

A CITY IMAGINING

Belfast

Your guide to completing
an application for

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

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Before you begin

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

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

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

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

Filling in your application form

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

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

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

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

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

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

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

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

About your organisation

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

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

Your board

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

Financial information

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

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

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

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

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

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

What you want to do

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

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

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

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

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

2023

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

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

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

Quality

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

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

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

What difference it will make

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

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

Marketing and audience development

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

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

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

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

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

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

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

Targets

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

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

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

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

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

Monitoring and evaluation

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

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

Ready for investment

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

Business planning

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

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

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

Strategic planning

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

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

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

Disability access and inclusion

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

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

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

Environmental impact

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

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

Budgets

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

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

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

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

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

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

Auto-enrolment for two-year investment

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

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

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

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

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

Declaration and submission

You must tick the boxes to confirm that your organisation:

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

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

Policy requirements

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

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

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

Submitting your application

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

Equality monitoring

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

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

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

Talk to us

Information roadshows

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

Central Grants Unit

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

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

City Events Unit

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

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

Tourism, Culture, Arts and Heritage Unit

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

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

Further guidance

The Belfast Agenda

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

A City Imagining

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

Environmental impact

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

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

Equality

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

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

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

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

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

Managing your organisation

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

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

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

Other useful websites include:

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

Marketing and audience development

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

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

Other useful websites include:

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

Monitoring and evaluation

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

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

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

Sector-specific support

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

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

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

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

Craft NI, www.craftni.org

Dance Resource Base, www.danceresourcebase.org

Heritage Fund, www.heritagefund.org.uk

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

Sport NI, www.sportni.net

Theatre NI, www.theatreni.org

Ulster Architectural Heritage, www.ulsterarchitecturalheritage.org.uk

Visual Artists Ireland, www.visualartists.ie

Voluntary Arts Ireland, www.voluntaryarts.org

Tourism

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

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

Volunteer Now

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

Glossary

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

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

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

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