approved staff complement of 15.77 FTE and is headed by the Chief Executive. The current structure of the organisation is set out at Appendix A.

The Sponsor Departments for the North South Language Body are the Department for Communities (DfC) in Northern Ireland and the Department of Tourism, Culture, Arts, Gaeltacht, Sport & Media (DTCAGSM) in Ireland. The Ulster-Scots Agency is funded by grants voted by the Northern Ireland Assembly (75%) and by Dáil Éireann (25%).

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

Core Principles

The Ulster-Scots Agency is committed to excellence in everything that we do. In working to deliver on our statutory remit we are guided by the following core principles:

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

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

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

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

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

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

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

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

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

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

Programme for Government Context

Northern Ireland

In 2021, the Northern Ireland Executive consulted on a new Draft Outcomes Framework, developed following the New Decade, New Approach agreement, which identified nine outcomes for the Programme for Government.

1. Our children and young people have the best start in life
2. We live and work sustainably – protecting the environment
3. We have an equal and inclusive society where everyone is valued and treated with respect
4. We all enjoy long, healthy, active lives
5. Everyone can reach their potential
6. Our economy is globally competitive, regionally balanced and carbon-neutral
7. Everyone feels safe – we all respect the law and each other
8. We have a caring society that supports people throughout their lives
9. People want to live, work and visit here

The complex nature of the challenges we face and the need for interconnected actions to address them was reflected in the identification of a number of cross-cutting Key Priority Areas which underpin one or more of the nine outcomes. Four Key Priority Areas specifically address culture, identity or diversity, viz., **Sport, Arts and Culture**; **Tackling Sectarianism, Building Respect and Identity**; **Capability and Resilience**; and **Rights and Equality**. The work of the Ulster-Scots Agency is arguably most relevant in these areas (and indeed Ulster-Scots is explicitly referenced in relation to several of them). However, the organisation's work also contributes to several other Key Priority Areas, such as **Skills and Attainment** (supporting accredited learning opportunities); **Built Environment** (public art and interpretive projects); **Older People** (a key audience for cultural activities); and **Competing Globally** (tourism projects and improving our international connections). Taken collectively, these Key Priority Areas underpin all nine Programme for Government Outcomes.

Ireland

The Irish Government's Programme for Government, *Our Shared Future (June 2020)*, sets out twelve main missions.

- A Better Quality of Life for All
- Reigniting and Renewing the Economy
- A Green New Deal

- Universal Health Care
- Housing for All
- Balanced Regional Development
- A New Social Contract
- Building Stronger and Safer Communities
- Better Opportunities through Education and Research
- A Shared Island
- At the Heart of Europe and Global Citizenship
- Reforming and Reimagining our Public Life

Although the Ulster-Scots community or their identity is not mentioned in the Programme for Government, there is clearly opportunity for the work of the Ulster-Scots Agency to complement the priorities of the PfG. The role of the Agency in supporting the cultural identity of the Ulster-Scots community in the border counties is fundamental to the development of “a future in which all traditions are mutually respected,” as envisaged in the Shared Island mission.

The fact that the Ulster-Scots community is largely located in rural areas in Donegal, Cavan and Monaghan offers potential to maximise opportunities around balanced regional development, especially in relation to tourism; and supporting young people to stay in rural communities. The expression of Ulster-Scots identity can contribute to the achievement of “an Ireland of all ages where arts and culture thrives,” while the development of learning opportunities for and about the Ulster-Scots community and its identity can help to provide better and balanced opportunities for education, as envisaged in the UN Convention on the Rights of the Child.

Section 4: Our Vision and Mission

Our Vision and Mission statements have been carefully developed to reflect our unique role in supporting and connecting the Ulster-Scots community locally, nationally and internationally.

Our Vision

The rich, vibrant identity and global impact of the Ulster-Scots community should be recognised, respected and embraced at home and abroad.

Our Mission

To inspire and empower people and communities in Ulster to embrace their Ulster-Scots identity, build kinship with those outside Ulster who share our identity and friendship inside Ulster with those who do not.

Section 5: A Review of Performance Against Our 2020-2022 Corporate Plan

The Corporate Plan period 2020 to 2022 was dominated by the global Covid-19 pandemic. The Ulster-Scots Agency worked to support the Ulster-Scots sector to adjust to the regularly changing public health situation, which significantly impacted the environment within which cultural activities could take place; and to address the financial impact of the pandemic in terms of increased operating costs and reduced incomes which threatened the financial stability of many organisations. When conditions permitted, we worked to stimulate the recovery of Ulster-Scots activity in schools and community groups across Ulster. Key achievements during the period included:

- Delivering a programme of Covid support across Ulster that included 919 grants with a combined value of more than £2.7million.
- Supporting 181 music and dance tuition programmes in schools.
- Supporting 370 music and dance tuition programmes in the community.
- Enabling 769 learners to achieve certification in Ulster-Scots music and dance.
- Supporting 345 small events or community showcases.
- Supporting 121 education workshops in schools.
- Supporting 45 eight-week Afterschool Clubs in schools.
- Supporting 11 new primary schools to achieve Ulster-Scots Flagship School status.
- Delivering 89 Ulster-Scots language workshops in schools and community groups.
- Enabling 100,000 people to complete the Ulster-Scots Wheen o Wurds Quiz.
- Supporting a range of new language publications and launching an Ulster-Scots Writing Competition.
- Delivering a programme of publications, exhibitions and events marking the Centenary of Northern Ireland.

- Delivering a range of publications, exhibitions and events celebrating the Platinum Jubilee.
- Supporting a range of conservation and promotional projects at the Linen Hall Library, Belfast.
- Supporting a range of conservation and restoration projects at the Gamble Library, Union Theological College, Belfast.
- Completion of an Ulster-Scots heritage walk at the Gobbins visitor attraction in Islandmagee.
- Completion of an extensive interpretive scheme at the Ulysses S. Grant cottage at Ballygawley, Co Tyrone.

Section 6: Strategic Aims

In the 2023 to 2025 Corporate Plan period, the Agency will continue to build its work around the three strategic aims of **Inspire**, **Empower** and **Engage**.

Strategic Aim 1: Inspire

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

Strategic Aim 2: Empower

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

Strategic Aim 3: Engage

The Agency will reach out globally and locally, to foster kinship with people beyond Ulster who share our identity and develop friendship with those inside Ulster who do not.

Section 7: Business Objectives, Targets and Outputs

Strategic Aim 1: Inspire

The Agency will identify, interpret and animate Ulster-Scots language, heritage and culture. We will raise awareness by supporting and delivering Ulster-Scots focused events and exhibitions, including on important milestones like the 225th anniversary of the 1798 Turn Out in 2023, the 200th birthday of Lord Kelvin in 2024 and the 300th anniversary of the Sixmilewater Revival in 2025; and providing an Ulster-Scots presence at events run by others, such as the annual Balmoral Show. We will establish and develop a new Ulster-Scots Day in May of each year, celebrating the recognition of the Ulster-Scots community as a national minority of the UK and we will continue to build on the success of Ulster-Scots Language Week each November. We will continue to work in partnership with important cultural institutions such as the Linen Hall Library and Union Theological College to promote and preserve Ulster-Scots heritage assets. We will also work with schools across Ulster to promote awareness of Ulster-Scots identity through our established progression pathway, which includes school workshops, Afterschool Clubs, music and dance tuition and the Ulster-Scots Flagship School programme.

| | Objective | Timescale | Output | Directorate |
|-----|---|---|--------------|-------------|
| 1.1 | Deliver an annual programme of activity around Ulster-Scots Language Week | November 2023 November 2024 November 2025 | 3 programmes | Development |
| 1.2 | Support an annual programme of activity around Ulster-Scots Day | May 2023 May 2024 May 2025 | 3 programmes | Development |
| 1.3 | Support an annual programme of exhibitions promoting Ulster-Scots | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 1.4 | Deliver an annual programme of events promoting Ulster-Scots | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 1.5 | Support an annual programme of partnerships for the preservation and/or promotion of Ulster-Scots heritage assets | December 2023 December 2024 December 2025 | 3 programmes | Development |

| | Objective | Timescale | Output | Directorate |
|-----|--|---|--------------|------------------------|
| 1.6 | Deliver an annual programme of support to primary schools via the Ulster-Scots Flagship School programme | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 1.7 | Deliver an annual programme of Ulster-Scots Afterschool Clubs in primary schools | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 1.8 | Deliver an annual programme of Ulster-Scots educational workshops in schools | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 1.9 | Support an annual programme of Ulster-Scots music and dance tuition in schools | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |

Strategic Aim 2: Empower

The Agency will equip individuals and groups with knowledge and skills to engage with Ulster-Scots language, heritage and culture. We will continue to support the development of Ulster-Scots cultural skills in the community and celebrate achievement through our Music and Dance Tuition grant programme and series of annual graduation events. The confidence of individuals in using the Ulster-Scots language will be supported by an annual programme of language workshops in schools and community groups. We will continue to encourage the post-pandemic recovery of activity in the Ulster-Scots sector through the Ulster-Scots Small Events programme and the annual Ulster-Scots Community Festivals grant programme. Support for the wider Ulster-Scots sector will continue to be resourced through core funding for the Ulster-Scots Community Network and sustaining our successful Community Impact Programme will ensure continuing development in a growing number of communities. Ulster-Scots provision for young people will be supported through our established Summer Schools grant programme and the development of our new grant programme for youth organisations.

| | Objective | Timescale | Output | Directorate |
|-----|--|---|--------------|--------------------|
| 2.1 | Deliver an annual Ulster-Scots Core Funding grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |
| 2.2 | Deliver an annual Ulster-Scots Community Impact grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |
| 2.3 | Deliver an annual Ulster-Scots Music and Dance Tuition grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |
| 2.4 | Deliver an annual Ulster-Scots Community Festivals grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |
| 2.5 | Deliver an annual Ulster-Scots Summer Schools grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |
| 2.6 | Deliver an annual Ulster-Scots Small Events grant programme | December 2023 December 2024 December 2025 | 3 programmes | Corporate Services |

| | Objective | Timescale | Output | Directorate |
|------|---|---|--------------|------------------------|
| 2.7 | Deliver an annual Ulster-Scots Youth grant programme | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 2.8 | Deliver an annual programme of talks on the Ulster-Scots language to schools and community groups | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 2.9 | Support 300 learners annually to achieve certification in Ulster-Scots Music and Dance | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |
| 2.10 | Deliver an annual programme of events to celebrate the achievements of Ulster-Scots learners | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |

Strategic Aim 3: Engage

The Agency will reach out locally and globally, to enhance friendship with people in Ulster whose primary identity is not Ulster-Scots: and foster kinship with people beyond Ulster who share our identity. We will deliver an annual programme of engagement with other cultural minority communities in Ulster. We will also continue to extend our range of relationships with communities and partner cultural organisations in Scotland and deliver an annual programme of East/West School Twinings with a view to achieving a more structured relationship with the mither country. An annual programme of engagement on Scotch-Irish heritage will build towards the 250th anniversary of American Independence in 2026 and will be complemented by a growing programme of engagement with Ulster-Scots diaspora partners/communities in the Commonwealth.

| | Objective | Timescale | Output | Directorate |
|-----|---|---|--------------|------------------------|
| 3.1 | Deliver an annual programme of engagement with other cultural minority communities in Ulster | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 3.2 | Deliver an annual programme of engagement with Scottish partners/communities | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 3.3 | Deliver an annual programme of engagement with Scotch-Irish/Scots-Irish partners/communities | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 3.4 | Deliver an annual programme of engagement with Ulster-Scots diaspora partners/communities in the Commonwealth | December 2023 December 2024 December 2025 | 3 programmes | Development |
| 3.5 | Deliver an annual programme of East/West School Twinings with Scotland | December 2023 December 2024 December 2025 | 3 programmes | Education and Language |

Section 8: Monitoring and Evaluation Arrangements

The Ulster-Scots Agency will prepare detailed annual Business Plans for 2023-2025 based on the Strategic Aims and Objectives set out in this Corporate Plan, which were reviewed to ensure better alignment to staff structures and budget lines within the organisation.

Each objective and target is assigned to one of our three organisational directorates. Targets will be incorporated into the annual workplans of individual members of staff or staff under their command. Each member of staff will complete a monthly progress report to their line manager detailing progress against agreed targets. Directors will submit a monthly progress report to the Chief Executive.

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

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

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

Section 9: Communicating the Plan

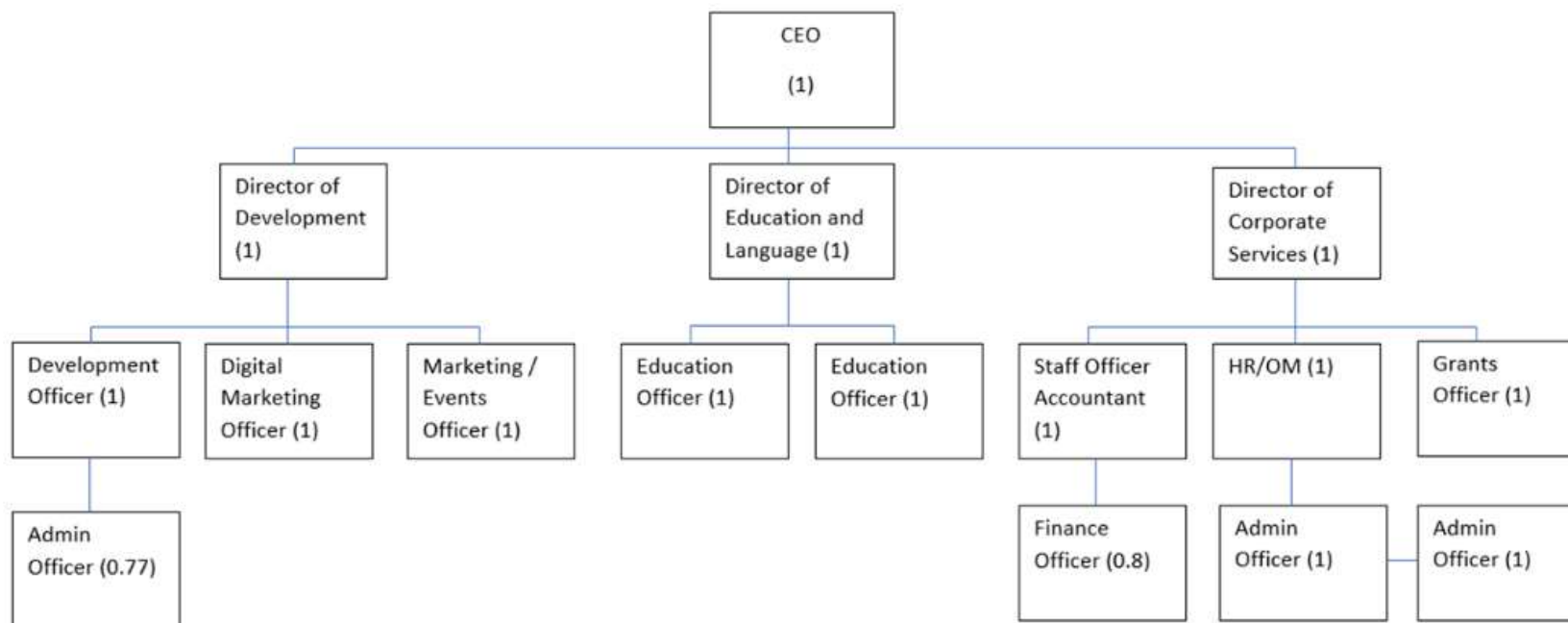
The Ulster-Scots Agency recognises that the objectives of this Corporate Plan can only be achieved through the continuing commitment of our workforce. It is important that the plan is communicated to all staff, at all levels of the organisation.

All staff will be briefed on the content of the Corporate Plan at a regular staff meeting and hard copies of the Plan will be distributed. The Plan will also be accessible to staff via a shared drive and available for download on www.ulsterscotsagency.com.

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

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

Appendix A: Ulster-Scots Agency Organisation Chart



Notes:

1. Number in brackets denotes FTE
2. Current approved staff complement is 15.77 FTE
3. Director of Education and Language post is currently vacant