



# Culture Bridge North East

## Process for Partnership Investment

**2018-22**

Author: Ammar Mirza

[ammar@ammarm.com](mailto:ammar@ammarm.com)

Version 2.3

Date 1<sup>st</sup> February 2018

Latest Rev 2<sup>nd</sup> August 2021

Prepared on behalf of: Culture Bridge North East



Your Success is our Business

# **Contents**

Background to the Document.....	3
Introduction .....	3
2015-2018 Partnership Investment .....	4
Partnership Investment 2018-22 .....	6
Minimum Investable Requirements for LCEPs.....	9
PI Process Overview.....	10
EOI .....	12
Full Application.....	14
Appendices .....	18
Appendix 1 - Template strategic document for LCEPs .....	19
Appendix 2 – Reporting Template for Partnership Investment.....	22
Partnership Investment Quarterly Report Template (ver1. July 2019) .....	22
Appendix 3 Scheduled Partnership Investment Deadlines and Feedback Session Dates 2019-21.....	26

## **Background to the Document**

The Partnership Investment (PI) Process was created in 2018 following a substantive change to the way PI was to be delivered for the 2018-22 period. Each year a review is undertaken and the overall process refined, based on both feedback from stakeholders and internal improvements to ensure process remains clear, consistent and fit-for-purpose.

This current version has been updated for the 2019-20 period to provide additional opportunities for the submission of either an Expression of Interest (EOI) or a Full Application throughout the year to coincide with the PI Advisory Panel Meetings, proposed EOI feedback sessions scheduled immediately the day after the Advisory Panel Meetings, together with improved reporting mechanisms. These meeting dates are listed in Appendix 3. The process will be reviewed again in 2020.

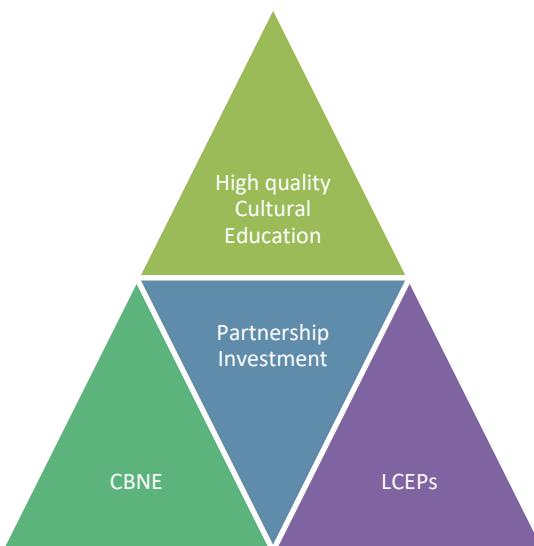
## **Introduction**

PI is an Arts Council England (ACE) strategic fund that acts as an enabler to help deliver upon Culture Bridge North East's (CBNE's) vision of:

"There is a rich cultural childhood for every young person in the North East".

In 2018-22 over £1m worth of investment - £500k matched by at least £500k investment - will be delivered within the North East through PI activities. CBNE in collaboration with Local Cultural Educational Partnerships (LCEPs) and strategic partners will make a significant and sustainable difference in the way cultural education is delivered.

Ultimately PI will enable more, and a wider range of children and young people to participate in high quality cultural education.



**Figure 1 Partnership Investment acting as a key enabler in the delivery of high quality cultural education.**

## 2015-2018 Partnership Investment

In 2015 – 2018 CBNE ran a competitive ‘expression of interest’ process for PI. Applicants were asked to demonstrate how investment unlocked and levered in new investment and sources of income that had not previously supported cultural education activity. Interventions that created long-term, sustainable improvements in capacity and structure, changing practice and developing strategic partnerships were sought, in particular those that addressed three key priorities:

- Improving equality of access between children from different backgrounds
- Sustainably enhancing the consistency, quality and quantity of provision
- Enhancing personal outcomes for children and young people, such as resilience and wellbeing

A total of 47 enquiries led to 24 formal applications being submitted, with a total of 8 investments taken forward. These investments are all at an early stage and therefore associated performance cannot be reported. However, a key condition of each of the investments is to share findings, research and good practice. As this becomes available, CBNE will share accordingly through a series of briefings, online publication and through partners including LCEPs.

The Investments approved during 2015-18:

Investments 2015 – 2018			
Lead partner	Activity	Source of match funding	CBNE investment
The Prince's Trust	To develop a new partnership in Middlesbrough to provide new opportunities for young people not in education, employment or training.	Youth Employment Initiative	£25,000
Community Foundation Tyne & Wear and Northumberland	To establish an endowment fund, creating a new small grant fund (the Culture Bridge North East Fund) to support collaborations between educational/youth settings and artists/cultural organisations across the region. This will release grants totalling around £10,000 per year in perpetuity.	Private donor	£111,125
Rugby League Cares	To develop a new partnership across the north of England to provide dance opportunities and progression for young people in areas of economic deprivation. This was a cross-regional investment with Curious Minds and IVE.	Rugby League clubs	£22,000
New Writing North	To establish a longitudinal study of the impact of embedding creative writing and other arts practice into schools across the whole school and over several years.	Schools	£50,000
Sunderland 2021	To develop, embed, evidence and effectively disseminate excellent	Private sector	£33,000

	methodology for young people taking powerful decision-making roles in the development of cultural provision.		
ARC Stockton Arts Centre	To establish a new multi-agency partnership providing high quality cultural education access to children who are looked after.	Local authority	£40,000
Gateshead Council	To establish a longitudinal study of the potential of using cultural education to support the mental health and wellbeing of children and young people.	Schools	£43,875
Children and the Arts	To establish new partnerships in Northumberland between schools and cultural organisations, working towards the Northumberland LCEP strategic priority increasing awareness of and access to the county's cultural education offer.	Private donors, trusts and foundations	£50,000
Total CBNE investment 2015 – 2018			£375,000

By adopting a continuous improvement approach there were a number of lessons learnt during 2017-18 and feedback sought from applicants. This has been incorporated in the refined and improved 2018- onwards PI process. These changes primarily relate to helping applicants understand the difference between a typical grant application and partnership investment; providing appropriate support, advice and guidance at the right time; alongside the provision of resources to help make the application process clear, consistent and concise.

These changes, together with the revised focus of delivering PI through LCEPs, will ensure a more accessible and ambitious approach to improving cultural education across the North East.

## **Partnership Investment 2018-22**

Over £1m worth of investment will be delivered across the North East through PI. ACE's briefing to CBNE clearly sets out this ambition:

*"In 2018-22 the primary aim of PI is to support the development of Local Cultural Education Partnerships (LCEPs). PI is to act as match funding that will attract and secure **new sources of money not traditionally spent on cultural education in the LCEP area**. It should result in measurable **increased investment from partners in response to a local strategic challenge the partnership has identified**. This may include levering new levels of investment from existing sources. Investments must be for more than one year in duration. PI may be used outside of these priorities only in response to exceptional investment opportunities.*

*The Arts Council expects that Partnership Investment will support the strategic development of Local Education Partnerships as a priority focus where ever possible. This may include resource to support capacity, planning or evaluation of LCEP progress. Investment outside of this scope will only be agreed in exceptional circumstances. Our ambition is that LCEP areas will continue to grow and thrive over the next four years and we consider Partnership Investment to be central to this success.*

*Partnership Investment must not be used to facilitate programme delivery, it is not an alternative to project grants and the Arts Council will not support the approval of applications where this is the case.*

*Our ambition is that Partnership Investment will support local areas to create new financial sustainability for cultural education. Therefore at least 100% match funding must be sourced from alternative non-arts income. This cannot include Lottery funding or support in kind.*

*Bridge Organisations will support LCEP partners to develop their cultural education offer locally and will be able to advise on how Partnership Investment can support their strategic development and future sustainability."*

As highlighted above, there are a number of changes introduced from the previous 2015-18 PI process which primarily relate to the shift in PI no longer being open to any organisation to a more structured approach to support LCEPs. As a consequence, PI applications will only be considered through LCEPs. This will not necessarily preclude external organisations from accessing PI however they must make applications in partnership with an LCEP.

There will be a clear application process in two stages – EOI and Full Application. A shift from open application to all PI bids coming through partnership with LCEP and should support ACE ambitions for PI funds.

The aim for Partnership Investment remains the same, to provide an alternative approach to cultural funding, with the purpose of helping organisations, through LCEPs, to lever new income to support high quality cultural education by, for, and with children and young people. CBNE wants to invest in change, supporting sustainable ideas and relationships that embed cultural education.

LCEPs must demonstrate that there will be at least a 100% cash match investment in place for PI to be secured, and it is desirable to achieve a greater than pound-for-pound leverage. The minimum match investment remains at £25,000 and overall there will be £125,000 match available each year.

Sources of match funding may include, for example, local authorities, children's/youth services, looked after children services, Local Enterprise Partnerships, health, housing, schools, Sports Fund, further and higher education, library services, Music Education Hubs, the private sector, trusts and foundations.

Decisions about PI are made by the CBNE PI Panel, who also monitor payment conditions and progress. Investments must take account of Artsmark, Arts Award and the Quality Principles, with targets included as appropriate to each investment. Alongside working in the North East, CBNE will identify opportunities with other Bridge Organisations for cross-area and national investments that will positively impact North East LCEPs.

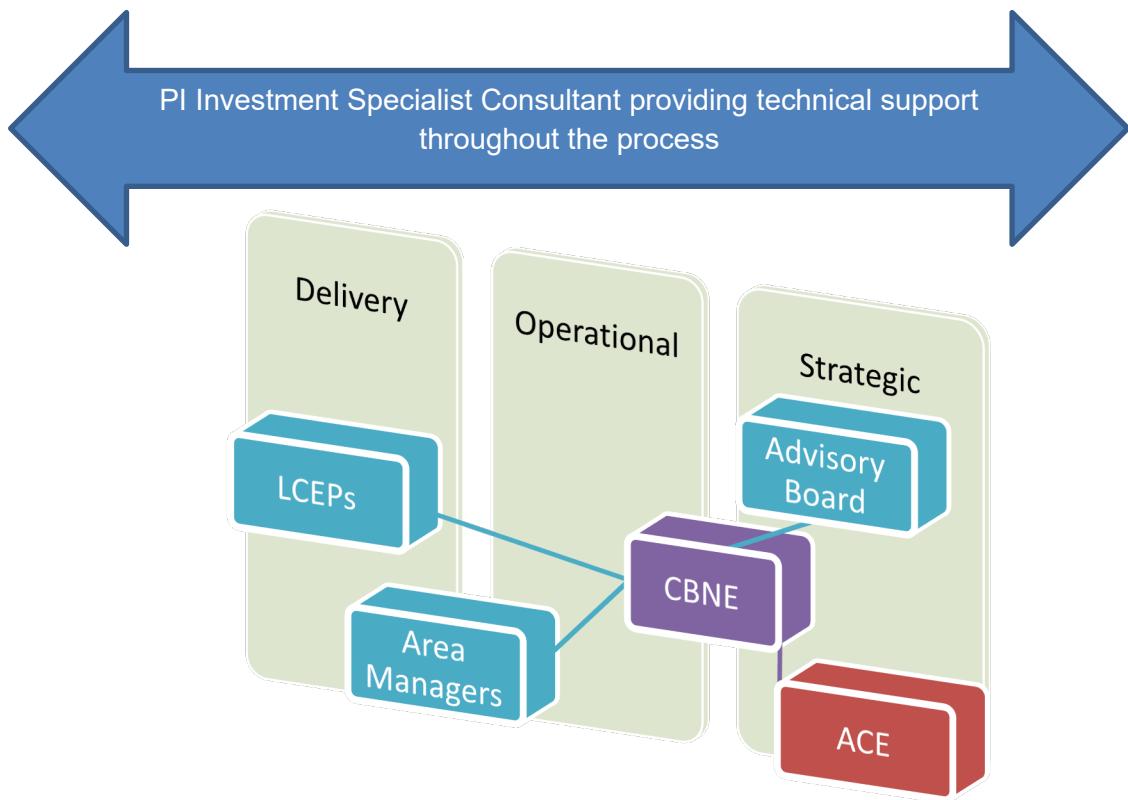
LCEPs will need to demonstrate that they are "*investable*", together with how investment unlocks and levers in new, or increased levels of income from existing, or ideally new sources that may not have previously supported cultural education activity.

A total of eight LCEPs will be established across the North East by 2022: Northumberland, North Tyneside, Newcastle, Gateshead, South Tyneside, Sunderland, County Durham and the Tees Valley. The intention for each LCEP is to define, develop and deliver localised plans with stakeholders, to improve and enhance the cultural education offer.

The overall ambition for the LCEPs is that each one, across the eight areas, will secure PI to enable delivery of its plan during the 2018-22 period. Whilst each LCEP is encouraged to take a localised tailored approach for its strategic objectives, the process in applying for and securing PI will remain the same across the North East, regardless of area.

Alongside a standardised approach there are a number of recommendations made within this document to help LCEPs become ready for investment, alongside describing what the minimum "*investable*" requirement is, for LCEPs to be considered for PI.

CBNE Area Managers will continue to act in a key relationship management position for PI to ensure a consistent and constant relationship between CBNE and LCEPs. An Investment Specialist Consultant will provide technical assistance to all stakeholders including LCEPs, Area Managers and the PI Panel; alongside helping identify potential sources of funding and providing ongoing support to investments through the LCEPs. The CBNE PI Panel is responsible for evaluating, reviewing and approving PI applications, with the final sign-off remaining with ACE.



**Figure 2 showing the roles of each stakeholder in delivering the CBNE Programme**

## **Minimum Investable Requirements for LCEPs**

As a minimum it is expected the following is in place for each “investable” LCEP that wishes to make a PI application:

**1) Purpose and Aim of the LCEP –**

- a) A concise summary clearly explaining the LCEP’s key purpose, intended outcomes and the activities planned to achieve these. For example an LCEP could use the Theory of Change or similar format.
- b) A statement explaining the process through which the goal and outcomes were developed.
- c) A statement explaining how the LCEP will evaluate whether they are meeting their outcomes and making progress toward their goal.

**2) Terms of Reference –**

- a) CBNE recommends that LCEPs adopt a framework of ethical standards for the group, like for example the Nolan Principles of Public Life
- b) Membership roles and responsibilities.
- c) A list of current members identifying any specific roles (e.g. Chair, Vice Chair and administrative roles).
- d) A description of the LCEP’s working methods.
- e) A statement describing the LCEP’s commitment to safeguarding children and to promoting equality.

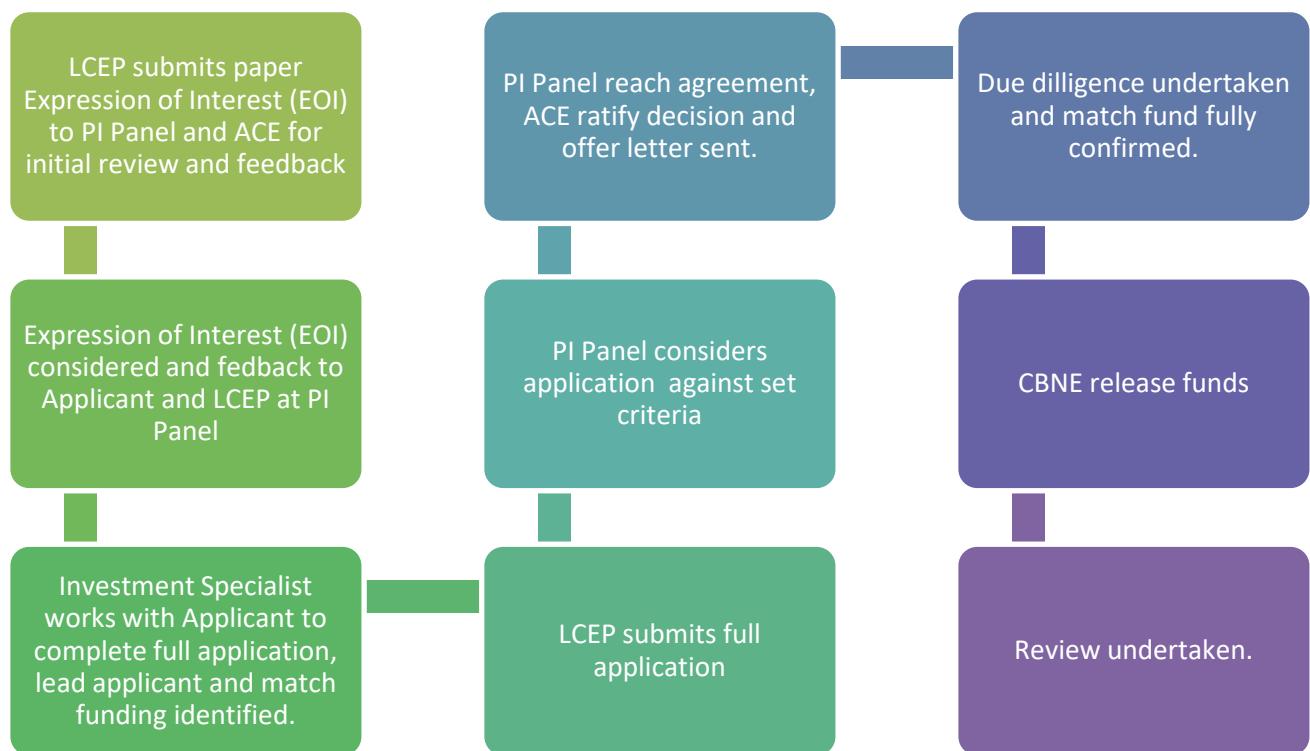
**3) Sharing of Information and Resources –**

- a) Details how information will be shared with both members and non-members of the LCEP, including managing confidentiality, GDPR and copyright considerations.

CBNE recognises that LCEPs are dependent upon the goodwill of members, stakeholders and partners, and therefore in the early stages CBNE will provide enhanced support through Area Managers and an Investment Specialist Consultant to help secure PI. This support will also include the provision of suggested Templates for LCEPs to adapt and adopt as Appendix 1. However, the long-term ambition for LCEPs is to become self-sustaining and as such resource requirements should be considered and factored into any PI applications to help sustainability.

# PI Process Overview

The following process provides an overview of the various stages relating to PI once LCEPs are investment ready:



**Figure 3 PI Process Overview**

To help ensure LCEPs are fully supported for PI there will be a two-tier application process:

- 1) EOI- A very simple three-page document outlining the proposed idea that the LCEP and Applicant will submit in paper form. This will be considered by the PI Panel. There will be a short feedback session incorporated into the review process that will allow for LCEPs to gain feedback from the PI Panel first hand, together with an opportunity for Applicants to ask questions.
- 2) Full Application – A comprehensive application that includes full details of all the partners involved including details of the proposed Administrative Body, as appointed by the LCEP, who will take responsibility in complying with and administering any potential funding. The Administrative Body may be different to the applicant, who could be responsible for delivering activities, however they could also be one and the same. The application will also detail anticipated outcomes, outputs and impact; alongside a budget and proposed timeline for delivery.

Submission deadlines and Advisory Panel meeting dates are listed in Appendix 3. Arts Council England who are ultimately responsible for PI are engaged throughout the process. LCEPs submitting EOIs will be invited in person to a feedback session with the PI Panel in order to facilitate a supportive and developmental process.

As LCEPs are currently at different operational stages the CBNE PI Panel will consider full applications without the need for an LCEP to have gone through the EOI stage. Although as good practice an LCEP should at least produce and share an EOI with the Area Manager and Investment Specialist Consultant.

All EOIs and Full Applications must be made in partnership with an LCEP.

#### July 2021 Update

Arts Council England have agreed for LCEPs to be able to submit a full application prior to having match-funding confirmed in place. This flexibility in approach should enable LCEPs to approach potential match funders with the confidence of having Partnership Investment already approved.

Please note that match funding must be in place prior to PI being drawn down, and CBNE will continue to seek proof of match before making any payments.

# Expression of Interest (EOI)



## Partnership Investment 2018-22: Expression of Interest from Local Cultural Education Partnership (LCEP)

When submitting your form, please keep your answers concise. For the EOI we are simply asking for you to consider an idea that you would like to develop into a full application.

We will email you to let you know we have received your Expression of Interest. The EOI will be considered at the next PI Panel Meeting and you will have the opportunity to discuss your EOI the day after the Panel Meeting. If you are successful, we will work with you to develop a full budget and plan for investment in a way that best suits your ideas and proposal.

**Please email your completed form to [bridge@twmuseums.org.uk](mailto:bridge@twmuseums.org.uk) before the next deadline (see CBNE Website for dates)**

### Section 1: about you

Main contact name	
LCEP	
Phone	
Email	

### Section 2: what do you want to do? Maximum 300 words per answer.

Which of the LCEP strategic priorities will the proposed work address and what is the planned impact?
What are you proposing to do, where and when?

### **Section 3: how much will it cost?**

What is the total cost of the work you're proposing to do?
How much do you need from the Partnership Investment? Remember that the minimum we can invest is £25,000.
How much will Partnership Investment help to lever in and where from? Please remember that there needs to be: <ul style="list-style-type: none"><li>• a minimum £1 for £1 match;</li><li>• this match must be cash, not in-kind contributions;</li><li>• and must be new money into arts and cultural education.</li></ul> <p>The match does not need to be in place for you to make an application, however it would be helpful to understand where you intend to explore match funding opportunities.</p>
How is the other income structured, and is it already committed? If not, when do you expect it will be?

The EOI will be assessed on the following criteria:

- 1) Does the proposal fit with regional CBNE/ACE strategy for PI?
- 2) Does the proposed activity deliver upon the LCEP's clearly identified strategic priorities?
- 3) Is the LCEP investable/are all PI Investable recommendations in place?

To help support the process there will be a feedback session for Applicants to meet with the PI Panel the day after the PI quarterly review meetings - which are listed on the CBNE website - and gain feedback first hand on the EOI, with the opportunity to ask any further questions.

The role of the CBNE PI Panel will be to provide advice and guidance to the LCEP through the Investment Specialist Consultant to take forward the proposal to a full application.

# Full Application



## Partnership Investment 2018-22: Local Cultural Education Partnership Full Application

When submitting your form, please keep your answers concise and supply an activity plan and budget that should have been prepared in collaboration with your Area Manager and the Investment Specialist Consultant.

We will email you to let you know we have received your full application. The PI Panel including Arts Council England will meet to assess your application and you will be notified immediately after the meeting as to whether we will take forward your proposal.

**Please email your completed form to [bridge@twmuseums.org.uk](mailto:bridge@twmuseums.org.uk) before the next deadline (see CBNE website for dates and times):**

### Section 1: about you

Main contact name	
LCEP	
Phone	
Email	
EOI Submitted/Approved	

Administrative body (i.e. who will receive and administer the funds if your application is successful?)	
Administrative body contact name	
Phone	
Email	
Address	

Please list the organisations involved within your proposal and clearly detail their roles and responsibilities. Maximum 500 words.

**Section 2: what do you want to do? Maximum 500 words per answer (if an EOI has already been submitted then please elaborate on those answers.)**

Which of the LCEP strategic priorities will the proposed work address and what is the planned impact?

What are you proposing to do, where and when?

How many and who are the participants, how will they benefit and in what way?

What specific outcomes and impact will you achieve for children and young people (please tell us in as concrete, clear and measurable a way as possible)?

How will you ensure the quality of the activity? For example, you might use the Quality Principles, Artsmark or Arts Award.

How will you evaluate whether you have achieved your aims?

How do you know the work is needed? You must provide evidence which demonstrates need and/or demand for the work within your LCEP area.

**Section 3: how will our investment lead to long term improvements in cultural education? Maximum 500 words per answer.**

Tell us what happens when the money runs out. How will this work make long term improvements to cultural education for children and young people, beyond the life of our investment? We understand this could happen in a number of ways, in relation to the outcomes you achieve, the programme you establish, the ways of working or relationships you put in place.

How will you enable others to learn from what you do? This might be about the work that you deliver, but we are also interested to share new and innovative models for financial or operational sustainability.

**Section 4: how much will it cost and why should Culture Bridge North East invest?**  
**Maximum 500 words per answer.**

What is the total cost of the work you're proposing to do? And can you explain how value for money will be demonstrated?
How much do you need from the Partnership Investment? Remember that the minimum we can invest is £25,000.
How much will Partnership Investment help to lever in and where from? Please remember that there needs to be a minimum £1 for £1 match. This match must be cash, not in-kind contributions.
How is the other income structured?
The other income must be confirmed for PI to be secured. Please provide confirmation of this e.g. bank statement, signed letters of intent from investors confirming amount and date the money will be released, details of donations etc. for clarity of what is acceptable please contact the PI Investment Specialist. <b>Please note that applications are now accepted without match being in place, should you not have already identified the match. However, it is a requirement to have match funding prior to drawing down funds.</b>

Together with the full application the following documents should be provided:

1. Detailed budget.
2. A delivery plan including timeline of activities/milestones. Please remember that activity must be of more than one year in duration.

Your Area Manager and Investment Specialist Consultant can provide support in developing the above documents.

Upon receipt of the full application the PI Panel will assess the full application on the following criteria:

- 1) Qualitative based on the following Eligibility Criteria:
  - The proposed activity is of high quality as benchmarked against the ACE Quality Principles.
  - It is not just a one-off project or experience and can clearly demonstrate long term impact and improvements in capacity, structure and practice.
  - Existing LCEPs are enhanced or new strategic cross-sectoral partnerships and relationships are developed.
  - The activity improves equality of access for children and young people from different backgrounds.
  - The activity makes appropriate use of Artsmark and/or Arts Award.
- 2) The proposed activities clearly address one or more of the strategic priorities of the LCEP.
- 3) 100% cash match-funding, totalling at least £25,000, is secured and in place, from sources which do not traditionally support cultural education for children and young people in the LCEP area. (**No longer a formal requirement to submit an application, if match funding is not in place or secured**)
- 4) Is the LCEP investable/are all PI investable recommendations in place?

Note that all CBNE investments must be approved by Arts Council England.

## **Appendices**

Appendix 1 -Template Strategic Document for LCEPs

Appendix 2 – Reporting Template for Partnership Investment

Appendix 3 – Scheduled PI Deadline Dates and Feedback Sessions

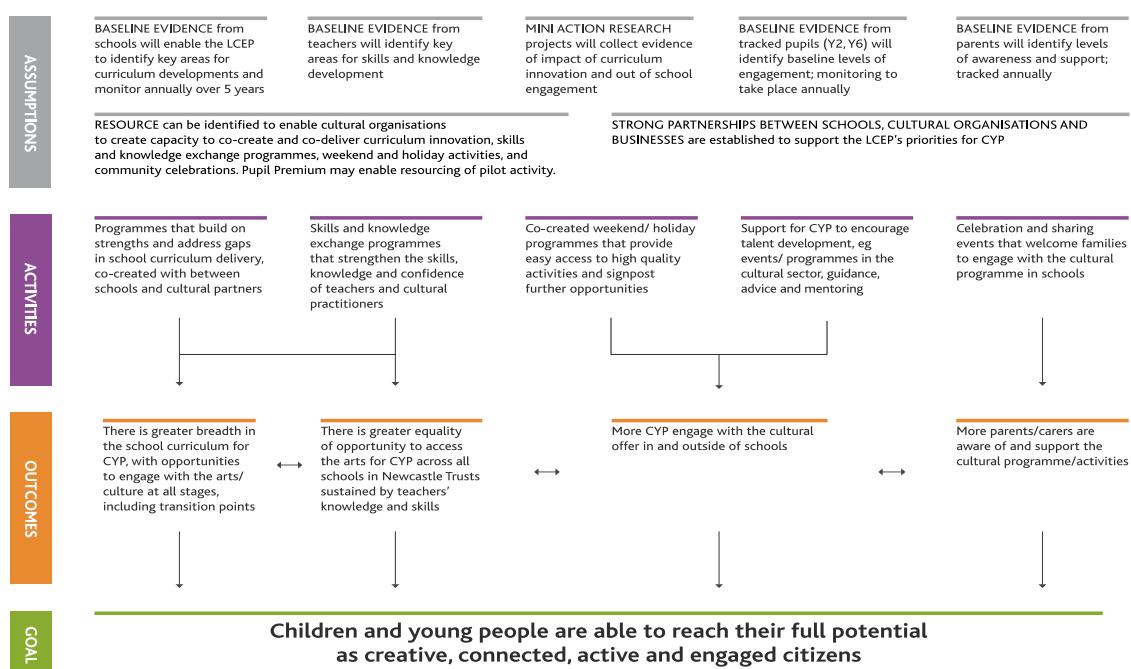
**Appendix 1 - Template strategic document for LCEPs**

This template is intended to help LCEPs to develop their governance and strategic plans. Any north east LCEP will need to have the following elements agreed in order to apply to Culture Bridge North East (CBNE) for Partnership Investment. Other documents, for example delivery plans and budgets, will need to be developed as part of a Partnership Investment application. The format below is a guide only, and LCEPs are free to adapt it to fit their purposes. CBNE Area Managers can provide additional support to LCEPs to complete governance and strategic plans.

## **1. Name of the LCEP**

## **2. Purpose and aims of the LCEP**

- a. A concise summary clearly explaining the LCEP's key purpose, intended outcomes and the activities planned to achieve these. For example, LCEPs could use a Theory of Change or similar format, like this one produced by the Newcastle LCEP:



- b. A statement explaining the process through which the goal and outcomes were developed. This should include an explanation of how the needs of children and young people in the LCEP area were identified. For example, has the LCEP undertaken any data analysis or consultation? How are children and young people's needs and voices represented on the LCEP? How were assumptions tested?
  - c. A statement explaining how the LCEP will evaluate whether they are meeting their outcomes and making progress toward their goal. For example, and LCEP might undertake an annual review of progress towards its purpose or intended outcomes.

### **3. Terms of reference**

a. CBNE recommends that LCEPs adopt a framework of ethical standards for the group, like for example the Nolan Principles of Public Life:

<b>1. Selflessness</b> Holders of public office should act solely in terms of the public interest.
<b>2. Integrity</b> Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
<b>3. Objectivity</b> Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
<b>4. Accountability</b> Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
<b>5. Openness</b> Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
<b>6. Honesty</b> Holders of public office should be truthful.
<b>7. Leadership</b> Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

b. Membership roles and responsibilities. This should include a description of the rationale for membership: who is membership of the LCEP open to? Are there any restrictions on numbers? LCEPs should create a role description for members outlining what each member commits to do for the LCEP, like this example from the North East Historic Environment Forum:

<b>North East Historic Environment Forum role description for new members</b>
1. To help champion the heritage of the North East and Tees Valley to help ensure that heritage is understood, valued and cared for.
2. To share information, experience and best practice in order to achieve an integrated and consistent approach to heritage in the North East and Tees Valley.
3. To use networks and influence to benefit the wider heritage sector as represented by the North East Historic Environment Forum.
4. To make positive contributions to support activities undertaken by the North East Historic Environment Forum.
5. To commit to regularly attending quarterly meetings of the North East Historic Environment Forum.

c. A list of current members identifying any specific roles (e.g. Chair, Vice Chair and administrative roles). Include a brief explanation of how these roles are allocated and for how long an individual or organisation holds the role.

d. A description of the LCEP's working methods, including

- frequency of meetings
  - how agenda items are generated
  - when and how meeting papers will be circulated
  - under what circumstances non-members will be invited to meetings
  - whether individual group members are responsible for reporting back on activities of the group and if so to whom
- e. A statement describing the LCEP's commitment to safeguarding children and to promoting equality.

**4. Sharing of information and resources**

- a. How will group members share information and resources among themselves? How will confidential materials and copyright issues be identified and dealt with?
- b. How will non-members find out about the LCEP's aims, plans and activities?
- c. How can non-members contact the LCEP?

**5. Document review stating when the LCEP's documents were created and when they will be reviewed.**

## **Appendix 2 – Reporting Template for Partnership Investment**

# **Partnership Investment Quarterly Report Template (ver1. July 2019)**

**Purpose:** To provide a standard template to each Local Cultural Education Partnership to report the outcomes, outputs and impact for Partnership Investment (PI) purposes.

**Process:** The report should be produced and submitted to the PI specialist each quarter (3 months) following on from the date of the investment made by Culture Bridge North East.

Name of LCEP	
--------------	--

Date	Author	Period
------	--------	--------

### **Description of the activity:**

(Brief outline of the proposed PI activity)

**What progress have you made towards each output agreed in your Offer Letter?  
Maximum 100 words per bullet point.**

(Outcomes and outputs from your Offer Letter)

1.

2.

3.

4.

5.

- Please detail any challenges encountered including COVID related.

**What progress have you made towards the outcome agreed in your Offer Letter?  
Maximum 500 words.**

(Please provide a case study or detailed example to illustrate impact detailing any challenges experienced, unexpected impacts of your work)

(Please explain how you are evaluating your progress towards your agreed outcome.)

**What progress have you made toward your aims for your LCEP's development through this work? Maximum 300 words.**

(Please provide details of how PI is improving the way the LCEP operates and contributing to the strategic long-term ambition of the LCEP, any challenges encountered or unexpected outcomes)

**What is planned for the next quarter? Maximum 300 words.**

(Please detail exactly what you have planned for the next quarter and any upcoming activities CBNE could potentially visit/promote)

**Is there anything else you would like to share with us?**

(Additional case studies, photos, videos, testimonials, lessons learned, details to promote, celebrate successes etc.)

**Detailed Income and Expenditure to date (based on budget provided with Full Application)**

**Income**

<b>Income</b>	<b>£</b>
<b>Partnership Investment Funding</b>	
<b>Match Funding (please detail sources)</b>	
<b>Total Income to-date</b>	

**Detailed Expenditure**

<b>Description</b>	<b>£</b>
<b>Total Expenditure to-date</b>	

<b>Total Income less Expenditure</b>	
--------------------------------------	--

**Once complete please return to:**

Ammar Mirza  
Partnership Investment Specialist  
[ammar@ammarm.com](mailto:ammar@ammarm.com)  
01661 823234

## **Appendix 3 Scheduled Partnership Investment Deadlines and Feedback Session Dates 2019-21**

All EOI and Full Application submission dates are published on the CBNE Website.