

ARTS COUNCIL OF NORTHERN IRELAND ANNUAL BUSINESS PLAN 2020/21



***Our mission is to place the Arts at the heart of our
social, economic and creative life***

Business Plan 2020/21

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1. Introduction

Since drafting this Business Plan for 2020/21 the world has been impacted severely by the COVID-19 pandemic; consequently we are all revising our daily lives under quarantine and finding different ways to work. The fragile and vital arts sector in Northern Ireland has been exponentially affected. The Arts Council has been engaging with the sector to hear directly about the challenges faced. We ran a survey in April 2020 which told us that:

- Based on a response from 152 artists (77 per cent of artists questioned) the average loss of earnings over the three-month period between March and May was estimated to be £3,756.
- Based on data from 108 organisations (89 per cent of all organisation respondents), anticipated income loss over the three-month period was expected to total £3.97m, an average of £36,714 per organisation. This varied significantly depending on the scale of the organisation.

In response we were pleased to be able to offer standstill funding under our Annual Funding Programme and make immediate payments of 50% to assist with cash flow at this time of huge loss of income from box office and other earned income and grants.

We introduced an Artists Emergency Programme with a funding pot of £500k from other budget areas which are temporarily suspended; we were delighted the Department for Communities through Minister Hargey made another £1m available towards this fund and an Organisations Emergency Programme of grants of up to £25k for loss of income and additional programming through this exceptional year. Organisations supported under Lottery Project Funding will also be protected where they are presenting a year round programme and are a key part of the arts infrastructure here.

We will continue to work with the Department and Minister Ní Chuilín to make the case to the Executive as the impact continues to take its toll on the venues, theatres, arts organisations and creative practitioners who make up our vibrant arts sector.

We remain committed to place the work of our artists and arts organisations at the heart of our social, economic and creative life, advocating their worth in a way that connects with audiences, policymakers, investors and wider society, contributing to the growth of our wider economy and building cohesion within and between communities.

2. A New Strategic Framework

A draft five-year framework for the Arts in Northern Ireland 2019-2024, entitled "*Inspire, Connect, Lead*" was approved by the Board and has been submitted to the Department for Communities (DfC). This business plan

reflects the second year of the new 5-year framework, specifically developed as a framework in light of prevailing uncertainties: the draft Programme for Government (PfG); the pressure to protect 'frontline services' and manage within reduced public funding; the need to encourage resilience within the sector and promote, where appropriate, the use of shared services. We will be flexible and respond to emerging priorities.

Arts organisations in Northern Ireland are reliant on public funding at a time when this funding source is at best uncertain and in this exceptional year many are facing existential threat. Nonetheless we will continue to support portfolio funded organisations to build awareness of funding opportunities available through charitable trusts and foundations and invest in capacity building measures to help the sector become more resilient as they plan for the future post COVID-19. Together we will work with Arts & Business NI to progress the recommendations of the 'Socially Investing in the Arts' report, map the skills needed in the sector to be 'investment ready' and sign-post funding opportunities. We will work with other public funders in the Arts to ensure that our grants are working effectively and that our funding policy and practice is supporting long term resilience.

3. Our Organisation: Who We Are, What We Do

Board of the Arts Council

The Arts Council of Northern Ireland is a non-departmental public body (NDPB) of the Department for Communities. The Board provides a broad cross-section of expertise, including representatives from the arts and culture sector. Board Members have individual and collective responsibility to the Minister for Communities in relation to the governance of the Arts Council.

The Arts Council (Northern Ireland) Order 1995 established the functions of the Arts Council as follows:

- a) to develop and improve the knowledge, appreciation and practice of the Arts;
- b) to increase public access to and participation in the Arts;
- c) to advise the Department and other government departments, district councils and other bodies on matters relating to the Arts; and
- d) such other functions as are conferred on the Council by any other statutory provision.

In discharging these functions, the Arts Council has developed a new Equality Scheme 2019-2024 for approval by the Equality Commission in 2020. Schedule 9 of the Act requires public authorities to have due regard to the need to promote equality of opportunity and the desirability of promoting good relations.

In addition, under Section 49A of the Disability Discrimination Act 1995 (DDA 1995), the Arts Council is specifically required to have due regard to the need to: promote positive attitudes towards disabled people and encourage participation by disabled people in public life.

Under Section 49B of the DDA 1995, the Arts Council is also required to submit to the Equality Commission a disability action plan showing how it proposes to fulfil these duties in relation to its functions.

A new Disability Action Plan 2019-2024 has been developed, approved by the Board and submitted to the Equality Commission for approval in 2020.

4. Policy Priorities

New Decade, New Approach

The Arts Council welcomes the restoration of the political institutions in Northern Ireland and the appointments of Minister Hargey and Minister Ní Chuilín to the Department for Communities.

We are confident that the arts can contribute across many of the priorities set out and agreed by the Executive in the New Decade, New Approach framework.

We note the requirements for a new Programme for Government building on the previous one to include tackling disadvantage and driving economic growth, as well as tackling paramilitarism and sectarianism.

Scientific advice is that COVID-19 and its impact will continue to dominate our lives for some considerable period of time; the arts are an essential part of our society and contribute to quality of life, the economy and health and wellbeing as we find ways to express the impact of the pandemic and the loss of life as a result.

Climate change is clearly an increasing global issue and the arts can provide powerful voices and critical thinking on this challenge as well as showing leadership through example.

The arts provide a safe space for people to explore cultural difference: we welcome the emphasis on cultural and linguistic heritage, and the support structures through the establishment of commissioners for Irish Language and Ulster Scots/Ulster British traditions. We look forward to working with the Office of Identity to share good practice and models from the arts arena.

In addition, we will cooperate fully in the review of Arm's Length Bodies. We will work with the survivors of historical institutional abuse to commission a lasting memorial at Stormont and ensure the arts are recognised and

understood as creative career choices under the measures to enhance employability and growth and provide training and apprentices.

5. Looking Ahead to 2020/21

Everyone has the right to access arts and culture of their own choosing and we remain committed to realising that ambition. By contributing to the Government's priorities, the Arts Council will deliver the following benefits during 2020/21 the full list of priorities for 2020/21 is detailed in Appendix 2 below.

- Design new emergency programme interventions to respond (in a coordinated way with government) to meet the needs of artists and arts organisations (Artists Emergency Programme; Organisations Emergency Programme; Additional support awards through University of Atypical; revised General Arts Awards; Freeland's scheme; Commissioning Programme);
- Deploy dedicated surveys to monitor reaction to COVID-19, develop appropriate policy responses and advocate for support from government;
- Assess the future infrastructural needs of the sector particularly those venues that were constructed as part of the capital grant programme but which may require refurbishment and updating and may have specific health and safety requirements for reopening post quarantine as a result of COVID-19;
- Assess needs and skills shortages in the sector through AFS and GIFTS;
- Survey funded arts venues to determine disability access gaps; support for UK disability alliance on COVID-19 and co-design disability access card scheme;
- Review art form classifications to ensure their continued relevance in light of digital developments and implement a rolling policy review through benchmarking across the UK;

6. Artists

Our artists are one of the greatest sources of talent that we have in our society - supporting their creative development is an essential role of the Arts Council. We will continue to value, celebrate and support artists through our Artists Emergency Programme, as well as our routine system of awards and commissions, and by developing further opportunities to highlight their work at home and abroad.

For this year our international schemes are on hold due to travel limitations as a result of COVID-19, but we will review our international work with the British Council and our partners to maximise these vital contributions for artists as the crisis abates.

7. Annually Funded Organisations

In the context of funding constraints, and loss of income as a result of COVID-19 we will mitigate the impact of spending reductions and protect “frontline services”. We will foster the principles of adaptive resilience, encourage arts organisations to collaborate with each other, and assess commercial opportunities through new digital platforms. In collaboration with Arts & Business NI we will work to raise awareness of the work of Trusts and Foundations, and alternative forms of arts finance.

8. Equality Scheme

The Arts Council has a longstanding commitment to promote equality and has developed particular programmes which respond to the needs of marginalised groups.

The Arts Council will implement its new Equality Scheme, which is a statement of its commitment to fulfilling its Section 75 duties. The Equality Monitoring Working Group was set up in 2013 as part of the Art Council’s arrangements for assessing compliance with Section 75 duties.

Its function is to provide strategic leadership for the outworking of the Equality Scheme by ensuring that equality and diversity is embedded across the organisation. Chaired by the Chief Executive the group meets quarterly to review progress.

9. Disability Action Plan

The Arts Council will implement its new Disability Action Plan which outlines the organisation’s commitment to promoting positive attitudes towards people with disabilities and encourages participation in all aspects of the Arts.

Setting out a range of action points, the Disability Action Plan aims to ensure that people with a disability have the same opportunities to avail of investment in the Arts, including the employment of persons with a disability in the arts sector. The plan builds on measures already taken by the Arts Council to promote inclusion and access, including funding the core costs for several Arts and Disability organisations, supporting artists through the Individual Disabled/Deaf Artists grants programme and ensuring equality of access to the Arts through the Arts & Disability Equality Charter.

The Disability Action Plan represents a clear statement of the Arts Council’s ongoing commitment to fulfilling the statutory obligations in compliance with

Section 49A of the Disability Discrimination Act 1995 (as amended by the Disability Discrimination (NI) Order 2006). The Arts Council will implement the recommendations arising from an analysis of its Premium Payment as part of our Equality commitment. In recognition of the specific disadvantages faced by deaf and disabled artists we will introduce a new emergency fund designed to meet their needs and administered through the University of Atypical.

10. Celebration of Age

The Arts and Older People Programme is aimed at stimulating arts engagement amongst vulnerable and isolated older people. Jointly funded by the Public Health Agency and the Baring Foundation, we will promote the achievements of the programme from the evaluation undertaken in 2019/20.

11. North-South Working

The Arts Council of Northern Ireland and An Chomhairle Ealaíon have been working together to develop the Arts for the past thirty-six years. This cooperation takes many forms and includes an annual plenary session that receives reports from the joint North South Working Group.

The work plan for 2020/21 comprises support for a comprehensive range of arts organisations delivering services on an all island basis. A Chair of Poetry and an all island Children's Laureate have been established through this mechanism.

12. East West Relations

The Arts Council also has long-standing relationships with the other Arts Councils in the UK. The 2020/21 work plan includes joint working to promote the Lottery Good Causes strategy with the National Lottery Promotions Unit, evaluating the impact of Covid-19 across the different nations and sharing evolving responses to the emerging situation as well as continuing with agreed actions where feasible such as commissioning opportunities with the Performing Rights Society for composers from Northern Ireland.

13. Local Government

The Arts Council has been working with stakeholders to ground the relationship with the local authorities, ensuring the Arts are integral to local Community Plans by participating in the planning processes, including the development of local integrated arts strategies.

Pioneering work has already been done highlighting the significant contribution the Arts can make to urban renewal and regeneration, tackling inequalities and contributing to social cohesion.

In 2020/21, we will continue to work with Belfast City Council on the Resilience Programme. This initiative has helped arts organisations undergo a process of change aimed at making them more effective and efficient; improve their resilience and investment readiness.

14. Cultural Heritage

NI has rich cultural heritage assets which have untapped visitor potential. Working in partnership with the Historic Environment Division, Tourism NI and Heritage Lottery Fund we are collaborating on a wider research programme designed to understand audience/visitor appetite for future events and hope to deliver key projects to animate designated sites of heritage interest through the arts, building on the success of the projects commissioned in 2019/21 under Embrace the Place.

15. Improving Operations & Service

We are committed to improving our performance, ensuring that we have the focus, innovation and adaptability to face an ever-changing environment.

This includes being flexible within the constraints of existing resources as well as re-purposing funds to meet immediate need and close collaboration with our parent department.

We recognise the importance of investing in our people and their learning development, strengthening relationships with our clients and ensuring that our grant programmes and processes work effectively and create a culture of partnership with our stakeholders.

16. Social Media

The Arts Council has developed an effective and engaging social media strategy. The primary objectives include increasing access to, and participation in the Arts, while enhancing the online visibility of the Arts Council. The Arts Council is now present on a number of social media platforms and uses these to communicate strategic messages and develop an engaged audience, comprised not only of those within the arts and creative sectors, but those in related sectors including health, education, local government and other public bodies.

The Arts Council monitors activity across all of its digital channels. The Council uses analytical tools to help identify the gender and age profile of our audience, and their location and actively build audiences through making digital links to communities and individuals in harder to reach areas of Northern Ireland.

17. Annual Funding Survey

The Annual Funding Survey (AFS) captures a range of information from each arts organisation, including finances, employment, audience size, participation levels and case study examples. Gathering this data not only provides an overview of the activity levels of the sector but also assists us in monitoring our clients' performance against their annual targets and helps to fulfil and improve our reporting function to DfC.

In addition we are undertaking a number of key surveys designed to capture and track the impact of the pandemic on the arts and creative sector to inform evidence based policy making with the department.

18. Internal key points of action during 2020/21

We realise that the relationship with our clients should be clearly structured and easily understood. To help this process we have a Service Charter that sets out what our clients can expect from us and what we expect of them. We are also committed to regular engagement with the arts sector to make sure that our programmes and processes are relevant and effective. This year we will establish terms of reference for the independent deliberative forum which will assist the Arts Council take forward its programme of work.

Acknowledging the importance of continuous improvement and aligning purpose, people, and values, we are focused on updating the Department on a regular basis.

- Develop our advocacy messages in the context of COVID -19, the draft Programme for Government and the priorities of the Department for Communities;
- Embark on EU Exit Day 1 Delivery Planning to ensure that all issues that may impact on services have been identified to ensure minimal disruption after the UK leaves the European Union.

19. Corporate Governance

The Arts Council has a Finance Committee to oversee how budgets are managed and an Audit and Risk Committee which oversees a programme of work of internal and external audit and compliance. It also reviews the Risk Register on a quarterly basis. This work programme is led by the Director of Finance and Corporate Services.

All committees report directly to the Board. The Board also receives quarterly updates of delivery against the targets of the Business Plan.

20. Resources and Budget 2020/21

The Arts Council receives expenditure funds from two main sources: Exchequer funding from the Northern Ireland Budget through DfC and Lottery funds from the Department for Digital, Culture, Media and Sport (DCMS).

The Exchequer budget figure is £10,197,000.

Net Lottery income for the year is forecast at £9,141,200. A proportion of the Arts Council's total overheads are recharged to the Lottery Accounts. The Lottery recharge for 2020/21 is estimated at 53%.

In the current economic climate, the Arts Council is constantly reviewing its overhead costs. The budget for 2020/21 is £671,958.

The Arts Council continues to monitor costs rigorously and to ensure that an appropriate proportion of overheads are charged to the various ring-fenced projects under management.

Details of capital allocation and resource activity relating to the 2020/21 period is shown in Table 1 and 2 respectively.

Table 1: 2020/21 Capital allocation

Capital Projects	2020-21 (£)
Grand Opera House - Capital refurbishment of original building to commence January 2020. Seats to be funded separately to main capital project	524,399
Small Capital Grants – to help delivery through Covid-19	300,000
Art Collection - Acquisitions scheme to support local artists, build a collection and enable lending/sharing schemes.	50,000
Musical Instruments - Grant scheme to provide Musical Instruments to constituted bands, performing groups and individual artists.	300,000
Health and Safety capital - for addressing Covid-19 factors on reopening venues through application.	400,000
Final Budget	1,574,399

Table 2: 2020/21 Resource allocation by programme

Programme	Exchequer (£)	Lottery (£)	Total (£)
Annual Funding Programme	8,571,354	4,349,639	12,920,993
AEP	150,000	350,000	500,000
Support for Individual Artists	96,103	500,000	596,103
Arts Development Fund	89,501		89,501
Small Grants Programme		250,000	250,000
Project Funding		1,022,627	1,022,627

Programme	Exchequer (£)	Lottery (£)	Total (£)
Arts & Older People		120,000	120,000
Young People & Wellbeing (ARTiculate)		200,000	200,000
Creative Schools Programme		104,000	104,000
Overheads	338,772	333,186	671,958
Salaries	940,470	1,060,530	2,001,000
Strategy/Research	28,800		28,800
NI Screen		225,000	225,000
Public Art		50,000	50,000
Commissioning		150,000	150,000
Lottery: Other Operating Costs Direct		202,000	202,000
Central advisers and Procurement	7,000		7,000

Appendix 1: Headline Achievements from 2019/20

There were a number of significant achievements, notably in relation to the strengthening of productive partnerships with external bodies and agencies.

These achievements highlight the major contribution that the arts are making to the creative and cultural life of Northern Ireland, to the local economy, and to addressing some of the region's most pressing social issues.

Creative Schools Partnership

The evaluation conducted in 2019 concluded that all eleven schools had delivered intense and authentic creative learning which clear value for money. The artistic quality of students' work was high and in some cases exceptional. The impact on schools was significantly beneficial, especially in proportion to the cost. The programme had made connections that have set in train an organisation-wide and leadership-driven move towards creative learning.

Major Individual Arts Awards

Acclaimed artists, writer, Susan McKay, poet, Moyra Donaldson, composer, Deirdre Gribbin and musician/composer, Neil Martin, have each been presented with Major Individual Awards (MIA), worth £15,000 each, from the Arts Council of Northern Ireland National Lottery funding, the highest honour bestowed by the body responsible for the development of the arts in the region.

The prestigious awards are given in recognition of the contribution each of the artists has made to creative life in Northern Ireland and make it possible for these artists to produce a substantial, ambitious project that will make a significant impact to the development of their artistic careers.

Each of the artists will use the award to develop a series of new works.

International opportunities

An Arts Council priority was to strengthen international profiling opportunities for artists from Northern Ireland, through the Brussels Platform in partnership with the Northern Ireland Executive Brussels Office, and through partnership programmes with the British Council, supporting, e.g., platform events at the Centre Culturel Irlandais in Paris and a growing range of artist residency/showcase opportunities in India.

JLF Hosted in partnership with the Arts Council of Northern Ireland, British Council Northern Ireland and producers, Teamwork Arts, brought a true spirit of the original Jaipur Literature Festival, hailed as one of the greatest literary shows on earth, to Northern Ireland. Across the weekend audiences enjoyed 16 events including readings, fascinating panel discussions and stimulating debates with acclaimed writers discussing themes of Borders, Food, Gender,

Peace and Non-violence, Women and Freedom, Mythology and Artificial Intelligence. Unfortunately the 2020JLF Belfast has had to be cancelled.

Creative Careers

An event aiming to inspire young people to take up a career in the creative industries took place at the Lyric Theatre Belfast, hosted by the Arts Council of Northern Ireland and supported by the Department for Communities. The event gave over 200 schoolchildren, careers advisors and further education students the opportunity to hear from professionals working in theatre, music, fashion & design, animation and digital technology. Welcomed by music journalist, Riggy, from BBC's Across the Line, attendees heard from a host of leading lights about how an interest in the arts can feed a successful creative career.

New Programmes

With additional in year support from the Department for Communities the Arts Council was delighted to offer a range of new strategically important programmes:

The aim of the **Rural Needs Small Grants** programme with a budget of £150,000 is to assist organisations to deliver arts projects which contribute to the growth of arts in the community for new and existing audiences and which reflect the diversity of Northern Ireland's society and culture. Arts Council give priority to applications received from organisations based in rural areas delivering community projects.

The Arts Council has designed the **Creative Industries Seed Fund** of grants up to £10k with the following objectives:

1. Encourage Cross-Sectoral Collaboration;
2. Drive innovation in technologies; and
3. Creating new content, products, services and experiences.

The aim of this project is to assist entrepreneurs, businesses, or organisations to undertake projects that:

1. Contribute to the growth of the creative industries; and
2. Unlock future income generation.

This Creative Industries Seed Fund with grants up to £25k is eligible for partnerships that use the arts within new and emerging technologies. With the continuing evolution of Immersive technology, it has the potential to expand the possibilities of how the arts can be distributed and utilised in new and innovate ways.

The primary objective of the **New Commissions Programme** is to support commissions for specific performance(s) and/or other forms of public presentation.

This programme prioritises applications that:

- Propose commissions of high artistic quality.
- Are planned to reach significant audiences through live performance, publication, broadcast, recording, and/or other audience channels.
- Provide for an extended life and/or extended public reach and impact for the work or project that has been created.
- Demonstrate a strong collaborative-engagement process between the commissioner, performers and the commissioned artist(s) and the public in the development and presentation of the new work.
- Demonstrate innovation and deepen the experience and understanding of the artform.

'Embrace the Place', an exciting new partnership between Tourism NI and the Arts Council of Northern Ireland, animated four key tourism sites across the region by using the arts to tell the stories of that particular area, offering visitors something new and inspiring to enjoy.

Following an investment by Tourism NI of £150,000, Dumbworld, Kabosh, The Armagh Pipers and Snow Water, were commissioned to present an original artwork that reflects the heritage of some of the Northern Ireland's most special locations as follows: Belfast's Maritime Mile, Seamus Heaney HomePlace in Bellaghy, Navan Fort in Armagh and The Ulster American Folk Park in Omagh.

Appendix 2: 2020/21 Deliverables:

1. Reflecting the unique operational circumstances faced by core funded organisations, in light of COVID-19, manage the Annual Funding Programme to address the Council's strategic objectives and those of DfC;
2. Design new emergency programme interventions to respond (in a coordinated way with government) to meet the needs of artists and arts organisations (Artists Emergency Programme; Organisations Emergency Programme; Additional support awards through University of Atypical; revised General Arts Awards; Freeland's scheme; Commissioning Programme);
3. Deploy dedicated surveys to monitor reaction to COVID-19, develop appropriate policy responses and advocate for support from government;
4. Commission module of questions as part of wider population survey to establish patterns / methods of arts consumption;
5. Contribute to Task Force on impact of COVID-19 on arts and creative sector;
6. Monitor performance of our annually funded organisations, through regular meetings, quarterly reports and the Annual Funding Survey to ensure delivery against our strategy and wider Government priorities;
7. Review the implementation of the Creative Schools Partnership Programme from September 2020 as a result of disruption and school closures due to COVID-19;
8. Assess the future infrastructural needs of the sector particularly those venues that were constructed as part of the capital grant programme but which may require refurbishment and updating and may have specific health and safety requirements for reopening post quarantine as a result of COVID-19;
9. Work with Derry City and Strabane District Council to ascertain feasibility of a support programme for small and medium scale organisations in tandem with Arts & Business and the Blueprint initiative;
10. Monitor the impact of the Rural Needs Small Grants Programme 2019/2020 to build the case for improving local and rural reach of funding through joint projects with Local Government;

11. Strengthen the digital capacity of the arts sector through a training partnership with the Ulster University;
12. Work with Tourism NI and the Department for Communities Historic Environment Division to assess likely audience reaction to the opening of outdoor space and heritage sites in the context of COVID-19 and plan accordingly;
13. Assess needs and skills shortages in the sector through AFS and GIFTS;
14. Survey of funded arts venues to determine disability access gaps; support for UK disability alliance on COVID-19 and co-design disability access card scheme;
15. Review art form classifications to ensure their continued relevance in light of digital developments and implement a rolling policy review through benchmarking across the UK;
16. Participate in the UK wide policy disability forum and the introduction of the Mark 2 scheme;
17. Monitor Funds awarded in 2020 to ascertain impact of COVID-19 on the development of digital technology in the arts;

Appendix 3: Performance Measurement

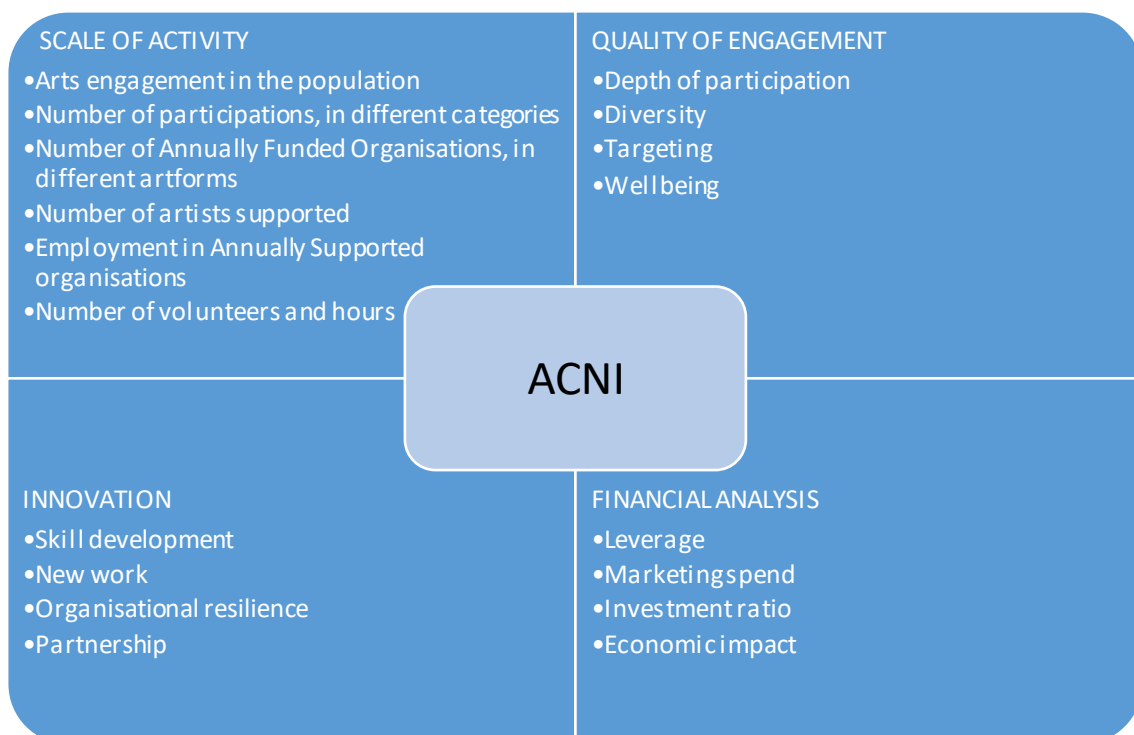
The following performance indicators have been developed to measure the success of the draft Five Year Plan.

The Arts Council commissioned a performance management framework which underpins the draft Five Year Framework. This, independent work by Annabel Jackson Associates, supports the preferred Outcomes Based Accountability (OBA) system used by government. A breakdown of key performance indicators associated with each of the four domains can be found in Table 3.

The method reflects a balanced portfolio of measures that acknowledge trade-offs and inherent weaknesses in the collection and aggregation of data.

A flexible balanced portfolio of measures has been developed across the following dimensions: scale of activity, quality of activity, financial performance and innovation. This system will be developed over time as data systems and learning is strengthened.

Table 3: Five Year Framework Key Performance Indicators



Activities associated with this year’s business plan have been aligned to the framework designed for the 5 Year Plan. These details are shown in Table 4.

Table 4: Alignment of 2020/21 Deliverables to the 5 Year Framework KPIs:

