

DELIVERY PLAN

**LET'S CREATE
DELIVERY PLAN 2021 - 2024**

NEXT →

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About Arts Council England

The Arts Council has offices in Birmingham, Brighton, Bristol, Cambridge, Leeds, London, Manchester, Newcastle and Nottingham. We are headquartered in Manchester, and over 70% of our staff are based outside of the capital. We are governed by a government appointed National Council which is supported by five Area Councils, covering London, the Midlands, the North, the South-East and the South-West. We are an independent charity as well as an arm's-length non-departmental public body, and are accountable to the Department for Digital, Culture, Media & Sport (DCMS). We were established as a distributor of National Lottery funds under The National Lottery Act 1993. In 2011 our responsibilities were expanded to include the support and development of museums and libraries, alongside the arts.

We are tasked with various statutory UK-wide responsibilities that enable objects and collections of special interest to be acquired, shared and protected for long-term public benefit. We work with the Department for Education to deliver a network of Music Education Hubs, ensuring every child in this country has access to a high-quality music education.

Arts Council England's total annual income for 2019/20 (the most recent year available) was £742 million. Our main sources of income are Grant-in-Aid (that is the money we receive directly from government which totalled £492 million in 2019/20) and National Lottery funding (£249 million in 2019/20).

In 2019/20, we spent 65% of our programme expenditure outside London and our administration costs were 4.96% of our income. Over 55% of our programme budget goes towards supporting a National Portfolio of 830 arts organisations, museums and libraries, who are based all over the country. They currently range in size from the Royal Opera House in London to the Leach Pottery in Cornwall and include organisations who run public-facing buildings as well as touring companies, festivals, publishers and other cultural organisations who provide a range of services to the sector and the public.

Our definition of culture

'Culture' means many things to many people and is often used to refer to food, religion and other forms of heritage. Here, though, we use it to mean all those areas of activity associated with the artforms and organisations in which Arts Council England invests: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts. By describing all of this work collectively as 'culture', rather than separately as 'the arts', 'museums' and 'libraries', we aim to be inclusive of the full breadth of activity that we support, as well as to reflect findings from the research we commissioned for this Strategy, which showed that members of the public tend to use the words 'the arts' and 'artists' to refer specifically to classical music, opera, ballet or the fine arts. Similarly, we have used 'creative practitioners' rather than 'artists' as an umbrella term for all those who work to create new, or reshape existing, cultural content.

Our definition of creativity

'Creativity' describes the process through which people apply their knowledge, skill and intuition to imagine, conceive, express or make something that wasn't there before. While creativity is present in all areas of life, in this Strategy, we use it specifically to refer to the process of making, producing or participating in 'culture'.

We also recognise that the traditional boundaries between and around cultural activities are disappearing as new technologies and other societal changes alter the ways in which many artists, curators, librarians and other practitioners work, as well as how culture is made and shared. We're excited by these changes, which we expect to accelerate over the next decade – and in response, we will become more flexible about the range and type of cultural activities that we support over the years to come.



INTRODUCTION



Our commitment to excellence

[Let's Create](#), our strategy for the next 10 years, describes our vision that, ‘by 2030, England will be a country in which the creativity of each of us is valued and given the chance to flourish and where everyone has access to a remarkable range of high-quality cultural experiences.’

Let's Create was developed over a period of three years through extensive conversations with the public, with individuals and organisations working within the cultural sector, and with partners and stakeholders, and informed by a wide range of [data, evidence and research](#). The strategy aims for **three Outcomes** and is underpinned by four **Investment Principles**.

To help us achieve the vision, we will publish a series of Delivery Plans over the next decade. These will set out in more detail the steps we will take to deliver *Let's Create* and how we will resource them. This first Delivery Plan covers 2021-24. It will be a ‘live’ document that we will refresh and update annually.

Our commitment to excellence

The Arts Council is committed to excellence in everything we do because we believe that it is outstanding performances, exhibitions and events that inspire audiences and because the public deserve the best in return for their investment. This means that consideration of quality will be central to all our investment programmes and in our decision making. We will only invest in organisations and individuals that share our commitment to excellence.

We recognise that excellence in culture has different dimensions. At its heart is the technical and imaginative quality of the cultural offer – determined by the flair, expertise and experience of the artists, curators or librarians involved in the project.

Alongside the excellence of our artists and creative practitioners, this country also has a global reputation for the vision and imagination of cultural organisations, both large and small, across England, and for the high-quality technical and craft skills that underpin our creative industries. It is the responsibility of the Arts Council to build that reputation by ensuring that we invest in artists, projects and organisations that combine creative brilliance with the highest level of technical and craft skills.

We believe that one of the benefits of – and reasons for – public investment in creativity and culture is that it improves the quality of what is offered to the public. We should therefore expect those who have been receiving regular public funding over many years to be able to readily demonstrate their excellence. But to ensure that we have a dynamic cultural sector in this country, we need to have an eye on the future as well as a respect for the past.

We must have investment programmes that support innovation and new types of creative practice – as well as backing work that has already proved itself and found its audience. We will ensure our programmes support those organisations and individuals who are already at the top of their game, alongside those at the start of their career who we believe, with our support, have the potential to excel.



We acknowledge that excellence is difficult to define and will mean different things in different contexts. It will always be, quite rightly, the subject of debate. For instance, the criteria for excellence in a theatre performance will not be the same as for a museum exhibition. They will look different for a large organisation that operates in an international marketplace to one focused on small-scale rural touring.

We are also interested in the way that excellence applies to all aspects of cultural practice – from the imagination that organisations and individuals show in the way they work with and for communities through their education and outreach programmes, to how effective they are in the way they run their businesses. We will factor all these different aspects of excellence into our assessment of applications and our investment decisions.

We will receive more high-quality applications than we are able to support. This will require us to draw on our expertise and experience and use our judgement to make difficult decisions. What will underpin all those decisions is our belief that every successful applicant has demonstrated to our satisfaction a commitment to excellence across all aspects of their work. We will expect that commitment to include a determination to use our investment to improve future performance, something that is critical to ensuring we have a high-quality cultural sector that will continue to be globally competitive and serve all our communities.

In *Let's Create*, we describe a set of four Investment Principles – Ambition & Quality, Dynamism, Environmental Responsibility, and Inclusivity & Relevance. We believe that these Investment Principles can work together to create a powerful mechanism that will help organisations and individuals to improve their performance going forward. We will expect successful applicants to use these Investment Principles – and the materials we are commissioning to support them – as development tools to help them focus and track that journey of continuous improvement, and help underpin their commitment to excellence.

We believe this shared commitment is essential to achieve the vision we set out above and the three Outcomes that are outlined on the following page.



Our three Outcomes

Creative People

Everyone can develop and express creativity throughout their life.

Everyone can be creative, and each of us has the potential to develop our creativity further. Taking part in creative acts such as singing, photography or writing delights and fulfils us, and helps us to think, experiment, and better understand the world. The public has told us how much they value opportunities for children to take part in creative activities and that they want to see us do more to widen and improve these opportunities.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key elements of Creative People:

- Supporting people at all stages of their lives to design, develop and increase their participation in high-quality creative activities
- Promoting creative opportunities in the local community to people at all stages of their lives
- Providing high-quality early years activities that reach families from a wider range of backgrounds
- Widening and improving opportunities for children and young people to take part in creative activities inside schools

- Widening and improving opportunities for children and young people to take part in creative activities outside schools
- Improving teaching for creativity in schools
- Supporting children and young people to develop their creative skills and potential
- Developing and improving pathways towards careers in the creative industries

Cultural Communities

Villages, towns and cities thrive through a collaborative approach to culture.

Culture and the experiences it offers can have a deep and lasting effect on places and the people who live in them. Investment in cultural activities and in creative and cultural practitioners, arts organisations, museums and libraries helps improve lives, regenerate neighbourhoods, support local economies, attract visitors and bring people together. But this can only work if there is a shared commitment to removing the geographic, economic and social barriers that currently prevent many people from taking part in publicly-funded cultural activity.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key elements of Cultural Communities:

- Improving access to a full range of cultural opportunities wherever people live
- Working with communities to better understand and respond to their needs and interests, resulting in increased cultural engagement and the wide range of social benefits it brings
- Working collaboratively through place-based partnerships to:
 - Support and involve communities in high-quality culture
 - Improve creative and cultural education for children and young people
 - Improve health and wellbeing through creative and cultural activity
 - Build skills and capacity in the cultural sector and grow its economic impact
- Connecting people and places, including diaspora communities, nationally and internationally



A Creative and Cultural Country

England's cultural sector is innovative, collaborative and international.

The cultural sector will only ever be as strong as the talent on which it is built. Its future success depends on being able to draw on a talent pool that reflects society as a whole and is much wider and deeper than it is now. To achieve the first two Outcomes, we need a professional cultural sector that generates new ideas, works easily and effectively with others, and is adept at developing talent from every community. It should aspire to be world-leading – in the way it makes art, in the imagination and expertise with which it makes exciting use of collections and develops libraries, and in the culture it creates and shares.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key elements of A Creative and Cultural Country:

- Supporting new types of creative practice, new forms of cultural content and new ways of reaching new and existing audiences and participants
- Collaborating with other cultural organisations and/or with the commercial creative industries and/or with further and higher education, especially with a view to supporting innovation, research and development, new skills and the use of new technologies
- Strengthening the international connections of cultural organisations and creative and cultural practitioners, including co-production and touring
- Bringing world-class culture to audiences in England
- Giving more opportunities to people to start a professional career in the creative industries, especially those who are currently under-represented
- Ensuring people have opportunities to sustain their careers and fulfil their potential in the creative industries, especially those who are currently under-represented



Our four Investment Principles

We will expect successful applicants to use our Investment Principles as development tools to help them focus and track their journey of continuous improvement and help underpin their commitment to excellence.

Over the next three years, we will increasingly direct our investment to applicants that show a demonstrable commitment to the following Investment Principles:

Ambition & Quality

Cultural organisations and individuals are ambitious and committed to improving the quality of their work.

The public deserve the best in return for their investment and the Arts Council is committed to the pursuit of the highest quality in everything we support. We will back organisations and creative and cultural practitioners of all ages who have the potential to excel at what they do, as well as supporting those who are already at the top of their game. We will invest in a cultural sector that is ambitious, determined to improve the quality of its work and that invests in training and skills development.

We will expect it to gather the views of the public and their peers on the quality of what it does and learn and use that feedback in discussion with staff and boards to shape future decisions about its work. We expect them to be aware of the best work in their field – wherever it happens in the world – and to tell us how they will apply that knowledge to their own development.

Dynamism

Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade.

The years ahead will be ones of rapid change and will see the public's cultural tastes and habits evolve, new technological opportunities and ongoing pressure on public funding as we emerge from the pandemic.

To navigate these opportunities and risks successfully, cultural organisations and individuals will need to become more dynamic. They will need to be flexible and adaptable so that they can innovate their business models.

We will invest in organisations that are committed to strengthening their governance and leadership, developing the skills and wellbeing of their workforce, improving their data culture and adopting appropriate new technologies across their business. We will expect them to become more entrepreneurial and develop business models that help them maximise income, reduce costs and become more financially resilient. We will also expect them to look for opportunities to share services and explore mergers with other organisations.



Environmental Responsibility

Cultural organisations and individuals lead the way in their approach to environmental responsibility.

The climate crisis and environmental degradation are the most significant challenges facing all of us. The cultural sector in this country has already taken major steps to reduce its carbon footprint but it will need to go further.

We will expect organisations that we invest in to develop clear pathways towards net zero carbon and to underpin those plans with a framework of measurement and progress reports. We want cultural organisations and individuals to embody the principles of environmental responsibility through the work they create, commission and programme, the way they run their businesses, buildings and projects and the conversations they have with their stakeholders, staff, peers and audiences.

Inclusivity & Relevance

England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce.

We will invest in a cultural sector that sets out clear measurable plans for how it will ensure that its leadership, governance, workforce, programme and audiences are more reflective of the communities it serves – in terms of geography and socio-economic background as well as protected characteristics (including disability, sex and race).

We will promote equality and fairness, as well as encourage cultural organisations to be more effective businesses by drawing on a wider range of views and experience. We will also expect the cultural sector we support to build closer connections with its communities, particularly those that it is currently underserving, and applicants will need to tell us how they will take their views and interests into account as they plan their programmes.



SETTING THE CONTEXT



The Impact of Covid 19

Since we published our 10-year strategy, *Let's Create*, in January 2020, the world has changed. The advent of Covid-19, and the profound transformations it has wrought, have seen individuals and organisations across the cultural sector turning as one to grapple with the urgent business of staying afloat and creating culture in a new, and uniquely challenging, landscape.

For most creative and cultural practitioners and cultural organisations, and for Arts Council England and the DCMS, the focus during the pandemic has been – rightly – on the survival of the cultural sector. But as our sector moves forward into a new year, with a path out of the crisis in sight, it is time to think again about the future: about resetting and remaking; about changing for the better.

We believe that our three Outcomes and four Investment Principles can act as a powerful tool to support the sector to build its way back out of the pandemic. And we believe that the vision that we placed at the heart of that strategy – ‘by 2030 we want England to be a country in which the creativity of each of us is valued and given the chance to flourish, and where every one of us has access to a remarkable range of high-quality cultural experiences’ – has never been more relevant or more important.

This Delivery Plan sets out a series of detailed Actions that we intend to take to support the sector to reset post-pandemic, to help our communities recover, and to contribute to the rebuilding of our economy. It describes how we intend to progress *Let's Create* over the years ahead and provides information on how we will assess the impact of our work.

In *Let's Create*, we said that our success in delivering the new strategy will depend on our ability to understand and champion a wider range of culture in more places across this country than we have before, including in the amateur, voluntary, and commercial sectors. Our work over the last eighteen months in delivering both our Emergency Relief Funds and the Government's Culture Recovery Funds has meant that we are now engaging with a wider range of individuals and cultural organisations than at any previous time in our history.

This Delivery Plan is informed by that experience and by our determination to continue to build our knowledge of, and support for, the widest possible range of cultural activity, as well as by our commitment to ensuring that the creative industries continue to be a major driver for our economy.

It is intended as a blueprint that we will use to help cultural organisations and individuals reset themselves as they move on from the pandemic. And it suggests ways in which those organisations – and the Arts Council – will need to change so that we better support communities around the country to recover from the pandemic, rebuild their economic prosperity, and strengthen their members' long-term health, wellbeing and happiness.



Delivering Government priorities

In executing this Delivery Plan, we are building on the remarkable and successful investment made through the Government's Culture Recovery Fund (CRF). The CRF has been vital in ensuring that large parts of the cultural sector have been able to navigate their way through the pandemic.

We recognise that the cultural sector will continue to face serious challenges and ongoing uncertainty as it starts to reopen after the pandemic. Full recovery will not be immediate, and support will need to continue even after the relaxation of social distancing restrictions. We will continue to gather evidence and carry out analysis and evaluation of the ongoing impact of Covid-19 on the cultural sector, and on the creative and cultural lives of the public. We will share that analysis with the Government, the sector and our other stakeholders to assist with long-term planning.

As well as delivering a third round of the CRF, we will review our investment programmes to ensure they provide effective ongoing recovery support for the cultural sector and support the development of more dynamic and resilient business models going forward. This will include the 'rollover' of our National Portfolio funding, the refresh of National Lottery Project Grants to support a wider range of cultural organisations, and enhanced investment in Developing Your Creative Practice.

We will also be working closely with the Government on delivering its levelling up agenda. This will include working collaboratively with other arm's-length bodies to support places to respond to government place-based funds, like the Stronger Towns Fund, and ensure that they are able to make best use of resources to support the development of cultural infrastructure. We will help deliver the Government's Cultural Investment Fund (CIF), including its Museum Estate and Development Fund (MEND) and Library Improvement Fund (LIF) programmes.

Through this Delivery Plan we will help open up access to the cultural sector, improve the geographical reach of our funding and ensure that more people, regardless of their socio-economic background, will benefit from high-quality, publicly-funded culture. We will increase our support for creativity and culture in over 50 named places across the country over the next three years. We will also invest in another round of our Creative People and Places programme, which for a decade has been providing opportunities for communities who have had least access to publicly-funded culture to shape a high-quality local cultural offer. We will ensure that young people have fair access to a wide-ranging, high-quality creative and cultural offer and our support for the development of children and young people's creativity will help them develop the skills they need for the future.

We will support cultural organisations to develop more resilient and dynamic business models and innovate through new partnerships with technology companies, the commercial creative industries and more health care and education providers. Our focus on international working will support the cultural sector to play a key part in building global Britain and contributing to our new trading partnerships.



Our role as the national development agency for creativity and culture

We believe that the single most effective way we can deliver our development responsibilities for creativity and culture in this country over the next three years is to encourage a joint endeavour from all of those interested in ensuring that we have a vibrant and resilient cultural sector that is at the heart of this country's efforts to 'build back better' after the pandemic.

In helping the cultural sector recover and be at the heart of thriving, healthy communities, we believe that there is significant public value in encouraging individuals, cultural organisations, museums and libraries to work more closely together to address the challenges they face and jointly support the communities in which they work to recover from the pandemic. To underpin this joint endeavour, we will support the cultural sector to adopt and embed our four Investment Principles. We have set out more on this in the section on 'Building a fit for the future cultural sector' below.

Alongside the investment programmes we have outlined elsewhere in this Delivery Plan, we will also deploy our staff across the country to provide expert advice to cultural organisations and individuals, and our partners in national and local government, in education, in civil society and the commercial sector to help the cultural sector recover from the pandemic.

We recognise that the five Themes we will be focusing on over the next three years do not apply equally across every part of the cultural sector. We will deploy our national artform expertise and local intelligence in relation to combined arts, dance, literature, music, theatre and the visual arts to identify the development challenges and opportunities facing particular sectors or subsectors in different parts of the country as they recover from the pandemic.

We understand, for instance, that the challenges facing the music industry in rebuilding touring in Europe require a different approach from that needed to help kickstart a return to touring in this country for mid- and large-scale theatre. Likewise, the challenges facing the publishing industry in managing the impact of Brexit will differ significantly from those that our dance companies are set to encounter as they rebuild their international touring networks post-pandemic.

And these, in turn, will differ from the challenges that the visual arts studio sector will face as they make their case for support to local planning authorities, or that the combined arts carnival sector must grapple with in order to rebuild the confidence of its artists and audiences.

All of these issues, alongside the many others faced by different parts of the cultural sector, will require detailed and nuanced work from the Arts Council over the next three years. We recognise, in particular, that as we continue the integration of museums, cultural property, and libraries into the Arts Council, these sectors will require specific, targeted initiatives.

We know that we need to do more to support museums, especially those beyond our current National Portfolio. As well as seeking to grow the number of museum National Portfolio Organisations from 2023, we will also review our current investment programmes so that they can help a wider range of museums contribute to the delivery of *Let's Create*. This will include opening up National Lottery Project Grants (NLPG) to non-Accredited museums so that we invest in more collections and development activity by more museums. Our new leadership development programmes will help museums grow a better-skilled and more representative workforce.

We will continue to invest in the Museum Development Programme to ensure there is strategic business-to-business support, especially for museums outside our National Portfolio, to support museums across England to use our four Investment Principles and develop stronger applications to National Lottery Project Grants and other Arts Council funds.



Our role as the national development agency for creativity and culture

We will work with DCMS on the Museum Estate and Development Fund (MEND) programme to support the refurbishment of our non-national museums. We will continue to support the fair application of business rates across museums and other parts of the cultural estate. We will provide additional support to help more museums take advantage of the Museums and Galleries Exhibitions Tax Relief and will make the case to Government for its continuation.

We will continue to focus on maximising opportunities to develop and protect our nation's collections so that they are enjoyed by as many people as possible. We will work with our partners in Scotland, Wales and Northern Ireland to ensure that UK-wide Government schemes such as Government Indemnity, Acceptance in Lieu, Cultural Gifts, Export Licensing, Accreditation and Designation remain fit for purpose and are delivered effectively and efficiently.

Over the next three years, we will complete the integration of our cultural property work into the core business of the Arts Council so that all our collections and cultural property programmes are more strategic, efficient and inclusive.

We will undertake governance reviews of all our collections and cultural property panels and committees (and the advisers that support them) to ensure they have the necessary knowledge and expertise and are more representative.

Our work designating collections as outstanding will be strengthened to ensure those collections are appropriately recognised, supported and researched. We will also introduce new electronic business systems for Export Licensing and the Government Indemnity Scheme.

Public libraries will be at the heart of work in developing our place-based approach. We will work closely with them to ensure that they play a central role in supporting levelling up and community building, developing employability and helping to deliver health, wellbeing and loneliness strategies and helping to close the digital divide.

We will work closely with DCMS on the delivery of the Library Improvement Fund, a new capital investment programme to support the refurbishment of libraries. We will increase our investment in the British Library's Single Digital Presence project, working with up to 50 library services over three years to develop and test new integrated digital platforms to deliver library services.

We will review all our investment programmes to ensure they support more library activity. This will include ensuring that National Lottery Project Grants supports delivery of the four Universal Library Offers (Reading, Health & Wellbeing, Digital & Information, and Culture & Creativity) and encouraging more library services to apply to become National Portfolio Organisations from 2023 onwards.

We will also ensure closer alignment of our literature and libraries development strategies, building partnerships with the National Literacy Trust and publishers to develop a series of hubs across the country to support the development of reading beyond schools.

We will invest in the development of Libraries Connected as the key support agency for libraries, and we will continue our support for the Chartered Institute for Information and Library Professionals (CILIP) work on skills development in the sector. We will work with partners to develop a new accreditation system for public libraries, and we will continue to lead the development of the English Public Libraries Strategic Working Group (EPL) as the key strategic planning forum for libraries.



Our five Themes

As we begin to undertake the delivery of the three Outcomes laid out in *Let's Create*, we will organise our work initially around five Themes:

- 1. Building a 'fit for the future' cultural sector**
- 2. Strengthening our place-based approach and supporting levelling up**
- 3. Increasing our support for individuals**
- 4. Helping the cultural sector to work internationally**
- 5. How the Arts Council will change**

These Themes have arisen out of our conversations with those working in the cultural sector and with the Government and they are designed to focus on those areas identified as being in most pressing need of attention and investment if we are to successfully navigate the new, post-pandemic landscape.

In applying these Themes, we will also remain focused on the commitment to children and young people which we set out in *Let's Create*. As the evidence begins to mount on the potential long-term impact of the pandemic on children's mental health and educational attainment, we will continue our efforts to help all our children and young people fulfil their creative potential and access the highest quality cultural experiences where they live, where they go to school, and where they spend their free time.

We will endeavour to create opportunities for young people to develop their own creative and cultural skills, wherever they live and irrespective of their social and economic background, so that we grow the pool of talent available to arts, museums and libraries and the wider creative industries.

As schools reset themselves in the wake of the pandemic, we will continue to work with the Department for Education (DfE), the public, and teachers to highlight the importance of creativity in education, and of a rich curriculum that includes art and design, dance, drama and music. We will continue our partnership work with the DfE to strengthen the network of Music Education Hubs, exploring opportunities for Hubs to work more closely with the other cultural organisations in which we invest.

And given the very public damage caused by Covid-19 to the livelihoods of creative and cultural practitioners working in the cultural sector, we will pay particular attention over the next three years to supporting those seeking to start a career in the arts, museums and libraries, and to doing our best to ensure that such careers are open to everyone, regardless of their background.

The events of the last 18 months have challenged the cultural sector in ways that could not have been anticipated; they have touched every aspect of our work, and their impact will be felt for years to come. As our sector begins to move from a time of crisis to a period of recovery and renewal, we believe that the Themes and Actions set out in this Delivery Plan will act as a framework to support the cultural sector to help our communities and the wider economy become stronger than ever, to repair the damage wrought by the pandemic, but also to draw on its lessons and build on the innovations it has generated.

The future is filled with potential, and we believe this Plan will allow the cultural sector to harness and realise it.



RESOURCING THE DELIVERY PLAN



How we will do it

We will resource this Delivery Plan primarily through a combination of our distributed staff team and our five main investment programmes, all focused on supporting the cultural sector to recover from the pandemic and deliver our Outcomes and Investment Principles.

We will continue to conduct research, evidence gathering and analysis to provide and utilise intelligence on how well the sector is recovering from the pandemic. We will ensure that the Arts Council and these programmes are able to adapt and respond to the emerging situation. As was the case in 2020, when we launched our Emergency Response Funds, we will move quickly to adjust, refocus or even pause these programmes to best support the ongoing needs of the sector.

1. The National Portfolio, including Creative People & Places

National Portfolio Organisations budget 2021/22: £414 million (awarded to organisations in the 2018-22 Portfolio)

New Creative People and Places budget 2021/22: £23 million

2. National Lottery Project Grants

Budget 2021/22: £99 million

3. Music Education Hubs

Budget 2021/22: £76 million

4. Capital Investment

Budget 2021-22: up to £20 million

5. Developing your Creative Practice

Budget 2021/22: £22.4 million

1. The National Portfolio, including Creative People & Places

Our next National Portfolio will encompass a wider range of multi-year funded organisations – all of equal standing, albeit retaining their distinct programme characteristics. It will provide multi-year funding for a significant cohort of arts organisations, museums and libraries, providing them with security to recover from the pandemic and plan over the long term to help us deliver *Let's Create*.

From 1 April 2023, our National Portfolio will include:

- A group of regularly funded arts organisations, museums and libraries. In January 2022, we will publish details of the application process for organisations wishing to join the new National Portfolio from 1 April 2023.

It will provide detail on criteria, guidelines and how we will expect organisations in the National Portfolio to deliver our three Outcomes and their elements and support the embedding of our Investment Principles in the sector. Organisations seeking to join the new portfolio will also need to demonstrate at application point the progress they intend to make in implementing our four [Investment Principles](#).

Applicants will be expected to include proposed actions which will then be reviewed and negotiated and form part of their funding agreement. We will be clear at application point how we plan to hold National Portfolio Organisations to account if they fail to deliver the targets they have agreed in their funding agreement.

- Partnerships supported through our Creative People and Places (CPP) programme. A new CPP round was launched in March 2021 and continues to target areas of the country where cultural engagement is low. Successful applicants will receive three-year funding, will be notified by December 2021 and will form part of the new National Portfolio.

By bringing these two types of multi-year funded organisations together into a single National Portfolio, we are recognising that they will, between them, receive the majority of our investment during these three years and will therefore be expected to take on the largest responsibility for the delivery of *Let's Create*. We will consider how we might also align other multi-year funding programmes to support this approach. By encouraging – and expecting – greater collaboration between the different elements of the National Portfolio, we believe that the benefits to the public from our investment of their money will be maximised.



2. National Lottery Project Grants

In November 2021 we will launch a refreshed National Lottery Project Grants (NLPG) programme. It will continue to be a high volume, flexible investment mechanism to help individuals and cultural organisations recover from the pandemic as well as help deliver *Let's Create*.

It will support a wide range of individuals and organisations, professional companies and non-professional groups to undertake projects ranging from small-scale research and development right through to large national tours. It will continue to be targeted primarily at individuals and organisations that are not part of the National Portfolio.

For its relaunch, we will implement a number of changes. We will:

- Align application criteria closely to the delivery of the three Outcomes and their elements and four Investment Principles in *Let's Create*
- Target our advice giving to those who might not have previously engaged with the Arts Council so that we ensure a more equitable spread of investment
- Raise the upper threshold for smaller grants from £15,000 to £30,000 so that we can use faster decision-making processes to support more ambitious projects

- Provide improved support for individual artists and creative and cultural practitioners, especially at the start of their career
- Support libraries to deliver fully against the four Universal Library Offers (Reading, Health and Wellbeing, Digital and Information, and Culture and Creativity)
- Support museums, including non-accredited museums, to unlock their collections and make them more relevant, inclusive and accessible
- Establish a series of ringfenced programmes within National Lottery Project Grants. These will include initially:
 - Place Partnership Funds to support our place-making work
 - Touring Funds to support national and international touring activity
 - National Funds to support major projects that can demonstrate national significance
 - Grassroots Music Funds to support music venues with capital and other development needs
- Simplify our application processes and make clearer in advance what we will and won't support

More information on these changes will be published in November 2021.

3. Music Education Hubs

Our role as fund holder, on behalf of the Department for Education, for a national network of Music Education Hubs will continue in 2021/22. These partnerships deliver activity prescribed by the Government's National Plan for Music Education; 119 Hubs will receive a total of £76,105,440 during 2021/22.

We will support these partnerships via the resources developed for our three Outcomes and four Investment Principles and encourage collaboration between Hubs and with our National Portfolio and other funded activity.



4. Capital Programmes

The focus for our capital investment during this period will be two-fold:

- We will run a **Capital Investment Programme** to support projects that deliver our Investment Principles. We will invest in organisations and use our experience to help them develop plans to make physical adjustments to buildings and equipment so that they can operate safely post-pandemic, improve access, seize on technological opportunities and reduce environmental impact. Projects will be funded up to a maximum of £750,000.

We will launch our next **Capital Investment Programme** in September 2021.

- Our new **Place Partnership Funds** will include support for the development of capital projects that align with our ambitions around place making. We will combine our expertise as a national development agency with seed funding to work with local and national government and other partners to make the case for improved and sustainable cultural infrastructure in key places. Our role in future will be about providing consultancy and early development funding rather than large-scale completion funding.

More information on our new **Place Partnership Funds** will be published as part of our refreshed National Lottery Project Grants in November 2021.

5. Developing your Creative Practice

This investment programme supports individual cultural and creative practitioners to recover from the pandemic and focus on their creative development. It funds research, time to create new work, ideas development, networking, mentoring and international travel and training. Developing your Creative Practice will become an increasingly significant tool for the Arts Council as we focus more of our investment on individuals.

The increased budgets introduced during the pandemic in 2020/21 will be sustained in 2021/22 and we will keep the design and criteria of the programme under regular review to ensure that it is able to support a wide range of creative and cultural practitioners – including DJs, arts and cultural educators, community practitioners/engagement specialists, movement directors, cultural conservators, creative technicians and museum and library practitioners – through the legacy of the pandemic.

We recognise that for many individuals, applying for funding can be onerous. We will therefore keep our application processes as simple as possible and make it clear in advance the types of applications that are likely to be successful.

Our other investment and development programmes

These five investment programmes will be supplemented by a limited number of new development initiatives. These are set out in the Actions listed in the five Theme sections of this Delivery Plan. In addition, we will continue to run a number of ongoing development programmes. These are set out in the ‘Other investment and development programmes’, [which you can view here](#). We will keep these under regular review to make sure they remain fit for purpose and represent best value for money.



THEMES & ACTIONS



1. BUILDING A 'FIT FOR THE FUTURE' CULTURAL SECTOR

We recognise that the journey out of the pandemic will be a slow one for many cultural organisations and individuals. Demand may remain suppressed and competition for support from private donors, commercial sponsors, trusts and foundations and public funders is likely to continue to be intense. The Arts Council will offer support and advice to a wide range of cultural organisations and individuals to help them adjust to this new and more uncertain working environment. This will include continuing to provide data and analysis to our partners in central and local government and to make the case for increased support for our sector to help manage the transition out of the pandemic.

We also believe that the pandemic has created momentum for change. The experiences of the last 18 months have revealed the public's appetite for opportunities to express themselves creatively, and to access cultural content. Many of our cultural organisations have developed new ways of working – and new approaches to creating and distributing art – that they will want to build on. At the same time, the pandemic has exposed the financial vulnerability of individual creative and cultural practitioners and highlighted the need for cultural organisations to serve all our communities better.

To do that, they will need to develop more flexible business models, built around closer collaboration with each other as well as with organisations outside the cultural sector.

We believe that cultural organisations are ready to embrace the changes needed to flourish in the future – and we want to support individuals and organisations in the cultural sector to reset the way they approach their work.

We want the cultural sector to be 'fit for the future' and be better able to navigate the challenges and opportunities that the legacy of the pandemic will bring, while delivering high-quality, engaging work to an ever-wider audience. This means that many of our arts organisations, museums and libraries will need to change.

For some, this will require them to look again at their mission, their values, their creative and cultural plans, and their ways of working. Organisations will need to be supported to innovate and undertake more research and development, working, for example, with health and social care providers, or partners in further and higher education or the commercial creative industries. We will encourage them to become more entrepreneurial, to optimise income streams and develop philanthropic giving, new services and products that bring new opportunities to our creative and cultural practitioners, and greater benefits to our communities as they recover.

There will also need to be an increased focus on efficiency which will lead to organisational changes, including mergers, shared services, and new partnerships with organisations and people inside and outside the cultural sector.

Cultural businesses will need to consider who leads their organisations, what cultures they foster, and how they make decisions. For individuals, change will be about developing new skills, building resilience, and working in new ways to fulfil creative and cultural ambitions.

The four Investment Principles set out in *Let's Create* will help inspire and guide this change:

1. Ambition & Quality – Cultural organisations and individuals are ambitious and committed to improving the quality of their work

2. Dynamism – Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade

3. Environmental Responsibility – Cultural organisations and individuals lead the way in their approach to environmental responsibility

4. Inclusivity & Relevance – England's diversity is fully reflected in the organisations and individuals that we support and the culture they produce



We want these Principles to act as urgent and necessary prompts for debate, and as a platform for exchange, guidance and support that will aid the growth of a ‘fit for the future’ sector. We will accelerate their rollout over the next three years and, through our development, advocacy and investment work, we will inspire, incentivise and drive change.

The Principles describe what we believe ‘well-run’ cultural businesses need to look like to merit public investment. In considering where we make our investments in the future, we will increasingly seek tangible evidence of applicants successfully applying these Principles.

The manner in which the four Investment Principles will be applied will of course vary depending on the size and structure of the organisation. Local authority-run services – such as libraries and museums – will need to apply the four Principles in a different way from standalone cultural businesses. For individuals, we believe that they can be used to help develop their practice and build sustainable relationships across the cultural sector.

We will launch a range of tools, development initiatives and funding programmes that are designed to help a wide range of arts organisations, museums, libraries, and individuals to change.

This will include a new Reset & Innovation programme that will support cultural organisations to explore new business models, innovate around their mission, undertake mergers and establish shared service partnerships.

To support the sector to better explore, understand, measure, evaluate and improve quality, we have invested in the development of a framework which has helped establish a common language around quality in the sector. The Impact & Insight Toolkit is a digital platform to help Arts Council England’s funded organisations evaluate the impact of their work on the people who experience it. By gathering data on the different dimensions of quality, it enables users to test the responses of audiences and peers with their original objectives for the work. It is also producing a large-scale dataset of the impact and value of cultural experiences and enables comparisons by artform, region and audience demographics. We will expect organisations seeking investment from us to use this or an equivalent robust framework to help them strengthen their commitment to ambition and quality.

The success of our approach will depend on the boards and leadership of cultural organisations championing the Investment Principles and scrutinising progress in their implementation. To support the development of boards, we will launch a new initiative to build their capability to lead change and build organisations that attract and develop a wide range of talent.

We want to encourage creatively ambitious, high-quality cultural organisations that are more inclusive and relevant, better able to respond to the needs of their communities and committed to opening up access. We want them to be more dynamic, to be confident in using data to inform and measure performance, and to engage in more sustained research and development, including in the use of new technologies, in order to adapt to new circumstances. We want to support them to be world-leading in the way they develop their environmental responsibility and reduce their carbon footprint.

Finally, the leaders of our cultural organisations, museums and libraries must be drivers of this change. Who they are, what skills and experience they have and what decisions they take will have a significant impact on progress towards achieving a ‘fit for the future’ sector.

We will continue to invest in leadership development and transformation. We will support a new generation of leaders from across the country, and from a range of backgrounds, to develop the capability and confidence needed to make change, to develop resilience, and to support the wellbeing of their workforces.

We will take the following Actions to help build a ‘fit for the future’ cultural sector in this country.

**Actions****Notes:**

‘Date’ – This is the point when more information will become available. At that point we publish a link to that information under the relevant Action.

‘2021/22 Budget’ – This is the amount of programme funding Arts Council England has allocated to this Action in the period 1 April 2021 to 31 March 2022. This figure does not represent our full investment in an Action. Funding may have been allocated in previous years or may be planned in future years or may come from programmes that are separately budgeted (eg National Lottery Project Grants).

Delivering Round 3 of the Culture Recovery Fund

We will work with DCMS to deliver another round of the Culture Recovery Fund to support cultural organisations to recover from the impact of Covid-19.

Date: June 2021

2021/22 Budget: £170 million

Link: artscouncil.org.uk/CRFgrants

Providing continuation funding in 2022/23 for our current National Portfolio

We will run a light touch application process for current National Portfolio members to support them to recover from the pandemic.

Date: November 2021

2021/22 Budget: N/A

Link: artscouncil.org.uk/funding/national-portfolio-organisations-202223-extension#section-1

Launching a new Reset & Innovation programme

A pilot investment programme to support organisations to use the Investment Principles and implement innovative changes that reset their businesses and deliver long-term sustainability.

Date: January 2022

2021/22 Budget: £12 million

Strengthening our cultural infrastructure

We will launch a new Capital Investment Programme focused on our Investment Principles. It will provide grants of up to £750,000 to help our cultural buildings to operate safely post-pandemic, improve their access, support technological innovation and be more environmentally responsible.

Date: September 2021

2021/22 Budget: up to £20 million

Refreshing National Lottery Project Grants (NLPG)

NLPG will be refreshed to help a wider range of organisations to recover from the pandemic and ensure a more equitable distribution of our investment. We will invest more in projects that reach groups who have had limited access to publicly-funded culture to date, with a particular focus on people from less well-off backgrounds and from places where there has been under-investment in culture.

Date: November 2021

2021/22 Budget: £99 million

Link: artscouncil.org.uk/projectgrants

**Ensuring our next National Portfolio demonstrates Ambition & Quality, Dynamism, Environmental Responsibility, and Inclusivity & Relevance**

Applicants joining the next National Portfolio from 1 April 2023 will need to demonstrate a commitment to using all four of our Investment Principles. We will expect them to set targets for how they will implement them and be accountable for delivering them.

Date: January 2022

2021/22 Budget: N/A

Championing and implementing our Investment Principles

We will publish a range of materials to support organisations and individuals to take action relating to our four Investment Principles. This will include interactive resources, a thought leadership programme and practical toolkits.

Date: Ongoing

2021/22 Budget: N/A

Link: artscouncil.org.uk/our-delivery-plan-2020-2024/explore-investment-principles

Supporting governance development

We will deliver a governance development programme to help strengthen boards, make them more representative of their communities and support them to embed the Investment Principles in their organisations.

Date: November 2021

2021/22 Budget: £450,000

Improving digital and data literacy

We will increase our investment in an expanded Digital Culture Network so that we support more of the cultural sector to improve their digital and data literacy and become more dynamic.

Date: Ongoing

2021/22 Budget: £863,000

Link: artscouncil.org.uk/developing-digital-culture/digital-culture-network

Supporting Environmental Responsibility

We will invest in online tools and resources to develop climate literacy across the cultural sector and support cultural organisations to develop their net zero carbon pathways and report their environmental impact.

Date: 2022/23

2021/22 Budget: £350,000

Extending our Elevate programme

We will extend our Elevate programme for 12 months to continue to develop and strengthen the resilience of a cohort of diverse-led cultural organisations outside of the National Portfolio.

Date: April 21

2021/22 Budget: £2.25 million

Link: artscouncil.org.uk/elevate

Building a more representative National Portfolio

From 1 April 2023, we will continue to build a high-quality National Portfolio that is more representative of this country in terms of geographical location and the profile of its governance, leadership and workforce.

Date: January 2022

2021/22 Budget: N/A

**Developing a 'Single Digital Presence' for public libraries**

We will continue to work with the British Library on developing a 'Single Digital Presence' for public libraries that hosts library-curated content and services, including book stock and collections. We will also support local authorities to improve their own local library digital presence.

Date: Ongoing

2021/22 Budget: N/A

Link: artscouncil.org.uk/supporting-libraries/single-digital-presence-public-libraries

Introducing a new Access Scheme

We will work with UK Arts Councils and the BFI to launch a new Access Scheme for disabled, D/deaf and neuro-divergent audiences that supports their return post-pandemic by improving access and increasing audience engagement.

Date: January 2022

2021/22 Budget: £600,000

Reporting on pay gaps in the sector

From 1 April 2023, we will encourage National Portfolio Organisations that are legally required to report on gender pay gap data to also report on ethnicity pay gap data.

Date: January 2022

2021/22 Budget: N/A

Supporting use of immersive technologies

We will work with partners to deliver further investment to support the cultural sector to experiment with immersive technologies.

Date: 2022/23

2021/22 Budget: N/A

Supporting new thinking in the cultural sector

We will commission a conference to enable the cultural sector to learn from the change that has been happening across civil society during the pandemic.

Date: September 2021

2021/22 Budget: £100,000

Link: slunglow.org/conference-of-holbeck-moor



2. STRENGTHENING OUR PLACE-BASED APPROACH AND SUPPORTING LEVELLING UP

Let's Create sets out our commitment to ensuring that villages, towns and cities across this country thrive through a collaborative approach to culture. We believe that culture has a deep and lasting effect on places and the people who live in them, and that working in partnership within places strengthens cultural and creative opportunity. Further, we believe that creativity and culture can and should play a key role in helping level up the country, as well as in supporting communities to recover from the pandemic and rebuild themselves economically, socially and in terms of their health and wellbeing.

By 'place-based approach', we mean the way in which the Arts Council, as the national development agency for creativity and culture, works differently in different geographic areas in order to realise the ambitions of *Let's Create*. Over the next three years, we will accelerate and deepen our place-based approach to creativity and culture. This will be accompanied by a growing focus on the way that culture can improve health and wellbeing outcomes for our communities.

Central to this approach is our close working relationship with the Department for Digital, Culture, Media and Sport (DCMS). With them we will ensure that our ambition to help more places achieve their cultural and creative potential aligns with the Government's commitment to level up and address inequalities across the country.

We know that the cultural sector has a key role to play in contributing to the resilience and prosperity of communities and places across England. We will therefore engage with DCMS, Ministry of Housing, Communities & Local Government (MHCLG), other arm's-length bodies (National Lottery Heritage Fund, Historic England, Sport England, National Lottery Community Fund, BFI, Visit Britain) to both influence and support the delivery of government programmes. We will try to ensure that culture plays a central role in development initiatives such as the UK Community Renewal Fund, the Stronger Towns Fund, the Levelling Up Fund, and the forthcoming UK Shared Prosperity Fund. We will also respond to key national moments including the Queen's Platinum Jubilee, the Commonwealth Games and Festival UK 2022.

A place-based approach requires the Arts Council to take a national overview, and to be able to decide where to act, and where not to – making decisions based on strategy, evidence, opportunity, and available resource. The Arts Council, as a national development agency, is able to intervene strategically at scale alongside local partners, to make the most of opportunities and overcome challenges. Using local connections and influence, the Arts Council can bring to the table people and organisations who might not otherwise have engaged with one another.

Working within a place requires the development of partnerships: with the cultural sector, and with organisations and individuals beyond culture (particularly in local government, but also in higher education, further education, schools, the youth sector, health and social care, and the private, voluntary and community sectors). It means taking account of the aspirations and requirements of the people who live, work and study there. It means being sensitive to the particular needs of places – be they rural or urban – and to the difference between places. It means considering and addressing the geographic dimensions of inequality. With that in mind, we will work closely with mayoral combined authorities, local enterprise partnerships and local authorities to help the cultural sector recover, and contribute in turn to the social and economic recovery of places. To do this effectively, we will agree a new set of shared principles for collaboration with the Local Government Association and continue to bring together all parties interested in developing culture in place.

The Arts Council is committed to supporting cultural opportunities in places where engagement is low, and we will seek to work in places that have not benefited enough from public investment in creativity and culture in the past.



In building our place-based approach we will pay particular attention to the ways in which museums and public libraries can build creative and cultural opportunity across a wider range of communities: improving lives, regenerating neighbourhoods, attracting visitors, delivering economic benefits, and bringing people together in ways that help us all to build self-confidence and understand the world and our place in it.

We believe that there is more that cultural organisations and individual creative and cultural practitioners can do to support the health and wellbeing of their communities as they recover from the pandemic. We will therefore increase the resources we make available to those seeking to build partnerships with local health and care providers.

We will also focus on ensuring that all children and young people in those places are given more opportunities to realise their creative and cultural potential, and we will work with schools to reach as many children and young people as we can. To do this we will implement the findings of the Durham Commission, build on our work establishing local cultural education partnerships, and refresh our Artsmark programme to ensure it supports a wide range of schools to deliver an enriched arts offer. We will continue to work with the Department for Education, the public, and teachers to highlight the importance of creativity in education, and of a rich curriculum that includes art and design, dance, drama and music.

Initially, our approach to working in place will be three-pronged:

1. We will continue to invest in a universal offer that is accessible to all parts of the country. This includes open programmes such as National Lottery Project Grants (NLPG), Developing Your Creative Practice and our National Portfolio, as well as specific programmes designed to be ‘universal’, such as BookTrust’s delivery of their Bookstart packs, and Music Education Hubs’ support for the music education of all children in this country. We will also ensure that more libraries are able to use NLPG to deliver the four Universal Library Offers.

We will continue to provide local authority-level analysis of our investment so that we can keep identifying those places where we are under-investing, and work with partners to put in place appropriate development strategies.

In addition, we will signpost a range of available resources, toolkits and development offers (for example, Local Government Association and Arts Council-created training and peer challenge sessions) that will support our partnership working in place.

2. We will continue to work in places where joint investment in culture and opportunity is relatively high. We want to ensure that the investment we are already making in these places works harder to deliver improved public benefits. We want it to be focused on helping communities emerge from the pandemic with higher levels of social cohesion and economic resilience, as well as improved levels of physical and mental wellbeing.

For this to happen, we will tie our future investment in those places to tangible evidence of improved collaborative working within the cultural sector, allied to a wider range of partnerships between the cultural sector and the education, healthcare, criminal justice, voluntary and commercial creative sectors. We will also use our on-the-ground intelligence, influence and networks to make the case to our local partners – local and combined authorities, higher education institutions, and local enterprise partnerships, among others – for the benefits to their communities of ongoing investment in culture.

In parallel with this, we shall explore how we can further encourage individuals and companies to support organisations in their community. We will work with our partners and other arm’s-length bodies across heritage, sport, film, tourism and civil society to respond to particular moments or initiatives (such as Stronger Towns and the UK City of Culture).



We will support this work through new, ring-fenced Place Partnership Funds within NLPG, and through enhanced requirements for future National Portfolio members to strengthen their approach to collaborative working in place.

3. We will work in a set of named priority places in which cultural engagement and our current investment are too low, and where, as a result, opportunities for creative and cultural engagement are underdeveloped. As part of this Delivery Plan we are publishing a list of those places, together with the methodology and data framework we have used to identify them. That methodology takes into account previous investment levels, engagement with culture and an understanding of local ambition and capacity.

We will increase our intervention – both financial and in terms of our staff development time – in these places, and we will track the impact of this increased investment of resources through improvements in cultural engagement, as well as the impact on the local economy and stronger social outcomes for people and places.

We will particularly focus on supporting programmes that improve opportunities for children and young people in these places to access high-quality culture and realise their creative potential. We will support this work with a range of investment and capacity-building programmes, including via the National Portfolio, ring-fenced Place Partnership Funds within NLPG, Developing Your Creative Practice, and Creative People and Places.

We will ensure that partners in place have access to data and evidence that is relevant to the local area and will encourage them to use that data to map need, identify opportunity, and form partnerships. We will support the development of delivery capacity in places by supporting more Cultural Compacts and help strengthen good practice by supporting the development of a Cultural Compacts network.

In all of this work, we plan to link more of our investment to evidence that local communities have been engaged by cultural organisations in helping to shape their local cultural offer.



Actions

Notes:

‘Date’ – This is the point when more information will become available. At that point we publish a link to that information under the relevant Action.

‘2021/22 Budget’ – This is the amount of programme funding Arts Council England has allocated to this Action in the period 1 April 2021 to 31 March 2022. This figure does not represent our full investment in an Action. Funding may have been allocated in previous years or may be planned in future years or may come from programmes that are separately budgeted (eg National Lottery Project Grants).

Supporting named priority places

We have identified a set of 54 priority places where we will increase both our staff resources and financial investment over the next three years.

Date: July 2021
2021/22 Budget: N/A
Link: artscouncil.org.uk/your-area/priority-places

Delivering the Government’s Cultural Investment Fund

We will work with the DCMS to deliver the Cultural Investment Fund (Museums Estate and Development Fund, Libraries Improvement Fund, and Cultural Development Fund) – a major capital programme aimed at improving cultural infrastructure and unlocking local growth and productivity.

Date: Ongoing
2021/22 Budget: £42.3 million
Link: artscouncil.org.uk/our-open-funds/cultural-investment-fund

Launching a new Place Partnership Fund

We will establish a dedicated Place Partnership Fund within our refreshed National Lottery Project Grants to support places to make a step-change in cultural provision in their local area.

Date: November 2021
2021/22 Budget: £7 million (in addition to £99 million NLPG core budget)

Developing new cultural infrastructure

Our new Place Partnership Funds will include support for the development of capital projects that align with our ambitions around place-making. We will work with local and national government and other partners to make the case for improved and sustainable cultural infrastructure in key places and support this with consultancy and early development funding.

Date: November 2021
2021/22 Budget: Included within £7 million Place Partnership Fund

**Strengthening our Creative People and Places programme**

We will relaunch our Creative People and Places programme as a core part of our National Portfolio and ensure that more communities are able to shape and influence their local creative and cultural offer.

Date: March 2021

2021/22 Budget: £23 million

Link: artscouncil.org.uk/guidance-and-resources/creative-people-and-places

Ensuring that the new National Portfolio increases opportunities for underserved communities

The application process for the new National Portfolio will seek proposals from organisations committed to delivering increased creative and cultural opportunities for currently underserved communities.

Date: January 2022

2021/22 Budget: N/A

Supporting community health and wellbeing

We will publish a detailed plan that builds on our partnership with the National Academy for Social Prescribing. It will set out how we will support and invest in the cultural sector to develop closer partnership working with health and care providers and deliver joint projects aimed at improving the health and wellbeing of local communities and supporting them to recover from the pandemic.

Date: January 2022

2021/22 Budget: £1 million

Strengthening our Music Education Hubs

We will work with the Department for Education to provide a collaborative, partnership approach to music education based on the needs of communities in all places through a network of Music Education Hubs.

Date: Ongoing

2021/22 Budget: £76,105,440

Link: artscouncil.org.uk/music-education/music-education-hubs#section-1

Refreshing National Lottery Project Grants (NLPG) to improve support for libraries

We will refresh NLPG to ensure it supports increased delivery of the libraries' four Universal Offers. Over the next three years, we will increase the proportion of NLPG funding that supports libraries' activity.

Date: November 2021

2021/22 Budget: £99 million

Refreshing National Lottery Project Grants (NLPG) to improve support for museums

We will refresh NLPG to ensure it provides increased support for museums to unlock their collections. Over the next three years, we will increase the proportion of NLPG funding that supports museums and collections activity, including by non-Accredited museums.

Date: November 2021

2021/22 Budget: £99 million

**Refreshing National Lottery Project Grants (NLPG) to improve support for national touring**

We will refresh NLPG to provide more effective support for national touring at all scales and help bring more cultural opportunities into all our communities post-pandemic.

Date: November 2021

2021/22 Budget: £99 million

Strengthening Local Cultural Education Partnerships (LCEPS)

We will use our new Place Partnership Fund to develop the capacity of LCEPs and strengthen creative and cultural opportunities for children and young people, especially in our priority places.

Date: November 2021

2021/22 Budget: Included within £7 million Place Partnership Fund budget

Peer learning programme

We will invest in a programme of peer learning focusing on themes that support the delivery of programmes such as Creative People and Places and place-based approaches including children and young people.

Date: January 2022

2021/22 Budget: £400,000

Supporting the Queen's Platinum Jubilee

We will support the Queen's Platinum Jubilee by providing funding to local community groups to celebrate their creativity and culture over the Jubilee weekend in June 2022.

Date: February 2022

2021/22 Budget: £5 million

Supporting creativity in the curriculum

We will establish a pilot network of Creativity Collaboratives that support clusters of schools to support teaching for creativity across the curriculum as recommended by the Durham Commission. Alongside the Collaboratives, we will put in place a peer support network and a Creativity Exchange online platform to disseminate ideas and good practice.

Date: May 2021

2021/22 Budget: £1.5 million

Link: artscouncil.org.uk/children-and-young-people/creativity-collaboratives

Sustaining our investment in Talent 25

We will continue our investment in the first phase of Talent 25 (2019-24), supporting action research to examine barriers to engagement in cultural activity from birth to 25 years and the way different interventions can shape young people's creative and cultural interests and skills.

Date: April 2021 onwards

2021/22 Budget: N/A

Link: artscouncil.org.uk/children-and-young-people/long-term-research-0#section-2

Supporting the City of Culture programme

We will support the development, delivery and legacy of Coventry UK City of Culture 2021 and provide support and advice to the DCMS for the selection process for the 2025 City of Culture.

Date: Coventry City of Culture launched May 2021

2021/22 Budget: £1.5 million

Link: coventry2021.co.uk

**Supporting the Commonwealth Games**

We will support the development, delivery and future impact of the Birmingham 2022 Commonwealth Games Cultural Programme and raise the profile of the West Midlands as an international centre of creativity and culture.

Date: Summer 2022

2021/22 Budget: £3 million

Supporting local government to build leadership and delivery capacity

We will build capacity among local government political leadership, working in partnership with the Local Government Association to deliver a programme of leadership training for culture portfolio holders, and peer challenges for library and cultural services teams in local authorities.

Date: Ongoing

2021/22 Budget: £34,173

Link: artscouncil.org.uk/leadership-essentials-and-peer-challenges

Refreshing how we work with local government

We will revise our Shared Statement of Purpose with the Local Government Association to serve as a set of principles by which we will seek to work with local government, our most important strategic local delivery partner, to deliver *Let's Create*.

Date: March 2022

2021/22 Budget: N/A

Supporting our high streets

We will work in partnership with Historic England to help deliver the High Streets Heritage Action Zone, in particular the cultural programme element.

Date: Ongoing

2021/22 Budget: N/A

Link: historicengland.org.uk/services-skills/heritage-action-zones/regenerating-historic-high-streets/cultural-programme

Refreshing our Artsmark programme

We will widen the focus of Artsmark, our flagship schools programme, to support more schools and more children and young people to develop their creative lives post-pandemic.

Date: Ongoing

2021/22 Budget: £400,000

Link: artsmark.org.uk

Youth mental health

We will work in partnership with the Youth Endowment Fund to undertake joint research into the links between creativity and improved mental health post-pandemic.

Date: October 2021

2021/22 Budget: £75,000



3. INCREASING OUR SUPPORT FOR INDIVIDUALS

Cultural organisations will only ever be as strong as the individual talent and skills on which they draw. In this country, our cultural sector has historically been dependent on a freelance workforce to provide it with its talent and vitality and help it create and run its programmes. While this is especially true of arts organisations, we also know that both libraries and museums depend on a growing pool of freelancers to deliver a range of activities.

The pandemic has had a particularly devastating impact on individual creative and cultural practitioners and the wider freelance community; and individuals from those communities who historically have had least access to public funding for culture have been hardest hit. As we emerge from the pandemic, therefore, the task of retaining our best talent within the sector is among the most urgent at hand.

At the same time, we need to ensure that the cultural sector also brings in new talent that reflects the wide range of backgrounds of those who make England such a vibrant place to live. We will therefore work with a range of partners to ensure that organisations and individuals create a more equitable and sustainable ecology for all parts of the cultural sector.

Our funding models have traditionally relied on an assumption that our grants will flow readily from the organisations we support to the individuals with whom they work. The pandemic has, however, highlighted that this ‘trickle down’ model is not working effectively, and that the Arts Council will need to provide more direct support to individual creative practitioners.

In addition, the Arts Council will work with others, including established and emerging networks of freelancers, to identify what further steps we can jointly take to make sure that the cultural sector in this country is a fairer place to work and one that helps individual practitioners, whatever their background and wherever they grew up, establish and sustain independent careers. This will include a combination of increased financial support alongside improved access to training and development opportunities to help individuals adjust to the post-pandemic landscape. We recognise that the freelance workforce in the cultural sector is large and varied, with a range of different needs.

We know we cannot help all those who currently work, or hope to work, in the cultural sector. We will target our support to those individuals to whom our help and investment will make the greatest difference: those who are at the early stages of their career and from backgrounds currently under represented in the publicly-funded cultural sector.

We will engage with a range of networks supporting creative and cultural practitioners and take the Actions listed below hand in hand with the individuals they are intended to support. We will listen and learn, work collaboratively, build and share our collective resources and strengthen our understanding of the needs of individuals.

Given the very visible impact of the pandemic on the creative industries, there is a danger that many young people will abandon their aspirations for a career in our sector. We will work with others to rebuild confidence, especially among children and young people, in the viability of a career in the creative industries. We will work with partners to ensure that new pathways into the creative industries are opened up for young people from every part of this country.

**Actions****Notes:**

‘Date’ – This is the point when more information will become available. At that point we publish a link to that information under the relevant Action.

‘2021/22 Budget’ – This is the amount of programme funding Arts Council England has allocated to this Action in the period 1 April 2021 to 31 March 2022. This figure does not represent our full investment in an Action. Funding may have been allocated in previous years or may be planned in future years or may come from programmes that are separately budgeted (eg National Lottery Project Grants).

Increasing investment in Developing Your Creative Practice (DYCP)

We will increase the budget for DYCP in 2021/22 to provide additional support to creative and cultural practitioners impacted by the pandemic. We will keep the programme under regular review to ensure it provides the flexible support needed by a broad range of creative and cultural practitioners.

Date: Ongoing

2021/22 Budget: £22.4 million

Link: arts council.org.uk/DYCP

Improving training and development resources

We will identify training and development needs and provision and curate and commission resources to support creative and cultural practitioners.

Date: October 2021

2021/2 Budget: £150,000

Refreshing National Lottery Project Grants to improve support for individuals

We will refresh National Lottery Project Grants (NLPG) to enable us to invest more in individuals at the earliest stages of their careers. We will improve our support for individual creative and cultural practitioners from under-represented backgrounds and from parts of the country that have had least access to our funding.

Date: November 2021

2021/2 Budget: £99 million

Ensuring our National Portfolio provides better support to individuals

From 2023, we will fund a new National Portfolio of cultural organisations that are committed to providing more equitable and transparent support for creative and cultural practitioners and offer clear progression routes into the industry.

Date: January 2022

2021/2 Budget: N/A

Researching talent development pathways for young people

We will undertake research with others to help us better understand the barriers to children and young people developing their creative skills and talent post-pandemic. We will develop a methodology for tracking the progression of children and young people that is simple and communicable.

Date: March 2022

2021/22 Budget: £20,000

**Supporting a symposium for creative and cultural practitioners**

We will work with partners to support a symposium to bring together individuals, funders, organisations and wider partners to learn from the pandemic and improve support for individual practitioners in the short, medium and long term.

Date: January 2022

2021/22 Budget: £75,000

Maximising the impact of creative and cultural practitioners on the places they live and work

We will develop a toolkit to unlock the potential of creative and cultural practitioners' contributions to where they live and work and help them build sustainable careers post-pandemic.

Date: October 2021

2021/22 Budget: N/A



4. HELPING THE CULTURAL SECTOR TO WORK INTERNATIONALLY

Much of the success and global reputation of this country's cultural sector has been built on its skill at operating internationally, and the profile that has arisen from our leading cultural organisations and creative talents working easily and regularly all over the world.

The pandemic has seen the collapse of international touring alongside all other forms of face-to-face global exchange. In addition, the UK's departure from the European single market and customs union is bringing significant disruption to existing ways of working – not least in relation to European touring – for our cultural sector.

The immediate task of the Arts Council is to support the cultural sector to rebuild international partnerships and trading opportunities in the wake of the global shutdown caused by Covid-19. At the same time, we will help individuals and organisations adjust to the new trading and exchange arrangements that have come in to play as a result of our departure from the European single market and customs union and support them to take advantage of new international opportunities as they open up.

We will do this by working more closely with the other UK arts councils, and various sector groups and representative bodies, to commission and disseminate appropriate legal and practical advice, and to build the ArtsInfo Point in Wales into a reliable and trusted 'one stop' source for information.

Over the longer term, we will work with others – especially the British Council, the Department of International Trade and the UK's other arts councils – to provide advice, support, and investment stimulus to the English cultural sector to support international working. We will help the sector take advantage of new trading agreements that are put in place between this country and other nations and thereby maximise opportunities for international knowledge sharing, research, co-investment and trading for our country's arts organisations, museums and libraries, and the freelance creative community.

We will continue to support individuals looking to make a creative home in the UK through the Global Talent visa route. We will also work closely with DCMS to review and improve the Government Indemnity Scheme so that it continues to facilitate international loans and tours, as well as putting in place 'fit for purpose' export licensing mechanisms and regulations to ensure that the UK remains at the heart of the global art trade.

We will sustain our investment in international talent and market development opportunities and look to build on our successful investment in projects like Horizon, our new performing arts showcase in Edinburgh, the Future Arts & Culture Programme at SXSW, Under the Radar in New York, the UK-Canada Immersive Exchange programme, the UK/Hong Kong collaboration programme with the GREAT campaign, the Venice Biennale and the International Society of the Performing Arts (ISPA) Fellows programme.

Over the next three years we will look for additional opportunities to develop and showcase this country's creative and cultural talent on the international stage. We will negotiate a series of bilateral collaborations – initially with Denmark, France, and Germany – enabling those working in our cultural sector to develop partnerships with their international peers. We will also continue to support the development of international cultural policy and practice by playing an active membership role in international fora such as the International Federation of Arts Councils and Cultural Agencies, the International Society for the Performing Arts, the Informal European Theatre Meeting, the International Federation of Library Associations, and the International Council of Museums.



We want to see more international research and dialogue about the global collections held in our museums, and to encourage collaborative and inclusive approaches to working with those collections, based on a clearer understanding of their origins. We will support the development of new international partnerships that enable knowledge-sharing, co-investment and trading opportunities and deliver financial and cultural benefits for the country as a whole. And we want the organisations we support to continue to bring the very best of world culture here to delight our communities and to inspire current and future generations of librarians, curators and artists.

In all of this work, we will focus on opportunities to support the cultural sector to build on positive changes in practice that came about during the pandemic and put in place more environmentally responsible approaches to working internationally.

We want to ensure that, in the wake of the pandemic and the changes effected by our departure from the European Union, we have a cultural sector in this country that is outward-looking, globally connected, and committed to working with and learning from international talent and expertise.

Actions

Notes:

‘Date’ – This is the point when more information will become available. At that point we publish a link to that information under the relevant Action.

‘2021/22 Budget’ – This is the amount of programme funding Arts Council England has allocated to this Action in the period 1 April 2021 to 31 March 2022. This figure does not represent our full investment in an Action. Funding may have been allocated in previous years or may be planned in future years or may come from programmes that are separately budgeted (eg National Lottery Project Grants).

Refreshing National Lottery Project Grants (NLPG) to support a wider range of international activity

We will refresh NLPG so that it better supports a wide range of international activity, including touring, showcasing, talent and market development opportunities and collections research and collaboration by museums.

Date: November 2021

2021/22 Budget: £99 million

Supporting international learning through Developing Your Creative Practice

We will ensure that Developing Your Creative Practice continues to provide support for creative and cultural practitioners seeking to undertake international research and development.

Date: Ongoing

2021/22 Total DYCP Budget: £22.4 million

Link: arts council.org.uk/DYCP

**Enhancing advice to the UK cultural sector on visa and immigration issues**

We will work with Creative Scotland, Arts Council Wales and Arts Council Northern Ireland to build the capacity of the ArtsInfo Point and provide enhanced advice and support to the UK cultural sector on visa, work permit and immigration issues.

Date: Ongoing

2021/22 Budget: £60,000 (Arts Council England contribution to the four nations programme)

Link: arts council.org.uk/advice-and-guidance-library/arts-info-point-uk#section-1

Supporting increased international collaboration

In partnership with Creative Scotland, Arts Council Wales and Arts Council Northern Ireland we will help deliver a new pilot programme that will support mobility and collaboration between artists in at least two UK nations working with an international partner.

Date: October 2021

2021/22 Budget: £80,000 (Arts Council England contribution to the four nations programme)

Launching a new partnership programme with Germany

In partnership with Creative Scotland, Arts Council Wales, Arts Council Northern Ireland, Goethe Institut – London and Fonds Soziokultur, and the British Council in Germany we will deliver a new pilot programme that will support collaboration between cultural organisations in the UK and Germany to develop joint projects in the field of community-led arts practice.

Date: September 2021

2021/22 Budget: £20,000 (Arts Council England contribution to the four nations programme)

Agreeing a new Memorandum of Understanding with the British Council

We will sign a refreshed Memorandum of Understanding with the British Council, to formalise our continuing partnership work.

Date: September 2021

2021/22 Budget: N/A

Commissioning a new performing arts showcase in Edinburgh

We will commission Battersea Arts Centre, Dance 4, Fierce, Gateshead International Festival of Theatre, MAYK and Transform to pilot Horizon, a new performing arts showcase targeting national and international promoters at the Edinburgh Fringe Festival.

Date: August 2021

2021/22 Budget: £500,000

Link: horizonshowcase.uk



5. HOW THE ARTS COUNCIL WILL CHANGE

In *Let's Create*, we made clear that to deliver our new strategy and become a more effective national development agency for creativity and culture, the Arts Council will need to change. We have already demonstrated in the way that we responded at pace to the pandemic with our own Emergency Relief Funds and in our management of the Government's Culture Recovery Funds that we can be agile and adaptable.

Over the next three years, we will build on the lessons we have learnt from the pandemic. We will accelerate the changes that need to take place so that we can embody fully the four Investment Principles that underpin *Let's Create*. We will be clearer in our commitment to supporting ambition and quality, and we will continue our work in reducing our environmental impact. We will also become more inclusive and relevant, and more dynamic.

We will ensure that we approach everything we do from the perspective of our 'customers': the individuals and organisations seeking investment and development support from us; the local and national partners and co-investors looking to work with us; the Government, which will hold us to account for the money we invest on its behalf; and the public, who are the ultimate beneficiaries of everything we do.

We aim to be relevant and accessible to all those customers and will ensure that external voices continue to shape our work through our Area and National Councils, through new race, disability and youth advisory groups, and via the use of external advisory groups for all major projects. We will commit more of our staff development time to support communities, cultural organisations and creative and cultural practice with which the Arts Council has been historically less engaged.

All of our processes and decisions will be based on fairness and equity. We will focus on making high-quality decisions and learning all the time from what we do. Our ambition is to improve continuously and set higher and higher standards for efficiency, effectiveness and excellence in the way we serve the needs of our customers. We will adopt new ways of working to achieve greater organisational efficiency and better use of our office locations.

We will continue our progress in becoming an agile, innovative and responsive organisation, where staff work flexibly, and in which appropriate technology is deployed. We will equip our workforce with the skills to adapt to changing circumstances and demands.

We will set clear targets that enable us to lead the way as an environmentally responsible arm's-length body, both in our working practices and in the decisions we make. We will set targets to ensure we are an inclusive employer whose workforce is reflective of contemporary England.

Underpinning these changes will be the implementation of a new data strategy. We will become an ethical, open-data organisation, in which evidence is core to what we do – enabling us to make better, more informed policy, and to show evidence of the impact and benefit of our work. We will invest in improving our data infrastructure and literacy to improve our policy making and insight.

Finally, we will ensure that our values – 'we care, we learn, and we are ambitious' – are embedded in all of our work.

Actions**Strengthening our commitment to Ambition & Quality**

- We will introduce a new electronic licensing system to improve the quality of our support for the art market in this country and ensure that we remain a globally competitive centre for the international trade in arts and antiquities.

Date: Autumn 2021

- We will commit more of our staff development time to improve the quality of support and advice we provide to underserved communities and a wider range of cultural practice.

Date: Ongoing

- We will consolidate the Arts Council Collection's two art stores into a new location in Coventry and contribute to the legacy of the City of Culture programme. This state-of-the-art logistics centre will give long-term space for growth and enable a more ambitious national touring and lending programme and provide opportunities for improved collaboration and efficiencies.

Date: Spring 2024

Strengthening our commitment to Dynamism

- We will continue to build an organisational culture that supports the learning and development, and wellbeing of our staff by targeting achievement of the Investors In People platinum standard.

Date: March 2022

- We will roll out a new data strategy, which will include establishing a new insight team bringing together our research and data analysis functions under the leadership of a new chief data officer.

Date: Ongoing

- We will launch a new investment vehicle, established as a trading subsidiary of Arts Council England, to provide new forms of social investment across the cultural sector with an initial focus on touring.

Date: April 2022

Budget 2021/22: £2 million

Strengthening our commitment to Environmental Responsibility

- We will undertake an organisation-wide environmental review. We will then publish a new environmental policy and action plan that includes clear targets and a series of actions that will underpin our own net zero pathway.

Date: November 2021 (to coincide with COP 26)

Strengthening our commitment to Inclusivity & Relevance

- We will set targets to make our workforce, leadership and governance more representative of the country and report annually on progress. [Read more detail on our targets](#)

- We will increase the proportion of our staff based in offices outside of London. Currently, 71% of staff are based in offices outside London and, over next three years, we aim to move 30 more national roles out of London.

Date: 2024

- We will publish annual data on our staff gender and ethnicity pay gaps.

Date: March 2022

- We will establish a Youth Advisory Board to provide advice and input by young people for all our policy development work.

Date: September 2021

- We will review all our Museums and Cultural Property panels and committees to ensure they have access to the necessary knowledge and skills to inform their work and that they are representative and inclusive in their membership and practice.

Date: March 2022



EQUALITY OBJECTIVES



IMPROVING ACCESS AND OPPORTUNITY AND ACHIEVING OUR EQUALITY OBJECTIVES

Our Equality Objectives 2021-24

- *We will ensure a more equitable distribution of our investment to improve opportunities for everyone, especially those with under-represented protected characteristics and from disadvantaged socio-economic groups.*
- *We will invest in inclusive cultural organisations whose leadership, governance and workforce – and the independent creative and cultural practitioners they support – represent the diversity of contemporary England.*
- *We will invest in a cultural sector that is more relevant to all of England's communities, especially those that have been historically underserved by public investment in culture.*
- *We will become a more inclusive and relevant national development agency for creativity and culture that models good practice.*

We have a legal duty to consider equality in our policy making. We aim to prevent discrimination and promote equality and diversity for people from protected characteristic groups defined in the Equality Act 2010 – including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We also recognise the barriers that arise from class and socio-economic status and will seek to go beyond our legal duty to ensure that the work we invest in is reflective of the diversity of contemporary England. In addition, we take into account the geographic distribution of our investment and other resources to try to ensure that our support reaches all parts of this country.

The four Equality Objectives set out how we will put our legal duty into action over the next three years. They will remain in place for the duration of this Delivery Plan. These objectives will inform the design and delivery of all our work and will be supported through the development of discrete Equality Analyses for all new work that we undertake. You can read the one for this Delivery Plan [here](#).

These Equality Analyses are designed to ensure that no one with a protected characteristic or from a lower socio-economic background is impacted adversely by our investment programmes or other development work.

Our commitment to this is not only about fulfilling a legal duty. The only stable foundation for a sustained recovery for the cultural sector is one where it reaches more people, nurtures talent wherever it is found and finds inspiration from every quarter. Everyone should have a chance to discover the cultural sector and make a career in it if they have the talent.

A number of the Actions set out under each of the Themes are specifically designed to further our Equality Objectives and to create the conditions for more equitable distribution of our investment. They are also designed to help build a sector that is more inclusive of and relevant to the communities we serve. Critically, they require the Arts Council to lead by example through the targets we set, and the culture change we are committing to.



These Actions are informed by what the latest evidence and data is telling us on where we should focus our resources and are supported by targeted implementation plans. The Actions will be reviewed and reported annually and include data on the workforce, leadership, governance and audience of our National Portfolio. They will also include an analysis of the profile of individuals and organisations receiving our investment as well as information on the make-up and location of Arts Council staff.

It will only be possible to deliver *Let's Create* if there is shared commitment across the cultural sector to creating more inclusive working environments that develop and value all our talent. This means that we will actively support the development of safe workplaces where harassment and discrimination are challenged and eliminated so that everyone is treated equitably and fairly and supported to realise their full potential.

At the core of our work to deliver our Equality Objectives will be the roll out of our four Investment Principles and especially our Inclusivity & Relevance principle. As we implement *Let's Create*, we will tie more and more of our investment to evidence that applicants are embedding our four Investment Principles in their work. This will include expecting applicants to provide evidence that their governance structures, leadership, workforce, volunteers, audience and programming are increasingly representative of their communities.



MEASURING IMPACT



Measuring impact

In *Let's Create*, we made a commitment to develop a set of performance measures that will set out how we will track and report on progress in achieving our Outcomes, as well as the work set out in each of our Delivery Plans. We also promised to provide a clearer account of the impact we, those we invest in, and the wider cultural sector make.

We have developed an Impact Framework to help us do this. It sets out the measures we will use over the lifetime of *Let's Create* to assess progress towards our three long-term Outcomes – Creative People, Cultural Communities, and A Creative and Cultural Country.

The Framework also sets out the measures we will use to demonstrate progress on each of the five Themes in this Delivery Plan and how our delivery against these Themes contributes to the long-term changes set out in *Let's Create*.

As an arm's-length body we have also agreed a set of Key Performance Indicators (KPIs) with our sponsor department DCMS. They create a link between *Let's Create*, our Delivery Plan Themes and the Government's priorities to which our work contributes.

We know that our activity is only part of the picture, and that the support, partnership and actions of individuals and organisations across the cultural sectors and beyond will play the largest part in the delivery of *Let's Create*. Our Impact Framework seeks to measure both the direct achievement of our work as a development agency and the wider societal change that we are contributing to.

We recognise that capturing data on the impact of our work is challenging and we will refine and improve our approach as we learn from our experience. However, we also recognise that this work is essential if we are to demonstrate effectively how we invest public money for public benefit.



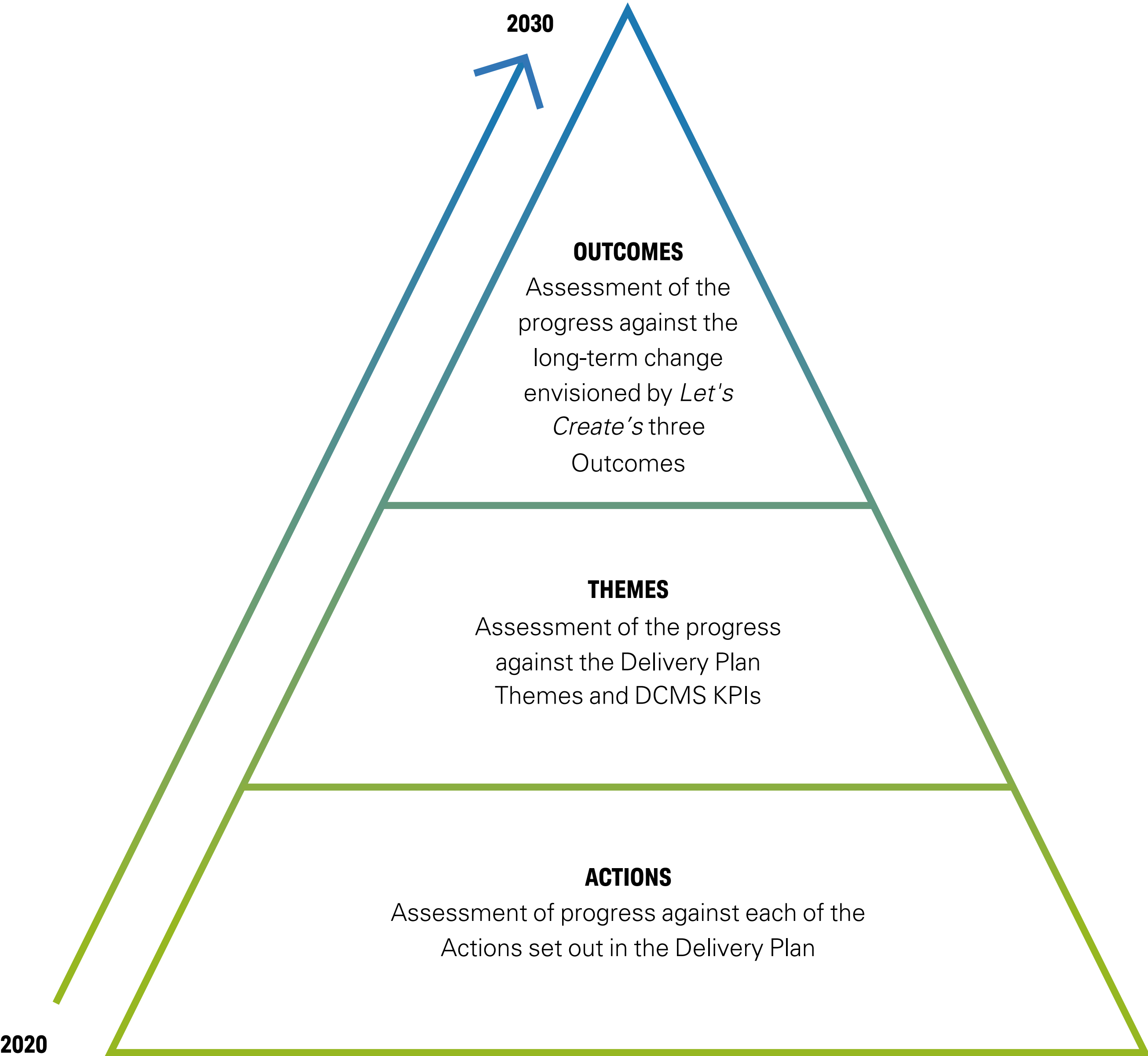
The framework is simple; we see it as a pyramid:

At the bottom, the **Actions** are the foundations – the progress we are making in delivering the list of Actions that we have set out under each of the Themes in this Delivery Plan. We will use these to help us refresh our Delivery Plan.

In the middle section, the **Themes** set out the progress we are making against each of the Themes in this Delivery Plan as well as how we are performing against our DCMS KPIs. They provide early information on whether we are on track towards delivering our three Outcomes and embedding our Investment Principles. We will report on these annually.

At the top, the **Outcomes** set out the progress we are making against the three Outcomes and the long-term change set out in *Let's Create*. We will report on these every three years.

In order to gather the evidence to report against this Impact Framework, we will invest in new data collection surveys including a large-scale national Creative & Cultural Lives Survey and a survey of individual creative and cultural practitioners. We will also review and refresh how we gather data from our National Portfolio and other grant recipients, with a focus on improving the quality, timeliness and relevance of that data.





Our Impact Framework

We have identified a set of key indicators that we will use to track the long-term impact of our work in delivering *Let's Create*. They will help us to account for our contribution and track the cumulative impact of work across the sector to deliver our ambitions by 2030.

<i>Let's Create</i>	Creative People	Cultural Communities	A Creative and Cultural Country
THE CHANGE WE WANT TO SEE	<i>Everyone can develop and express creativity throughout their life</i>	<i>Villages, towns and cities thrive through a collaborative approach to culture</i>	<i>England's cultural sector is innovative, collaborative and international</i>
THE INDICATORS OF CHANGE	<ul style="list-style-type: none">— A broader range of people are participating in creative activity e.g. playing an instrument, creative writing, etc.— More children and young people from all backgrounds participate and progress in developing their creativity.	<ul style="list-style-type: none">— Community engagement in local culture is broad and representative of the local population.— Communities engage in and shape cultural provision so that it is more relevant to the community.— Communities value culture for the social and economic benefits it brings.	<ul style="list-style-type: none">— The workforce of the creative and cultural sector reflects the diversity of England.— Pathways into careers in the creative and cultural sectors exist and are accessible to children and young people regardless of background.— Cultural organisations are collaborative, sharing resources, learning from each other and establishing new partnerships in the education, technology and charitable sectors and with the commercial sector.— The cultural sector contributes to England's international reputation for creativity and builds sustainable international partnerships.



Let's Create	Creative People	Cultural Communities	A Creative and Cultural Country
<p>THE DATA AND EVIDENCE</p>	<ul style="list-style-type: none">— Demographic picture of individuals participating in creative activity in England by age, gender, ethnicity, disability and socio-economic breakdown.— What do they do? How do they participate? Who with? How often?— More children and young people are able to progress in their creative lives. <p><i>Drawn from our new Creative and Cultural Lives Survey, Music Education Hub data and individual programme evaluations</i></p>	<ul style="list-style-type: none">— Geographic and demographic picture of individuals engaging in culture in local areas and our priority places.— Partnership working between arts organisations, museums and libraries and local communities and other local partners.— Extent to which people feel that culture contributes to their sense of belonging – wellbeing, relief from loneliness, community cohesion.— Economic value of the local cultural sector, for example number and distribution of jobs, GVA, tourism. <p><i>Drawn from bespoke economic research reports on National Portfolio and Project Grant data, and our Creative and Cultural Lives Survey</i></p>	<ul style="list-style-type: none">— Profile of individual creative and cultural practitioners.— NPO workforce and leadership breakdown by age, gender, ethnicity, disability, socio-economic background:<ul style="list-style-type: none">– Demographic profile of new entrants to workforce and leadership– Career progression of workforce from protected characteristics groups— Number of active formal partnerships in place between NPOs and:<ul style="list-style-type: none">– Community partners– Higher/further education– Commercial partners– International partners— Creative industries and cultural sector exports and imports. <p><i>Drawn from Creative and Cultural Lives survey, National Portfolio, MEH and Government data, and Arts Council England Freelancer survey</i></p>



Delivering change through our Delivery Plans

For each of the Delivery Plans we will follow during the lifetime of *Let's Create*, we will set out key measures against which we will track our activities and evidence the changes they are designed to produce.

For this first Delivery Plan we have set key measures for each of the five Themes and our Equality Objectives. The DCMS KPIs act as a complementary set of measures that will also allow us to track progress against each Theme.

In addition to these measures, we will continue to use case studies to help tell the stories of the organisations and individuals our investment supports.

Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
BUILDING A 'FIT FOR THE FUTURE' CULTURAL SECTOR	<ul style="list-style-type: none">— Take up and use of the Investment Principles tools and resources (engagement with online resources + participation on development programme).— National Portfolio Organisations in the 2023+ portfolio that have committed to develop a net zero carbon pathway within their environmental action plan.— Number of organisations responding to the Environmental Responsibility Investment Principle in National Lottery Project Grants.	<p>Opening up access Percentages for each protected characteristic (Black, Asian and ethnically diverse, LGBTQ+, female, disabled, age) and a breakdown by socio-economic background:</p> <ul style="list-style-type: none">— NPO board membership— NPO leadership— NPO workforce— NPO audiences <p>Resilience and Dynamism Contributed and earned income in National Portfolio Organisations:</p> <ul style="list-style-type: none">— Increases in percentage of contributed/earned income— Breakdown by five Arts Council Areas <p>The number of organisations and individuals engaging with the Digital Culture Network:</p> <ul style="list-style-type: none">— Breakdown by five Arts Council Areas
INCREASING OUR SUPPORT FOR INDIVIDUALS	<ul style="list-style-type: none">— Increased financial support for individual creative and cultural practitioners (first-time funding recipients and demographic data by age, ethnicity, disability, gender, socio-economic background).— Number and profile of individuals accessing training and development opportunities.	



Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
STRENGTHENING OUR PLACE-BASED APPROACH AND CONTRIBUTING TO LEVELLING-UP	<ul style="list-style-type: none">— Increase in investment in priority places 2021-24.— Percentage of Arts Council funding spent in priority places.— % increase in the number of Library and Museum National Lottery Project Grant applications, success rate and increase of % in overall funding.	<p>Levelling up Percentage of overall Arts Council funding spent in areas of low cultural engagement as defined by the Active Lives Survey.</p> <p>Youth The total number of children and young people attending events and activities provided by Arts Council NPOs in areas of low cultural engagement as defined by the Active Lives Survey.</p>
HELPING THE CULTURAL SECTOR TO WORK INTERNATIONALLY	<ul style="list-style-type: none">— Number and profile of individuals/organisations reached as a result of collaborative work between the four nations’ Arts Councils (number of unique website visitors to Arts Infopoint UK and number of grant awards from joint programmes).	<p>International Number of international engagements undertaken by NPOs, broken down by live and digital, international region/country, and by size of organisation.</p>
HOW THE ARTS COUNCIL WILL CHANGE	<ul style="list-style-type: none">— Data on geographic location of Arts Council staff.— Progress by the Arts Council on its net zero carbon pathway.— Progress on the implementation of new data strategy’s milestones.	<p>Opening up access %s for each protected characteristic [Black, Asian & ethnically diverse, LGBTQ+, Female, Disabled, Age] and a breakdown by socio-economic background):</p> <ul style="list-style-type: none">— Arts Council board membership— Arts Council leadership— Arts Council workforce <p>Cultural Property Report against key DCMS targets:</p> <ul style="list-style-type: none">— Export licences issued within five working days of the Arts Council receiving the application (unless information is missing from the application; the application needs to be referred to an Expert Adviser; or further enquiries need to be made in respect of the object's provenance).



Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
		<ul style="list-style-type: none">— Report to DCMS on the applications considered at each Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest (RCEWA) meeting within two weeks of the meeting.— Government Indemnity Scheme claims with recommendation submitted to DCMS within two weeks of receipt of all paperwork.
EQUALITY OBJECTIVES (IN ADDITION TO THE MEASURES ALREADY REFERRED TO UNDER THE THEMES ABOVE)	<ul style="list-style-type: none">— Data on NPO 2023+: analysis of leadership by disability, ethnicity, gender, sexuality and socio-economic background (number of NPOs and percentage of total investment).— Data on NLPG awards made to organisations with Black, Asian and ethnically diverse, disabled, female and LGBT leadership (number of awards and % of total investment).— Data on DYCP awards made to Black, Asian and ethnically diverse, disabled, female and LGBT applicants (number of awards and percentage of total investment).	



Contact

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