

A REVIEW OF NORTHERN IRELAND'S CULTURAL PROFILE IN THE USA PROGRAMME:

THE DENI PROGRAMME

## DENI PROGRAMME REVIEW

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## THE DENI PROGRAMME REVIEW

### Introduction

1. In April 1986 the Department of Education for Northern Ireland (DENI), in conjunction with the British Council (BC), instigated the DENI Programme to help improve Northern Ireland's image in the United States. This was to be accomplished by promoting the distinct, rich and thriving cultural profile of the Province. The Department of Education for Northern Ireland has made available up to £100,000 per annum for this purpose. This fund is managed on its behalf by the British Council.
2. In the two years since the Programme started, the British Council, in Belfast and Washington, has established an effective mechanism to administer activity under the DENI Programme, and has arranged some 34 events and exchanges, at a cost of about £44,000.
3. By April 1988 DENI and the BC felt sufficient time had elapsed, and enough experience had been gained from operating the Programme, to step back and to review what had been achieved so far, to consider options and to make recommendations for the future.
4. Therefore, it was agreed by DENI and the BC to conduct a joint review of the 'Northern Ireland Cultural Profile Programme (The DENI Programme). [The terms of reference for the review are set out in Annex A.] The review was conducted on 5/6 May 1988. [A list of those consulted is attached at Annex B.] What follows is a summary of the main findings of the review, (with supporting information included in the Annexes A-H), and a short note of the principal recommendations made for the future.



## PART ONE

### SUMMARY OF FINDINGS

#### 1. Purpose

1.1 The principal aim of the DENI Programme is to promote a better image and fuller understanding of N Ireland abroad through a programme of cultural exchange. [A full list of the aims and guidelines for the Programme is set out in Annex C].

1.2 Whilst the reason and requirement for the DENI Programme has not changed, it was considered that the aims, objectives and guidelines for the project could be simplified to give a much clearer sense of purpose and priorities.

#### 2. Performance

2.1 In 1987/88 the number of HMG sponsored US visitors to the UK increased by 62% (from 57 to 92); in large part this increase was due to the development of the DENI Programme. Of the HMG sponsored visitors from the USA last year, 36 (39%), were funded by DENI. The Programme has already made a significant impact on the level of official cultural exchange between the two countries. [See US/UK statistical Profile on HMG funded exchanges for the period 1986-88 at Annex D].

2.2 Illustrative of the kind of cost-effective activity that the DENI Programme has been able to generate and support was the visit to NI, in July 1987, of some 30 members of the American Committee for Irish Studies (ACIS). The Committee, after attending their 25th anniversary conference in Dublin, carried out a full programme of activities in the Province, arranged in conjunction with the Institute of Irish Studies at Queen's. The President of ACIS wrote subsequently that the visit had been: "... a great success and had exceeded all of our expectations, in its ability to provide an introduction to those who had never been to NI... The abiding memories are informed by friendliness, helpfulness, and a kaleidoscope of images: historical, literary, political, scenic, social and educational."

2.3 Inward visits to NI, currently represent only about 32% of total exchanges under the Programme. In 1986/87, inward visits tended to be exploratory, to discuss and develop further exchanges. In 1987/88 the number of inward visits doubled and, apart from the group visit by ACIS, activity centred on the provision of key lecturers, and visits by a theatre director and research workers in the fields of sociology and education. There is room yet to extend the number and the range of inward visitors under the Programme and this must be a priority for the future.



2.4 To attract a greater inward flow of persons, more attention should be focussed on NI's major cultural events, like the Belfast Festival, and other prestigious arts manifestations mounted in the Province. More consideration should also be given to arranging for Americans attending international festivals, conferences and seminars in other parts of Europe, to make stop-over visits in NI under the auspices of the DENI Programme. However, for such moves to be effective, better and more comprehensive information on American visitors to Europe in the cultural field is required and longer-term planning is essential. Closer contact with the US Consul-General in NI about the DENI Programme might also help to secure more visits to the Province by suitable USIA sponsored visitors to Europe.

2.5 In terms of DENI sponsored events in the US, drama productions have been particularly successful. They have enabled DENI very effectively to project a relevant and contemporary image of NI to large audiences in key centres across the USA. The visit by the Charabanc Theatre Company, whose two month coast-to-coast tour in January 1988 received rave reviews in Baltimore, San Francisco, St Paul and Boston is the model; this tour also successfully met the other principal aim of the DENI Programme: to present Northern Irish arts events to target populations residing in the cities of the East Coast, California and Chicago.

2.6 To stage an effective programme of this kind in America, it is important to invest time and resources into getting to know the US market and into identifying contacts and centres of opportunity in the US that might be predisposed towards more cultural exchange with NI. A profile of key targets is beginning to be developed, but more needs to be done to pool the existing knowledge of different agencies in NI about the opportunities in the US, in order to exploit them more fully through the DENI Programme.

2.7 With better and closer co-ordination, the possibilities for aggregating several different arts inputs from NI around a particular event in the US would be much improved. This could increase the overall effect of any contribution from the Province and is an approach that deserves closer examination by the DENI Programme organisers. The British Council is the obvious focus for collecting and disseminating relevant information and for encouraging co-operation and more joint activities in the USA as part of the DENI Programme.

2.8 The greatest impact in the US has been achieved by the larger arts events - theatre, film and exhibitions of various kinds - which could be more readily developed and packaged for an American audience, by the British Council working in conjunction with various cultural agencies in the Province. Such 'cultural packages' could be presented and sold more easily on the US market by the Cultural Attache's office in Washington; relying in the main on professional agencies in the US to handle the administration of the event. This is the most effective method for handling the Programme in the USA. [The current operational procedures for the DENI Programme and the main types of activity are outlined in Annex F].



2.9 The emphasis to date has been on cultural rather than academic exchanges. In 1987/88 the figures for these two broad areas of activity under the DENI Programme were as follows:

	1986/87	1987/88
Cultural visits outward	7	9
Cultural visits inward	2	4
Academic visits outward	5	4
Academic visits inward	1	2
Total	15	19

The initial decision to exclude academic scholarships and awards for tenure in NI, has closed down an important avenue for exchange; one likely to be of particular attraction to Americans who could be central to the aims and objectives of the Programme. The prospects for mutually beneficial research attachments are extremely promising and these ought to be allowed under the Programme. Priority should also be given to encouraging various kinds of short study visits and professional working attachments by Americans to the galleries and museums of NI.

[A full list of exchanges with costs and supporting notes is attached as Annex E].

### 3. Constraints

3.1 The main constraints currently affecting the performance of the DENI Programme are:

- a) The limited number of staff in Washington and Belfast working on the Programme.
- b) The size of the US Market.
- c) Problems in identifying enough activities (products) from NI, suitable for the US market.

### 4. Staffing

4.1 When the Programme was established, it was agreed that a half-time locally engaged post in Washington, the Northern Ireland Cultural Exchanges Officer (NICE), line-managed by the Cultural Attache in the embassy, could be funded from it. In the event, the post was only filled in November 1986. From the beginning of the 1987/88 Financial Year, and with DENI's agreement, the post became 3/5-time (3 days per week). The post's brief is to promote NI, 'to the fullest', informing Americans of NI's cultural and educational resources. Last year the NICE post had contact with 400 different institutions in the USA and handled some 1,150 telephone enquiries related to the Programme. A Management Services Department Staff



Inspection of the British Council in Washington, in November 1987, commented that, "in effect, this (NICE) post is the Council in miniature, with the identical problem of attempting to make a measurable and effective impact on American consciousness with limited resources." The inspectors recommended therefore that the post should be employed for 4 days a week (the 4th day being a charge to the British Council), and that DENI be invited to consider charging the remaining 20% (1 day) to their budget to allow the post to become full-time. [Staff costs are given in Annex G as part of the general breakdown of expenditure on the whole of the DENI Programme, but these only reflect the cost of the part-time post in Washington.]

4.2 No staff costs in Belfast were charged to the Programme. However in 1987/88, some 25% - 30% of the Representative's time (Grade E) was spent on the DENI Programme, together with about 10% of the part-time typist's post (equivalent to 6% of a full-time post at Grade J) viz:

25%	Grade E	-	6,880	(with overheads at 27.1%)
6%	Grade J	-	580	
<hr/>				
				7,460

4.3 In December 1987 an MSD Advisory Visit to the Belfast office, which with 2 1/2 staff is the smallest of all the UK Regional Offices, pointed out that the effect of the DENI Programme had, "been to transform the role of Representative in NI", and went on to say, "that the Representative has no spare capacity to take on increased work connected with the DENI Programme. Should the work grow, she will either have to drop some other activity or the staffing of the office will have to be increased". The recommendation to increase the number of hours worked by the NICE post in Washington would have a marked effect on the amount of work carried out under the DENI Programme and could not be agreed until a decision had been taken on how the Belfast office was to be resourced to cope with that work. Meanwhile work under the DENI Programme would continue to increase, as the trend in the recent figures indicated, (a 26% increase in 1987/88 over exchanges in 1986/87). The only way to handle the expansion would be to increase the staff in the Belfast office, together with staff strengthening in Washington.

4.4 It is considered that DENI and the British Council should immediately put into effect the MSD recommendations for the NICE post, and also consider sharing the funding of one additional Grade H post for the Belfast office.



4. Problems arising from the size of the US Market and the DENI Programme's need for more competitive products

5.1 The problem for the DENI Programme in the USA is how, with limited resources, to project NI's cultural profile to greatest effect in a country with a population five times that of the British Isles and with a land mass five times the size of Europe. The other constraint is related to the scale of existing informal cultural exchange and the level of interest generally in the UK and British education and culture. The unique contribution of the DENI Programme to the present substantial traffic in visitors to the UK, and to the scale of British performing and visual arts seen in America would, with the existing level of resources, continue to be limited. The task for the Programme is to ensure that NI's distinct cultural profile is not submerged under the tide of general British cultural exchange with the US. Work on targeting, priorities and on activity with measurable benefits is one aspect of managing this difficult situation. Whilst there is a need to be realistic about the relative impact that the DENI Programme can hope to achieve in the USA, ways can be found to help maximise that impact.

5.2 One way is to concentrate resources on major UK festivals in the USA and to ensure that NI's contribution to the wider British cultural effort at such events is made more distinct, and of sufficient quality to command wide attention and to enhance the image and improve favourably the understanding of NI in America. Festivals of this kind provide a good opportunity to emphasise the regional diversity of the UK's cultural heritage and this should be put to greater effect by the DENI Programme.

5.3 For such a strategy to succeed, it has to be feasible within the limits of the current resources available to the DENI Programme. This in turn is possible only if the Programme is able to select, in advance, a small number of events from the pool of arts activities already planned or scheduled for presentation within the Province. Some smaller events might occasionally be custom made, and be entirely funded by the DENI Programme, but these are likely to be the exception rather than the rule. The DENI Programme represents a modest source of additional sponsorship for the arts in NI, and yet it also provides a unique mechanism by which the work of individuals and groups, or institutes and organisations, could be given a higher profile and wider circulation in the USA. Through the DENI Programme it is possible to extend dramatically the arts constituency of NI. It can only do so if the museums, galleries, orchestras, theatre groups and individual artists in the Province continue to co-operate with the British Council in Belfast, and to come forward with ideas and proposals for activities that can be usefully incorporated into the Programme for the future. [Following on from the Review the various agencies consulted agreed to provide suggestions for events/activities to be considered for inclusion in the DENI Programme and these have been listed in the recommendations at para 9 and in Annex H].



## 6. Financial Management and Cost Effectiveness

6.1 Whilst current financial management procedures are working well, DENI consider that the provision by the Council of a quarterly schedule of accounts for the programme would be a valuable addition to the present system. Ways should also be explored for improving the 'gearing' between enabling and activity costs which had dropped from 1 to 5 in 1986/87, to about 1 to 2 by 1987/88.

[A note on the present system of financial management of the DENI Programme and a statement of costs since 1986 is attached as Annex G].

6.2 It is also considered that to ensure value for money and to assess more accurately the impact that the Programme is having in the USA, it is necessary to introduce a number of performance indicators into the programme for the future.

## 7. Conclusion

7.1 The DENI Programme is developing well and much has already been achieved. Further progress towards meeting the objectives of the Programme will require some staff strengthening in Washington and Belfast, a slight widening of the parameters for sponsorship and a more targeted approach towards activities - particularly in the US. Priority under the Programme should be given to study and professional visits by Americans to NI. Continued close co-operation between the BC in Belfast and the various cultural agencies of the Province is absolutely essential, in order to maximise the impact of the Programme and to make the best possible use of limited resources. The BC in Belfast should act as an arts information data-base to help with the future selection of NI arts events for the US market, and of events in Europe that might act as a source of suitable US visitors, who could be invited to the Province under the auspices of the DENI Programme. Some output indicators need to be developed in order to assess more accurately the performance of the Programme in the US. A further review of the DENI Programme should be carried out in three years time (1991), when the effects of the various changes proposed will be capable of assessment.

7.2 The DENI Programme has been established as a joint venture between the Department of Culture and the Arts Council of Northern Ireland. It is a unique and valuable initiative which has the potential to bring about a significant improvement in the cultural life of Northern Ireland. The Programme is a direct result of the commitment of the Department of Culture and the Arts Council of Northern Ireland to the development of the cultural sector in Northern Ireland. The Programme is a direct result of the commitment of the Department of Culture and the Arts Council of Northern Ireland to the development of the cultural sector in Northern Ireland.

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## PART TWO

### RECOMMENDATIONS FOR THE FUTURE

#### 7. Aims and Objectives

7.1 The aims and objectives for the Programme should be restated.

Recommendation 1 - (a) Aim - To help promote a better image and a fuller understanding of Northern Ireland in the USA.

(b) Objectives - i) To increase the number of present or future opinion - formers from the USA who spend sufficient time in Northern Ireland for professional or study purposes to enable them to appreciate its strengths.

ii) To promote performance in the USA by NI's artists and to tour exhibitions there which demonstrate N Ireland's innovative, intellectual and creative endeavours and its rich cultural heritage.

#### 8. Operational guidelines

8.1 The operational guidelines for the Programme should be:

Recommendation 2 (a) Management of the programme to be delegated to the British Council.

(b) The British Council to apply its standard criteria for assessing quality when deciding which events to support.

(c) As far as possible the programme to fit within the guidelines for the rest of the BC's work in the USA except that

i) it shall concentrate on the East Coast, Chicago and California.

ii) the three year rule shall not apply to the support of visits in either direction.

(d) Wherever possible, sponsored cultural/educational/ arts events to be concentrated on UK focussed festivals, or to be aggregated for greater impact.

(e) When deciding between larger and smaller events for DENI support for the former to be preferred.



- (f) The order of priority for DENI sponsorship to be
  - i) study/professional visits to NI
  - ii) scholarships/fellowships tenable in NI
  - iii) arts/cultural events in the USA
  - iv) professional visits to the USA, especially those which are intended to increase the number of visits in the other direction.

[See para 9 below for examples of particular types of activity to be included under such a framework.]

- (g) The next review to be undertaken in 1991.
- (h) Each Party (DENI/BC) to give the other 6 months notice should it decide to withdraw from or significantly reduce the project.

## 9. Possible future activities under the Programme

### Recommendation 3

#### 9.1 To the USA

9.1.1 Major events: Using UK festivals in the USA to raise NI's Cultural Profile.

It is suggested that the BC should put forward proposals for events from NI to be included in any major UK festivals which are taking place in the USA eg UK/LA.

The next occasion is likely to be the Houston International Festival in March/April 1990, when the UK will probably be the 'honoured country'. The Houston Festival is essentially an arts event but it also offers opportunities for promotion in education, trade and commerce. The Festival has its own infrastructure and budget and will issue invitations to guest artists, groups etc. The honoured country can add events at its own expense. In the arts the festival provides venues for everything from street theatre to grand opera. Each school is provided with information packs about life in the 'honoured country'.

If the UK is invited for 1990, the Houston Festival provides an opportunity for a co-ordinated presentation from NI, but planning would need to start immediately.



These are a few of the initial responses from agencies in NI to this recommendation:

The Ulster Folk and Transport Museum: Prepared to participate with an exhibition of quilts in collaboration with the American Quilts Association, based in Houston.

The Ulster Museum: 'Portraits and Prospects', an exhibition of British and Irish watercolours and drawings would be in the US (in association with the SITES office of the Smithsonian Institute), in early 1990 and could be used in Houston.

The Ulster American Folk Park: Programme funds could help to mount a travelling exhibition on emigration to America, which might be suitable for Houston, providing a more balanced view of the role of the Ulster emigrant in the development of the US.

The following, whilst not having the status of formal recommendations, represent positive suggestions for activities to be included under the Programme:

#### 9.1.2 Exhibitions

##### i) Armada Material

Following on from Armada '88 SITES have expressed interest in arranging for Ulster Museum material to be shown in the USA. Still tentative and likely to be expensive to transport.

##### ii) Contemporary Northern Irish Art

Following a visit to the USA under the DENI Programme by the Visual Arts Director of the Arts Council of N Ireland, a proposal for a touring exhibition has been drawn up. If acceptable to receiving institutions in the USA, the exhibition will tour venues on the east coast and possibly Chicago and Houston.

##### iii) The Titanic Exhibition

Several maritime museums in the US have expressed interest in the exhibition which has been touring UK since April 1987 (75th Anniversary of the disaster). The Maritime historian at the Ulster Folk and Transport Museum is to visit the USA under the DENI Programme to discuss possibilities with museums and negotiate costs.

iv) The International Exhibitions Foundation (IEF) has expressed interest in the possibility of an exhibition of historic photographs selected from the Green Collection (Ulster Folk Museum), the Welch Collection (Ulster Museum) and the Cooper Collection (Public Record Office).



### 9.1.3 Film

#### i) The American Film Institute

The Institute is interested in screening films with a Northern Irish input. This powerful medium needs to be used more often as part of the Programme.

### 9.1.4 Drama

#### i) The Ulster Youth Theatre (UYT)

The Arts Council of NI is keen to organise a US tour for the UYT if appropriate venues and a suitable play can be identified.

#### ii) Field Day Theatre Company (FDTC)

The Company have expressed an interest in doing a US tour, but to perform at serious theatre venues rather than the university or festival circuit. Joint sponsorship with the DFA in Dublin would be essential to mount such a tour. The Company are shortly embarking on the production of a new play by Brian Friel - "Making History".

#### iii) Charabanc

Along with FDTC, Charabanc is the other theatre company in the Province whose work is sufficiently strong to be seen in America. The Company is presently researching and interviewing in the community for material on which to base their next play which will be a collaboration between members of the Company, a writer and a director. It is likely that this will be the same team as the one responsible for their most recent and highly successful play "Somewhere over the Balcony".

#### iv) The Great North American History Theatre - St Paul

The Theatre is interested in producing Frank McGuinness', "Observe the Sons of Ulster" in 1989/90. They have invited Ian McElhinney, who was in the original cast of the play, to spend five weeks in the US directing the production.

#### v) Playwrights

Boston College, Northeastern and Yale universities are prepared to offer short attachments to Northern Irish Playwrights to spend time in the US working on productions of their plays with local companies, drama departments, workshops etc. Graham Reid, Martin Lynch and Christina Reid are all potential candidates. The First International Women Playwright's Conference will be



held in Buffalo, New York in October 1988. Marie Jones, playwright for the Charabanc Theatre Company expects to take part. Two actors who might be able to compile programmes for the North American Circuit are Denys Hawthorne and Ian McElhinney.

#### 9.1.5 Music

##### i) The Ulster Orchestra

The possibility of a US tour by the Ulster Orchestra still remains. Meanwhile the orchestra is investigating the possibility of utilising a soloist from the mainland. When this is finalised the orchestra will be in a position to formally request support from under the Programme.

##### ii) Skylark

A tour of the US in 1989 by this group of traditional musicians is still under active consideration.

##### iii) Musicians of repute

Musicians of real achievement from NI often are no longer resident in the Province - eg Galway, Douglas, Harper. However, there are a few names of musicians born in NI who continue to live and work in Ireland and who might wish to be sponsored under the Programme eg Una Hunt, pionist and chamber music performed, Fionnula Hunt, violinist, Roy Holmes, solo pianist/accompanist and Paul Barritt, violinist.

#### 9.2 To Northern Ireland

##### 9.2.1 Study Visits/Tours

Short (2-3 weeks) study tours, such as the one recently held (June/July 88) by a number of librarians, members of the American Committee for Irish Studies (ACIS), to concentrate on research resources in the Public Record Office, the Linenhall Library, and many of the five regional libraries, local museums and archives of NI. These visits probably represent the most effective kind of visit to the Province under the DENI Programme. A number of study tour topics have been put forward for future consideration as part of the Programme:

- Inner City Redevelopment
- Museums in Education (see 9.2.2 below)
- Aspects of Irish Studies (literature/archaeology/mythology)
- Aspects of Education in NI (Educational technology
  - Interactive Video
  - Planetarium Software)
- Conservation



In this context, more use can probably be made of bodies such as the British-American Arts Association, (BAAA). A representative of BAAA has already visited NI to speak at a conference and the organisation is favourably inclined to the Province. The DENI Programme has already provided the BAAA with a research grant for a case study on rebuilding the Grand Opera House which was presented at an International Symposium - 'Arts and the Changing City' - in Glasgow in October 1988. Closer co-operation between the BC and the BAAA might help to enhance the study tours programme under the Programme, and enable the BC to centre such tours around a high level symposium or seminar in the Province.

Closer co-operation with the United States Information Agency (USIA) could also assist with this type of activity. In particular, US arts presenters and arts journalists ought in future to be invited to the Belfast Festival at Queen's - the second largest arts festival in the UK. The N Ireland Tourist Board (NITB) should be approached and asked to assist with such visits and in the planning of a suitable itinerary. The identification of key American experts to participate in such tours will not be easy and the help of the British Government Information Service, and other sources of valuable contacts in the US will be required.

#### 9.2.2 Museums: Staff Visits and Exchanges to Institutions or Conferences

Personal contacts arising from such visits are useful in that information on research in progress can be exchanged, personal programmes of work can be assisted and new ideas can be studied:

- a) The Ulster Museum has suggested that consideration should be given by the Programme to establishing a NI/US Museum Twinning Scheme along similar lines to the EC Scheme (See Annex H). This would involve pairing museums of roughly similar size, theme and character in the US and NI, and arranging for people working in these museums to exchange visits lasting between 2 and 4 weeks, during which time, they should become acquainted with each other's administrative systems, working methods and personal and professional backgrounds. Emphasis would be given to exchanges between those who are at the middle stages of their career, when the stimulus of new ideas is likely to be most valuable. [A full list of opportunities for attachment to the Ulster museum, open to university or museum professionals from the USA is attached as Annex H].



b) The Ulster Folk and Transport Museum can also offer facilities to American research workers, for six month attachments to be funded by the Programme, in the following areas:

- Vernacular architecture (Scotch-Irish).
- Hand-tool technology in relation to craft industries.
- Social-Economic background to small business and the kinship aspects underlying these.
- Folk-art aspects of tombstones.
- Textiles.
- Transport - (Best collection of Lloyds Registers of Shipping in the British Isles).
- Photographic archives.
- Oral tradition (narrative and music).

c) Ulster-American Folk Park (UAFP) is considering hosting the Ulster-American Heritage Symposium in 1992. This symposium which has in the past been run on a "home and away" basis between the University of North Carolina and the University of Ulster provides a valuable gathering of Ulster and American academics, teachers and interested members of the public. Hosting could in future be shared by the Ulster-American Folk Park and the Museum of American Frontier Culture at Staunton.

Also, the UAFP is currently developing an emigration data-base which it is hoped will have a reciprocal data-base operating on the American records, based at the Museum of American Frontier Culture at Staunton. The use of the programme funds to provide an attachment to UAFP for an American researcher to help with the project (computerisation) would be mutually beneficial. [See attached note at Annex H].

The UAFP is also keen to see the re-instatement of a teacher-exchange programme between NI and US, which would enable staff to study and gain experience of museums and education programmes in the two countries. An earlier exchange programme involving the James Madison University in the US was a complete success, but failed to continue because of lack of subsidised funding.

#### 9.2.3 Academic Fellowships and Awards

The Institute of Irish Studies at Queen's regularly receives a number of good applications from Americans (either postgraduate students or postdoctoral research workers) for the small number of fellowships available. The Programme might possibly fund one or two, one-year junior fellowships (post-graduate level), at a cost of about £4,000 each, with selection being done by the Institute. The Celtic Department at Queen's might also be able to offer places to American research workers, on projects such as that currently being conducted on place names.



Academic awards to Americans, interested to pursue research into fields of study which have a particular Irish interest, could be a useful addition to future activities under the Programme.

## 10. Resources

### 10.1 Funding

Expenditure on the DENI Programme doubled between 1986/87 (£14k) and 1987/88 (£29k), but it was still below the £100k which DENI initially allocated each year to the scheme.

However, future cash disbursements for the Programme could easily be up to the limit of the estimated allocation, if the recommendations to stage larger or aggregated arts events in the USA are adopted. Expenditure on the Houston Festival, or to support the Ulster Orchestra in 1990, would require at least the £150k notionally allocated by DENI for that year.

Also, given the need for more long-term planning in connection with the Programme, DENI would need to give plenty of advance warning to the BC, of any reduction to allocations in the future.

Recommendation 4: The BC and DENI should regularly review the cash limits agreed for the project, in the light of decisions about the future content of the programme and the general availability of funds.

As regards financial controls, the present arrangements should continue to apply but in addition:

Recommendation 5: The BC should provide DENI with a quarterly statement of account.

### 10.2 Staffing

Recommendation 6: That DENI and the BC should immediately put into effect the MSD recommendations for the NICE post in Washington; whereby the post would be employed for 5 and not 3 days a week. The BC and DENI should share the extra costs involved:

ie 1 day each = 2,770

Recommendation 7: That the BC and DENI should also share the costs of one additional Grade H post for the Belfast office to cope with the extra work being generated under the Programme:

ie 1 x Grade H = 11,040 (inc overheads)  
50% Grade H = 5,520



11. Value for Money

Recommendation 8: The British Council should provide DENI with a half-yearly list of key output indicators, by which the impact of the Programme could be assessed. These key indicators to be developed and reviewed with time but to include such measures as:

- a) Audience figures for attendance at major events in the USA.
- b) Press coverage and criticisms of major events.
- c) A log of enquiries about the cultural and educational activity in N Ireland.
- d) Figures and trends for the various categories of exchanges carried out under the Project:
  - ie Study tours
  - Academic attachments
  - Exhibitions
  - Theatre events etc...
- e) "Gearing" between administration and operational costs etc...

(f) *opinions of visitors to NI.*