

Public Document Pack

**Democratic Services Section
Legal and Civic Services Department
Belfast City Council
City Hall
Belfast
BT1 5GS**



**Belfast
City Council**

24th February, 2020

SPECIAL MEETING OF CITY GROWTH AND REGENERATION COMMITTEE

Dear Alderman/Councillor,

The above-named Committee will meet in the Lavery Room - City Hall on Wednesday, 26th February, 2020 at 5.15 pm., for the transaction of the business noted below.

You are requested to attend.

Yours faithfully,

SUZANNE WYLIE

Chief Executive

AGENDA:

1. **Routine Matters**
 - (a) Apologies
 - (b) Declarations of Interest
2. **A City Imagining Investment Programme - Cultural Multi-Annual Grants (Pages 1 - 82)**



Subject:	<i>A City Imagining</i> Investment Programme: Cultural Multi-Annual Grants
Date:	26th February 2020
Reporting Officer:	Alistair Reid, Strategic Director of Place and Economy
Contact Officer:	Eimear Henry, Senior Manager, Culture and Tourism, ext 3582

Restricted Reports	
Is this report restricted?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
If Yes, when will the report become unrestricted?	
After Committee Decision	<input type="checkbox"/>
After Council Decision	<input type="checkbox"/>
Sometime in the future	<input type="checkbox"/>
Never	<input checked="" type="checkbox"/>

Call-in	
Is the decision eligible for Call-in?	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>

1.0	Purpose of Report/Summary of Main Issues
1.1	<p>The purpose of this report is to:</p> <ul style="list-style-type: none"> • update Members on the outcome of the cultural multi-annual grants funding process; • seek approval for recommended grants to successful organisations; and • seek approval for the development and delivery of support programmes for those organisations unsuccessful in securing a multi-annual grant.

2.0	Recommendations
2.1	<p>The Committee is requested to:</p> <ul style="list-style-type: none"> i. note the contents of this report and agree the recommendations for cultural multi-annual grants, as set out in Appendix 5 of this report; and ii. agree the proposed approach to address issues that have emerged as a result of this funding process including providing support to those organisations that have been unsuccessful in securing a multi-annual grant.
3.0	Main Report
3.1	<p>Members will be aware that, at the City Growth and Regeneration Committee on 28th August 2019, a new ten year cultural strategy for Belfast, <i>A City Imagining</i>, was agreed. As part of this strategy, a new investment approach was approved including phased implementation of new funding programmes. The criteria for a new multi-annual programme was agreed with permission granted to open this scheme in October 2019. It was acknowledged that the timeframe for this process was determined by the need to have new funding contracts in place for April 2020 as current agreements expire in March 2020.</p>
3.2	<p>Similar to the Belfast Agenda, the recommended investment model for culture proposed a new partnership approach to supporting the cultural sector, with the aim of sustaining and developing accessible cultural activity and infrastructure across Belfast. This investment is central to creating positive cultural, social and economic impacts for the city, delivering on our overall targets for the period, positioning Belfast as a regional driver, and creating the conditions for long-term transformation.</p>
3.3	<p>As included in the strategy, the aims of the cultural investment model are to:</p> <ul style="list-style-type: none"> - support the cultural life of the city by enabling citizens to be active, dynamic and creative agents of change; - invest in the cultural and creative sectors skills development and capacity for production and innovation; - position Belfast as an international testing ground for new approaches to cultural engagement, development and placemaking; and - establish Belfast as a cultural destination.

3.4	<p>The first phased implementation of the cultural investment model commenced with the opening of a competitive funding programme for cultural multi-annual grants. It was agreed that these multi-annual grants would cover two main areas:</p> <ul style="list-style-type: none"> - Arts and heritage organisations, which have a year-round programme of cultural activity (<i>Anchor</i> four year grants and <i>Enable</i> two year grants) - Festivals and events organisations, which have a festival or event with an audience of 65,000 or more (<i>Imagine</i> four year grants), or an audience of 10,000 or more (<i>Activate</i> two year grants) by end of grant period.
3.5	<p>These two strands of funding, Arts and Heritage and Festivals and Events, each with two tiers of investment available (two- and four-year) replace the existing core multi-annual funding for arts and heritage (due to end March 2020) and previous one-off funding agreements to events and festivals awarded on an annual basis via the Committee process.</p>
3.6	<p>The Arts and Heritage strand of funding is similar to and replaces the established core multi annual funding first implemented in 2013. It is designed to sustain our existing cultural offer covering both programmes and infrastructure. The Festivals and Events strand of funding is a new element and is designed to develop large events and festivals that will help Belfast become a year-round events destination. Furthermore, it creates a transparent and open process in line with the arts and heritage funding.</p>
3.7	<p>The awards recommended in this report under this funding programme represent only one funding stream within the Council and it has been designed to specifically meet the needs of core organisations currently operating at an established level of capacity. Not all cultural organisations or activity in Belfast is best suited or eligible for this programme therefore it is important to note that a number of other programmes will continue to operate such as project funding including support for neighbourhood festivals through the Community Festivals Fund and investment in other activity through Arts and Heritage Project Grants. Furthermore in 2020/21 new programmes to support the cultural strategy will be designed and implemented that directly respond to the intelligence gleaned from completing the CMAG process and a gap analysis relating to need. These and other phased elements of the cultural investment model will be reviewed and developed as part of the cultural strategy implementation plan. This report includes proposed immediate mitigating actions.</p>

3.8	<p>Funded activity is only one form of investment in culture by Council. Council will also continue to directly deliver a number of city events, however these events will be reviewed with an increased focus on partnership working and delivery to ensure complementarity and connectivity with funded activity.</p> <p>Cultural Multi-Annual Funding</p> <p><u>Applications received</u></p>
3.9	<p>Cultural multi-annual grants opened for applications on 7th October 2019 and closed on 22nd November 2019. The grants were advertised via websites, existing networks and on social media. Nine information sessions were held across the city, with 204 attendees in total. In addition, 137 one to one advice sessions took place. In total, officers engaged directly with 406 potential applicants in advance of the deadline.</p>
3.10	<p>84 applications were received in total, and 54 grants are recommended to be awarded across the two strands as follows:</p> <p><i>Festivals and Events cultural multi-annual funding</i></p> <ul style="list-style-type: none"> - Four year <i>Imagine</i> grants: 11 applications were assessed, of which four are recommended to receive a grant. Seven applications were unsuccessful, of which six were considered for a two-year grant. - Two year <i>Activate</i> grants: 26 applications were assessed, of which 12 are recommended to receive a grant. Eleven applications were unsuccessful, two were ineligible, and one was withdrawn. <p><i>Arts and Heritage cultural multi-annual funding</i></p> <ul style="list-style-type: none"> - Four year <i>Anchor</i> awards: 13 applications were assessed, of which nine are recommended to receive a grant. Four applications were unsuccessful, of which three were assessed for a two-year grant. - Two year <i>Enable</i> awards: 43 applications were assessed, of which 29 are recommended to receive a grant. Thirteen applications were unsuccessful, and one was deemed ineligible.
3.11	<p>Organisations applying for four-year grants could elect to be considered for two-year grants, if their four-year applications were unsuccessful. Two organisations were unsuccessful with their four-year applications but did not request to be considered for two-year grants. These were Grand Opera House Trust and Cathedral Quarter Trust.</p>

	<p><u>Criteria for Decision-making</u></p> <p>3.12 The criteria and guidance for applicants for the cultural multi-annual grants are included in Appendices 1 - 3.</p> <p>Assessments were made and scoring applied under three key areas of criteria:</p> <ul style="list-style-type: none"> - Quality of programme: this includes their vision, content, audience experience and marketing and audience development. - Impact of activity: this includes how the programme contributes to the four strategic themes (A City Belonging, A City Challenging, A City Creating and A City Exploring) and how they will monitor and evaluate that impact. A minimum score of 30 was required in this section to be eligible for a grant. - Readiness for investment: this includes planning, financial management, staff, governance and environmental impact. <p>3.13 Assessments were made only on the basis of information supplied by the applicant within their submission. This included the application form and supporting documentation such as business plans and strategies.</p> <p><u>Principles of the Assessment Process</u></p> <p>3.14 Applications are received and eligibility checked by the Central Grants Unit before being passed to officers for scoring. A five-day rule is implemented consistently by the Central Grants Unit at the eligibility check stage for missing key eligibility information such as annual accounts, bank statements and governing documents. Thereafter, officers do not return to applicants to request any additional details in relation to their applications.</p> <p>3.15 Officers undertake a thorough assessment of all eligible applications. Applications and assessments are discussed and agreed at an internal moderation panel. Applications to Festivals and Events grants were assessed and moderated jointly between the Tourism Culture Arts & Heritage team and the City Events team. This was in order to combine the skills and knowledge of both teams. Given the substantial investment for the <i>Imagine</i> festivals and events grant strand, an independent external advisor was appointed via competitive quotation to complement the team in assessing and moderating these applications.</p> <p>3.16 An independent assessment panel co-ordinated by Central Grants Unit and chaired by a Senior Managers is then convened. The role of this assessment panel is 'to ensure that</p>
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	<p>the scoring of applications has been undertaken in an appropriate fashion and to provide verification or validation of sampled applications and the overall process’.</p>
3.17	<p>A summary of assessment and moderation results is included at Appendix 4. A summary of recommended grants and proposed grant recipients is included at Appendix 5.</p>
	<p><u>Rationale for Funding Allocations</u></p>
3.18	<p>The threshold for awarding grants was determined by the quality of applications and the budget available within each strand. This was a competitive process and the standard of applications was overall very high, with thresholds ranging from over 73% to over 79%.</p>
3.19	<p>Due to limits of budget available, volume of applications, and high scoring threshold, some parameters were set in place to help guide grant allocations. The following general rules were applied to help rationalise allocation of grants:</p>
3.20	<p>Festivals and Events organisations (<i>Activate</i> two-year grants):</p> <ul style="list-style-type: none"> - Those organisations recommended to receive an <i>Imagine</i> and an <i>Activate</i> grant, or two <i>Activate</i> grants for different festivals or events, were recommended to receive a maximum of £20,000 for their second festival or event.
3.21	<p>Arts and Heritage organisations (<i>Enable</i> two-year grants)</p> <ul style="list-style-type: none"> - The following three steps were applied: <ol style="list-style-type: none"> 1. Grant offer is 10% of turnover based on average of last two year’s supplied audited accounts, or £30,000, or specific amount requested, whichever is the lowest (as published in the guidance notes). 2. Maximum of standstill funding, if applicant is an existing core multi-annual funding recipient, where the minimum score of 30 has been achieved under the ‘Impact’ criteria within the scoring matrix. 3. Where an uplift of funding is recommended following step one and the minimum impact score of 30 has been exceeded, then 90% of the amount calculated at step one will be awarded. The exception is where this amounts to less than standstill funding for existing clients, at which point the amount recommended will revert to standstill, or maximum grant of £30,000, whichever is lower.

3.22	<p>In calculating the level of award for organisations that met the scoring threshold and are not currently in receipt of a core multi-annual grant, the moderation panel took into consideration the level of turnover and discretionary factors such as nature of work and potential for alternative sources of income.</p> <p><u>Key Issues</u></p>
3.23	<p>The total request for Festivals and Events funding is £2,431,150.00, and for Arts and Heritage it is £2,014,963.50. This is a total request of £4,446,113.50 which is substantially more than budget available.</p>
3.24	<p>54 organisations are recommended for a grant, details of organisations and amounts are provided in Appendix 5. The total level of investment recommended for allocation is £2,363,264. This is an increase from £1,454,101 awarded in 2016 (which was recurrent for four years) however Festivals and Events is an additional grant stream introduced this year specifically to support the ambitions of the Belfast Agenda and the <i>A City Imagining</i> ten year cultural strategy.</p>
3.25	<p>The additional budget for core funding can be found within the estimates for 2020/21 and is achieved by realignment and growth. The rationale for the proposed realignment is to protect the significant investment to date in the cultural infrastructure of the city and to limit long term damage that will result from ongoing public sector cuts. The overall investment in culture is strategically important for the council and key to the delivery of <i>A City Imagining</i> ten year cultural strategy, which is central to achieving the Belfast Agenda's aspirations for the city.</p>
3.26	<p>Of the 51 organisations representing 54 grants recommended for funding, nine are not currently in receipt of core funding: Dumbworld; Ulster Architectural Heritage Society; Belfast Film Festival (Docs Ireland); Cathedral Quarter Arts Festival (Out to Lunch); Outburst Arts Festival; Eastside Arts Festival; Festival of Fools; Odyssey Trust (Friendship Four); and Science Festivals NI (NI Science Festival).</p>
3.27	<p>Of the current 56 Arts and Heritage core multi-annual funding recipients 2016-2020, 12 organisations will no longer receive multi-annual funding. Of these 12, eight organisations were unsuccessful, one was ineligible, and three did not apply. It is recommended that a transition programme is delivered to support these organisations and further information is available at 3.3.</p>

3.28	<p>Those in receipt of an <i>Imagine</i> festivals and event grant will not be eligible to apply for any other council funding for the same festival or event, including ancillary activity such as outreach or audience development. Those in receipt of an <i>Activate</i> festivals and event grant will not be eligible to apply for a Community Festivals Fund grant for the same festival or event, including ancillary activity (as they will no longer be considered to be at the scale that the community festivals fund is designed to support). All other council funding applied for must be for activity that is clearly additional to that supported through the multi-annual grant. We have publicised that we may prioritise applications from applicants not in receipt of a cultural multi-annual grant.</p> <p><u>Follow up support</u></p>
3.29	<p>All organisations that applied for funding will be offered a debrief meeting. At this meeting officers will help unsuccessful applicants identify alternative potential sources of support and development.</p>
3.30	<p>Additional support for investees will be provided through a wraparound support programme and initiatives developed alongside key sector organisations and forums where appropriate. All investees will be appointed a dedicated relationship manager who will act as a single point of contact between the organisation and the council. Relationship managers for the <i>Imagine</i> and <i>Activate</i> investees will support the development of the festival or event, whilst ensuring that all liabilities remain with the organisation.</p>
3.31	<p>Before the grant contract is released, <i>Imagine</i> and <i>Activate</i> investees will confirm which budget lines they will spend the council's investment against, targets will be clarified, and our partnership approach to support will be mutually agreed. This is in keeping with project funding practice, it manages risk and minimises the issue of council subvention being used to support commercially viable performances or other activity.</p>
3.32	<p>Officers will monitor expenditure of grants and measure achievement of agreed aims and objectives. Investees that consistently underperform against targets may be penalised.</p> <p><u>Transition support</u></p>
3.33	<p>From the outset it was acknowledged that the new cultural strategy would result in a new core funding programme that would not be the best fit for every organisation currently in receipt of core funding. Given this it was agreed that where any organisation currently in</p>

	<p>receipt of core funding is deemed ineligible for new CMAG programme or unsuccessful following the assessment process then one year transition funding at a level of current grant up to a maximum of £30,000 would be offered. This support will be tailored to individual organisations but will be a combination of finance, training, and advice, in order to assist with future planning.</p>
3.34	<p>It is therefore recommended that this <i>Transition</i> Programme would be delivered as follows:</p> <ul style="list-style-type: none"> a. Funding contract drawn up with clear objectives, targets and programme details. b. 50 per cent unrestricted funds upfront to enable unsuccessful applicants to continue “business as usual”. c. A support programme to help organisations plan to develop sustainability capabilities or develop, test or implement a change project. d. Organisations submit a project plan to be incorporated as an addendum to their letter of offer to unlock the second 50 per cent restricted funding.
3.35	<p>Organisations eligible for transition funding are included at Appendix 6 with details of proposed awards.</p>
	<p><u>Additional areas of need</u></p>
3.36	<p>As is inevitable with all strategic change, some organisations will be positively impacted by the Investment Model and some will be negatively impacted. To mitigate against any impact of the new multi-annual grant, project funding for arts, heritage, festivals and events will remain unchanged in 2020/21. The proposed <i>Transition</i> programme will also be in place to help manage the change.</p>
3.37	<p>Whilst modelling the impact of this change has not identified any differential impact based on section 75 dimensions in relation to equality of opportunity, completion of the cultural multi-annual grant process has indicated specific areas of need that may require additional mitigating actions in relation to good relations.</p>
3.38	<p><i>A City Imagining</i> and the Investment Model does not specify particular priority section 75 dimensions. Rather, applicants for funding are required to evidence how and why the people or groups they intend to work with are at risk of missing out. This allows cultural</p>

	<p>organisations to demonstrate need based on their own considerable experience and expertise working with different groups, allowing for groups with multiple complex identities that can otherwise be overlooked. This is supported by research from Thrive, which recommends a more nuanced “focus on particular demographics in particular areas will be the best way to achieve overall growth in the city’s rates of engagement”; and supported by feedback from the <i>A City Imagining</i> engagement programme which recognised that individuals cannot be categorised into only one section 75 category.</p>
3.39	<p><i>A City Imagining</i> places particular importance on culture as a driver of social capital, and by building the “capacity of our citizens to allow people to express their own cultural identities” is likely to continue to increased understanding and tolerance of the culture and identities of others. Therefore there is considered a good relations implication that indicates that there may be a differential impact on cultural capacity in the long-term because this new process has pointed to a complex set of circumstances (cultural organisations primarily preserving, promoting or developing the protestant culture have lower organisational capacity) and multiple identities.</p>
3.40	<p>It is, therefore, recommended that a programme is designed and taken forward that addresses this impact. The programme will focus on building individual and organisational capacity with a view to culminating in event(s) of scale to be produced as part of 2023 programme.</p>
3.41	<p>Previous research has also indicated that disability arts organisation are particularly vulnerable to policy changes. Whilst University of Atypical is not recommended for a multi-annual grant, it would be supported by the proposed <i>transition</i> one year funding which includes support to address sustainability issues. It is further recommended that this should be revisited at the end of year one.</p>
3.42	<p>Finally, whilst an application from Cathedral Quarter Trust for delivery of a scaled up Culture Night has been unsuccessful, the importance of ensuring a largescale shared cultural event in the city centre is recognised. It is therefore recommended that in 2020 Council offers ongoing support to Cathedral Quarter Trust in partnership with Department of Communities of £50,000 towards programming and £12,000 towards core costs. This is to ensure no loss of activity or local engagement. In parallel a strategic review of culture</p>

night will be completed including recommendations for long-term governance and a sustainable partnership model to be considered in the context of the city's overall events calendar. This review would aim to relaunch a significant city centre annual event from 2021 onwards with year on year growth leading to 2023.

Financial and Resource Implications

3.43 The activities outlined in this report will be resourced from agreed departmental budgets for 2020/21. A breakdown of the budget is detailed below.

- 3.44
- The total recommended for funding through cultural multi-annual funding is £2,363,264. This would represent investment of:
 - £1,004,665 for Festivals and Events grants, and
 - £1,358,599 for Arts & Heritage grants
 - £168,000 will be allocated to *transition* funding
 - £80,000 will be allocated to capacity building programme
 - £50,000 to be awarded to Cathedral Quarter Trust in partnership with Council and other stakeholders to deliver a city centre event.

Equality or Good Relations Implications / Rural Needs Assessment

3.45 An Equality Impact Assessment and Rural Needs Assessment was carried out for the Cultural Strategy. An equality screening was completed on the Investment Model including multi-annual grants which has been screened out with mitigating actions. Mitigating actions include: monitoring key population indicators and programme performance measures, in particular participation and attendance by disabled people; consider additional support and for sector-wide audience development of under-engaged audiences, in particular disabled people and older people; people and groups where there is evidence of additional barriers, such as LGBTQ+ and carers, and people with multiple identities; promotion and implementation of the council's Inclusive Events Guide for outdoor events and cultural festivals.

3.46 Other investment model strands will be equality screened as they are designed and implemented.

3.47 Reviewing the outcomes, there has been under-representation of groups from or representing the PUL community. Capacity building has been identified as a mitigating action.

4.0	Documents Attached
	<p>Appendix 1: Guidance Notes (General)</p> <p>Appendix 2: Guidance Notes (Arts & Heritage organisations)</p> <p>Appendix 3: Guidance Notes (Festivals and Events organisations)</p> <p>Appendix 4: Summary of all applications received, scores, and recommendations</p> <p>Appendix 5: Grant recommendations and summary of proposed programmes</p> <p>Appendix 6: <i>Transition</i> funding</p>

A CITY IMAGINING

Belfast

Cultural Strategy for
Belfast 2020 - 2030

**Your guide to cultural
multi-annual grants**

General guidance notes

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A City Imagining

The Belfast Agenda, our city's first community plan, has helped to establish a new approach to partnership working. Belfast's 10-year cultural strategy, *A City Imagining*, is a consolidation of the foundation, commitments and achievements of several preceding strategies and frameworks.

Similar to the Belfast Agenda, our new investment model for culture proposes a new partnership approach to funding with the aim of sustaining and developing accessible cultural activity and infrastructure across Belfast.

The investment model

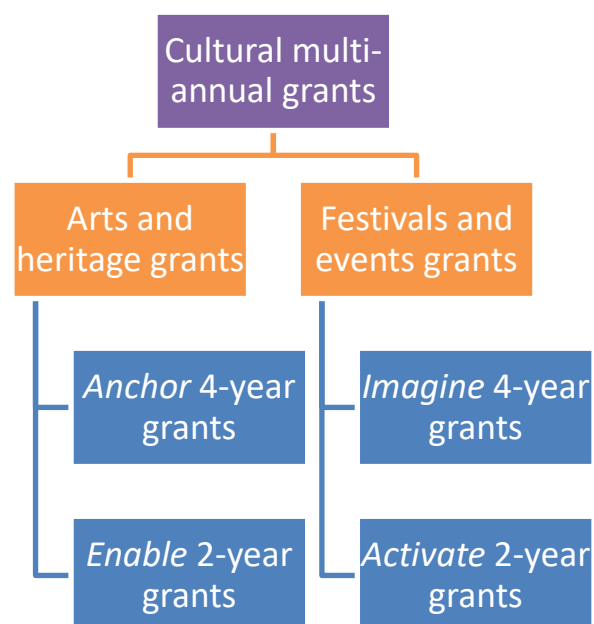
The aims of the cultural investment model are to:

- Support the cultural life of the city by enabling citizens to be active, dynamic and creative agents of change
- Invest in the cultural and creative sectors skills development and capacity for production and innovation
- Position Belfast as an international testing ground for new approaches to cultural engagement, development and placemaking
- Establish Belfast as a cultural destination

Multi-annual grants are the first phased element of the cultural investment model being developed by Belfast City Council. Other programmes will follow in due course. There are two strands of multi-annual grants available, that is multi-annual grants for:

- Arts and heritage organisations with a year-round programme of activity (*Anchor & Enable*)
- Festivals and events with an audience of more than 10,000 (*Imagine & Activate*)

These multi-annual grants are available over two and four years as outlined in the diagram below.



Anchor & Enable

These multi-annual grants are for **arts and heritage organisations**. They can support organisations that have a recurrent, year-round programme of work and ongoing costs associated with this. This investment is not intended for short- or fixed-term projects or single or one-off events. If you are interested in these grants, please also read **Your guide to completing an application for Anchor and Enable grants**.

Imagine & Activate

These multi-annual grants are open to all cultural organisations – whether they work through sports, arts, heritage, architecture, language, food and so on – running a **large festival or event**. For the purpose of this investment, festivals and events are defined as an activity or a series of activities with a common theme that occur on one day or over a period of several successive days. If you are interested in these grants, please also read **Your guide to completing an application for Imagine and Activate grants**.

It is anticipated that applications for multi-annual grants will be very competitive. If you are unsure which grant you should apply for, talk to us. Our contact details are available at the end of the guidance notes, or come along to one of our information roadshows in October – log on to www.belfastcity.gov.uk/culturalstrategy for more information.

What you can apply for

This table shows the different levels of investment available.

Strand	Minimum grant per year	Maximum grant per year	Estimated average grant per year	Estimated number of grants
Imagine	£50,000	Up to 25 per cent of your organisation's turnover, but no more than £250,000	£160,000	3 to 4
Activate	£10,000	Up to 25 per cent of your organisation's turnover, but no more than £50,000	£46,000	12
Anchor	£30,000	Up to 10 per cent of your organisation's turnover, but no more than £150,000	£124,000	7
Enable	£10,000	Up to 10 per cent of your organisation's turnover, but no more than £30,000	£20,000	25

The same level of award will be received each year. For example, if you apply and are awarded £10,000, you will receive £10,000 each year.

As this is a competitive programme subject to budget availability, we may offer you less than the amount you applied for. If this is the case, we will talk to you about the effect this may have on your programme before we issue your contract.

What we can invest in

Our investment can be used towards the cost of running your organisation and your programme of activities. It cannot be spent on:

- activities that contravene Belfast City Council policies. An example of this would be balloon or Chinese lantern releases, which contravene our environmental policy
- groups or activities that discriminate against any particular racial group, political grouping or religious body
- any particular political party or party political activity
- commercial programmes or activities that could be undertaken on a commercial basis. If, in the reasonable opinion of the council, the organisation applying for a grant is a de facto commercial organisation, whatever the legal make-up of the organisation, then the council will not fund that organisation. The decision of the council shall be final in this regard. Regardless, our grant must only be used to support elements of your programme that are not commercial and can demonstrate public benefit.
- capital expenditure (that is the cost of buying physical assets for long-term use, such as buildings, land, vehicles, equipment and so on)
- costs associated with filling in this application form
- any costs or activities before 1 April 2020

Who can apply

You must meet the following eligibility criteria to be considered for investment.

Common eligibility criteria

- Your organisation must
 - have an office in and operational focus in the Belfast City Council local government district.
 - be a legally constituted group and supply evidence of this (a constitution or memorandum and articles of association).
 - be a not-for-profit organisation and be unable to share out profits to members or shareholders.
 - have a board or management committee and supply a list of members.
 - hold a bank account in the organisation's name and provide evidence of this.
 - be in good financial health, have effective financial controls and submit evidence of this such as financial accounts and bank statements.
 - complete the application form in full.
 - All of your organisation's policies and procedures must be in place, up to date and fit for purpose to comply with all relevant legal and regulatory requirements for the group, services and activities for which your organisation is wholly liable. This may include a safeguarding policy for children and vulnerable adults; an equal opportunities policy; and all other relevant policies. You must also keep to all relevant laws including the Race Relations (NI) Order 1997, the Sex Discrimination (NI) Order 1976, Fair Employment and Treatment (NI) Order 1998 and the Disability Discrimination Act 1995.
 - It is unlikely that we will invest in you if you have previously received a grant from us that was not managed satisfactorily or was not completed. This includes if you did

not send us monitoring reports within the agreed timescales or if you did not seek approval for changes to your project.

Grant-specific eligibility criteria

In addition to the common eligibility criteria, each grant also has specific eligibility requirements which are outlined in the table below.

	<i>Imagine</i>	<i>Activate</i>	<i>Anchor</i>	<i>Enable</i>
Primary purpose of organisation	Culture	Culture	Arts or heritage	Arts or heritage
Type of activity	Festival or event	Festival or event	Year-round programme	Year-round programme
Minimum annual turnover	Estimated £300,000 average over the contract period (from 2020/21 to 2023/24)	Estimated £50,000 average over the contract period (from 2020/21 to 2021/22)	£300,000 average over the previous two financial years (based on annual accounts)	£100,000 average over the previous two financial years (based on annual accounts)
Staff	Has or will employ in the first year of the grant at least 3 fulltime equivalent staff	Has or will employ in the first year of the grant at least 1 fulltime equivalent staff	Has 3 fulltime equivalent staff	Has 1 fulltime equivalent staff
Planning	<ul style="list-style-type: none"> event business plan for the first year's festival or event strategic plan up to and including 2023 	<ul style="list-style-type: none"> event business plan for the first year's festival or event 	<ul style="list-style-type: none"> organisational business plan for the first year of the grant longer-term strategic plan 	<ul style="list-style-type: none"> organisational business plan for the first year of the grant
Marketing	<ul style="list-style-type: none"> marketing plan up to and including 2023 	<ul style="list-style-type: none"> marketing plan for the first year of your festival or event 	<ul style="list-style-type: none"> marketing plan for the first year of the grant 	<ul style="list-style-type: none"> marketing plan for the first year of the grant
Partners	Local, regional, international, media and cross-sectoral (that is, from outside the cultural sector) partners	Local and regional partners	Local, regional, international, media and cross-sectoral (that is, from outside the cultural sector) partners	Local and regional partners
Volunteers	Minimum 40 per year	Minimum 20 per year	Minimum 20 per year	Minimum 10 per year
Audience	65,000 by 2023 or a 10 per cent increase each year, whichever is greater	10,000 by 2022 or a 5 per cent increase each year, whichever is greater	Minimum 50,000 per year from 2018/19	No minimum requirement
Visitors	25 per cent of audience from outside Belfast	20 per cent of audience from outside Belfast	No minimum requirement	No minimum requirement

	including a target for visitors from outside NI	including a target for visitors from outside NI		
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How to apply

Please read the guidance notes in full before you decide which grant is right for you.

We have also developed an eligibility quiz that will guide you through the eligibility criteria and help you decide which strand to apply for.

You cannot apply for both a festivals and events grant **and** an arts and heritage grant.

However, if you have two or more festivals or events, you may apply for more than one grant. For example, if you are planning a festival with an audience of 65,000 and an event with an audience of 10,000, you may apply for both an *Imagine* and an *Activate* grant.

If you are an arts and heritage organisation that runs or is planning a festival or event with an audience of 10,000 people, you must apply for a festivals and events grant (*Imagine* or *Activate*) regardless of your programme of activity throughout the rest of the year.

If you are applying for a four-year grant, you can choose to be automatically considered for a two-year grant if your four-year application is unsuccessful.

The application form

To apply for a grant, you must first take the eligibility quiz, which you can do online at www.belfastcity-grants.com.

Once you have completed the quiz, you will be able to access the application form for whichever grants you are eligible.

We are committed to making sure that our services are available to all sections of the community. We may be able to provide the guidance notes and application form in different formats on request.

The organisation completing the form must be the same organisation that will receive the grant and manage the programme. We will not consider an application made by one organisation on behalf of another.

Timescales

Deadline for applications	12 midday, Friday 22 November 2019
Notification to applicants	by Friday 6 March, 2020

We must receive your application on or before 12 midday on Friday 22 November 2019. We will not accept applications we receive after this time. The date of notification to applicants is subject to council approvals.

The assessment process

Stage one: eligibility check

We will first make sure your organisation meets the eligibility criteria listed under the “Who can apply” section. If you have forgotten to provide us with copies of your:

- constitution or memorandum of association
- annual accounts

- management accounts, or
- bank statements

we will contact you and ask you to send us the information within five working days. Annual accounts and management accounts must be signed and dated by your chairperson or treasurer to confirm they are your organisation's accounts. No other information will be requested.

If your organisation does not provide this missing information within five working days, or does not meet the eligibility criteria, your application will be deemed ineligible. This means that your application has been unsuccessful and will not be recommended for a grant.

Stage two: scoring and risk assessment

If your organisation passes the stage one: eligibility check, your application will then be scored against the following criteria.

Criteria	Weighting %
<p><i>Quality of programme</i></p> <p>This includes your vision, content, audience experience and marketing and audience development.</p>	30
<p><i>Impact of activity</i></p> <p>This includes how your programme contributes to the four strategic themes (A City Belonging, A City Challenging, A City Creating and A City Exploring) and how you will monitor and evaluate that impact.</p> <p>You must score 75 per cent or over (that is, 30 marks or more) in this section to be eligible for a multi-annual grant.</p>	40
<p><i>Readiness for investment</i></p> <p>This includes planning, financial management, staff, governance and environmental impact.</p>	30

You must score at least 65 per cent overall to be considered for investment. However, even if an application scores highly, we cannot guarantee that we will have the resources to invest in your programme, and we reserve the right not to award any funding.

We will also carry out a risk assessment on your proposal. We will consider:

- Organisational risks
- Programme risks
- Delivery risks
- Finance risks

A high-risk rating means that we have serious concerns, and it is very unlikely we will invest in your programme.

A medium-risk rating means that we have some concerns. If you are awarded a grant, we may reduce the level of money we invest, make you a conditional offer, build additional conditions in to your contract or monitor you more closely.

Stage three: assessment and recommendations

Applications will undergo a rigorous multi-stage assessment process. Finally, recommendations will be presented to and ratified by the council. Applicants will be notified of the council's decision by 6 March 2020 (subject to council approvals).

The Council's decision on whether to award funding is final and there is no appeals process, however if your application is unsuccessful you can contact an officer for feedback and advice on future funding applications.

Filling in your application form

For some questions, we have set the maximum number of words you can have in your answer. Please keep to the word limits as we will not consider any words over the word limit.

Your responses should be well structured and clearly linked to the question. We recommend you use bullet points and headings where possible.

It is important that you give us clear and detailed information on your programme and its impact. It is not enough to repeat what we say in *A City Imagining* or in these guidance notes.

We assess your programme and impact only on the information you provide as part of the application. We may be familiar with your work – perhaps the council has funded your organisation in the past or staff have attended your events and other activities – but we will not take this knowledge or experience into account.

We will also not take into account information we have not specifically asked for as part of the application, such as press clippings, photographs, evaluation reports, CVs and so on.

We may verify information you provide about the management and governance of your organisation by checking the information you have provided to Companies House or the Charity Commission NI. We may also check how you managed any grants previously awarded by Belfast City Council. It is unlikely that we will invest in you if you have previously received a grant from us that was not completed or managed satisfactorily.

The information contained in your business plan or strategy and marketing plan should support what you have told us in your application form. We will be looking for a “golden thread” between your application form and your supporting documents.

Applications that are not complete or do not provide detailed financial budgets in the tables provided in the application form will be deemed ineligible.

For more detailed guidance on the application form, please refer to the guidance notes for the type of grant best suited to your organisation:

- **Your guide to completing an application for *Anchor* and *Enable* grants (for arts and heritage organisations), or**
- **Your guide to completing an application for *Imagine* and *Activate* grants (for festivals and events)**

If you are unsure which grant you should apply for, talk to us. Our contact details are available at the end of the guidance notes, or come along to one of our information roadshows in October – log on to www.belfastcity.gov.uk/culturalstrategy for more information.

What happens next?

If we agree to invest in your programme, we will write to you to let you know.

If the amount of investment we offer is less than the amount you applied for, we will talk to you about the effect this may have on your programme and targets before we issue your contract.

If you have been awarded an *Imagine* or *Activate* grant, you will also have to tell us what you are going to spend our investment on. (*Anchor* and *Enable* investment is unrestricted – you just have to agree to use our money responsibly in line with the conditions of your contract.)

We will then issue you with your contract, which will set out:

- your programme and targets
- the general conditions of the grant
- any special conditions
- the stages we will pay the grant in

Working together

We want to build a trusting and collaborative relationship with the organisations we invest in – a relationship that is supportive, but that can also withstand challenge.

You will be appointed a relationship manager who will be an expert in culture or events management. Depending on your programme and the value of our investment, you and your relationship manager will agree what support you need, when and how.

We also intend to develop a central package of support, such as forums, training and networking, based on clusters of activity and need.

Monitoring and evaluation

You must complete regular monitoring, to a schedule that will be agreed with your relationship manager, giving details of your progress, including your performance against your planned activities, targets and spend. You must also submit an updated budget and programme at the end of each year of your contract. You must also get the permission of your relationship manager in writing before you make any significant changes to your organisation, programme or the budget.

We are looking at how we can streamline our monitoring and evaluation with other major funders. For example, we may work with Tourism NI and our *Imagine* and *Activate* festivals and events to create a standard methodology and survey to measure economic impact. We may also introduce other methods to measure or independently evaluate the impact of *A City Imagining* and our investment.

Paying the grant

We will make payments based on a schedule to be agreed with your relationship manager, and this will be detailed within your contract. We may review this payment schedule based on your spend profile.

We make all payments by Bacs transfer.

We have asked *Imagine* and *Activate* festivals and events to develop ambitious growth targets. We will work with you to achieve these. However, should any organisation we invest in fail to deliver

their programme or targets, we may withhold all or part of our investment. This will be done in consultation between the organisation and their relationship manager.

Using our logo and the Belfast brand

Organisations in receipt of council grants must use the Belfast City Council logo to acknowledge our support. We will give you further guidance on this if your application is successful. If you do not acknowledge council support, we may withdraw some or all of your grant.

In addition, we are encouraging creative use of the Belfast city brand (www.belfastbrand.com) for all Belfast based cultural activity, events, and festivals. We will give you further guidance on this if your application is successful.

Applying for other funding from Belfast City Council

Imagine festivals and events grant recipients will not be eligible to apply for any other council funding for the same festival or event, including ancillary activity such as outreach or audience development.

Activate festivals and events grant recipients will not be eligible to apply for community festivals funding for the same festival or event, including ancillary activity.

All other council funding applied for must be for activity that is clearly additional to that supported through your multi-annual grant.

We reserve the right to exclude cultural multi-annual grant recipients from applying for other council grants or to prioritise applications from applicants not in receipt of a cultural multi-annual grant.

Talk to us

Information roadshows

We will be running information roadshows during October. Dates and venues will be published on our website www.belfastcity.gov.uk/culturalstrategy or you can contact us for more information.

Central Grants Unit

For general enquiries about the application process or advice on filling in the application form, contact the Central Grants Unit.

Phone: 9027 0324 Email: cgugrants@belfastcity.gov.uk www.belfastcity.gov.uk/funding

City Events Unit

If you are planning an event or festival and would like more advice and support, please contact our events team.

Phone: 9027 0260 Email: events@belfastcity.gov.uk

Tourism, Culture, Arts and Heritage Unit

If you are an arts or heritage or festival organisation and would like more advice and support, please contact our tourism, culture, arts and heritage team.

Phone: 9050 0512 Email: culture@belfastcity.gov.uk www.belfastcity.gov.uk/culture

General glossary

Annual accounts	Accounts prepared at the end of your financial year. Those organisations required by law to produce audited accounts (that is accounts examined by a trained, independent auditor) should submit their audited accounts with their application. Other organisations should submit annual accounts examined, agreed and signed by their board or management committee. For further information on legal requirements, see www.charitycommissionni.org.uk or www.companieshouse.gov.uk .
Articles of association	<i>See memorandum and articles of association</i>
Attendees	This is the number of people attending a one-off event such as audience or spectators.
Audience	Attendees and participants
Audience development plan	A plan of activity designed to strengthen relationships with existing and potential attendees and participants. It can include marketing, commissioning, programming, education, customer care, distribution, and so on. For some organisations, audience development will be included in their marketing plan.
Bacs	An electronic transfer of money from one bank account to another.
Baseline	The starting position or a reference point from which you can measure progress and performance.
Business plan	A formal statement that sets out what you want to achieve and how you are going to achieve it over a specified period of time, usually one year. For the purposes of this application, it must cover at least the first year of the contract period (that is, 2020).
Capital expenditure	The cost of buying physical items for long-term use such as land, buildings, vehicles or equipment.
Cash flow	The amount of money being transferred in to and out of your organisation.
Commercial activity	Any activity that could reasonably be carried out by a for-profit organisation for the sole purpose of making money.
Constitution	A legal document that sets down what your organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board of directors, etc.
Contract	A legally binding agreement between two or more parties to do (or not do) something.
Contracted staff	People you hire for a particular project on a short-term contract
Contributions	Income received not in exchange for goods or services (earned income) or from funding. It is often in recognition of the value of what you do, for example, donations from audience members, corporate sponsorship or income from trusts and foundations.

Core costs	<i>See running costs</i>
Cultural organisation	An organisation that preserves or promotes culture. <i>See also culture.</i>
Cultural practitioner	A person engaged because of their expertise in the preservation, practice or promotion of culture. This can include artists, sports professionals, coaches, directors, historians, facilitators, teachers, academics, and so on.
Culture	Any expression of how we live our lives and relate to the world around us. It can include arts, heritage, architecture, sport, food, language, customs, traditions and ideas.
Eligibility criteria	Basic requirements that an organisation must demonstrate in order to have their application considered for funding.
Established organisation	An organisation that has been operating for several years and can reasonably be expected to have two years' annual accounts
Estimated attendees	This is the number of people attending a one-off event that cannot be measured using a precise method, for example, attendees at a large, outdoor, un-ticketed event.
Evaluation	Evaluation is an assessment how well something ran (for example, 90 per cent of participants would recommend your activity to a friend) and what difference it made (80 per cent of participants learned a new skill).
Event	An activity that occurs on one day or over a period of several successive days.
Festival	A festival a series of activities with a common theme that occurs over a period of several successive days.
Financial verification	An examination of an organisation's financial records and processes by a funder or other independent body
Financial year	Accounting period of 12 consecutive months after which annual accounts are prepared. The financial year can start on any day of the year.
Freelance staff	A self-employed person hired for a particular project
Fulltime equivalent	The number of hours worked by one full-time employee. So, for example, a part-time employee working half the week would be 0.5 fulltime-equivalent. You can find several fulltime-equivalence calculators, such as https://m.wikihow.com/Calculate-FTE , online.
Grant	An award of financial assistance to a successful grant applicant
Governance	The structures, processes and procedures that control your organisation. Responsibility for governance lies with your board of directors or management committee
Impact	This is the difference your activity will make, sometimes referred to as outcomes or theory of change. Impact usually changes over time, and it affects different groups of people differently. For example, a

	participant on a training course may gain a new skill. When they put that skill in to practice, it may help them gain employment as a cultural practitioner. If enough cultural practitioners develop new practice, this may have an impact on the sector, which may in turn change cultural or government policy.
In kind	Goods or services given in support where no cash is exchanged
Investment	Money awarded to you by Belfast City Council to enable you to deliver cultural benefit for the city
Local government district	The geographic area Belfast City Council is responsible for
Known attendees	This is the number of people attending a one-off event that can be “known” – that is, calculated using a precise method such as ticket sales – and verified.
Management accounts	A summary of accounting data (balance sheet, cash flow and income statement) used to make short-term, day-to-day business decisions. Your management accounts should be presented at regular board or committee meetings and signed and dated by a representative of the board or committee to confirm that they are true and accurate.
Market segment	A group of people that share one or more characteristics that you want to market your good or services to
Marketing	How you promote or sell your organisation company, product or service
Memorandum and articles of association	Legal documents that set down what an organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board, etc.
Monitoring	Systematic supervision and recording of activities to ensure that they are being delivered on time, within budget and to the agreed performance target.
New organisation	An organisation that is recently established and cannot reasonably be expected to have two years’ annual accounts
Objective	A goal or specific result you want to achieve
Participants	A participant is a person who actively takes part in an activity.
Partnership	Two or more organisations working together for mutual benefit. A partnership can be informal or formal, sometimes written down in a contract or memorandum of understanding.
Payroll	A list of employees receiving wages or salaries
Permanent staff	Staff on your payroll on a permanent contract or fixed term contract of one year or more.
Practitioner	<i>See cultural practitioner</i>
Primary purpose	What your organisation was set up to achieve.

Programme	A series of interlinked projects designed to achieve your vision, aims and desired impact.
Programme costs	The cost of delivering your organisation's programme of activity, such as practitioner fees, materials, venue hire, marketing, and so on.
Project	A discrete piece of work with a set beginning and end to achieve a particular result
Risk assessment	A method of controlling risks (and opportunities). It involves identifying a risk, evaluating the chance of the risk happening and the effect it could have, and then deciding on an appropriate way to deal with it.
Running costs	The ongoing cost related to the day-to-day running of an organisation, such as staff costs, light, rent and heat, and so on.
Spend profile	An analysis of how much money you are going to spend and when
Stakeholder	A person with an interest in or influence over your organisation or activities
Strategy	A high-level plan that describes your long-term vision, objectives and how you will achieve these
Target	An indicator of success, measured in numbers
Vision	An aspirational description of what your organisation wants to achieve in the mid- or long-term
Visitor	A visitor is a person who does not live or work in Belfast visiting the city for leisure or business purposes.
Volunteers	Staff or helpers who receive no wages or salary or who receive no more than basic expenses.

A CITY IMAGINING

Belfast

Your guide to completing
an application for

*Arts & Heritage
Multi-Annual Grants
- Anchor or Enable*

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Before you begin

These guidance notes are designed to help you apply for an arts and heritage multi-annual grant – either *Anchor* (a four-year grant) or *Enable* (a two-year grant).

It is important that you have read and familiarised yourself with the general guidance notes first so that you know you are applying for the right grant.

If you are applying for an *Enable* grant, you will be asked to tell us about your programme and budget for 2020/21 and 2021/22.

If you are applying for an *Anchor* grant, you will be asked to tell us about your programme and budget from 2020/21 through to 2023/24. *Anchor* applicants will also have the option to be automatically considered for a two-year *Enable* grant if your application for the four-year *Anchor* grant is unsuccessful.

Filling in your application form

To access the application form, first take the eligibility quiz, which you can do online at www.belfastcity-grants.com. For some questions, we have set the maximum number of words you can have in your answer. The word limits are not just for guidance – we cannot consider any content over the specified word limit.

Your responses should be well structured and clearly linked to the specific question. We recommend you use bullet points and headings where possible.

It is important that the answers you give are clear and give detailed information on your programme and its impact. It is not enough to repeat what we say in these guidance notes or in the Belfast cultural strategy, *A City Imagining*.

We can only assess your programme and impact on the information you provide as part of the application. We may already be familiar with your work – perhaps the council has funded your organisation in the past or officers have attended your events and other activities before – but we cannot take this knowledge or experience into account.

We cannot take into account information we have not specifically asked for as part of the application, such as press clippings, photographs, evaluation reports and CVs.

We may verify information you provide about the management and governance of your organisation by checking it with Companies House or the Charity Commission NI. We may also check how you managed any grants previously awarded by Belfast City Council. It is unlikely that we will invest in you if you have previously received a grant from us that was not completed or managed satisfactorily.

The information contained in your marketing plan and business plan or strategy should support what you have told us in the application form. We will be looking for a “golden thread” connecting your application form and these supporting documents.

Applications that are not complete or do not provide detailed financial budgets in the tables provided in the application form will be deemed ineligible.

About your organisation

This section gathers basic information about how your organisation is set up and managed.

If you have applied for funding from Belfast City Council within the past five years, you do not need to send us a copy of your constitution or memorandum of association unless there have been changes to it.

Your board

You should submit copies of minutes of any board meetings you have had over the last 12 months. If your organisation has not been running for 12 months, you should submit minutes of any board meetings you have had since it was formed.

Financial information

If your organisation has been operating for several years, you are required to submit copies of the following information to demonstrate that the organisation is financially sound:

- Two years' most recent signed annual accounts
- Management accounts dated within the last three months and signed as agreed by the board of directors or management committee
- Three months' most recent bank statements

If your organisation has only been established recently and cannot reasonably have produced two years' annual accounts, you must submit copies of the following information:

- Management accounts dated within the last three months and signed as agreed by the board of directors or management committee
- Six months' most recent bank statements
- If available, one year's signed annual accounts

Annual accounts and management accounts must be signed and dated by your chairperson or treasurer to confirm they are your organisation's accounts.

Belfast City Council is highly unlikely to invest in an organisation that is in poor financial health or that does not have effective financial controls.

What you want to do

This is your opportunity to tell us about your programme of activity.

Here you provide details of all the activities you intend to carry out between 1 April 2020 and 31 March 2021. This means your programme should be broken down into separate strands or projects with a description of each including:

Your activity	What it is you are planning
When and where it will take place	Give detail on venues, locations, dates and times
Who will be involved	What staff, volunteers, cultural practitioners, project partners are involved

Your target audience	Who they are, where they come from and number of participants and known and estimated attendees
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It is unlikely that you will have your programme fully planned for the next two to four years. You should instead tell us about any significant changes or developments you intend to make each year.

We can only invest in activities that benefit Belfast. However, that does not just mean activity taking place within the Belfast local government district or with Belfast-based cultural practitioners. For example, taking your work to the rest of the world can help to promote Belfast as a cultural city. It is up to you to demonstrate how Belfast will benefit from your activity.

2023

2023 will be a year-long celebration of culture. It will include a programme of activity based on the concept of *At home*. We also hope that Belfast will be designated a UNESCO City of Music. And we will be preparing to open our new cultural attraction, the Belfast Destination Hub, which will share the “Belfast Story” with the world.

While we anticipate additional investment to support 2023, you should tell us how the activity you are planning now will contribute to this yearlong celebration.

If you are applying for a four-year grant, it could be that you are planning a special 2023 event. Perhaps your current activity already supports local musicians or the *Obviously Belfast* tourism themes (*A City of Stories*, *A City of Contrast*, *A Maritime City*, and *Made in Belfast*). Or simply, but crucially, you may be working with our residents to increase their readiness to engage with culture and become co-creators of their own cultural future.

Quality

We realise that quality can be defined in many different ways depending on what you do. This is your opportunity to demonstrate how you define, measure and deliver quality. It is important that you support your response by providing evidence from a variety of sources. It is great if you can tell us that your work is excellent because your beneficiaries said it was. It is stronger still if you tell us what your beneficiaries told you specifically.

These are some of the indicators of quality we are particularly interested in.

- Is your work distinctive? That is work that could not have emerged elsewhere, or is it significant that it is happening within this city?
- Does your programme provide an opportunity for people to immerse themselves in local culture?
- Is your activity unique within Belfast? That is, if you don’t programme it, nobody else will.
- Tell us about the calibre, skills and experience of cultural practitioners you work with.
- Do you consider the experience of your audience and take steps to improve?

What difference it will make

This section is about the impact your programme will have on the city, its people, the cultural sector and our place on the world. It is based on the four themes in Belfast’s cultural strategy, *A City Imagining*. The table below summarises how these grants will contribute to the cultural strategy.

Strategic theme	Impact on	What difference we want to make
<i>A City Belonging</i>	People	We want to support an inclusive city where everyone actively participates in cultural life. That means providing cultural experiences that captivate – and challenge. That means giving people the confidence, knowledge and skills to express their own beliefs, values, customs and identity – and understand those of others. That means supporting people to engage more and differently – particularly those people currently most at risk of missing out. Ultimately, it means helping people feel that they can make a difference around here and create a new, bold, cultural Belfast.
<i>A City Challenging</i>	Place	We want to support activity that strengthens our residents’ connection to the place they call home. This can be emotional change – so that people feel like they are part of their community or are proud of their city. Or physical transformation – bringing public spaces to life or creating extraordinary experiences in unexpected places.
<i>A City Creating</i>	The cultural sector	We want to support activity that impacts on the cultural sector, including its organisations, its cultural practitioners and its capacity to produce, grow, develop and innovate. We are particularly interested in how you work with other organisations, both within your own sector and out of silos, across different sectors.
<i>A City Exploring</i>	Our place in the world	As an <i>Anchor</i> or <i>Enable</i> arts or heritage organisation, you will attract visitors from outside Belfast. You may also bring new practice and events to the city. Perhaps you also bring Belfast to the world through promotion, showcases or international networks. This impact is about looking outward and connecting Belfast to the rest of the world.

Marketing and audience development

You must include a marketing plan with your application. It must cover at least the first year of your programme (that is 2020).

Your marketing plan should show that you understand your audience and are communicating with them efficiently and effectively, including digitally.

It should identify different market or audience segments. This should include Belfast residents, although you may want to divide this market up in to more segments as our residents are not a homogenous group. For example, some people regularly take part in culture, and the challenge is to keep them engaged. Other people don’t engage or engage less frequently, whether through lack of

interest, lack of opportunity or other social, economic and cultural barriers. The challenge is to increase their engagement.

You may also want to show how you market your activities to visitors from outside Belfast and from outside NI. In line with the tourism priorities identified in *A City Imagining* and by Tourism NI, we are particularly interested in how you might target the “open-minded explorer” ROI or “culturally curious” GB market segments.

You should include actions, targets, timescales – including when and how you will review and revise your plan – and the resources involved – both people and money.

If you have a separate audience development plan, you should also upload it with your application.

Targets

You must complete the table to show the targets you intend to achieve through your programme of activities. If a target is not relevant to your activity, write “N/A” in the appropriate box.

Your targets should be based on a good understanding of what you are currently delivering. For that reason, we have asked you to provide baselines for 2018/19 and 2019/20. You also have an opportunity to explain any significant variances between years.

If your application is successful, your targets will form part of your investment contract. For this reason, you should make sure you can realistically achieve them. If you do not meet your targets, we may not pay out all or some of the grant.

	Target	How this should be calculated
1	Number of fulltime-equivalent staff	This is the number of permanent, fulltime-equivalent staff on your payroll throughout the year. Staff on fixed-term contracts of 52 weeks or more should be counted as permanent. Fulltime-equivalence is the number of hours worked by one full-time employee. So, for example, a part-time employee working 2.5 days a week would be 0.5 fulltime-equivalent.
2	Number of short-term, contracted or freelance staff	This includes people you hire for a particular project on a short-term contract, such as temporary workers, consultants, freelancers, cultural practitioners and self-employed people. If a person is contracted more than once per year, you should count each contract. Do not count people who are not paid to work, such as volunteers or people on work experience.
4	Number of volunteers	This is staff or helpers who receive no wages or salary or who receive no more than basic expenses. You can include your board. You should count each volunteer once even if they help out several times throughout the year.
3	Number of volunteer hours	
4	Number of participants	A participant is a person who actively takes part in an activity such as a workshop, talk, seminar, training event or outreach initiative. You may include digital participants, for example, in a webinar, if participants are required to register or you can otherwise evidence active participation. You must not include digital impressions, general web traffic or engagement with marketing campaigns.

5	Number of known attendees	This is the number of people attending a one-off event that can be “known” – that is calculated using a precise method such as ticket sales – and verified. You may include digital or broadcast attendees where you can verify the active consumption of your cultural product. For example, if people subscribe to download your magazine, listen to your concert or watch your match. You must not include digital impressions, general web traffic or audiences for marketing campaigns.
6	Number of estimated attendees	This is the number of people attending a one-off event that cannot be measured using a precise method, for example, attendees at a large, outdoor, un-ticketed event. Do not include audience for broadcast or web events.
7	Number of visitors (attendees and participants) from outside Belfast but within NI	A visitor is a person who does not live or work in Belfast visiting the city for leisure or business purposes.
8	Number of visitors (attendees and participants) from outside NI	
9	Organisation turnover	Your organisation’s annual income

Monitoring and evaluation

We want our arts and heritage sector to gather data and insights that prove how they contribute to *A City Imagining* and help them reflect on, learn from and improve their activity.

You should tell us how you will monitor your progress against your targets and evaluate the impact.

Ready for investment

We believe that an organisation that is investment-ready will strive for continuous improvement and excellence in all areas – from its programme of activity to business planning, management and governance.

Business planning

You must provide us with a copy of your business plan.

- It should describe what you want to achieve and how you are going to get there.
- It should include a detailed action plan covering all aspects of your programme delivery, including how it will be delivered, when it will be delivered and what it will cost.
- You should also tell us who is going to do this, including the skills, roles and responsibilities of your management team, staff, freelance subcontractors and so on.

- You should demonstrate that your activity is financially viable. That includes having realistic plans to secure adequate income. You should describe the systems and processes you have in place to control your finances.
- You should identify key challenges and risks to the achievement of your business plan, and how you will manage these.
- Finally, you should tell us how you will monitor and evaluate, review and revise your business plan.

Strategic planning

If you are applying for a four-year *Anchor* grant, you must also provide a copy of your longer-term strategic plan. (If you are applying for an *Enable* grant, you can provide a copy of your strategy if you have one.)

Your strategic plan should be well researched and evidence based, demonstrating awareness of your wider operating environment and the need, demand, opportunities and risks for your programme of activities. Ideally, you should involve your board, management, staff and volunteers, beneficiaries (such as your participants and practitioners) and other important stakeholders in your strategic development. It should include a clear statement of your vision, long-term goals and desired impacts.

It should consider how you are going to achieve your vision, goals and impacts, including resources required. Finally, it should detail how you will monitor and evaluate, review and revise your strategy.

Disability access and inclusion

The Disability Discrimination Act 1995 (DDA) aims to ensure that disabled people are not treated less favourably than people who are not disabled. It covers access to goods, services, facilities, education and transport. This means that you have a duty to anticipate that disabled people will want to use your services and you should make changes accordingly to increase accessibility.

The DDA also requires employers not to discriminate against disabled people and to make reasonable adjustments for applications and in the workplace.

We expect all applicants to be familiar with the DDA and have made reasonable adjustments that aim to provide equality of access, dignity and choice.

Environmental impact

A City Imagining recognises the need to take responsibility for our environment and the role of culture in changing behaviours. Tell us about the impact your organisation's activity has on the environment, and what proactive steps you will take to reduce this impact.

You should enclose a copy of your environmental or sustainability policy if you have one.

Budgets

You must fill in the tables to show your organisation's projected income and expenditure. Your income and expenditure must match. The figures you give should be accurate, detailed, realistic and consistent with your business plan and information you have provided elsewhere in the application form.

Multi-annual grants are available for revenue costs only, including running costs and programme costs. You must not include in-kind support or capital income and expenditure in your budget.

You should use the same budget lines you use in your organisation's own financial reporting, for example, in your annual or management accounts, excluding any capital income and expenditure.

You do not need to tell us where you will spend our money. *Anchor* and *Enable* investment is unrestricted – you just need to use it responsibly in line with the conditions of the contract.

Successful applicants will receive the same level of investment from Belfast City Council each year.

If you do not provide detailed financial budgets in the tables provided, your application will be deemed ineligible.

Auto-enrolment for two-year investment

If you have applied for a four-year *Anchor* grant, you will be asked if wish to be considered for a two-year *Enable* grant if your *Anchor* application is unsuccessful.

You will then be automatically considered for the full *Enable* grant, that is, £30,000 each year for two years (although you may be awarded less still).

You should tell us how your programme will need to change in years 1 and 2 (2020/21 and 2021/22). You should refer to the programme you supplied in the "What difference it will make" section, identify particular projects or strands of work and how these will be reduced or not go ahead. You may also want to tell us what changes you will make to your marketing.

You should also complete the table to show your revised targets. Please ensure that these meet the eligibility criteria for an *Enable* grant.

This section will not be taken in to account when assessing your four-year application. It is not an opportunity to pitch for why you need the larger grant over four years. It is important that you are as clear and open as possible as whether you get any grant may be determined by your response to this section.

Declaration and submission

You must tick the boxes to confirm that your organisation:

- meets the basic eligibility criteria
- meets the specific eligibility criteria for the grant you are applying for
- has or will arrange enough appropriate insurance for the activities
- has or will get any licences or permissions you need from any authority to carry out your activities
- ensure individuals, such as staff, volunteers and coaches taking on roles involving under 18s or adults at risk are suitably qualified, trained and have undergone all appropriate checks, such as Access NI

If you are awarded a grant, Belfast City Council does not provide insurance for any activity you undertake. You must consult an insurance broker or advisor about insurance requirements for your proposed activities.

Policy requirements

To be eligible for funding, you must have the following policies in place.

- Safeguarding all ages policy and procedures that comply with Keeping Children Safe: Our Duty to Care and Keeping Adults Safe: A Shared Responsibility. For further information please read www.volunteernow.co.uk/app/uploads/2019/04/Keeping-Children-Safe-Our-Duty-to-Care.pdf and www.volunteernow.co.uk/app/uploads/2019/04/Keeping-Adults-Safe-A-Shared-Responsibility.pdf
- Equal opportunities if you employ staff

You do not need to submit copies of these policies with your application. However, we may ask to see these if your application for investment is successful.

Submitting your application

To submit your application online, you must type your name and your organisation's name to confirm that you have read and agree to be bound by the terms and conditions of the grant.

Equality monitoring

Belfast City Council is required to have due regard for the need to promote equality of opportunity. In addition, we must also have regard to the promotion of good relations between persons of different religious belief, political opinion or racial group.

This section is optional, but we encourage you to complete it so that we can monitor whether our grants benefit different people and groups equally.

The information you provide will be anonymised and does not affect your application.

Talk to us

Information roadshows

We will be running information roadshows during October. Dates and venues will be published on our website www.belfastcity.gov.uk/culturalstrategy or you can contact culture@belfastcity.gov.uk for more information.

Central Grants Unit

For general enquiries about the application process or advice on filling in the application form, contact the Central Grants Unit.

Phone: 9027 0324 Email: cgugrants@belfastcity.gov.uk www.belfastcity.gov.uk/funding

City Events Unit

If you are planning an event or festival and would like more advice and support, please contact our events team.

Phone: 9027 0260 Email: events@belfastcity.gov.uk

Tourism, Culture, Arts and Heritage Unit

If you are an arts or heritage or festival organisation and would like more advice and support, please contact our tourism, culture, arts and heritage team.

Phone: 9050 0512 Email: culture@belfastcity.gov.uk www.belfastcity.gov.uk/culture

Further guidance

The Belfast Agenda

You can get a copy of our community plan, the Belfast Agenda, on our website at www.belfastcity.gov.uk/council/Communityplanning/BelfastAgenda.aspx, by emailing communityplanning@belfastcity.gov.uk or calling 9032 0202, extension 3320.

A City Imagining

You can get a copy of *A City Imagining* on our website at www.belfastcity.gov.uk/culture, by emailing culture@belfastcity.gov.uk or phoning 9050 0512.

Environmental impact

Julie's Bicycle, www.juliesbicycle.com, has a resource hub with practical tools and policy guidance to help cultural organisations become more sustainable.

The Charity Commission has published guidance on the environmental responsibilities of charities, www.gov.uk/government/publications/environmental-responsibility-for-charities

Equality

The Equality Commission, www.equalityni.org, provides advice and guidance on all aspects on equal opportunities, including legal requirements, policy guidance, self-assessment tools and templates. Its Every customer counts initiative helps organisations develop accessible services.

Belfast City Council's Good Relations Unit, www.belfastcity.gov.uk/goodrelations, works to make sure that fairness, equality and respect are at the heart of the city.

The council has also published a comprehensive Inclusive events for disabled people guide, which is available to download from www.belfastcity.gov.uk/nmsruntime/saveasdialog.aspx?IID=26944&SID=1192.

The Arts and Disability Equality Charter is a framework and award system developed by disabled people and lead by the University of Atypical. It encourages and recognises good practice among arts venues. You can find more at www.universityofatypical.org/charter.

The Charity Commission NI has guidance on equality legislation, www.charitycommissionni.org.uk/media/1309/20190703-eg043-equality-guidance-for-charities-v20.pdf

Managing your organisation

Depending on how your organisation is set up and registered, Companies House, www.companieshouse.gov.uk, and the Charity Commission NI, www.charitycommissionni.org.uk, provide guidance to ensure that your organisation is well managed and complies with the requirements of the law.

DIY Committee, www.diycommitteeguide.org, has easy-to-use advice on governance – including a self-assessment tool for management and planning.

Arts and Business NI, www.artsandbusinessni.org.uk, has delivered business development programmes in partnership with Belfast City Council.

Other useful websites include:

- Business Balls, www.businessballs.com
- Cultural Enterprise Officer, www.culturalenterpriseoffice.co.uk
- Department for Finance, www.finance-ni.gov.uk/articles/programme-and-project-portfolio-management
- Northern Ireland Voluntary and Community Association, www.nicva.org

Marketing and audience development

Thrive, the NI audience development agency, helps cultural organisations understand and grow their audiences. Its website, www.wewillthrive.co.uk, helps includes articles, blogs, case studies and audience insights.

The Northern Ireland Statistics and Research Agency, www.nisra.gov.uk, contains research about people, communities and places. Its statistics are published on the Neighbourhood Information Service, www.ninis.nisra.gov.uk

Other useful websites include:

- Arts Audiences, www.artsaudiences.com
- The Audience Agency, www.theaudienceagency.org
- Baker Richards, www.baker-richards.com
- Capacity Interactive (digital marketing), www.capacityinteractive.com
- Culture Republic, www.culturerepublic.co.uk
- The Experience Business, www.theexperiencebusiness.co.uk
- Arts Marketing Association (benchmarking survey), www.a-m-a.co.uk

Monitoring and evaluation

Belfast City Council has developed Art affects, www.belfastcity.gov.uk/artaffects, a framework to help evidence the impact of the arts. It includes a practical toolkit with tried and tested tools for measuring impact.

Community Evaluation NI, www.ceni.org, has a step-by-step guide to measuring impact and other resources.

Inspiring Impact, www.inspiringimpact.org, has free online resources designed to help the third sector develop their impact practice, including self-assessment tools.

Sector-specific support

Arts Council of Northern Ireland, www.artscouncil-ni.org

Belfast City Council Sports Development Unit,
www.belfastcity.gov.uk/leisure/sportsdevelopment/sports-development.aspx

Belfast Festivals Forum, www.belfastcity.gov.uk/festivals

Belfast Visual Arts Forum, www.belfastcity.gov.uk/visualartsCommunity Arts Partnership,
www.comartspartner.org

Craft NI, www.craftni.org

Dance Resource Base, www.danceresourcebase.org

Heritage Fund, www.heritagefund.org.uk

Northern Ireland Museums Council, www.nimc.co.uk

Sport NI, www.sportni.net

Theatre NI, www.theatreni.org

Ulster Architectural Heritage, www.ulsterarchitecturalheritage.org.uk

Visual Artists Ireland, www.visualartists.ie

Voluntary Arts Ireland, www.voluntaryarts.org

Tourism

Tourism NI, www.tourismni.com, has advice and guidance on knowing and growing your visitor market, including intelligence on the “open-minded explorer” ROI and “culturally curious” GB segments.

Please also see the tourism narrative and themes in A City Imagining, www.belfastcity.gov.uk/culturalstrategy.

Volunteer Now

Volunteer Now, www.volunteernow.co.uk, promotes, enhances and supports volunteering and offers valuable advice and guidance on protecting children and vulnerable adults.

Glossary

Annual accounts	Accounts prepared at the end of your financial year. Those organisations required by law to produce audited accounts (that is accounts examined by a trained, independent auditor) should submit their audited accounts with their application. Other organisations should submit annual accounts examined, agreed and signed by their board or management committee. For further information on legal requirements, see www.charitycommissionni.org.uk or www.companieshouse.gov.uk .
Articles of association	<i>See memorandum and articles of association</i>
Attendees	This is the number of people attending a one-off event such as audience or spectators.
Audience	Attendees and participants
Audience development plan	A plan of activity designed to strengthen relationships with existing and potential attendees and participants. It can include marketing, commissioning, customer care, programming, education, and distribution. For some, audience development will be included in with marketing plan.
Bacs	An electronic transfer of money from one bank account to another.
Baseline	The starting position or a reference point from which you can measure progress and performance.
Business plan	A formal statement that sets out what you want to achieve and how you are going to achieve it over a specified period of time, usually one year. For the purposes of this application, it must cover at least the first year of the contract period (that is, 2020).
Capital expenditure	The cost of buying physical items for long-term use such as land, buildings, vehicles or equipment.
Cash flow	The amount of money being transferred in to and out of your organisation.
Commercial activity	Any activity that could reasonably be carried out by a for-profit organisation for the sole purpose of making money.
Constitution	A legal document that sets down what your organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board of directors, etc.
Contract	A legally binding agreement between two or more parties to do (or not do) something.
Contracted staff	People you hire for a particular project on a short-term contract

Contributions	Income received not in exchange for goods or services (earned income) or from funding. It is often in recognition of the value of what you do, for example, donations from audience members, corporate sponsorship or income from trusts and foundations.
Core costs	<i>See running costs</i>
Cultural organisation	An organisation that preserves or promotes culture. <i>See also culture.</i>
Cultural practitioner	A person engaged because of their expertise in the preservation, practice or promotion of culture. This can include artists, sports professionals, coaches, directors, historians, facilitators, teachers, academics, and so on.
Culture	Any expression of how we live our lives and relate to the world around us. It can include arts, heritage, architecture, sport, food, language, customs, traditions and ideas.
Eligibility criteria	Basic requirements that an organisation must demonstrate in order to have their application considered for funding.
Established organisation	An organisation that has been operating for several years and can reasonably be expected to have two years' annual accounts
Estimated attendees	This is the number of people attending a one-off event that cannot be measured using a precise method, for example, attendees at a large, outdoor, un-ticketed event.
Evaluation	Evaluation is an assessment how well something ran (for example, 90 per cent of participants would recommend your activity to a friend) and what difference it made (80 per cent of participants learned a new skill).
Event	An activity that occurs on one day or over a period of several successive days.
Festival	A festival a series of activities with a common theme that occurs over a period of several successive days.
Financial verification	An examination of an organisation's financial records and processes by a funder or other independent body
Financial year	Accounting period of 12 consecutive months after which annual accounts are prepared. The financial year can start on any day of the year.
Freelance staff	A self-employed person hired for a particular project
Fulltime equivalent	The number of hours worked by one full-time employee. So, for example, a part-time employee working half the week would be 0.5 fulltime-equivalent. You can find several fulltime-equivalence calculators, such as https://m.wikihow.com/Calculate-FTE , online.

Grant	An award of financial assistance to a successful grant applicant
Governance	The structures, processes and procedures that control your organisation. Responsibility for governance lies with your board of directors or management committee
Impact	This is the difference your activity will make, sometimes referred to as outcomes or theory of change. Impact usually changes over time, and it affects different groups of people differently. For example, a participant on a training course may gain a new skill. When they put that skill in to practice, it may help them gain employment as a cultural practitioner. If enough cultural practitioners develop new practice, this may have an impact on the sector, which may in turn change cultural or government policy.
In kind	Goods or services given in support where no cash is exchanged
Investment	Money awarded to you by Belfast City Council to enable you to deliver cultural benefit for the city
Local government district	The geographic area Belfast City Council is responsible for
Known attendees	This is the number of people attending a one-off event that can be “known” – that is, calculated using a precise method such as ticket sales – and verified.
Management accounts	A summary of accounting data (balance sheet, cash flow and income statement) used to make short-term, day-to-day business decisions. Your management accounts should be presented at regular board or committee meetings and signed and dated by a representative of the board or committee to confirm that they are true and accurate.
Market segment	A group of people that share one or more characteristics that you want to market your goods or services to
Marketing	How you promote or sell your organisation company, product or service
Memorandum and articles of association	Legal documents that set down what an organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board, etc.
Monitoring	Systematic supervision and recording of activities to ensure that they are being delivered on time, within budget and to the agreed performance target.
New organisation	An organisation that is recently established and cannot reasonably be expected to have two years’ annual accounts
Objective	A goal or specific result you want to achieve
Participants	A participant is a person who actively takes part in an activity.

Partnership	Two or more organisations working together for mutual benefit. A partnership can be informal or formal, sometimes written down in a contract or memorandum of understanding.
Payroll	A list of employees receiving wages or salaries
Permanent staff	Staff on your payroll on a permanent contract or fixed term contract of one year or more.
Practitioner	<i>See cultural practitioner</i>
Primary purpose	What your organisation was set up to achieve.
Programme	A series of interlinked projects designed to achieve your vision, aims and desired impact.
Programme costs	The cost of delivering your organisation's programme of activity, such as practitioner fees, materials, venue hire, marketing, and so on.
Project	A discrete piece of work with a set beginning and end to achieve a particular result
Risk assessment	A method of controlling risks (and opportunities). It involves identifying a risk, evaluating the chance of the risk happening and the effect it could have, and then deciding on an appropriate way to deal with it.
Running costs	The ongoing cost related to the day-to-day running of an organisation, such as staff costs, light, rent and heat, and so on.
Spend profile	An analysis of how much money you are going to spend and when
Stakeholder	A person with an interest in or influence over your organisation or activities
Strategy	A high-level plan that describes your long-term vision, objectives and how you will achieve these
Target	An indicator of success, measured in numbers
Vision	An aspirational description of what your organisation wants to achieve in the mid- or long-term
Visitor	A visitor is a person who does not live or work in Belfast visiting the city for leisure or business purposes.
Volunteers	Staff or helpers who receive no wages or salary or who receive no more than basic expenses.

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A CITY IMAGINING

Belfast

Your guide to completing
an application for

*Festivals & Events
Multi-Annual Grants
- Imagine or Activate*

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Before you begin

These guidance notes are designed to help you apply for a festivals or events multi-annual grant – either *Activate* (a two-year grant) or *Imagine* (a four-year grant).

It is important that you have read and familiarised yourself with the general guidance notes first so that you know you are applying for the right grant.

If you are applying for an *Activate* grant, you will be asked to tell us about your programme and budget for 2020/21 and 2021/22.

If you are applying for an *Imagine* grant, you will be asked to tell us about your programme and budget from 2020/21 through to 2023/24. *Imagine* applicants will also have the option to be automatically considered for a two-year *Activate* grant if your application for the four-year *Imagine* grant is unsuccessful.

Filling in your application form

To access the application form, first take the eligibility quiz, which you can do online at www.belfastcity-grants.com. For some questions, we have set the maximum number of words you can have in your answer. The word limits are not just for guidance – we cannot consider any content over the specified word limit.

Your responses should be well structured and clearly linked to the specific question. We recommend you use bullet points and headings where possible.

It is important that the answers you give are clear and give detailed information on your programme and its impact. It is not enough to repeat what we say in these guidance notes or in the Belfast cultural strategy, *A City Imagining*.

We can only assess your programme and impact on the information you provide as part of the application. We may already be familiar with your work – perhaps the council has funded your organisation in the past or officers have attended your events and other activities before – but we cannot take this knowledge or experience into account.

We cannot take into account information we have not specifically asked for as part of the application, such as press clippings, photographs, evaluation reports and CVs.

We may verify information you provide about the management and governance of your organisation by checking it with Companies House or the Charity Commission NI. We may also check how you managed any grants previously awarded by Belfast City Council. It is unlikely that we will invest in you if you have previously received a grant from us that was not completed or managed satisfactorily.

The information contained in your marketing plan and business plan or strategy should support what you have told us in the application form. We will be looking for a “golden thread” connecting your application form and these supporting documents.

Applications that are not complete or do not provide detailed financial budgets in the tables provided in the application form will be deemed ineligible.

About your organisation

This section gathers basic information about how your organisation is set up and managed.

If you have applied for funding from Belfast City Council within the past five years, you do not need to send us a copy of your constitution or memorandum of association unless there have been changes to it.

Your board

You should submit copies of minutes of any board meetings you have had over the last 12 months. If your organisation has not been running for 12 months, you should submit minutes of any board meetings you have had since it was formed.

Financial information

If your organisation has been operating for several years, you are required to submit copies of the following information to demonstrate that the organisation is financially sound:

- Two years' most recent signed annual accounts
- Management accounts dated within the last three months and signed as agreed by the board of directors or management committee
- Three months' most recent bank statements

If your organisation has only been established recently and cannot reasonably have produced two years' annual accounts, you must submit copies of the following information:

- Management accounts dated within the last three months and signed as agreed by the board of directors or management committee
- Six months' most recent bank statements
- If available, one year's signed annual accounts

Annual accounts and management accounts must be signed and dated by your chairperson or treasurer to confirm they are your organisation's accounts.

Belfast City Council is highly unlikely to invest in an organisation that is in poor financial health or that does not have effective financial controls.

What you want to do

This is your opportunity to tell us about your festival or event.

Here you provide us with enough detail so that we understand what will happen on each day of the festival or event. For 2020/21, this should include a description of each element of your festival or event, including:

Your activity	What it is you are planning
When and where it will take place	Give detail on venues, locations, dates and times
Who will be involved	What staff, volunteers, cultural practitioners, project partners are involved

Your target audience	Who they are, where they come from and number of participants and known and estimated attendees
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It is unlikely that you will have your festival or event planned in this level of detail for the next two to four years. However, you should provide us with a broad outline of the festival or event programme in enough detail to demonstrate how the festival will grow in keeping with the requirements of the grant, focusing on any other significant changes or developments.

You should also provide details of any activity you run during the year that supports your festival or event, such as outreach or audience development.

2023

2023 will be a year-long celebration of culture. It will include a programme of activity based on the concept of *At home*. We also hope that Belfast will be designated a UNESCO City of Music. And we will be preparing to open our new cultural attraction, the Belfast Destination Hub, which will share the “Belfast Story” with the world.

While we anticipate additional investment to support 2023, you should tell us how the activity you are planning now will contribute to this yearlong celebration.

If you are applying for a four-year grant, it could be that you are planning a special 2023 event. Perhaps your current activity already supports local musicians or the *Obviously Belfast* tourism themes (*A City of Stories*, *A City of Contrast*, *A Maritime City*, and *Made in Belfast*). Or simply, but crucially, you may be working with our residents to increase their readiness to engage with culture and become co-creators of their own cultural future.

Quality

We realise that quality can be defined in many different ways depending on what you do. This is your opportunity to demonstrate how you define, measure and deliver quality. It is important that you support your response by providing evidence from a variety of sources. It is great if you can tell us that your work is excellent because your beneficiaries said it was. It is stronger still if you can say that your beneficiaries told you and that it also received positive media coverage.

These are some of the indicators of quality we are particularly interested in.

- Is your work distinctive? That is, work that could not have emerged elsewhere, or is it significant that it is happening within this city?
- Does your festival or event provide an opportunity for people to immerse themselves in local culture?
- Is your activity unique within Belfast? That is, if you don’t programme it, nobody else will.
- Tell us about the calibre, skills and experience of cultural practitioners you work with
- Do you consider the experience of your audience and take steps to improve?

What difference it will make

This section is about the impact your festival or event will have on the city, its people, the cultural sector and our place on the world. It is based on the four themes in Belfast’s cultural strategy, *A City Imagining*. The table below summarises how these grants will contribute to the cultural strategy.

Strategic theme	Impact on	What difference we want to make
<i>A City Belonging</i>	People	We want to support an inclusive city where everyone actively participates in cultural life. That means providing cultural experiences that captivate – and challenge. That means giving people the confidence, knowledge and skills to express their own beliefs, values, customs and identity – and understand those of others. That means supporting people to engage more and differently – particularly those people currently most at risk of missing out. Ultimately, it means helping people feel that they can make a difference around here and create a new, bold, cultural Belfast.
<i>A City Challenging</i>	Place	We want to support activity that strengthens our residents’ connection to the place they call home. This can be emotional change – so that people feel like they are part of their community or are proud of their city. Or physical transformation – bringing public spaces to life or creating extraordinary experiences in unexpected places.
<i>A City Creating</i>	The cultural sector	We want to support activity that impacts on the cultural sector, including its organisations, its cultural practitioners and its capacity to produce, grow, develop and innovate. We are particularly interested in how you work with other organisations, both within your own sector and out of silos, across different sectors.
<i>A City Exploring</i>	Our place in the world	As an <i>Imagine</i> or <i>Activate</i> festival or event, you will attract visitors from outside Belfast. You may also bring new practice and events to the city. Perhaps you also bring Belfast to the world through promotion, showcases or international networks. This impact is about looking outward and connecting Belfast to the rest of the world.

Marketing and audience development

You must include an event marketing plan with your application.

If you are applying for a two-year *Activate* grant, this must be for at least your 2020/21 festival or event.

If you are applying for a four-year *Imagine* grant, this should also include outline marketing plans up to and including 2023.

Your marketing plan should show that you understand your audience and are communicating with them efficiently and effectively, including digitally.

It should identify different market or audience segments. This should include Belfast residents, although you may want to divide this market up in to more segments as our residents are not a homogenous group. For example, some people regularly attend festivals and events, and the challenge is to keep them engaged. Other people don't engage or engage less frequently, whether through lack of interest, lack of opportunity or other social, economic and cultural barriers. The challenge is to increase their engagement.

You should also show how you market your activities to visitors from outside Belfast and from outside NI. In line with the tourism priorities identified in *A City Imagining* and by Tourism NI, we are particularly interested in how you might target the "open-minded explorer" ROI or "culturally curious" GB market segments.

You should include actions, targets, timescales – including when and how you will review and revise your plan – and the resources involved – both people and money.

If you have a separate audience development plan, you should also upload it with your application.

Targets

You must complete the table to show the targets you intend to achieve through your festival or event. If a target is not relevant to your activity, write "N/A" in the appropriate box.

Your targets should be based on a good understanding of what you are currently delivering. For that reason, we have asked you to provide baselines for 2018/19 and 2019/20. You also have an opportunity to explain any significant variances between years.

If your application is successful, your targets will form part of your investment contract. For this reason, you should make sure you can realistically achieve them. If you do not meet your targets, we may not pay out all or some of the grant.

	Target	How this should be calculated
1	Number of fulltime-equivalent staff	This is the number of permanent, fulltime-equivalent staff on your payroll throughout the year. Staff on fixed-term contracts of 52 weeks or more should be counted as permanent. Fulltime-equivalence is the number of hours worked by one full-time employee. So, for example, a part-time employee working 2.5 days a week would be 0.5 fulltime-equivalent.
2	Number of short-term, contracted or freelance staff	This includes people you hire for a particular project on a short-term contract, such as temporary workers, consultants, freelancers, cultural practitioners and self-employed people. If a person is contracted more than once per year, you should count each contract. Do not count people who are not paid to work, such as volunteers or people on work experience.
4	Number of volunteers	This is staff or helpers who receive no wages or salary or who receive no more than basic expenses. You can include your board. You should count each volunteer once even if they help out several times throughout the year.
3	Number of volunteer hours	

4	Number of participants	<p>This is the number of people who actively take part in activities, such as a workshop or competition, during your festival or event.</p> <p>You may include digital participants, for example, in a webinar, if participants are required to register or you can otherwise evidence active participation. You must not include digital impressions, general web traffic, click-throughs or engagement with marketing campaigns.</p> <p>You must not count participants who take part in other activities you run throughout the year, including festival outreach or audience development, such as come-“try-it” sessions, training, and so on, unless those participants go on to actively participate during the festival or event that you are applying for.</p>
5	Number of known attendees	<p>This is the number of people attending your event or festival that can be “known” – that is, calculated using a precise method such as ticket sales or digital registration– and verifiable.</p> <p>You may include digital or broadcast attendees where you can verify the active consumption of your cultural product. For example, if people subscribe to download your magazine, listen to your concert or watch your match. You must not include digital impressions, general web traffic, click-throughs or engagement with marketing campaigns.</p> <p>Do not include people who attend other activities you run throughout the year, including festival outreach or promotional activity, unless they also attend the festival or event.</p>
6	Number of estimated attendees	<p>This is the number of people attending your event or festival that cannot be measured using a precise method, for example, attendees at a large, outdoor, un-ticketed event. Do not include audience for broadcast or web events. Do not include people who attend other activities you run throughout the year, including festival outreach, training or promotional activity, unless they also attend the festival or event.</p>
7	Number of visitors (attendees and participants) from outside Belfast but within NI	<p>A visitor is a person who does not live or work in Belfast visiting the city for leisure or business purposes.</p>
8	Number of visitors (attendees and participants) from outside NI	
9	Organisation turnover	Your organisation’s annual income

Monitoring and evaluation

We want our festivals and events to gather data and insights that prove how they contribute to A City Imagining and help them reflect on, learn from and improve their activity.

You should tell us how you will monitor your progress against your targets and evaluate the impact and quality of your activity.

Ready for investment

We believe that an organisation that is investment-ready will strive for continuous improvement and excellence in all areas – from its programme of activity to business planning, management and governance.

Business planning

You must provide us with a copy of your event business plan.

It should describe what you want to achieve and how you are going to get there.

It should include an action plan covering all aspects of your programme delivery, including how, when and how much.

You must assure us that you have the skills, systems and procedures in place to deliver a safe event and that you have considered:

- facilities, such as access, utilities, toilets, accommodation, catering, communication, technology and so on
- services, such as medical, police, child protection, fire, traffic management, health and safety, security and so on
- production, such as power, fencing, staging, sound, lighting, vision, heavy plant and so on
- legal requirements, including contractual arrangements, licences, permits and so on
- insurance to cover all aspects of the event or festival

You should tell us who is going to carry out this work – the skills, roles and responsibilities of your management team, staff, freelancers, subcontractors and so on.

You should also demonstrate that your activity is financially viable. That includes having realistic plans to secure adequate income and maintain sufficient cash flow. You should describe the systems and process you have in place to control your finances.

You should identify key challenges and risks to the achievement of your business plan, and how you will manage these.

Finally, you should tell us how you will monitor and evaluate, review and revise your business plan.

Strategic planning

If you are applying for a four-year *Imagine* grant, you must also provide a copy of your longer-term strategic plan up to and including 2023. (If you are applying for an *Activate* grant, you can provide a copy of your strategy if you have one.)

Your strategy should show that you are already part of *A City Imagining*, planning for a future cultural Belfast. It should be well researched and evidence based, aware of your wider operating

environment and the need, demand, opportunities and risks for your programme of activities. Ideally, you should involve your board, management, staff and volunteers, participants, practitioners – and other important stakeholders in its development.

It should include a clear statement of your vision, long-term goals and desired impacts.

It should consider how you are going to achieve your vision, goals and impacts, including resources required.

Finally, it should show how you will monitor and evaluate, review and revise the strategy.

Disability access and inclusion

The Disability Discrimination Act 1995 (DDA) aims to ensure that disabled people are not treated less favourably than people who are not disabled. It covers access to goods, services, facilities, education and transport. This means that you have a duty to anticipate that disabled people will want to use your services and you should make changes accordingly to increase accessibility.

The DDA also requires employers not to discriminate against disabled people and to make reasonable adjustments for applications and in the workplace.

We expect all applicants to be familiar with the DDA and have made reasonable adjustments that aim to provide equality of access, dignity and choice.

Environmental impact

A City Imagining recognises the need to take responsibility for our environment and the role of culture in changing behaviours. Tell us about the impact your organisation's activity has on the environment, and what proactive steps you will take to reduce this impact.

You should enclose a copy of your environmental or sustainability policy if you have one.

Budgets

You must fill in the tables to show your festival or event's projected income and expenditure. Your income and expenditure must match. The figures you give should be accurate, detailed, realistic and consistent with your business plan and information you have provided elsewhere in the application form.

Multi-annual grants are available for revenue costs only, including running costs and programme costs. You must not include in-kind support or capital income and expenditure in your budget.

You should use the same budget lines you use in your organisation's own financial reporting, for example, in your annual or management accounts, excluding any capital income and expenditure.

You do not need to tell us where you will spend our money at this stage. We will agree this with you if your application is successful.

Successful applicants will receive the same level of investment from Belfast City Council each year.

If you do not provide detailed financial budgets in the tables provided, your application will be deemed ineligible.

Auto-enrolment for two-year investment

If you have applied for a four-year *Imagine* grant, you will be asked if wish to be considered for a two-year *Activate* grant if your *Imagine* application is unsuccessful.

You will then be automatically considered for the full *Activate* grant, that is, £50,000 each year for two years (although you may be awarded less still).

You should tell us how your programme will need to change in years 1 and 2 (2020/21 and 2021/22). You should refer to the programme you supplied in the “What difference it will make”, identify particular projects or strands of work and how these will be reduced or not go ahead. You may also want to tell us what changes you will make to your marketing.

You should also complete the table to show your revised targets. Please ensure that these meet the eligibility criteria for an *Activate* grant, including:

- 1 fulltime-equivalent staff member
- 20 volunteers per year
- an audience of 10,000 by 2022 or grow your audience by 5 per cent each year, whichever is greater, and
- 20 per cent of your audience should be from outside Belfast.

This section will not be taken in to account when assessing your four-year application. It is not an opportunity to pitch for why you need the larger grant over four years. It is important that you are as clear and open as possible, as whether you get any grant may be determined by your response to this section.

Declaration and submission

You must tick the boxes to confirm that your organisation:

- meets the basic eligibility criteria
- meets the specific eligibility criteria for the grant you are applying for
- has or will arrange enough appropriate insurance for the activities
- has or will get any licences or permissions you need from any authority to carry out your activities
- ensure individuals, such as staff, volunteers and coaches taking on roles involving under 18s or adults at risk are suitably qualified, trained and have undergone all appropriate checks, such as Access NI

If you are awarded a grant, Belfast City Council does not provide insurance for any activity you undertake. You must consult an insurance broker or advisor about insurance requirements for your proposed activities.

Policy requirements

To be eligible for funding, you must have the following policies in place.

- Safeguarding all ages policy and procedures that comply with Keeping Children Safe: Our Duty to Care and Keeping Adults Safe: A Shared Responsibility. For further information please read www.volunteernow.co.uk/app/uploads/2019/04/Keeping-Children-Safe-Our-Duty-to-Care.pdf and www.volunteernow.co.uk/app/uploads/2019/04/Keeping-Adults-Safe-A-Shared-Responsibility.pdf

- Equal opportunities if you employ staff

You do not need to submit copies of these policies with your application. However, we may ask to see these if your application for investment is successful.

Submitting your application

To submit your application online, you must type your name and your organisation's name to confirm that you have read and agree to be bound by the terms and conditions of the grant.

Equality monitoring

Belfast City Council is required to have due regard for the need to promote equality of opportunity. In addition, we must also have regard to the promotion of good relations between persons of different religious belief, political opinion or racial group.

This section is optional but we encourage you to complete it so that we can monitor whether our grants benefit different people and groups equally.

The information you provide will be anonymised and does not affect your application.

Talk to us

Information roadshows

We will be running information roadshows during October. Dates and venues will be published on our website www.belfastcity.gov.uk/culturalstrategy or you can contact culture@belfastcity.gov.uk for more information.

Central Grants Unit

For general enquiries about the application process or advice on filling in the application form, contact the Central Grants Unit.

Phone: 9027 0324 Email: cgugrants@belfastcity.gov.uk www.belfastcity.gov.uk/funding

City Events Unit

If you are planning an event or festival and would like more advice and support, please contact our events team.

Phone: 9027 0260 Email: events@belfastcity.gov.uk

Tourism, Culture, Arts and Heritage Unit

If you are an arts or heritage or festival organisation and would like more advice and support, please contact our tourism, culture, arts and heritage team.

Phone: 9050 0512 Email: culture@belfastcity.gov.uk www.belfastcity.gov.uk/culture

Further guidance

The Belfast Agenda

You can get a copy of our community plan, the Belfast Agenda, on our website at www.belfastcity.gov.uk/council/Communityplanning/BelfastAgenda.aspx, by emailing communityplanning@belfastcity.gov.uk or calling 9032 0202, extension 3320.

A City Imagining

You can view *A City Imagining*, the Belfast cultural strategy 2020 to 2030 on our website at www.belfastcity.gov.uk/culturalstrategy or request a copy by emailing culture@belfastcity.gov.uk or phoning 9050 0512.

Environmental impact

Julie's Bicycle, www.juliesbicycle.com, has a resource hub with practical tools and policy guidance to help cultural organisations become more sustainable.

The Charity Commission has published guidance on the environmental responsibilities of charities, www.gov.uk/government/publications/environmental-responsibility-for-charities

Equality

The Equality Commission, www.equalityni.org, provides advice and guidance on all aspects on equal opportunities, including legal requirements, policy guidance, self-assessment tools and templates. Its Every customer counts initiative helps organisations develop accessible services.

Belfast City Council's Good Relations Unit, www.belfastcity.gov.uk/goodrelations, works to make sure that fairness, equality and respect are at the heart of the city.

The council has also published a comprehensive Inclusive events for disabled people guide, which is available to download from www.belfastcity.gov.uk/nmsruntime/saveasdialog.aspx?IID=26944&sID=1192.

The Arts and Disability Equality Charter is a framework and award system developed by disabled people and lead by the University of Atypical. It encourages and recognises good practice among arts venues. You can find more at www.universityofatypical.org/charter.

The Charity Commission NI has guidance on equality legislation, www.charitycommissionni.org.uk/media/1309/20190703-eg043-equality-guidance-for-charities-v20.pdf

Managing your organisation

Depending on how your organisation is set up and registered, Companies House, www.companieshouse.gov.uk, and the Charity Commission NI, www.charitycommissionni.org.uk, provide guidance to ensure that your organisation is well managed and complies with the requirements of the law.

DIY Committee, www.diycommitteeguide.org, has easy-to-use advice on governance – including a self-assessment tool for management and planning.

Arts and Business NI, www.artsandbusinessni.org.uk, has delivered business development programmes in partnership with Belfast City Council.

Other useful websites include:

- Business Balls, www.businessballs.com
- Cultural Enterprise Officer, www.culturalenterpriseoffice.co.uk
- Department for Finance, www.finance-ni.gov.uk/articles/programme-and-project-portfolio-management
- Northern Ireland Voluntary and Community Association, www.nicva.org

Marketing and audience development

Thrive, the NI audience development agency, helps cultural organisations understand and grow their audiences. Its website, www.wewillthrive.co.uk, helps includes articles, blogs, case studies and audience insights.

The Northern Ireland Statistics and Research Agency, www.nisra.gov.uk, contains research about people, communities and places. Its statistics are published on the Neighbourhood Information Service, www.ninis.nisra.gov.uk

Other useful websites include:

- Arts Audiences, www.artsaudiences.com
- The Audience Agency, www.theaudienceagency.org
- Baker Richards, www.baker-richards.com
- Capacity Interactive (digital marketing), www.capacityinteractive.com
- Culture Republic, www.culturerepublic.co.uk
- The Experience Business, www.theexperiencebusiness.co.uk
- Arts Marketing Association (benchmarking survey), www.a-m-a.co.uk

Monitoring and evaluation

Belfast City Council has developed Art affects, www.belfastcity.gov.uk/artaffects, a framework to help evidence the impact of the arts. It includes a practical toolkit with tried and tested tools for measuring impact.

Community Evaluation NI, www.ceni.org, has a step-by-step guide to measuring impact and other resources.

Inspiring Impact, www.inspiringimpact.org, has free online resources designed to help the third sector develop their impact practice, including self-assessment tools.

Sector-specific support

Arts Council of Northern Ireland, www.artscouncil-ni.org

Belfast City Council Sports Development Unit,
www.belfastcity.gov.uk/leisure/sportsdevelopment/sports-development.aspx

Belfast Festivals Forum, www.belfastcity.gov.uk/festivals

Belfast Visual Arts Forum, www.belfastcity.gov.uk/visualarts

Community Arts Partnership, www.comartspartner.org

Craft NI, www.craftni.org

Dance Resource Base, www.danceresourcebase.org

Heritage Fund, www.heritagefund.org.uk

Northern Ireland Museums Council, www.nimc.co.uk

Sport NI, www.sportni.net

Theatre NI, www.theatreni.org

Ulster Architectural Heritage, www.ulsterarchitecturalheritage.org.uk

Visual Artists Ireland, www.visualartists.ie

Voluntary Arts Ireland, www.voluntaryarts.org

Tourism

Tourism NI, www.tourismni.com, has advice and guidance on knowing and growing your visitor market, including intelligence on the “open-minded explorer” ROI and “culturally curious” GB segments.

Please also see the tourism narrative and themes in *A City Imagining*, www.belfastcity.gov.uk/culturalstrategy

Volunteer Now

Volunteer Now, www.volunteernow.co.uk, promotes, enhances and supports volunteering and offers valuable advice and guidance on protecting children and vulnerable adults.

General glossary

Annual accounts	Accounts prepared at the end of your financial year. Those organisations required by law to produce audited accounts (that is accounts examined by a trained, independent auditor) should submit their audited accounts with their application. Other organisations should submit annual accounts examined, agreed and signed by their board or management committee. For further information on legal requirements, see www.charitycommissionni.org.uk or www.companieshouse.gov.uk .
Articles of association	<i>See memorandum and articles of association</i>
Attendees	This is the number of people attending a one-off event such as audience or spectators.
Audience	Attendees and participants
Audience development plan	A plan of activity designed to strengthen relationships with existing and potential attendees and participants. It can include marketing, commissioning, programming, education, customer care, distribution, and so on. For some organisations, audience development will be included in their marketing plan.
Bacs	An electronic transfer of money from one bank account to another.
Baseline	The starting position or a reference point from which you can measure progress and performance.
Business plan	A formal statement that sets out what you want to achieve and how you are going to achieve it over a specified period of time, usually one year. For the purposes of this application, it must cover at least the first year of the contract period (that is, 2020).
Capital expenditure	The cost of buying physical items for long-term use such as land, buildings, vehicles or equipment.
Cash flow	The amount of money being transferred in to and out of your organisation.
Commercial activity	Any activity that could reasonably be carried out by a for-profit organisation for the sole purpose of making money.
Constitution	A legal document that sets down what your organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board of directors, etc.
Contract	A legally binding agreement between two or more parties to do (or not do) something.
Contracted staff	People you hire for a particular project on a short-term contract

Contributions	Income received not in exchange for goods or services (earned income) or from funding. It is often in recognition of the value of what you do, for example, donations from audience members, corporate sponsorship or income from trusts and foundations.
Core costs	<i>See running costs</i>
Cultural organisation	An organisation that preserves or promotes culture. <i>See also culture.</i>
Cultural practitioner	A person engaged because of their expertise in the preservation, practice or promotion of culture. This can include artists, sports professionals, coaches, directors, historians, facilitators, teachers, academics, and so on.
Culture	Any expression of how we live our lives and relate to the world around us. It can include arts, heritage, architecture, sport, food, language, customs, traditions and ideas.
Eligibility criteria	Basic requirements that an organisation must demonstrate in order to have their application considered for funding.
Established organisation	An organisation that has been operating for several years and can reasonably be expected to have two years' annual accounts
Estimated attendees	This is the number of people attending a one-off event that cannot be measured using a precise method, for example, attendees at a large, outdoor, un-ticketed event.
Evaluation	Evaluation is an assessment how well something ran (for example, 90 per cent of participants would recommend your activity to a friend) and what difference it made (80 per cent of participants learned a new skill).
Event	An activity that occurs on one day or over a period of several successive days.
Festival	A festival a series of activities with a common theme that occurs over a period of several successive days.
Financial verification	An examination of an organisation's financial records and processes by a funder or other independent body
Financial year	Accounting period of 12 consecutive months after which annual accounts are prepared. The financial year can start on any day of the year.
Freelance staff	A self-employed person hired for a particular project
Fulltime equivalent	The number of hours worked by one full-time employee. So, for example, a part-time employee working half the week would be 0.5 fulltime-equivalent. You can find several fulltime-equivalence calculators, such as https://m.wikihow.com/Calculate-FTE , online.

Grant	An award of financial assistance to a successful grant applicant
Governance	The structures, processes and procedures that control your organisation. Responsibility for governance lies with your board of directors or management committee
Impact	This is the difference your activity will make, sometimes referred to as outcomes or theory of change. Impact usually changes over time, and it affects different groups of people differently. For example, a participant on a training course may gain a new skill. When they put that skill in to practice, it may help them gain employment as a cultural practitioner. If enough cultural practitioners develop new practice, this may have an impact on the sector, which may in turn change cultural or government policy.
In kind	Goods or services given in support where no cash is exchanged
Investment	Money awarded to you by Belfast City Council to enable you to deliver cultural benefit for the city
Local government district	The geographic area Belfast City Council is responsible for
Known attendees	This is the number of people attending a one-off event that can be “known” – that is, calculated using a precise method such as ticket sales – and verified.
Management accounts	A summary of accounting data (balance sheet, cash flow and income statement) used to make short-term, day-to-day business decisions. Your management accounts should be presented at regular board or committee meetings and signed and dated by a representative of the board or committee to confirm that they are true and accurate.
Market segment	A group of people that share one or more characteristics that you want to market your good or services to
Marketing	How you promote or sell your organisation company, product or service
Memorandum and articles of association	Legal documents that set down what an organisation can do and how it can act, e.g. if it can earn income, if it can apply for funding, the responsibilities of the board, etc.
Monitoring	Systematic supervision and recording of activities to ensure that they are being delivered on time, within budget and to the agreed performance target.
New organisation	An organisation that is recently established and cannot reasonably be expected to have two years’ annual accounts
Objective	A goal or specific result you want to achieve
Participants	A participant is a person who actively takes part in an activity.

Partnership	Two or more organisations working together for mutual benefit. A partnership can be informal or formal, sometimes written down in a contract or memorandum of understanding.
Payroll	A list of employees receiving wages or salaries
Permanent staff	Staff on your payroll on a permanent contract or fixed term contract of one year or more.
Practitioner	<i>See cultural practitioner</i>
Primary purpose	What your organisation was set up to achieve.
Programme	A series of interlinked projects designed to achieve your vision, aims and desired impact.
Programme costs	The cost of delivering your organisation's programme of activity, such as practitioner fees, materials, venue hire, marketing, and so on.
Project	A discrete piece of work with a set beginning and end to achieve a particular result
Risk assessment	A method of controlling risks (and opportunities). It involves identifying a risk, evaluating the chance of the risk happening and the effect it could have, and then deciding on an appropriate way to deal with it.
Running costs	The ongoing cost related to the day-to-day running of an organisation, such as staff costs, light, rent and heat, and so on.
Spend profile	An analysis of how much money you are going to spend and when
Stakeholder	A person with an interest in or influence over your organisation or activities
Strategy	A high-level plan that describes your long-term vision, objectives and how you will achieve these
Target	An indicator of success, measured in numbers
Vision	An aspirational description of what your organisation wants to achieve in the mid- or long-term
Visitor	A visitor is a person who does not live or work in Belfast visiting the city for leisure or business purposes.
Volunteers	Staff or helpers who receive no wages or salary or who receive no more than basic expenses.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 6
of the Local Government Act (Northern Ireland) 2014.

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APPENDIX 5 - Grant recommendations and summary of proposed programmes

FESTIVALS AND EVENTS CULTURAL MULTI-ANNUAL GRANTS

- *IMAGINE* FOUR-YEAR GRANTS 2020 - 2024

Name of organisation	Value of grant (annually)	Description
Arts Ekta	£ 136,640.00	Belfast Mela will be a major citizen-led cultural festival celebrating the city's diverse communities through many forms of music, dance, food, language and art, and enriching lives through shared creative experiences to provide opportunities for us all to learn, grow and evolve together as diverse, cohesive communities.
Féile An Phobail	£ 244,000.00	Féile an Phobail August Féile will deliver a socially and economically regenerated (West) Belfast where people freely express and celebrate their culture and diversity, develop their creativity through traditional and modern art forms and actively participate in the interchange of cultural and self-expression across all boundaries.
Science Festivals NI	£ 97,600.00	Guided by an ethos which positions science at the heart of culture, their vision is to run a truly world-class NI Science Festival, creating exceptional experiences in unexpected places, immersing audiences in science, ideas and innovation and ultimately connecting the public with the world around them.
Young At Art	£ 122,000.00	The Belfast Children's Festival will be the largest, dedicated children's arts festival in the UK and Ireland in terms of visitors with an international reputation for exceptional, risk-taking and innovative arts experiences for children, young people and their families.

- *ACTIVATE* TWO-YEAR GRANTS 2020 - 2022

Name of organisation	Value of grant (annually)	Description
Belfast Film Festival Limited	£ 45,000.00	Belfast Film Festival will deliver a distinctive and vibrant cultural film event that is internationally recognised. Their exhibition and community outreach activity will be dynamic and sustainable, supporting their audience development work. They will promote local talent and creativity, and they will develop strong connections across the city, artistic and business partnerships, and community links.

Belfast Film Festival Limited – Docs Ireland	£ 15,000.00	Docs Ireland will be a vibrant, exciting and well-resourced festival of documentary films, with a reputation for excellence, celebrating documentaries and the documentary film industry, and making a major contribution to the cultural life of Belfast, Northern Ireland and Ireland. It will be nationally and internationally recognised, attracting new and diverse audiences.
Belfast International Arts Festival	£ 45,000.00	Belfast Festival will be NI's preeminent international arts event, actively engaging global and local communities in the richness and diversity of contemporary arts practice. With partners across Belfast, they create a distinctive environment for audiences to enjoy and participate in inspirational and transformative aesthetic experiences from world-class artists, thinkers and leaders.
Belfast Photo Festival	£43,425.00	Belfast Photo Festival will build on their established reputation as a world leading cultural photography event and curator of the finest photography and impactful programming, while promoting core values, which are: artistic excellence, collaboration, community engagement / learning, creative expression, entrepreneurship, environmental sustainability, excellent governance / management, inclusiveness, and serendipity
Cinemagic Limited	£ 45,000.00	Cinemagic International Film and Television Festival's vision is for young audience members to progress from pre-school age activities right through to young adult events. Young Programmers, Festival Juries, Masterclasses and age-specific film strands within the festival are designed to educate audiences whilst developing greater understanding of culture and creating unique opportunities for young people to develop skills.
EastSide Arts	£ 45,000.00	EastSide Arts Festival will make east Belfast a more creative place to be by providing everyone with an equal chance to be creative. It showcases the extraordinary artists, venues and communities of east Belfast and brings world-class events to that part of the city for the benefit of residents and visitors.
Féile an Phobail – Spring	£ 20,000.00	Féile an Earraigh will be a vibrant and inclusive culture and arts festival, celebrating and showcasing Irish culture and diversity, contributing to a rejuvenated Irish cultural scene in Belfast, a more confident and engaged city, which is a go to destination for local, national and international visitors over the St Patrick's Day period.
Festival of Fools Limited	£ 13,500.00	Festival of Fools will bring the city centre to life through circus, spectacle and street theatre. It will deliver a free, family friendly, outdoor street theatre and circus festival, across Belfast city centre and Cathedral Quarter.
Outburst Arts Festival	£ 45,000.00	Outburst Queer Arts Festival will be the most exciting queer arts festival in the world, boldly leading on global queer arts showcasing, local commissions, inclusive arts development and shared LGBTQ+ creative spaces. Outburst dissolves barriers between art and

		audience, inspiring visions for collaborative social change through accessible, relevant, risk-taking art events that illuminate Belfast.
The Cathedral Quarter Arts Festival	£45,000.00	CQAF will deliver a flagship festival, using the Cathedral Quarter and the city of Belfast as the backdrop; supporting the arts, showcasing the best of local, international and emerging artistic talent, and balancing programming excellence with audience participation.
The Cathedral Quarter Arts Festival – Out to Lunch	£ 20,000.00	The Out to Lunch Festival will present high quality and affordable arts events in January in the city centre which will be attractive to city centre workers, residents and visitors to the city at an otherwise quiet time of the year.
The Odyssey Trust Company Ltd	£ 22,500.00	The Friendship Four will raise the international profile of Belfast and Northern Ireland as a premier sporting and tourism destination to an international audience through television and media coverage that will act as a catalyst for future academic, business, sporting and social welfare programs that benefit the people of Northern Ireland.

ARTS AND HERITAGE CULTURAL MULTI-ANNUAL GRANTS

- ANCHOR FOUR-YEAR GRANTS 2020 - 2024

Name of organisation	Value of grant (annually)	Description
174 Trust	£46,400.00	Duncairn Centre for Culture and Arts aims to create the city's most inclusive, imaginative and cutting edge community arts and music programme. They develop and support emerging artists and new projects, and provide superior arts experiences further enhancing Belfast's cultural reputation both locally and internationally.
Belfast Community Circus School Ltd	£48,600.00	Belfast Community Circus School is thriving, outcomes led, brilliantly governed and changing lives. It inspires thousands of people through exceptional opportunities and performances that animate, challenge and encourage the re-imagining of Belfast. It is generous with its resources and enables other artists/organisations to improve access to and engagement in the arts.
Crescent Arts Centre Ltd	£86,000.00	The Crescent is Belfast's Home for Creativity: where citizens express, create and learn; where artists develop, experiment and share. They are an inclusive, civic, creative hub that asks you to 'Try Something New', that invites you to 'Come in to Look out'.
Cultúrlann McAdam Ó Fiaich	£45,500.00	An Chultúrlann is the flagship venue for Irish arts and culture in Belfast, a place of optimism and ambition where individuals can reach their full potential through engagement and

		participation with the arts and culture and where diversity is celebrated through delivery of high quality, inclusive experiences.
Oh Yeah Music Centre	£56,000.00	Oh Yeah is dedicated to playing a part in promoting Belfast as a City of Music, a place that people are proud to call home that is welcoming to musicians. A place where everyone can confidently participate, create, contribute, work, live and enjoy the diverse sounds of the city.
The Black Box Trust	£60,000.00	The Black Box is innovative, ambitious and uniquely positioned in the creative and cultural ecosystem of Belfast. They deliver diverse and high quality year-round programmes driven by artists and partnership working. Their activity promotes social change and inclusion representing the gamut of Belfast talent, signposting their position as an international creative destination.
The Lyric Theatre (NI)	£150,000.00	Described as “the cultural beating heart of Northern Ireland”, the Lyric’s programme reflects the Lyric’s vision to be a playhouse for all. They are a shared, inclusive, civic space for artists and audiences alike; a creative hub for theatre-making and nurturing talent. The Lyric is welcoming, nurturing, and it entertains and inspires.
The MAC (Metropolitan Arts Centre)	£150,000.00	The MAC aims to play a leading role in transforming Northern Ireland into a creative and confident society that celebrates diversity. They want to achieve this as quickly as possible and in partnership with extraordinary people and organisations in Belfast and internationally who share their vision.
Ulster Orchestra Society Ltd	£149,283.00	The Ulster Orchestra relishes being fully integrated into their home city of Belfast. They aim to bring excellence to everything they do, from concerts in the Ulster Hall to community programming in Colin and Shankill. They share the power of the finest, most inspirational musicians in full flow.

- *ENABLE TWO-YEAR GRANTS 2020 - 2022*

Name of organisation	Value of grant (annually)	Description
An Droichead Ltd	£15,000.00	An Droichead’s vision is of a brave, welcoming city that is proud to celebrate its strong heritage of traditional arts. They see this being achieved through individual-focussed and community-led, high quality art interventions and a programme of events that showcases Belfast’s best local talent to residents and to the world.

Beat Carnival	£30,000.00	The vision for Beat Carnival's work with artists, their audiences, the community, individual participants and young people is of a vibrant, colourful, creative and welcoming society. Beat Carnival will aim to achieve this through their organisational vision of being the leaders in excellence of Carnival artforms.
Belfast Exposed Photography	£27,000.00	Belfast Exposed aims to be a centre of excellence for photography, from professional development to world-class showcasing here and across the world. Harnessing, nurturing and exporting photographic talent is central to future attracting global talent to Belfast because of the high calibre provided by Belfast Exposed.
Belfast Library and Society for Promoting Knowledge (Linen Hall Library)	£30,000.00	The Linen Hall Library aims to enrich the quality of people's experiences, providing rewarding activities that inspire, inform, stimulate, challenge and entertain through heritage, arts and tourism activities. The programme will aim to act as a catalyst for cultural development and allow different cultures to meet and recognise one another's worth and diversity.
Bruiser Theatre Company	£15,250.00	Bruiser produces critically acclaimed theatre of international standard promoting Bruiser's/Belfast's distinctive brand. It increases inclusivity/citizen readiness to culturally engage through co-design/people-powered projects. It is partnership-driven to meet ambitions; creatively, culturally and economically. They will invest in young people through education/professional development to support the next generation of homegrown cultural leaders.
Community Arts Partnership	£29,000.00	New Belfast Community Arts Initiative (t/a Community Arts Partnership) aims to conscientiously maintain and expand their role as lead agency in the promotion, development and delivery of community arts in Belfast and beyond, to effect positive change. They aim to see the emergence of a just, inclusive, peaceful and creative society, where difference is welcomed and participation is valued.
Cumann Cultúrtha Mhic Reachtain	£15,000.00	Cumann Cultúrtha Mhic Reachtain / McCracken Cultural Centre aims to be acknowledged and recognised as the leading provider of innovative programmes in the Irish Language and Cultural Arts, facilitating traditional and indigenous Arts through an inclusive and innovative arts, culture and linguistic heritage programme.
DU Dance (NI)	£11,200.00	DU Dance (NI) connects young people segregated by cultural identity, physical/mental health challenges or social needs across communities in Belfast/Northern Ireland through arts and creativity. They consolidate and grow provision with training programmes building artistic capacity, facilitating access, delivering projects locally, nationally and internationally increasing profile whilst maximizing community, health and education partnerships.

Dumbworld Ltd	£15,210.00	Dumbworld creates ambitious and exciting projects with professionals and the wider community. It connects people through storytelling, music, film, opera, performance and installation to promote arts participation, arts education, cultural development and community engagement.
Golden Thread Gallery Ltd	£25,700.00	Golden Thread Gallery's programme of activities seeks to bring attention to looking, to what, how and why we see this or that; reflect and reconsider our city's shared histories and our place in the world; enable audiences to decide for themselves; have every visitor engaged with stories inspired by visual art.
Green Shoot Productions Ltd	£11,790.00	Green Shoot Productions envisions a Northern Ireland where theatre is placed in the heart of communities and where working class and marginalised voices are heard on all stages.
Kabosh	£25,000.00	Kabosh Theatre Company create a year-round programme that celebrates Northern Ireland, explores our relationship with the spaces we inhabit, and engages citizens to be active participants in the crafting of our shared future. Through theatre Kabosh will create a city-wide conversation about what we wish for, and want from, the place we call home.
Kids In Control	£15,101.00	Kids in Control feel that art is for everyone and about everything. Their vision is of a civil society where people of all backgrounds/abilities are recognised as creative equals. They will achieve this through developing/delivery of innovative, challenging and unique physical theatre programmes in which the artistic, educational and social agendas are indivisible.
Maiden Voyage (NI) Ltd	£10,830.00	Maiden Voyage's vision is to place dance at the heart of contemporary culture; stimulating and enriching people's lives through high quality dance experiences.
Moving On Music Ltd	£23,760.00	Moving on Music aims to help create an exciting, explorative and deeply interesting music sector that values and supports artists. They aim to identify, support and develop artists and the music sector, through promotion, experimentation and development. They wish to ensure music exists beyond the obvious.
New Lodge Arts	£26,550.00	New Lodge Arts wants to see everyone in New Lodge and neighbouring communities being able to realise their full potential through the creative arts so as to contribute fully to the cultural and civic life of Belfast.
NI Opera Ltd	£10,000. 00	NI Opera believe that opera should have no limits. They are guided by their pursuit of artistic excellence, delivering unique experiences of the highest quality while developing local talent. They drive social inclusivity, cohesion and resilience while profiling Northern Ireland internationally. They are an opera of and for Northern Ireland.
Open Arts	£16,965.00	Open Arts is a society that actively values and promotes the creativity and artistic contribution of disabled people.
Photoworks North Ltd	£10,710.00	Across Source magazine's editorial outputs in print and digital formats, more people will be 'Thinking Through Photography' by critically engaging with photography. There will be

		greater links and exchanges between Belfast and the national and international photography community, through Source's publishing and distribution networks built over the last 27 Years.
Prime Cut Productions Ltd	£27,000.00	Prime Cut delivers a programme that not only embraces its founding ambition of producing the finest international theatre for/in Belfast but is innovative, inclusive, artist-led and impactful, with a meaningful artist development and community at its heart while spotlighting Belfast as a cultural hub for artistic excellence.
Queen's University Belfast (QFT)	£18,000.00	Queen's Film Theatre will develop new programmes, and new and diverse audiences will be reached. QFT will champion film culture, support the thriving arts sector and provide vital cultural film for Belfast audiences.
Replay Productions Ltd	£25,920.00	Replay Theatre Company's vision is to enrich the lives of young audiences in Northern Ireland and beyond through valued, world class theatre. Replay's purpose is to create world class theatre especially for young audiences, because it is every child's human right to have their lives enriched through the arts.
Strand Arts Centre	£27,000.00	Strand Arts Centre is an appealing and distinctive cultural destination in East Belfast with which local residents feel an affinity and sense of pride, and which delivers an attractive, inclusive and diverse arts & community programme which has something for everyone, compelling a more culturally vibrant and cohesive community.
Streetwise Community Circus CIC	£14,000.00	Streetwise's aim is the creation of a sustainable creative environment, developing excellent circus practitioners that enhance Belfast through performance and teaching through tailored programmes aimed at improving the lives of marginalized individuals, including older and younger people, people who are disabled (including Alzheimers), refugees and unemployed, enabling and encouraging full integration in society.
The Nerve Centre	£18,000.00	Nerve Belfast provides life-changing opportunities for young people and communities in music, film, animation, digital media and digital fabrication technologies. Nerve Belfast will work with multiple partners to deliver a high quality programme, fostering creativity and skills development, promoting good relations, supporting the cultural sector, and impacting across Belfast.
Tinderbox Theatre Company	£17,660.00	Tinderbox have an ambitious themed strategy for the next three years: Home 2020-2021 - Building the Foundation (Celebrating individual Identity) 2021-2022 - Architecture (Celebrating community and artistic collaboration) 2022-2023 – Home (Our individuality, our community, our Planet Earth, Epic Theatre Proposal).
Ulster Architectural Heritage Society	£18,170.00	UAHS aims to promote the historic built environment's protection, regeneration and conservation. They do this by programming quality, unique opportunities and experiences

		for people and communities to engage with, and celebrate historic buildings and places. UAHS helps people read, research, record and respond to heritage, their building, street, town or city.
WheelWorks	£10,000.00	Wheelworks create new worlds through arts and digital technology outreach in Belfast and across Northern Ireland. They aim to inspire young people and empower them by the unique artworks that they can produce from their individual and collective imaginations through Wheelworks' workshops and projects.
YouthAction Northern Ireland Ltd	£27,000.00	Youth Action NI create high quality youth arts programmes and youth theatre space, built on outstanding youth work principles. They inspire young people; giving them a voice; and engaging, educating and involving those who are hard-to-reach. They create ambitious, innovative, imaginative opportunities, co-created with young people, challenging and ensuring continuous development of high-level artistic and social skills.

Appendix 6: Transition funding

Based on assessment of a number of options, it is recommended that a *Transition* programme is offered to those organisations currently in receipt of core multi-annual funding that are not recommended for a CMAG grant going forward. The programme would comprise of three strands:

- a. 50 per cent unrestricted funds upfront to enable unsuccessful applicants to continue “business as usual”
- b. A support programme to help organisations plan to a). develop sustainability capabilities or b). develop, test or implement a change project.
- c. Organisations submit a project plan to be incorporated as an addendum to their letter of offer to unlock the second 50 per cent restricted funding.

CMAG 2016-2020 Portfolio impacted by new CMAG

	Organisation Name	Recommended <i>Transition funding</i>
<i>Applied to CMAG but were unsuccessful</i>		
1	Andersonstown Traditional & Contemporary Music School	£10,000
2	Arts & Disability Forum	£12,000
3	Arts for All	£10,000
4	Cahoots NI	£16,000
5	Cathedral Quarter Trust	£12,000
6	Grand Opera House Trust	£30,000
7	Northern Visions Ltd	£25,000
8	Spectrum	£23,000
<i>Applied to CMAG but were ineligible</i>		
9	Flax Art Studios	£10,000
<i>Unable to apply to CMAG</i>		
10	Terra Nova Productions	£10,000
11	Lagan Legacy	£10,000

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