# Luton Investment Programme

**Guidance for applicants**

<table>
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<tr>
<th>Summary of key information</th>
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### What is the focus of the fund?
To enhance the arts and cultural infrastructure in Luton. Applications are invited for Strand 1 of this programme which, overall, is designed to raise ambition, provide development opportunities and foster partnership-working in Luton. Delivery will be over three years.

### Who can apply?
Organisations, individuals or consortia.

- Applicants must have a mandatory conversation with an Arts Council Relationship Manager before submitting an application.
- Please see Section three for full eligibility criteria.

### When is the deadline for applications?
12 May 2016

### How much can be applied for per application?
Between £40,000 and £340,000

### When must the activity take place?
Between 1 July 2016 and 31 March 2019.

### Minimum match funding from other sources (this can include in kind).
Ten per cent of total project budget.

### Other key eligibility points (delete if not applicable)
All activity must benefit the borough of
<table>
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<tr>
<th>not needed)</th>
<th>Luton.</th>
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<tr>
<td><strong>When will we make our decision?</strong></td>
<td>We will aim to notify applicants of our decision no later than 30 June 2016.</td>
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Please note that only one award will be made.

Please see [Section three](#) for full eligibility criteria.
Section one – introduction

Welcome

Thank you for your interest in Luton Investment Programme Round 2.

This guidance gives you information on how to apply for funding to deliver activity against Strand 1 of the Luton Investment Programme.

The Luton Investment Programme was initially launched in October 2015 and comprised five strands¹. Each of these strands was designed to support artistic ambition, provide professional development opportunities, lever in additional resources for Luton, and build better connectivity and collaboration. They were also designed to complement the Luton Creative People and Places project, Luton Creates. Awards have been made in respect of Strands 2, 3, 4 and 5. Full details can be found here. The opportunity to submit applications for Strand 1 has been reopened.

About Arts Council England

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people’s lives. We support a range of activities across the arts, museums and libraries – from theatre to digital art, reading to dance, music to literature, and crafts to collections.

Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2015 and 2018, we plan to invest £1.1 billion of public money from government and an estimated £700 million from the National Lottery to help create these experiences for as many people as possible across the country.

On behalf of the Department for Education, we are investing over £75 million between 2015 and 2016 in a network of 123 Music education hubs across England.

¹ Strand 1 – a creative producer; Strand 2 – a new cultural celebration; Strand 3 – a public realm arts plan; Strand 4 – a professional development programme; Strand 5 – a 10-year vision and strategic arts and cultural plan for Luton
For more information about the Arts Council visit [www.artscouncil.org.uk](http://www.artscouncil.org.uk)

**About Arts Council England’s strategic funds 2015–18**

Our strategic funds help us to target particular challenges, opportunities or gaps, creating the environment for further development to take place in the arts and culture sector. Ultimately, they help us meet the goals set out in our strategy *Great art and culture for everyone*. Our goals, for reference, are as follows:

**Goal 1:** Excellence is thriving and celebrated in the arts, museums and libraries.

**Goal 2:** Everyone has the opportunity to experience and to be inspired by the arts, museums and libraries.

**Goal 3:** The arts, museums and libraries are resilient and environmentally sustainable.

**Goal 4:** The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.

**Goal 5:** Every child and young person has the opportunity to experience the richness of the arts, museums and libraries.

Our strategic funds are also informed by the *Creative Case for Diversity*. This is an approach that sees the creative potential for diversity and equality as an opportunity to enrich the arts for artists, audiences and our wider society. We must embrace diversity genuinely to achieve our mission of *Great art and culture for everyone*.

**About other partners**

Luton Investment Programme has been developed in partnership with three strategic partners with input from consultancy firm ArtReach, and was informed by consultation with a wide range of artists and organisations in Luton. The three strategic partners are:
Luton Borough Council: a unitary authority which remains committed to arts and culture in the town and has a strategic ambition to promote and support an improved arts and cultural offer which benefits the local community.

Luton Culture: a charitable trust with a focus on heritage, arts, community engagement and learning. It provides inspiring and educational cultural experiences by managing and animating 17 sites including museums, theatres, an arts centre, gardens, libraries and community centres.

University of Bedfordshire: The University of Bedfordshire is a modern, innovative university with a heritage of top-quality education going back more than 100 years.

Funding decisions will be made by Arts Council England. An Arts Strategy Group led by Arts Council England will be formed to include representatives from the three strategic partners and all successful applicants. The role of the group will be to support evaluation and longer-term legacy from the investment.

The partners identified above are not excluded from submitting applications or from being partners in applications to this strategic fund. Partners will not play any part in the assessment and/or decision-making process.
Section two – purpose of Luton Investment Programme

Aims and outcomes

Luton is one of three plural or ‘super-diverse’ populations outside London where no ethnic group is in the majority. It has potential to develop an arts and cultural programme that celebrates world cultures and builds on its strong European connections. The town is a focus for regeneration and has a young population profile, with a significantly higher than national average proportion of children.

Despite its potential, Luton has relatively low arts engagement and was ranked 328 out of 355 local authorities measured in the 2010 Active People Survey (with engagement being defined as attendance or participation in the arts three times a year).

In 2014, Luton Culture was successful in its application to Arts Council England’s Creative People and Places fund for 2015–18. The resulting Luton Creates project aims to develop a strong community-led arts offer in Luton. The Luton Investment Programme has been designed to complement this project and shares an overarching ambition to have a positive impact on the cultural life of Luton.

The following mission, outcomes and measures of success have been identified for the fund:

Mission: Luton is a thriving, exciting town with a cultural offer that has something for everyone

<table>
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<tr>
<th>Outcomes</th>
<th>Measures of success</th>
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| A sustainable, high-quality cultural offer in Luton. | - Creation and implementation of a town-wide strategy for arts and culture which encapsulates Creative People and Places and other cultural programmes.  
- Luton-based artists apply to Grants for the Arts as a result of the programme.  
- A consistent and sustainable programme of high-quality arts and popular culture across venues in Luton.  
- Luton-based cultural organisations develop new relationships with National Portfolio |
| **Organisations, national artists and programmes.** | • New funding is sourced to support the town’s cultural offer. |
| **Sustained growth of cultural engagement in Luton.** | • Measured and sustained increase in audience numbers across cultural programme(s).  
• Measured and sustained increase in audience diversity across cultural programme(s).  
• Opportunities for audience development are maximised through structured relationship-building across the South East Midlands Local Enterprise Partnership area. |
| **The life chances of local people are improved.** | • Improved local public perception of Luton as a result of a well-curated, relevant and well-attended cultural offer for local people.  
• A measured increase in opportunities for local people to influence work or participate in the delivery of cultural programmes contributing to retention of the local population.  
• A measured increase in partnerships involving cultural organisations and local education providers. |
| **The most vulnerable are supported by arts and cultural activities.** | • A measured increase in the commissioning of arts and cultural organisations by the health and wellbeing sector.  
• A measured increase in local opportunities for employment and volunteering in the cultural and creative industries sector.  
• Achievement of Purple Flag status for the town centre, providing a safe space during night-time hours. |
| **Direct business growth for arts and cultural organisations, with a positive impact on town centre businesses.** | • A measured increase in income for Luton-based arts and cultural organisations.  
• Creation of a vibrant and thriving town centre, through a curated and well-attended cultural programme, including a night-time offer.  
• A measured increase in income generation for businesses in the town in connection with the cultural offer.  
• A measured increase in visitors to Luton as a
An evaluation will be commissioned to measure impact across all strands of activity. All successful applicants will be expected to work collaboratively to share information and contribute to the overall evaluation of the impact of this funding stream.

In the exceptional event that preferred applications exceed the total available budget, we reserve the right to offer a lower funding amount, following negotiation with the applicant.

**How much funding is available?**

Arts Council England has allocated up to £340,000 for Strand 1 of the Luton Investment Programme.

The geographical focus is designed to support Arts Council England's intent that a minimum of 75 per cent of National Lottery funding is committed outside London. Over 75% of this fund has already been allocated to organisations outside of the London area and for that reason we are able to open up this round to applicants in London.
**Section three – eligibility**

Please read the eligibility requirements for the fund carefully. If you do not meet any of these requirements we will be unable to consider your application for funding.

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<th>Who can apply?</th>
<th>Organisations, individuals or consortia.</th>
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<td>If applying as a consortium:</td>
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<td></td>
<td>• the lead applicant (accountable body) must be a properly constituted body</td>
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<td></td>
<td>• the lead applicant should clearly identify partners, at least one of which should have significant experience and expertise in delivering arts and/or cultural programmes</td>
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<tr>
<td></td>
<td>• the lead applicant does not need to be an arts or cultural organisation</td>
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<tr>
<td></td>
<td>• the lead applicant must have a mandatory conversation with a designated Relationship Manager (see Section five)</td>
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<td></td>
<td>• the lead applicant must be based in England</td>
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<td></td>
<td>• the arts and/or cultural organisations within the partnership must be based in England or deliver a significant proportion of their work in England</td>
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<td>• the lead applicant must be able to demonstrate financial stability, appropriate governance and an ability to accept, administer and account for the grant</td>
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<td>If applying as a single organisation:</td>
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<td></td>
<td>• the applicant must be a properly constituted body</td>
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<td>• the applicant must have a clear remit for developing and/or delivering arts activity</td>
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conversation with a designated Relationship Manager (see Section five)

• the applicant must be based in England
• the applicant must be able to demonstrate financial stability, appropriate governance and an ability to accept, administer and account for the grant

Our understanding and definition of an arts and/or cultural organisation is an organisation that can clearly demonstrate that its primary aims are around arts and culture, with activities benefitting the arts and cultural sector within England. This includes but is not limited to arts organisations, museums, libraries, Music education hubs and local authority service departments.

The kind of arts and/or cultural organisations that are eligible as partners/collaborators include:

• limited companies registered at Companies House (or equivalent, if outside the UK)
• Community Interest Companies registered with the CIC Regulator
• charities or trusts registered with the Charity Commission
• Limited Liability Partnerships registered at Companies House
• partnerships established under a Deed of Partnership
• Industrial and Provident Societies or Community Benefit Societies subject to regulation by the Financial Services Authority
• organisations established by Royal Charter or other legislation
• statutory bodies including local authorities

All applicants must have a mandatory conversation with an Arts Council Relationship Manager before
submitting an application.

| Who cannot apply?                                                                 | • organisations resubmitting a previous application which have not received detailed feedback or had a further mandatory conversation with a Relationship Manager.  
|                                                                                | • organisations which have not met any overdue payment conditions on any previous grant from us.  
|                                                                                | • organisations based outside England  
|                                                                                | • organisations that do not demonstrate that they have a remit for arts and culture, or will be collaborating with arts and/or cultural organisations  
|                                                                                | • organisations already in receipt of funding from Arts Council England for the activity specified in the application, for example, through strategic funds or through National Portfolio Organisation, Major Partner Museum or Music Education Hub funding |

| What activity can be supported? | • Strand 1: A creative producer |

| What activity cannot be funded? | • activities that are not related to the arts, libraries and museums  
|                                | • activities that do not benefit or engage people in Luton  
|                                | • activities (including buying goods or services) that have started, been bought, ordered or contracted before we make a decision about your application. This is because we cannot fund activity retrospectively  
|                                | • activities that do not meet the purpose of the Luton Investment Programme (Section two), or the guidance in Section four, or do not deliver to the strand of activity indicated  
|                                | • costs that are already paid for by other income including your own funds or any other funding, |
**Consortia and partnership agreements**

We will accept applications for funding from organisations working as a consortium. One organisation must act as the lead organisation and submit the application.

All partners within the consortium must show a firm commitment to joint working.

Your application must show the benefits and rationale of working as a consortium.

If we decide to fund your project, we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be solely accountable to us for all monitoring information, how all the money is spent, and for the full and successful delivery of the project.

One of our standard terms and conditions of grant is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our prior agreement in writing. So, if we award a grant, before the project can start, we must approve a partnership agreement between the lead organisation and the other partners involved in the project.

There is further guidance about [Partnership agreements](#) on our website.

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<th><strong>How much can be applied for per application?</strong></th>
<th>Not below £40,000 and up to £340,000.</th>
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<tbody>
<tr>
<td><strong>How much match funding from sources other than Arts Council England is required?</strong></td>
<td>Ten per cent of the total cost of the activity to come from sources other than Arts Council England. This can include in-kind support.</td>
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<tr>
<td><strong>Delivery timetable</strong></td>
<td>Between 1 July 2016 and 31 March 2019.</td>
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Section four – what you will be expected to deliver

We welcome applications that will make a contribution to achieving the aims and outcomes outlined above in Section two through the strands of activity identified in Section three.

The guidance below indicates what you should include/demonstrate for each strand of activity. Please refer to the notes below that are relevant to the strand(s) of activity you are applying for funding to deliver.

All applications should include information on:

- how the organisation(s) will contribute and measure impact in relation to the five outcomes identified for the funding
- how the proposal supports the Creative Case for Diversity
- how they will consider access
- the track record and relevant experience of all those involved in delivery
- how they will engage with partners and stakeholders and, where relevant, how they will develop working relationships
- the anticipated legacy from the activity and how this will be achieved
- planned expenditure, providing a detailed budget breakdown and cash flow

Luton Investment Programme, Strand 1: A creative producer

A creative producer to work with performing arts venue operators in Luton to deliver an inspiring and strategic additional programme that populates key venues (including potential new venues) with exceptional work, supports sustained audience development for diverse audiences and creates opportunities for professional development for existing programming personnel. We welcome applications from organisations and individuals. The programme budget must take account of all delivery costs (including venue costs) and can include commissioning of new work.

In addition to the information required from all applicants, you should include:

- an indicative programme of work
- an outline of the artistic vision that underlines the programme
- plans for audience development and data collection, and
- plans for professional development support for venue personnel.

You must demonstrate how activity will deliver/contribute to the main outcomes of the funding. Applicants are not expected to deliver against every outcome or measure of success, but the following are considered essential for Strand 1:

- a consistent and sustainable programme of high-quality arts and popular culture across venues in Luton
- Luton-based cultural organisations to develop new relationships with National Portfolio Organisations, national artists and programmes
- measured and sustained increase in audience numbers across cultural programme(s)
- measured and sustained increase in audience diversity across cultural programme(s)
- measured increase in partnerships involving cultural organisations and local education providers

Please note that only one award will be made under Strand 1 of the Luton Investment Programme.

Information regarding Strands 2, 3, 4 and 5 of the Luton Investment Programme can be found here.
Section five – how to apply

Making an application

When to apply

The online application form will open on **Tuesday 15 March 2016**. Applications must be submitted by **12pm (midday) on Thursday 12 May 2016**. Applications submitted after this time will not be considered.

Application process

1. Read this guidance carefully and contact us
   This guidance gives you information on how to apply and answers some common questions. If you have any further questions, you can contact our Customer Services team at enquiries@artscouncil.org.uk

2. Prepare and submit your proposal
   You must apply through our online application portal using the **standard application form**:
   
   i. Once you have logged in (or created a new user account if you have not used the online portal before), you will see the Welcome screen. On this screen, select ‘Standard application’ from the dropdown list:

   ![Select the programme you wish to apply to: Standard application](image)

   ii. When you press ‘Start Application’, you will be taken to the Eligibility Check section where you should select the name of this fund from the dropdown list:
iii. When you have completed the Eligibility Check, you will be taken to the full application form which includes questions about you (or your organisation) and the activity you are applying for, and a section called ‘Response to the brief’, which gives you space to provide a full proposal for your activity. There is also a section where you can upload the mandatory attachments that we need, and any other supporting information.

iv. Proposal
The proposal can be a maximum of 9,000 words, divided into three sections: ‘Meeting the brief’ (3,000 words), ‘Governance and management of activity’ (3,000 words) and ‘Financial viability’ (3,000 words). You do not need to use the full word count if you do not feel it is necessary. Use the criteria/prompts in Section Six of this guidance to help you structure your proposal.
v. Attachments

You must upload the following mandatory attachments on the ‘Attachments’ screen:

- a detailed budget for the activity, showing proposed income and expenditure (as an Excel sheet or similar)
- a workplan for proposed project, including milestones and key review dates
- the email we sent confirming that you had a mandatory conversation with an Arts Council Relationship Manager
- financial statements for your previous financial year, prepared to the relevant legal standard for an organisation of your size and status (non-National Portfolio Organisations only)
- your latest management accounts (non-National Portfolio Organisations only), and
- your governance documents (non-National Portfolio Organisations only).

You may also upload the following optional attachments:

- up to three other relevant attachments. These must each be a maximum of five pages in length.

The combined limit on file size for all the attachments taken together is 10 megabytes.

We will use the information you give us in your application form and any attachments to decide whether we will offer you a grant. If your application does not contain the information we need in the format we ask for it to be in, we might not be able to consider your application. After you have read this guidance, if you have any further questions please contact us.

Assistance with your application

We are committed to being open and accessible, and want to make the Luton Investment Programme application process accessible to everyone.
If you experience any barriers within the application process or require help to make an application, our enquiries team can be contacted by:

- Phone: 0845 300 6200
- Textphone: +44(0) 161 934 4428
- Email: enquiries@artscouncil.org.uk

Talking to us about your application – the mandatory conversation

Once you have read the guidance and started to think about your application, you must speak with a designated member of staff in one of our area offices in more detail about your proposal. We use the term ‘mandatory conversation’ to describe this scheduled, structured conversation, which often takes place by telephone. You must have this mandatory conversation before submitting your application to the Luton Investment Programme. Please contact our Customer Services team to find out more about this.

We will arrange a time to speak with you. As a general guide, we would aim to cover the following points:

- how the project will help to achieve the stated outcomes for the programme as a whole (Section two)
- how the project will help to achieve the outcomes for Strand 1 of the programme
- how relationships will be sustained and developed throughout and, if appropriate, beyond the life of the project
- how the project will be evaluated, and how learning from the project will be shared across all partners as well as more widely across the arts and cultural sector
- possible ways of thinking more broadly about prospective partners (stretching the reach of the activity)
- finance and management of the project
- any diversity and equality issues that may be relevant to the project
- whether other funding programmes might be more appropriate for the project

We will not be able to read, or provide written comment on, draft applications.
Once you have had this conversation with the designated member of staff, we will send you an email to confirm that the mandatory conversation has been completed. You can then submit your application at any time, uploading a copy of the email we have sent you as supporting information (see the Attachments section of the application form for instructions on where to do this).

It is your responsibility to develop and write the application, including what you feel to be all the relevant information. We will talk with all potential applicants but cannot guarantee success for any applicant.

**After you submit your application**

You will receive an acknowledgement email confirming that we have received your application. This will be sent to the email address which you used to log into the portal. The email will include a PDF copy of your application for your reference.

We will conduct an eligibility check within 10 working days of the deadline for applications. If your application is not eligible, this means that we cannot process it any further and it will not be considered for funding. If your application is not eligible we will write to you to let you know, and will explain our decision.
Section six – how we will make our decision

We will aim to notify applicants of our decision no later than 30 June 2016.

We will check your application to ensure that you have provided all the information we have requested.

We will make our decision based on the information you provide in your application, any further information that we request and, where relevant, data and information from the Charity Commission and Companies House websites relating to your constitution and audited accounts from the past two years.

Each criterion (‘Meeting the brief’, ‘Governance and management of the activity’, and ‘Financial viability’) will be assessed using a five-point word scoring:

- **Not met**
  The application does not meet the criteria

- **Potential**
  The application does not meet the criteria but shows potential to do so

- **Met**
  The application meets the criteria

- **Met (strong)**
  The application meets the criteria and shows strong qualities

- **Met (outstanding)**
  The application meets the criteria and shows outstanding qualities

On the basis of these ratings, we will recommend whether an application is suitable for funding. Applications that do not achieve at least ‘met’ under all three criteria will not be recommended for funding.

We will assess each application against the following criteria, using the assessment prompts below:
**Criteria**

**Meeting the brief**
Weighting: 50 per cent
Word count: up to 3,000 words

General prompts for the Programme:
- clear and convincing plans to deliver on the fund’s aims and outcomes and all the elements of what you will be expected to deliver, as described in this brief
- appropriate partners with clear roles and responsibilities
- robust plans for resourcing the activity effectively
- activity that builds on and does not duplicate activity funded by other Arts Council England grants

For Strand 1:
Are there convincing plans for:
- ensuring a consistent and sustainable programme of high-quality arts and popular culture across venues in Luton
- developing new relationships between Luton-based organisations with National Portfolio Organisations, national artists and programmes
- measured and sustained increase in audience numbers across cultural programme(s)
- measured and sustained increase in audience diversity across cultural programme(s), and
- measured increase in partnerships involving cultural organisations and local education providers?

**Management of the activity**
Weighting: 25 per cent
Word count: up to 3,000 words

- feasibility of workplan
- demonstration of skill and capacity to deliver the proposed programme
- strong strategic fit with the applicant’s other activity
- appropriate governance arrangements in place and/or planned, including how partners are engaged
Financial viability
Weighting: 25 per cent
Word count: up to 3,000 words

- financial viability of the applicant and of the project
- demonstration of appropriateness of proposed budget
- evidence of organisational buy-in by applicant and project partners, as cash investment and/or in-kind support

In assessing the application we will also consider these balancing criteria:

1. Extent to which the applicant contributes to the Creative Case for Diversity.
2. Extent of partnership-funding committed by the applicant.
3. Involvement of individuals and organisations inside and outside Luton.

These balancing criteria will be used in addition to the main criteria to differentiate between a number of proposals that are considered strong.

Decision-making

Once we have scored your application and a recommendation has been made as to whether to fund it, we will make our decision. To do this, we will consider how strongly your activity scored against our criteria and any balancing criteria we have outlined above, and we will also consider your activity alongside other applications to the fund.

Complaints procedure

If you are not happy with the way we have dealt with your application, please contact us and we will discuss this with you. If you are still unhappy, you can ask us for a copy of our complaints procedure.

Details can be found in Making a complaint, which is available on our website, www.artsCouncil.org.uk, or by contacting our enquiries team by emailing enquiries@artscouncil.org.uk or by phoning 0845 300 6200.
Please note that you can only complain if you believe we have not followed our published procedures when assessing your application. You cannot appeal against the decision.
Section eight – Freedom of Information Act

Arts Council England is committed to being as open as possible. We believe that the public has a right to know how we spend public funds and how we make our funding decisions.

We are also listed as a public authority under the Freedom of Information Act 2000. By law, we may have to provide your application documents and information about our assessment to any member of the public who asks for them under the Freedom of Information Act 2000.

We may not release those parts of the documents which are covered by one or more of the exemptions under the Act. Please see the Freedom of Information website at ico.org.uk for information about freedom of information generally and the exemptions.

We will not release any information about applications during the assessment period, as this may interfere with the decision-making process.

Contact us

Arts Council England
The Hive
49 Lever Street
Manchester
M1 1FN

Website: www.arts council.org.uk
Phone: 0845 300 6200
Email: enquiries@artscouncil.org.uk
Textphone: +44(0) 161 934 4428