
To: Leadership Board

On: 1 May 2019

Report by: Director of Communities, Housing and Planning

Heading: Cultural Organisations Development Fund

1. Summary

- 1.1 The purpose of this report is to seek approval from the Leadership Board for the award of grants selected from the first round of Cultural Organisations Development Fund applications.
- 1.2 The Leadership Board agreed to establish a new Cultural Organisations Development Fund at the meeting of 19 September 2018. The fund was established as one of the legacies of the UK City of Culture bid process to transform Paisley and Renfrewshire. It is a key mechanism in building a thriving local independent cultural sector and delivering the benefits of the bid process.
- 1.3 The fund's purpose is to strengthen and build the capacity of local cultural and creative organisations. The fund will provide core funding to organisations to allow them to be better sustained, more resilient and capable of expanding and / or improving the quality of their operations and programmes.
- 1.4 It was approved at the same Leadership Board that the management and administration of the new Cultural Organisations Development Fund and that of the established Culture, Events and Heritage Fund is undertaken by Renfrewshire Leisure on behalf of the Council, with decisions on funding continuing to be made by the Leadership Board.
- 1.5 The current funding round was launched in November 2018, with the deadline for submissions of 1 March 2019.

- 1.6 A total of nine applications with a total value of £539,312 were received, of which five are recommended for grant award in this round with a total recommendation of £302,318 leaving a balance of £57,682 for activity until 2021.
- 1.7 Two further funding rounds are currently scheduled for 2019 and 2020. The next deadline for applications is 1 October 2019.

2. Recommendations

- 2.1 It is recommended that the board:
- i. notes the high level of interest generated in this first round of the Cultural Organisations Development Fund and the total funds available for all rounds of £360,000;
 - ii. approves the recommended grant awards, as detailed in Section 5 of this report to the total value of £302,318; and
 - iii. notes that approval of the recommended grants would leave £57,682 available from the fund for activity up to 2021.

3. Background to the fund

- 3.1 At the Leadership Board meeting of 28 February 2018 it was agreed that the financial resources committed to the delivery of what would have been Paisley's UK City of Culture in 2021 would be maintained as the Council contribution to actions seeking to deliver benefits from Paisley's bidding process.
- 3.2 A Culture, Heritage and Events Fund was established in 2016 to support Paisley's UK City of Culture bid through specific local cultural projects. This has been successful in supporting many arts, heritage and events projects and demand for the fund remains high.
- 3.3 The bid process identified that there was a need to strengthen capacity of the local independent cultural sector. The Leadership Board agreed to establish a new Cultural Organisations Development Fund at the meeting of 19 September 2018, as a key mechanism in this capacity-building process.
- 3.4 The Cultural Organisations Development Fund is a three year fund with the purpose of strengthening and building the capacity of local cultural and creative organisations. A budget of £360,000 over three years from 2019 to 2022 has been identified from the resources committed to the delivery of the UK City of Culture 2021 bid legacy.

3.5 The objectives of the fund are to:

- i. support organisations with a track record of delivering successful cultural programmes, to become more sustainable and to take the next steps in their strategic development;
- ii. support organisations that can play a role in delivering Paisley and / or Renfrewshire's ambitions, by developing cultural excellence; and
- iii. support organisations which have an ongoing commitment to diversifying and expanding cultural participation.

3.6 The fund can support a range of organisational development activities, which could include:

- i. Governance - such as board recruitment, company development needs, enhancing skill sets, improving diversity, gender balance, training and awareness;
- ii. Leadership and management – which could be cultural, financial, legal or other administrative and funding & evaluation;
- iii. Workforce – creating new staff posts, developing key skills, supporting training and experience;
- iv. Pathways – developing creative learning programmes and/or skills and pathways projects that recruit internships, apprenticeships and other placements;
- v. Engagement – improving social media, communications, marketing and public relations and supporting wider engagement with cultural sectors across Scotland and the UK;
- vi. Reach – developing new areas of organisational activity, deepening art form knowledge, developing quality, diversifying your cultural offer, supporting new artistic partnerships and collaborations.

Exclusions: The Fund is not for programming or artistic costs for workshops, events or festivals. Those requests should be directed to the Culture, Heritage and Events Fund.

3.7 It is envisaged that grants through the fund will support development plans for organisations and that these may cover one to three years of activities. The grant can be available for all three years to give organisations the security of having that funding committed to them. The maximum grant for one year's development activity is £40,000. Applicants are encouraged to apply for the amount most appropriate to their organisation's development needs at the point of application. All applicants must demonstrate how the amount requested and the timeframe proposed is appropriate for achieving their intended organisational development outcomes.

- 3.8 Grants are available to Renfrewshire based organisations or groups only. They should be established or developing organisations who have a primary cultural or creative purpose. Private individuals and shareholding organisations that generate private profits are excluded from the fund.

4. Application and assessment process

- 4.1 The fund was launched in November 2018, with a deadline of 1 March 2019 for Round 1 applications. Potential applicants were encouraged to submit initial Expressions of Interest by 17 December 2018, prior to submitting their applications. Application surgeries were held at Paisley Arts Centre on 18 January 2019 with organisations that had submitted Expressions of Interest before the deadline. The total fund is £360,000 over 3 years.
- 4.2 A total of nine applications were received by the deadline of 1 March 2019, totalling a funding request of £539,312.
- 4.3 Each application was assessed by an assessor from Renfrewshire Council's Economic Development team, and a Lead Assessor from a pool of officers drawn from Renfrewshire Council Regeneration Service and Renfrewshire Leisure Cultural Services.
- 4.4 Applications were assessed against three main criteria:
1. The proposed activity's fit with the purpose and objectives of the fund;
 2. Effective management and governance;
 3. Financial viability.
- 4.5 For applications recommended for approval, assessors also undertook an assessment of risk and identified if any special payment conditions were required.
- 4.6 A panel of Renfrewshire Council and Renfrewshire Leisure officers considered the recommendations, based on written assessments, with assessors attending to present and be questioned on the assessment. The panel also ensured that the assessment process was fair and consistent across all applications.
- 4.7 Where applications are recommended for refusal, full feedback, support and guidance for organisations on redeveloping and resubmitting applications will be offered.

5. Assessment recommendations

- 5.1 Five applications are recommended for approval, totalling £302,318, leaving a total of £57,682 remaining in the fund.

- 5.2 Four applications are recommended for refusal and total a request of £221,994.
- 5.3 The organisations recommended to be the first cohort of organisations to be funded by the Cultural Organisations Development Fund are: Erskine Music and Media Studio, STAR Project, Outspoken Arts, CREATE Paisley and PACE Theatre Company.
- 5.4 Applications recommended for refusal are: Lochwinnoch Choral Society, Paisley Opera, Right2Dance and Loud n Proud. Full feedback and guidance on application redevelopment and resubmission will be offered to those organisations.
- 5.5 Following Board approval, an officer from RL Cultural Services will be matched with each successful organisation to act as their relationship officer, monitoring progress against objectives, and offering support and guidance. Applicants awarded the highest levels of support over three years will be required to attend an annual review meeting and to evidence their progress towards agreed milestones, with subsequent years' funding dependent on satisfactory progress being achieved. We will also bring the cohort together as a collective, to look at the opportunities presented through a group of organisations working on their development and long-term sustainability.

6. Future funding rounds

- 6.1 We expect the cohort of organisations recommended for award in round 1 to be supplemented by future successful applicants in rounds 2 and 3. However, Members should note that the remaining fund now stands at £57,682.
- 6.2 Two further funding rounds of the Cultural Organisations Development Fund have been advertised. Round 2 will open in June 2019 and the deadline for applications is 1 October 2019. Round 3 will open in October 2019 and the deadline for applications is 1 February 2020.

Implications of the Report

- 1. **Financial** – The grant awards outlined in the report will be funded from existing resources earmarked for the Cultural Organisation Development Fund over the period to 2021. The applications are subject to the Council's new grant conditions which were revised and implemented April 2016.
- 2. **HR & Organisational Development - None**
- 3. **Community Planning** – The Funds form an important part of the bidding legacy plan that contributes directly to the community plan targets for a place-based approach to the cultural regeneration of Paisley and Renfrewshire.

Community Care, Health & Wellbeing – A number of applicants to the Cultural Organisations Development Fund aim to deliver positive impact on wellbeing

Jobs and the Economy – The bid legacy programme aims to deliver positive economic impacts.

4. **Legal – None**
5. **Property/Assets – None**
6. **Information Technology - None**
7. **Equality & Human Rights** - The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report the projects and criteria have been developed to provide opportunities across equality groups.
8. **Health & Safety** - not applicable
9. **Procurement** – not applicable
10. **Risk** - not applicable
11. **Privacy Impact** - not applicable
12. **COSLA Policy Position** – not applicable

List of Background Papers:

- a) *Cultural Organisations Development Fund and Management of Cultural Grant Programme, Leadership Board 19 Sep 2018*

Authors:

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Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
Erskine Music & Media Studio	To appoint a dedicated Managing Director to build upon the legacy which EMMS has developed thus far. Define staff roles and divert more earned income to assure fair wages commensurate with staff skill and experience. Continue to support the development of a cultural infrastructure and cultural opportunities in Erskine.	£72,000	£72,000	Strongly meets purpose of the fund. Conditions of 1st payment: <ul style="list-style-type: none"> • Confirmation that organisation will cover balance of costs (e.g. Employer NI / Pension costs) • Identification of business development targets for Managing Director post • Provision of line management / reporting structure between Board and Managing Director – to show how the post will be managed and how activity towards targets will measured / evaluated • Provision of Income and Expenditure for period of grant to show how reserves will increase to allow for continuation of the post once grant support has ended. This should be reported on and monitored from year 2 onwards. Projection needs to be made before receiving award.
STAR Project	STAR Project are seeking to work with external consultants to help re-establish strategic priorities and help manage change toward better efficiency and/or expansion, longer term sustainability, board development, succession, and using STAR's social and cultural capital in more innovative ways. The aim is to improve STAR Project's reach, and reputation, for its innovative and inclusive approach, delivering exceptional services and positive social change in Paisley/Renfrewshire through a community based approach to cultural regeneration.	£8,500	£8,500	Strongly meets purpose of the fund. Conditions: Receipt of signed constitution.

Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
Outspoken Arts	Adding an Arts Development Officer and a Creative Learning Officer to the team allowing the organisation to grow and support multiple projects in the ongoing programme. They will have a deliberate function of growing cultural knowledge, building sustainable relationships, and growing participation in the wider cultural sector. Outspoken will act as an effective professional support to their partners. They seek to be a good conduit for funding, creative development, support partners to generate new work and be more sustainable.	£85,000	£70,000	Strongly meets purpose of the fund. However, proposals showed match funding for year 3 of the posts was reliant on the organisation achieving Creative Scotland Regular Funding Organisation status. While this status was aspired to but not assured, the panel recommend providing 2 years of funding.
CREATE Paisley	The purpose of this project is to address identified organisational challenges which currently limit CREATE's ability to deliver its strategic goals and vision which is "to see young people transformed through creativity, community, confidence and finding their voice". Investment in additional staffing; deliver strategic plan; more sustainable income streams, quality and quantity of arts programmes. Develop new partnerships.	£71,778	£71,778	Strongly meets the purpose of the fund.

Recommended for approval				
Applicant	Proposal	Amount Requested	Recommended for award	Reason
PACE Theatre Company	Build fundraising capacity allowing the company to pursue inclusive artistic projects and best practice that is not viably supported by fees, ticket sales or other. PACE will recruit a part-time Outreach Worker and part-time project fundraiser to support this inclusive approach.	£80,040	£80,040	Strongly meets purpose of the fund. Condition of First Payment: Clearly articulate source of income for ongoing operational costs relating to posts; IT, travel costs, hall hire and overheads.
Total		£317,318	£302,318	

Applications recommended for refusal			
Applicant	Proposal	Amount requested	Amount recommended
Lochwinnoch Choral Society	The purpose of the project is to implement a 3 year choir development strategy and in general terms, promote and encourage a wider appreciation and participation in music related activities in Lochwinnoch and the surrounding villages.	£32,250	£0
Paisley Opera	To develop the company so that it can build on the achievements of the first two years and grow over the next 3 years with a solid foundation and structure that will be fit to underpin the artistic and cultural ambitions of the company for years to come. The grant will cover the cost of 4-5 new part-time posts to oversee the implementation of the Company's three year development plan. The project will also enable Paisley Opera to complete its charity registration and provide initial infrastructure to support its development.	£110,471	£0
Right2Dance	The purpose of the project is to enable Right2Dance to become a more sustainable and productive organisation. The funding will develop the quality of the work through investing in staff development, communications and recruitment of new staff, a Trainee Dance Tutor and Administrator. Developing the workforce, creating pathways for training and additional administration and communications/digital support will help to extend the organisation's reach and enable Right2Dance to engage with a wider audience.	£49,273	£0
Loud n Proud	Loud n Proud seek to employ a consultant who will be a full time high profile professional musician who has a firm commitment to celebrate and to encourage diversity as a source of innovation in the music industry. The aim is to identify current obstacles impeding gender equality within the music industry, as well as defining strategies and commitments to be taken by its different stakeholders, and more specifically by those about to enter it.	£30,000	£0
Total		£221,994	£0