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| LONDON BOROUGH OF CULTURE AWARD  Application Guidance |

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Note to applicants

In these guidance notes, you will find all the information you will need to apply for the **London Borough of Culture** award.

These guidance notes can help you respond to the application questions.

The application deadline is **12pm, 1 December 2017.** Please ensure that you allow sufficient time to make your submission so that it is received by the Greater London Authority (GLA) in good time. Applications received after the deadline will not be considered.

A valid application must include:

* a completed application, including the signed declaration from your Chief Executive
* a completed budget
* a completed outputs and outcomes table
* a signed letter (digital scan) from your Section 151 Officer(Chief Finance Officer) or equivalent agreeing to the proposed budget
* a letter of support from your Borough Leader
* a letter of support from your Borough Chief Executive
* written evidence of match funding secured (at least 25% cash, 5% in kind)
* letters of support from partners (up to three)

You can download the prospectus, application guidance (this document) and FAQs from [www.london.gov.uk/boroughofculture](http://www.london.gov.uk/boroughofculture)

If you need further information please contact us at BoroughofCulture@london.gov.uk

Criteria

The criteria for the London Borough of Culture award are divided into three broad areas: **making an impact; celebrating creativity; and deliverability**. Under each of these areas is a list of assessment criteria. You must demonstrate how you meet each one in your proposal.

We will assess your application on the criteria weighted as follows:

* Making an Impact 30%
* Celebrating Creativity 40%
* Deliverability 30%

Each question will be scored as follows:

* Excellent – 5

Outstanding response, exceeds expectations, adds value, full confidence

* Good – 4

Good response, which meets all requirements and gives some confidence

* Acceptable – 3

A satisfactory response, which meets the basic requirements

* Weak – 2

Only some of the requirements met

* Very weak – 1

Unacceptable, an unsatisfactory response

* No submission – 0

No information provided.

A panel of senior GLA Officers will evaluate applications allocating a total score in accordance with the above weightings and scoring scale. A moderation panel will review scores to ensure consistency of approach. The Mayor will approve the final decision.

Please note that decisions to award grant funding are subject to a formal decision making process. You must not place any reliance on the support of the GLA until formally notified in writing and your authorised signatories have executed and returned a grant agreement with which you will be provided by the GLA should your application prove successful.

Accordingly, any expenditure that you incur and/or to which you commit (including that which you have incurred or committed to in relation to the preparation of your proposal for funding) prior to formal notification and execution and return of the grant agreement is incurred and/or committed entirely at your own risk.

GENERAL INFORMATION

In this section we want you to provide key contact information for this application.

Name of borough:

Address:

Name of contact person:

Position held:

Directorate:

Department/Business Unit:

Telephone number:

E-mail address:

**Contact with us**

If you have discussed your activity with a member of GLA staff, please tell us their name (or names), if you know, and which team they work in.

Are you related to any elected GLA members or GLA staff? Yes  No

If yes, please tell us about your relationship with them and their name (or names) and which team they work in:

PROJECT OVERVIEW

**Please state if you are applying to be the London Borough of Culture in:**

**2019 ☐**

**2020 ☐**

**Either 2019 or 2020 ☐**

**If you have a preference for a particular year, please tell us why (100 words).**

To help us maximise the impact of the programme we are looking for a good mix of applications in both years.

**How much funding are you applying for from the GLA in this application?**

The maximum amount available for a London Borough of Culture award is £1,100,000. Please tell us how much you are applying for. Note that this is revenue funding only.

When calculating the amount of funding for which you wish to apply please take account of any irrecoverable VAT payable to third parties for activity required for delivery your programme/project. Any funding awarded will be granted on the basis that it includes such irrecoverable VAT costs. The GLA will not award, and reserves the right to require the repayment of, any funding in respect of recoverable VAT costs.

**How much will your programme cost in total?**

Please outline the total cost of your project, including match funding (at least 25% cash and 5% in kind). You should also let us know if you are planning to apply for any other funding from the GLA.

**Provide a summary of the proposed programme. (150 words)**

Please summarise your programme in a few lines that could be used in press releases and public documents. What is the focus of your programme and how is it distinctive to your borough? Highlight the key artistic and social themes. Be aspirational and ambitious!

This Project Overview section is designed to provide us with a summary of your proposal. It will not be marked and will not be taken into account in our evaluation of applications or any subsequent decision-making.

SECTION ONE

Making an impact (30%)

**Question 1.1: What’s the Story? / Identifying need (15%)**

1.1 Describe your borough, its people and places. We want a snap-shot of your borough profile and where you see its future, demonstrating a clear evidence base and a statement outlining why you need this award (Up to 1,000 words).

In this section, we want you tell us about the local context. Tell us why the programme is important in your local area.

In this section you should identify:

* Baseline data for your local area - your borough’s story!
* An overview of local priorities and evidence of need (linked to your borough’s core objectives/strategies)
* Where your borough is now, and where you want to be (direction of travel)
* Needs of local communities, local issues and challenges
* Target communities and neighbourhoods for this award
* How and where your places and communities are changing
* Opportunities for growth
* Current cultural infrastructure and offer, how you deliver and support this
* What makes your borough’s offering unique and special?

Tip: Baseline data should include information on the local cultural sector and cultural economy (such as number/type of venues, event attendance, how culture in perceived). It should also have information on borough demographics, multiple deprivation factors etc.

We recognise that need will be unique to every borough. You should interpret and explain this within the context of your local area. Please show baseline statistics so you can later prove the impact of your programme.

This question is worth 15% of the application.

**Question 1.2: A Catalyst for Change (15%)**

1.2 Explain how becoming the London Borough of Culture in 2019 or 2020 will help you achieve your ambitions and create long term change (Up to 1,000 words).

In this section we want you to tell us **what** you are seeking to achieve. Here you should demonstrate:

* Your aspirations and the change you want to see in the short, medium and long term
* Where you want your borough to be and the journey you will take. Tell us how being the London of Borough of Culture will help you meet this ambition.
* How success looks to you
* Your creative ambitions, for example new or developed partnerships/provision, infrastructure, game-changing programmes/events
* New/different ways of working (at a strategic and/or delivery level) either cross-departmentally or with external agencies/organisations (statutory, business, jobs, skills, community and cultural)
* If your borough has a cultural strategy and how this award will support it
* How culture will be more firmly integrated into your local plan and other policies. How will you be pro-cultural as a council and seek innovative solutions? What policy changes will the borough make as a result of becoming the London Borough of Culture?
* The programme’s impact for local people through engagement with, and participation in cultural projects and new models of community leadership
* Changing perceptions of your area – improving, celebrating, raising the profile

We are not assessing what your borough has already achieved, but the journey you want to take. We will assess step change against your borough’s ambition to make a difference.

We encourage you to be ambitious but we also recognise that successful applications will be those that are focused and have clarity of purpose.

This question is worth 15% of the application.

SECTION TWO

Celebrating creativity (40%)

**Question 2.1: Programme description (20%)**

* 1. Describe your proposed programme of activities. What will your Borough of Culture look like? In your response consider how your programme will be amazing, ambitious, authentic and all-embracing. (Up to 1,500 words)

In this section we want you to tell us about your creative vision and your programme ambitions. We are not expecting you to deliver a year-round programme. Quality and momentum at key points throughout the year are more important than continuous activity.

Tell us about your programme of activities. The following prompts will help you think about how to respond.

Be Amazing (5%)

Think about the following:

* Your creative/curatorial vision of the programme
* Your big ideas, types of activity/event, art form(s)
* Your once in a lifetime opportunity
* Your artists and creative team, why you would choose them
* How quality/ innovation /originality is being introduced
* How you will offer and make the most of new opportunities
* Opportunities to develop the talent pipeline

Innovation and quality will be assessed in terms of the creative experiences that people have through taking part in the programme as well as the artistic product.

Tip: There are a number of different ways you may want to approach the programme. You could focus on a single art form, for example, ‘the London Borough of Literature’. Alternatively you could make health your key theme and create a cultural programme around improving this. Or perhaps you may want a wider focus on heritage. Or you may choose to create two signature projects that will capture people’s imagination.

Be Ambitious (5%)

Think about the following:

* How you will create step change and at least one exemplary programme
* What are the main pillars of your programme? (the big moments)
* Opportunities for high profile media coverage
* Breadth and scale of partnerships and collaborations
* Scope for national/international dialogue / wider perspectives
* The scale of your programme; is it realistic and appropriate?
* How you will engage and attract a large number of people locally, London-wide and internationally
* How wide the impact will be on neighbourhoods and other places across your borough (for instance, one town centre, multiple parks)

Consider scalability:

* In the event that further funds become available to support the award, identify which projects could be scaled upwards and how you would approach this.

Be Authentic (5%)

Think about the following:

* How unique and distinct your programme will be to the local area
* How relevant your programme is for local people
* How you will protect and amplify activity that happens ‘under the radar’
* The people’s stories you plan to tell/share
* Bringing existing and new communities together
* Use of locations for activities and how they reveal the character and identity of your places
* How you will represent the history, heritage and identity of your local area

Be All-embracing (5%)

Think about the following:

* How you will reflect the culture of your diverse communities
* How you will ensure communities are at the centre of your programme, as co-creators and decision makers, as well as audiences and participants
* How you will engage the economically inactive, people experiencing disadvantage and marginalised communities
* How your programme will widen accessibility and promote equality
* How you will meaningfully engage with the voluntary sector and civic society
* The longer term vision for people to be more engaged in their local area

Consider inclusivity in all areas when:

* Commissioning artists
* Creating training and skills development opportunities
* Developing partnerships and devising creative activities
* Reaching and engaging with diverse communities, as participants, audiences and co-creators
* Considering places and locations for activities and events

**Question 2.2: Partner funding (10%)**

We are delighted to be working with our major partners, Paul Hamlyn Foundation and Heritage Lottery Fund. Winners of the London Borough of Culture awards and the Exemplary Projects awards will be able to apply for partner funding once the winning boroughs have been confirmed.

The partnerships we have secured will add value to the programmes. They should be seen as a way to build on existing collaborations and develop new partnerships. Each winning borough will be eligible to apply for up to £250k from each.

The following questions are each worth 5% of the application.

2.2.1: Through the Heritage Lottery Fund (HLF) you could apply to their existing National Lottery grant schemes, Our Heritage or Heritage Grants, for an activity programme to celebrate your borough's heritage. Briefly tell us, what are the heritage themes you might focus upon and what difference will this make for local people? (300 words)

For more information about HLF, visit: [www.hlf.org.uk](http://www.hlf.org.uk/)

2.2.2: You could apply for an Arts Access and Participation grant from Paul Hamlyn Foundation to support your ambitious plans to widen access to and participation in the arts. It will not be enough to simply increase numbers. Briefly tell us your plans and how you might address inequalities of opportunity in your borough; including how you might address systemic barriers you have identified (300 words)

For more information about Paul Hamlyn Foundation, visit: [www.phf.org.uk](http://www.phf.org.uk).

Paul Hamlyn Foundation and Heritage Lottery Fund are not in a position to discuss applications until winners are announced. These funds **will not be** considered as match funding towards your London Borough of Culture application.

The winning boroughs will meet with Paul Hamlyn Foundation and Heritage Lottery Fund to discuss their London Borough of Culture programme and how to apply to Paul Hamlyn Foundation and Heritage Lottery Fund.

Please note that the application process and decisions made by Paul Hamlyn Foundation and Heritage Lottery Fund are the sole preserve of those organisations and the GLA cannot and does accept any liability for any decision(s) made by Paul Hamlyn Foundation and Heritage Lottery Fund.

**Question 2.3: Creative programme outcomes and outputs (5%)**

2.3: Choose appropriate outputs and outcomes and quantify the level of impact your creative programme will have.

There will be many potential outcomes and outputs from the creative programme. Outcomes are the events, occurrences, or changes in conditions, behaviour, or attitudes that indicate progress toward a project’s goals. Outcomes are the changes or differences that will happen as a result of the activities.

Outputs are specific and quantifiable and represent a step towards achieving successful outcomes. Outputs must be clearly defined in order to quantify the impact on delivery and measure the benefits accruing from programme. With clearly defined outputs, projects will be easy to evaluate.

Outlined in the table below are some examples of outcomes and outputs under the categories for people and place. Please list at least two outcomes for people and two for place. This is not an exhaustive list. Choose from the list or suggest your own.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **OUTCOMES** | | **OUTPUTS** | **OUTCOMES** | **OUTPUTS** |
| **AMAZING** | | | **AMBITIOUS** | |
| **PEOPLE** | * Opportunities for outstanding artists to make exciting new work * Develop cultural leaders to contribute to local growth * Increased access to skills and employment through creative industries development | Number of new arts commissions  Number of people engaged in skills development opportunities | * Greater opportunities for more Londoners to get involved and be creative * Develop new and innovative partnerships and collaborations * Develop signature projects and exemplary programmes | Number of people attending and taking part  Number of new partnerships / collaborations  Number of new signature / exemplary projects |
| **PLACE** | * Changing perceptions of local area in a positive way * Attracting long term capital and revenue investment to the area | % of people satisfied with local offer  % new investment / leverage | * Increased profile of local area as a destination for visitors (inter borough, domestic, UK, international) * Increased footfall, boosting local economy * Culture embedded in the local plan | Number of visitors  Number of new policies with culture embedded |
| **AUTHENTIC** | | | **ALL-EMBRACING** | |
| **PEOPLE** | * Increased sense of ownership/belonging/civic pride through creative place-making * Increased happiness in living in the borough * Breaking down barriers between communities | Number of people actively engaged in community | * Greater social integration through community cultural events * Increased access to culture for all Londoners * Improved health and wellbeing through arts engagement * Engaging isolated people in community | Number of people facing barriers, participating / attending |
| **PLACE** | * Greater understanding or celebration of local history and heritage * Legacy of more cultural programming/activity in ‘everyday’ settings | Number of new sites used for cultural activity | * Residents have better links/signposting to existing cultural provision * More residents attend cultural events | Number of new partnerships / collaborations  Number of residents participating |

|  |  |  |  |
| --- | --- | --- | --- |
| **OUTCOMES** | **OUTPUTS** | **OUTCOMES** | **OUTPUTS** |
| **AMAZING** | | **AMBITIOUS** | |

Complete the table below.

Please set out the **outputs and outcomes** you expect the proposal to achieve over its lifetime. These should only relate to the London Borough of Culture award and any funding you have levered in already and secured towards this project. Please quantify any outputs.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Project activity** | **Outputs** | **Baseline (where available)** | **2019/2020** | **2020/2021** | **Total** |
| *Cultural leadership scheme (training, mentoring and work placements)* | *Output 1*  *(for example, young people aged 16-21 complete cultural leadership scheme)* | 0 | 15 | 15 | 30 |
|  | *Output 2* |  |  |  |  |
|  | *Output 3* |  |  |  |  |
|  | *Output 4* |  |  |  |  |
| **Project activity** | **Outcomes** | | | | |
| *A new co-commissioned art work* | *Outcome 1*  *(For example, providing opportunities for creating exciting new work and greater community-led collaborations)* | | | | |
|  | *Outcome 2* | | | | |
|  | *Outcome 3* | | | | |
|  | *Outcome 4* | | | | |

We will accept baseline estimates at this stage. You should ensure projections are realistic and achievable.

Question 2.4: Monitoring and evaluation (5%)

2.4 Please tell us how you will monitor and verify the information you collect so you can measure the outputs and outcomes. (200 words)

In this section you should list the type of information and the methods you will use to collect, record and measure the success of your programme.

Further note to applicants

We have commissioned The Audience Agency to evaluate the entire London Borough of Culture programme. They will assess all aspects of the programme from a range of perspectives – both City Hall and our partners, boroughs and partners. This will cover:

* outcomes and outputs for people and place
* programme design and delivery on the criteria of Be Amazing, Be Ambitious, Be Authentic and Be All-embracing
* project management, partnership working and shared learning

The evaluation approach will be both formative and summative to support boroughs to design and deliver their programmes effectively, learn on the go and assess outcomes and impacts.

The Audience Agency will work with successful boroughs, their partners and stakeholders to refine an evaluation framework, based on the table (2.3) provided in the application and in partnership with GLA and the London Borough of Culture Partners’ Board. Evaluation delivery will be supported with guidance and toolkits.  We will encourage an approach of reflective learning through peer learning and feedback sessions which will be facilitated by The Audience Agency throughout the project.

Regular reporting and feedback will be provided to the GLA and will include: a final report; case studies and dissemination materials at the end of the project.

SECTION THREE

Deliverability (30%)

**Question 3.1: Project management (14%)**

3.1: Describe how the project will be well managed. (Up to 1,000 words)

Please address the following areas: good project management; exemplary partnership working; the long-term approach and shared learning. The following prompts will help you think about how to respond.

**Good project management (4%)**

* Delivery mechanism for London Borough of Culture
* Effective governance systems in place to manage the programme
* Skills and capacity to deliver the programme
* How you assess, mitigate and manage risk
* Assessment of readiness to deliver

Note that you can express a preference for which year of culture you wish to apply for (2019 or 2020), and readiness to deliver will be assessed on this basis.

**Exemplary partnership working (4%)**

* New or enhanced collaborations and partnerships
* Multi agency working with diverse partners and stakeholders, cross-council and external (for example, arts and culture, education, skills, employment, health, community, voluntary and business sectors)
* Clear roles and responsibilities
* Oversight of stakeholder management
* How you will engage with voluntary sector and civic society partners, as well as cultural

**Long term approach (3%)**

* Demonstrate sustained engagement and activity (ongoing projects, new/developed partnerships, further investment, changes in policy etc.)
* Demonstrate the potential to unlock future funding
* Integrate cultural opportunities with other strategies and delivery. For example, referrals from public access points (libraries, GPs, job centres, schools)
* Redefine local culture, by identifying what already exists under the radar and recognising how and where people express culture
* Resilience to manage organisational change and make the most of future opportunities

Legacy should link back to the ambitions stated in ‘need’ and ‘step change’.

**Shared learning (3%)**

* Being exemplary and creating best practice models
* Approach to evaluation and sharing good practice
* Dedicated resources (time and budget) for reflection, monitoring and evaluation
* Innovative ways to share learning and insights to other boroughs and wider cultural sector
* Adherence to best practice (such as being inclusive, accessible, low carbon etc.)

**Question 3.2: Value for money (4%)**

3.2: Describe how your project delivers value for money (250 words)

In this section, we will assess value for money as set out in the prompts below. We will consider the cost of the proposal and its outputs and outcomes to make a broad assessment of value for money.

* Financial viability of the project
* Appropriateness of proposed budget
* How this complements or builds on existing initiatives/ideas
* Likelihood of applicant to match fund/allocate sufficient resources

Value for money is not about how low cost or how expensive a project is, but the quality of the experience for beneficiaries and the project’s impact.

Question 3.3: Match funding (4%)

3.3: Please outline how you plan to secure a minimum of 30% match funding. You should include sources and amounts of cash income and in kind support. Please indicate whether these are confirmed or to be expected. (200 words)

Note that 25% should be in cash. No more than 5% should be in kind.

Sources of cash income can include:

* Existing/reallocated budgets (as long as it is towards new activities, specifically for London Borough of Culture)
* Income from charitable trusts and foundations
* Income from public funding bodies (such as Arts Council, Youth Music and other lottery providers)
* Business investment / sponsorship
* Crowd funding
* Cultural partnership cash contributions / joint funding applications

Sources of in kind can include:

* Officer time to develop and deliver the partnership / bid
* Pro bono support from other organisations (like marketing expertise)
* Waived fees or charges (such as venues, licences, catering costs, printing costs, street closures etc.)
* Volunteer time

Note that we promote industry standard fees for artists as best practice and we will not support programmes that do not pay their artists and practitioners appropriately. Please refer to the Artists’ Union England and Equity for further guidance.

Question 3.4: Budget template (4%)

3.4 Complete the budget template

An example budget template can be found at the end of these guidance notes, on page 23.

**Question 3.5: Risk (2%)**

3.5: Provide a description of the key risks associated with your proposed programme of activity

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Impact** | **Likelihood** | **Mitigation Strategy** |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

In this section you should identify any potential risks associated with your proposal, and how you will mitigate these risks. These risks could be financial, reputational, political, or linked to deliverability, quality control, sustainability and legacy. Please note that this list is not exhaustive and you may identify risks that are unique to your borough.

Note that we do not expect the entire programme to be low risk. We encourage applicants to use this opportunity to be ambitious and try new things. We recognise that there will be risks associated with this. Successful applicants will be those who can identify these risks and ways to manage them.

Tip: Consider the impact of local elections, due to take place in 2018, and how this will be managed.

**Question 3.6: Meeting equality aims (2%)**

Please describe how your proposal reflects your duties under the Equality Act 2010. How does it address integration and the needs of specific groups who might find it harder to engage and participate? (500 words)

In this section we want you to tell us how the needs of diverse communities will be considered. We also want to hear about innovative ways you will use to reach and engage different Londoners in cultural activities and ultimately with the wider community.

SECTION FOUR

Exemplary Project Awards

This is an opportunity to provide the detail of one specific project forming part of your proposed programme in which, if your application for the London Borough of Culture award is unsuccessful, may be eligible for funding under the GLA’s Exemplary Project Award Scheme. Please note that you cannot apply for an exemplary project alone – you must apply for the London Borough of Culture award.

Exemplary Project Award funding available will be in the region of £50k to £300k (and so proposed projects should be scalable within this budget range) to successful applicants.

Applications for Exemplary Project Award funding will be evaluated (on a stand-alone basis) against the following criteria: making an impact (30%), celebrating creativity (40%) and deliverability (30%).

**Question 4: Exemplary Project Awards**

Please provide details of a bespoke stand-alone project forming part of your proposed London Borough of Culture programme of activity, explaining the need for the project and the change you expectit to make, the creative content, specific outputs and outcomes, how you will involve partners, how the project will represent value for money, be managed and leave a lasting impact addressing the following question prompts (submission not to exceed 1000 words in total).

Making an impact (30%)

4.1: Describe the area (geographic location) of the borough where your project will take place and why here, the local people that will be involved and how you have identified them and the need for this project. (15%)

4.2: What is the step-change you want to make or impact you want to have through this project? (15%)

Celebrating creativity (40%)

4.3: Describe the project activity/activities, the creative content and partnerships and how this will be amazing, ambitious, authentic and all-embracing.  (30%)

4.4: Choose appropriate outputs and outcomes (see Q 2.3) and quantify the level of impact you plan for this project to have (for example, reaching different audiences, embedding co-creation etc.)  (5%)

4.5: How will you monitor the success of the project? (5%)

Deliverability (30%)

4.6: Describe how the project will be well managed (including partnerships, long term vision/approach and shared learning). (15%)

4.7: Describe how the project delivers value for money. (5%)

4.8: Outline how you plan to secure a minimum of 30% match funding. (5%)**\***

4.9. Budget - Please note that there is a dedicated section in the budget template (see Q 3.4) for you to cost out your exemplary project. (5%)

The project(s) scoring highest against the criteria set out above and which are not comprised within a successful London Borough of Culture award programme application will be considered for the award of Exemplary Project Award funding.

\* Please note that the grant of funding will conditional upon on applicants providing a minimum of 30% (of total project costs) match funding.

**Data protection and freedom of information**

As a public organisation we have to follow the Data Protection Act 1998 and the Freedom of Information Act 2000. We have a data protection policy, which is available from our website at [www.london.gov.uk](http://www.london.gov.uk)

We also have a Freedom of Information policy which is also available from our website at [www.london.gov.uk](http://www.london.gov.uk)

**By signing this application form, you agree to the following:**

1. We will use this application form and the other information you give us, including any personal information, for the following purposes.

* To decide whether to award your proposal support.
* To provide copies to other individuals or organisations who are helping us assess and monitor support. After we reach a decision, we may also tell them the outcome of your application and, if appropriate, why we did not offer you support.
* To hold in our database and use for statistical purposes.
* If we offer you a grant, we will publish information about you relating to the activity we have funded, including the amount of funding and the activity it was for. This information may appear in our press releases, in our print and online publications and in the publications or websites of any partner organisations who have funded the activity with us.

1. You have read the GLA data protection and freedom of information policies and accept how we generally plan to treat your application and other related information if someone asks to see it under the Freedom of Information Act 2000.

Tick this box if you consider that we should treat your proposal as confidential information.

Tick this box if you consider that we should treat your financial information, such as your budget and any business plan, as confidential information.

Tick this box if there is any other information you have provided that you consider to be confidential information. You must tell us what that information is and give us your reasons below or in a separate letter. If you are sending us a separate letter, please write ‘letter included’ below.

1. You agree that we can keep you informed of our work and pass your contact details to organisers of marketing activities, conferences and training events.

Tick this box if you do not want us to keep you informed of our work.

Tick this box if you are happy for us to pass your contact details to organisers of arts marketing activities, conferences and training events.

|  |  |  |  |
| --- | --- | --- | --- |
| **Example Budget Template** |  |  |  |
|  | **2018/19** | **2019/20** | **2020/21** |
| **INCOME** |  |  |  |
| Greater London Authority (LBOC award) | 0.00 | 0.00 | 0.00 |
| Greater London Authority (other grants) | 0.00 | 0.00 | 0.00 |
| Local authority income (example) | 0.00 | 0.00 | 0.00 |
| Other public subsidy – such as Arts Council (example) | 0.00 | 0.00 | 0.00 |
| Lottery Grants (example) | 0.00 | 0.00 | 0.00 |
| Earned Income – such as generated Income (example) | 0.00 | 0.00 | 0.00 |
| Contributed income – such as sponsorship, donations (example) | 0.00 | 0.00 | 0.00 |
| Private income (example) | 0.00 | 0.00 | 0.00 |
| Charitable trusts and foundations income (example) | 0.00 | 0.00 | 0.00 |
| Other Income (example) | 0.00 | 0.00 | 0.00 |
|  |  |  |  |
| **Total Income** | **£0.00** | **£0.00** | **£0.00** |
|  |  |  |  |
| **In-kind (no more than 5% match funding)** |  |  |  |
| In-kind support (example) | 0.00 | 0.00 | 0.00 |
|  |  |  |  |
| **Total Income + In-kind support** | **£0.00** | **£0.00** | **£0.00** |
|  |  |  |  |
| **EXPENDITURE** |  |  |  |
|  |  |  |  |
| **Project management / staffing costs** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total project management / staff costs** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Artists' fees and commissions** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total artists' fees and commissions** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Project expenditure (artistic spending)** |  |  |  |
| Project 1 (example) | 0.00 | 0.00 | 0.00 |
| Project 2 (example) | 0.00 | 0.00 | 0.00 |
| Project 3 (example) | 0.00 | 0.00 | 0.00 |
| Project 4 (example) | 0.00 | 0.00 | 0.00 |
| Project 5 (example) | 0.00 | 0.00 | 0.00 |
| **Total project expenditure** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Community engagement / partnership development** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total community engagement costs** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **PR and marketing** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total PR and marketing** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Monitoring and evaluation** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total monitoring and evaluation** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Overheads** |  |  |  |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| Example | 0.00 | 0.00 | 0.00 |
| **Total overheads** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Stand-alone Exemplary Project costs** |  |  |  |
| Project management / staffing costs | 0.00 | 0.00 | 0.00 |
| Artists' fees and commissions | 0.00 | 0.00 | 0.00 |
| Project expenditure (Artistic spending) | 0.00 | 0.00 | 0.00 |
| Community engagement / partnership development | 0.00 | 0.00 | 0.00 |
| PR and marketing | 0.00 | 0.00 | 0.00 |
| Monitoring and evaluation | 0.00 | 0.00 | 0.00 |
| Overheads | 0.00 | 0.00 | 0.00 |
| **Total exemplary project costs** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
| **Total expenditure** | **0.00** | **0.00** | **0.00** |
|  |  |  |  |
|  |  |  |  |
| **Operating surplus (deficit)** | **£0.00** | **£0.00** | **£0.00** |