

Culture Liverpool Investment Programme (CLIP)

v8 15/8/13

This document sets out Liverpool City Council's priorities for investment in the cultural sector for the period 2014 – 2017 (2014-15, 2015-16, 2016-17)

Its purpose, against the current economic backdrop, is to articulate a clear agenda and focus for cultural investment in the city over the next three years and to provide a structure for grant proposals from the cultural organisations of Liverpool. Just as importantly, the CLIP programme will continue to provide a fair and transparent process for the grant funding of Liverpool's cultural organisations which enables the Council to demonstrate value for money and prudent allocation of resources.

Liverpool City Council recognises the huge impact Culture is having in transforming the City's economy, profile, national & international profile and ambience.

By investing in the City's cultural organisations we seek to support and be supported by an independent and distinct cultural offer that provides real authenticity and a strong sense of identity to the Liverpool brand.

In contributing to the regeneration of the city, the funded cultural sector will be expected to reach high standards of artistic activity that bring Liverpool to the fore locally, regionally, nationally and internationally. Liverpool needs to constantly upgrade and reinvent its cultural offer so that we compete successfully against other cities and do not lose the momentum started by being the European Capital of Culture in 2008.

In the current economic climate of public sector funding cuts, some organisations have become financially vulnerable. It is anticipated that CLIP funded organisations will have to become more innovative and entrepreneurial, able to generate income from multiple sources and become more sustainable in the long-term.

Furthermore, both the LCAP and CLIP will ensure that Liverpool City Council work 'to ensure that it invests its resources wisely, seeking significant return on that investment' (see Values and Aims of LCAP Page 13.)

The City Council will take a major role in providing leadership and direction for the sector, by maintaining and improving the city's distinctive events programme and providing a strategic focus for the cultural sector (see Appendix 3).

How the CLIP will deliver this:

CLIP is intended to support organisations who:

- Support the Liverpool Culture Action Plan
- Have artistic and cultural value at the core of their business (mission statement, vision, objectives etc.)
- Deliver value in cultural, social and economic terms
- Contribute holistically to the life of the city

It is anticipated that as part of the agreements with funded organisations they will be able to contribute significantly to enhancing LCC's programmes, by focussing efforts to create an artistically excellent experience for visitors and community alike.

A. ELIGIBILITY

Funding will be available to Liverpool based not for profit cultural organisations and not for profit activities produced by artistic, creative and cultural producers that can demonstrate the delivery of a high quality, innovative, creative, cultural offer and effective management and governance.

Eligibility Criteria

To be eligible for funding you must be able to answer 'yes' to all of the following questions:

1. *Is your registered address within the local authority boundary of Liverpool City Council?*

Funding is restricted to those organisations based within the city ward boundaries.

2. *Does your programme of activity (or project) contribute to the priorities described in the Liverpool Culture Action Plan?*

Applicant organisations must have the experience and resources to deliver the proposed activity which must link to the priorities identified in the framework document.

3. *Do you have a UK bank account in the name of your organisation?*

Applicant organisations must have a UK bank account registered in the name of the delivery organisation.

4. *Are you a not for profit organisation (e.g. charity, CIC etc.)?*

Applicants must be **non-profit making** organisations which are independent of the public and private sector. Charities and non-profit sharing Community Interest Companies (CICs) are eligible for funding. We cannot offer funding to schools housing associations or Registered Social Landlords (RSLs). However they may be involved as partners and participants in proposed projects.

5. *Do you have an adopted governing document that is over 6 months old?*

There must be a signed and dated constitution or memorandum and articles of association. This will need to be in the name of the applicant organisation and define how the organisation will operate including; meetings, objectives, finance, and dissolution. Successful applicants will be required to provide this information.

6. *Do you have an equal opportunities policy?*

You are expected to have adopted an **Equal Opportunities Policy** (and be able to provide evidence of its effectiveness) and actions which complement the Council's Equality and Diversity policies. Copies are available on request or by going to:

Please note that a statement of aims is insufficient.

7. *Does your organisation have the appropriate insurances and licences in place for your proposed activities? e.g. public liability insurance, employers liability cover, PRS/PPL etc.*

The insurances and policies included in the application have been identified as being the minimum required by the Council before it will consider investing in your organisation. In submitting this application you are confirming that all insurance cover is current, valid and on-going. If successful, copies of certificates will be required.

For organisations dealing with children and /or vulnerable adults compliance with relevant legal requirements is mandatory.

Further guidance can be found at:

www.liverpool.gov.uk/health-and-social-care

8. *Are you able to match this funding with at least 25% (of the total budget) from other sources? i.e. the grant must not form more than 75% of your total budget. (This excludes all 'In Kind' contributions)*

The following organisations are NOT eligible:

- Organisations which cannot demonstrate a legal formal constitution
- Schools (though projects may include schools, they cannot apply themselves)
- Public Sector organisations
- Private sector 'profit orientated' organisations
- Housing associations and Registered Social Landlords
- Individuals /sole traders (though organisations may apply to work with individual artists)
- Previous grant holders that failed to draw down, submit a completed monitoring form or evidence their previous grants.
- Organisations which cannot demonstrate statutory requirements such as public liability insurance, CRB checks etc.

The following activities are NOT eligible:

- **Activities which are not arts or culture related and which are not creative / do not develop creativity**
- Activities, equipment or events that directly duplicate existing activities funded by LCC.
- Capital projects
- Fundraising events such as charity galas or general appeals.
- Social events
- Activities which do not provide public benefit.
- Activities that result in personal financial gain.
- Parties or fireworks

- Sports/food/hobby activities/festivals/events without a strong and clear arts, creative or cultural focus
- Purchase or use of alcohol / tobacco
- Political activity
- Religious activity - grant funding cannot be used to support or promote solely religious activity or the promotion of religion

B. CRITERIA

It is highly likely that this programme will be oversubscribed and that a number of applicants will be unsuccessful. The City Council has to look to support those organisations which they believe will individually and collectively generate the highest quality provision, bringing the greatest beneficial impact and return on investment.

LCC's CLIP will provide funding to enable the cultural sector to provide artistic, creative and cultural activities that:

- Support the aims of the Liverpool Culture Action Plan
- Contribute to Enterprise, People and Place agendas
- Directly engage with the city's events and cultural programme bringing excellent artistic practice and to create high quality experiences for audiences
- Provide activities that are accessible and attract a broad audience demographic
- To show good governance, value for money and generate additional resources to the city, both economically and socially, through this process.

Through CLIP organisations should use artistic, creative and/or cultural activities which support one or more of the following:

Enterprise

(LCAP Aim: Work with Liverpool Vision, Marketing Liverpool and others to promote Liverpool on a worldwide stage.)

- To attract visitors to the city and to contribute to the tourist and wider economy of the city
- To create and sustain employment, support business and enterprise
- To maximise the opportunity and legacy of the **International Festival for Business** in 2014
- Generate levels of income and inward investment that will ensure delivery of high quality activities
- Creating the right conditions for regeneration and ensuring that potential investors are given positive impressions of Liverpool
- Demonstrate more entrepreneurial and more focussed business objectives towards income generation from varied and more sustainable sources
- To contribute to the city's national and global marketing campaigns, for example through the It's Liverpool campaign (www.itsliverpool.com)

- To be able to export services and expertise to Liverpool City Region and beyond

People

(LCAP Aim: - Enable the people of the city to access, engage with, participate in and draw benefit from cultural and creative activity, developing their skills, talent and employability.)

- Ensuring wider access and greater participation by local residents (especially young people) in a range of cultural activities.
- Working with schools, colleges and FE/HE institutions to enhance education through cultural participation. Ensuring individual practitioners, networks and collectives (particularly young creatives and entrepreneurs) are given the opportunities to engage and contribute to the cultural programme and that talent is encouraged to stay in the city.
- Bringing employment skills and expertise to the city with a particular emphasis on providing progression routes for children, supporting young people in improving their employability.
- Contributing to the Decade of Health & Wellbeing and demonstrating the impact of quality cultural activity through the Five Ways to Wellbeing.
- Support community cohesion and engagement working with partners at a neighbourhood level to promote cultural activities.

Place

(LCAP Aim: Produce and host world class events that delight and surprise residents and attract visitors, that showcase the city's ambition, clarity of purpose, confidence and self-assurance.)

- Contribute directly to the city's Events, festivals and/or activities, both through LCC Events and through self-generated, independently delivered activities.
- Work in priority locations particularly in deprived areas of the city, where there is a low level of cultural interaction occurring.
- Work in areas where regeneration projects are taking place. Specific geographical areas of relevance include: North Liverpool – Stanley Park, Everton Park, Anfield Village, Baltic Triangle, Stanley Dock Area, Waterfront, Ropewalks, Stanley Street Quarter, Cavern Quarter, Knowledge Quarter, Hope Street Quarter, St George's Quarter, City Central Business Improvement District, St Georges Hall (and other cultural assets)

- To maximise cultural activities and engagement in parks and green spaces
- To strive to use resources more efficiently and sustainably designing in accessibility and energy efficiency, reducing costs, waste and carbon emissions, promoting 'greener' ways of working.

Demonstrating good governance, management, leadership

Additionally, funded organisations will be expected to support the city's ambitions through demonstrating good governance, management, leadership and contributing holistically to the cultural infrastructure of the city. This will be demonstrated by:

- Managing the activity (and the organisation) effectively and efficiently.
- Carrying out an ambassadorial role in promoting the city to sponsors and customers, interacting with other businesses locally, nationally and internationally.
- Evidence of collaborative work, supporting the work of other organisations and ensuring a bigger and better platform for their work whilst raising artistic quality. Whilst the scope for this is wide it is anticipated that proposals received may include:
 - Shared services and costs between grant funded organisations.
 - Joint procurement (e.g. marketing and publicity)
 - Positive partnership working demonstrated through LARC, COOL and other networks. Larger organisations should also engage smaller cultural organisations to deliver specific projects on their behalf.
 - Co-locating activities and sharing grant-funded premises and venues.
 - Shared bidding for grant resources (LCC and external resources)
 - Complementary marketing for other organisations.

C. Application to CLIP

Applications to CLIP will be assessed on the applicant organisation's eligibility and its ability to make a compelling case for funding against the criteria detailed above. Through this framework the Council will define certain roles and make clear its expectations, both in respect of different levels of investment and the needs of the city as a whole. Unlike ACIP, organisations will not be categorized, but will be allocated grant funding within the following 'platforms':

- 1. International Programme Investment Platform**
- 2. Festival Programme Investment Platform**
- 3. Strategic Programme Investment Platform**
- 4. Foundation Programme Investment Platform**

1. International Programme Investment Platform

Up to 3 Year Agreement

Grant funding over £100k per annum

This category includes major cultural institutions that have a profound and measurable impact on the city's visitor and tourism offer as well as providing a substantial community cultural programme of activity.

They will have excellence in delivering artistic, creative and cultural experiences on an international level. They are also likely to have received considerable (over £100k) investment over the past 5 years as part of one of the following:

- Cultural Driver status in the last funding round.
- Liverpool Culture Company 08 programme enhancement support and Regularly Funded Organisation (RFO) status
- Arts Council North West (ACE NW)
- National Portfolio (NPO) status
- THRIVE programme
- Cultural Leadership programme
- Grants for the Arts project funding.

2. Festival Programme Investment Platform

Up to 3 Year Agreement

Grants Up to a maximum of £60k per annum supported

This is for festival based organisations with a recent track record of delivering successful arts, cultural and creative events that have attracted significant audiences and contribute to the tourism offer of the city. These festivals must have a significant artistic and creative content. Funding will support infrastructure, promotional and content budgets.

Funding will be provided for events between April 2014 and March 2017 annually.

Applications are anticipated for up to £60k per organisation.

3. Strategic Culture Programme Investment Platform

Up to 3 year agreement

Grants up to a maximum of £250k supported

This category includes small and medium organisations working on their own, in collaboration or in partnership to provide:

- Developmental arts, creative and cultural activities
- Innovative and specialist services
- Support participation by community, particularly by disadvantaged and marginalised groups

Rolling Programme: New and mid-year projects will be supported by this programme, to a maximum of £10k per annum. Therefore a small element of this programme will be allocated on a rolling basis during the financial year.

4. Foundation Investment Programme Platform

(this will be undertaken as a separate programme subject to external funding being agreed)

Note:

- High risk, highly speculative or 'backfill' funding requests will not be eligible
- Principles of 'full cost recovery'¹ will be considered and further guidance will be given at the application stage
- A minimum of **25%** of the total budget must be from another source

¹ Guidance on this principle can be found at <http://www.fullcostrecovery.org.uk>

D. Summary

Programme	Typical Funding Level	Detailed Criteria
International Programme Investment/Platform	Above £100k per annum	<p>Major cultural institutions bringing considerable external resources to the city</p> <p>Demonstrable economic impact on the city's visitor experience – able to influence business growth in an area</p> <p>Demonstrable international artistic and audience reach</p> <p>Substantial community cultural programme of activity.</p> <p>Engage and enabling participation with the wider community as part of their core activity</p> <p>Contributes significantly to the city's annual cultural offer</p>
Festival Programme Investment/Platform	Limit up to a maximum of £60k per annum	<p>Support strong annual arts, creative and culture festival programme offering quality and diversity</p> <p>Build a cultural identity and enhance the offer for residents and visitors</p> <p>Contribute to Tourism offer</p> <p>Develop a strong participative programme</p> <p>Enhance Liverpool's major events calendar</p> <p>Deliver a strong public facing element</p>
Strategic Cultural Programme Investment/Platform	Limit up to a maximum of £250k per annum	<p>Small/Medium organisations/projects</p> <p>Developmental arts, creative and cultural activities</p> <p>Innovative and specialist services</p> <p>Support participation by community, particularly by disadvantaged and marginalised groups</p> <p>Includes Rolling Programme</p>
TBC Foundation Programme Investment/Platform (To be undertaken separately later in year subject to available resources).	TBC Up to £3k per annum	<p>TBC</p> <p>Links Culture & Wellbeing</p> <p>Supports the Decade of Health & Wellbeing</p>

Important:

- **Funding beyond 2014/15 is not guaranteed and the Council is not legally obliged to provide any funding beyond 2014/15.**
- **All main programme grants will be issued on an annual basis, with a yearly review. Any funding beyond 2014/15 is dependent on available budget.**
- **All new applicants (i.e. those not within the 2013/14 ACIP main programme) must contact Culture Liverpool for advice prior to full application. A maximum amount of £10k applies to all new applicants.**
- **The City Council is not anticipating any rises in cultural budget allocation. It is unlikely that the CLIP programme will be able to resource increases in grant to existing ACIP funded organisations.**
- **Existing ACIP funded organisations wishing to apply for more than 10% of their 2013/14 grant must contact Culture Liverpool prior to application.**
- **Organisations can only make one application.**
- **Organisations not funded through the current ACIP main programme must first contact Culture Liverpool for advice, prior to application.**

E TIMELINE AND PROCESS

Application forms and guidance notes will be released in September 2013.

Deadline for receipt of full applications will be 5pm 14th October 2013.

A CLIP panel will shortlist assessed and scored applications during the period November 2013. Organisations will be advised of outcomes in mid November.

Final decisions will be made, and results published by March 2014.

Queries – Contact:

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Appendix 1

Scoring Criteria

There will be a multi stage process to assess your proposal. Your proposal will be assessed on the basis of whether you can make a strong case against the priorities and themes outlined in this framework:

Eligibility PASS/FAIL

Duplication PASS/FAIL

Scoring Summary

Assessment	Max Marks
Fit for Purpose	11
Financial	15
Meeting our Goals – Enterprise – People -Place	44
Leadership/Collaboration/Sharing Resources	5
Marketing	5
Outputs	10
Equality	10
Total	100

Appendix 2 – For reference

Liverpool City Council

Purpose

Liverpool City Council exists to serve and represent the interests of its citizens and communities and to ensure the provision of the best possible services for its residents.

Liverpool City Council will provide strong, fair and trusted leadership for the City and for its people.

Liverpool City Council will work with any organisations or people willing to improve the prospects of the City, its communities and its residents.

Vision

Liverpool - a distinctive Global City.

Aims and priorities

We will make Liverpool the preferred choice for investment and job creation by...

- Exploiting the national and international profile of the city and the vitality of its citizens.
- Enhancing the City's infrastructure, links and distinctive sense and quality of place.
- Encouraging business creation, growth and productivity.
- Supporting research, innovation and enterprise throughout the city.

We will empower people to enjoy the best possible quality of life and reach their full potential by...

- Reducing inequalities by improving life chances and protecting and promoting good health.
- Giving children the best possible start in life.
- Raising skills and educational attainment for all age groups.
- Promoting independence and independent living.
- Protecting and supporting our most vulnerable residents.

We will make Liverpool a more sustainable, connected and attractive city by...

- Promoting new 'green' industries and encouraging new generation technologies.
- Reducing carbon emissions from buildings, vehicles and operations.
- Ensuring the city has the best possible physical and virtual connectivity.

- Optimising the value of green and public space in the City.

We will build strong, attractive and accessible neighbourhoods by...

- Developing a shared sense of identity and community pride.
- Encouraging more engagement with local people and groups.
- Improving the quality, range and choice of housing.
- Making all areas of the City clean, vibrant, accessible and safe.

We will ensure services are efficient, effective and offer value for money by...

- Putting the customer first.
- Encouraging more innovation.
- Empowering our staff.
- Working with partners to improve service quality.
- Making the best use of our assets and resources.

Values

- We work for the customer not ourselves.
- We do everything we can to provide excellent services and encourage our partners to do the same.
- We lead by example.
- We treat customers and colleagues with fairness and respect.
- We continually improve what we do and how we do it.
- We take pride in our city and ourselves.
- We make the best possible use of what resources we have available.
- We focus on outcomes rather than processes.
- We believe in real partnership, together with partners we can be trusted to make a difference in everything we do.
- We are open to change and to criticism in order to improve what we do and how we do it.
- As a City and a Council we will achieve success and celebrate it.

Appendix 3 The Role of Culture Liverpool

Through Culture Liverpool the Council will seek to ensure that public finances are spent within a value for money framework and that the investments of statutory partners do not duplicate the investment of the Council. Projects should complement and enhance each other to create a quality cultural offer that delivers on multiple agendas. It is acknowledged that LCC funding can only form part of the bigger funding picture, and that we need to support organisations to broaden their funding base.

Liverpool City Council will review its role in delivery of this framework and in addition to providing investment, will offer:

Facilitation

- Offering a clearer strategic focus for activities with better communication about desired outcomes
- Brokering of partnerships and potential project sharing
- Offering advice and tools for commissioning cultural activity
- Supporting organisational development
- Providing opportunities for cultural sector networking

Advocacy and Support

- Supporting entrepreneurial activity and signposting to other support agencies
- Coordinating and supporting business development
- Networking with the business sector (e.g. Liverpool Vision, Business in the Arts-North West, Business Link, Arts & Business, Merseyside ACME etc.)
- Offering marketing and tourism advice
- Providing a better web presence
- Assessing physical spaces and venues available for culture

Improved Administration

- Reviewing and simplifying application and monitoring procedures to reduce administrative burdens
- Considering alternative and appropriate monitoring methods
- Reviewing and stream-lining the terms and conditions of grant offer letters and simplifying grant monitoring where possible

Seek to strengthen the cultural ecosystem - Fit For The Future

Culture Liverpool will aim to identify methods and appropriate resources made available to achieve business change that enhances sustainability of the sector.

Strengthening the City's Events Programme

The Council seeks to maintain a strong major events programme as a backbone of its cultural activity and the City will lead discussions with the major cultural organisations and networks in order to strengthen the reach and success of this programme. In partnership we will develop:

- An even stronger cultural brand using *It's Liverpool* as a starting point
- A 12-month festival programme profiled strategically to gain national significance.

- A more sophisticated and more streamlined marketing campaign.
- Obtain best value through shared resources, local procurement and subcontracting.