



Arts Council England
Corporate Plan
2015-18

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1. Introduction

This is the Arts Council's three-year plan for 2015-18, outlining the activity we are planning to undertake to achieve our five goals and other objectives over that period. It is primarily an internal document to inform our internal departmental planning and staff objectives.



2. About us

About us

Our role

Arts Council England's role is to champion, develop and invest in arts and culture in England.

Our Mission

Our Mission is 'Great art and culture for everyone'. In 2010 we published our ten-year strategy, *Achieving great art for everyone*, which was refreshed in 2013 as *Great art and culture for everyone*, the 'green book' that includes our new responsibilities for museums and libraries. This strategy shows how we will secure the legacy of our arts, museums and libraries. It outlines how we will deliver on our role as a dedicated national investment and development organisation for the arts and culture, acting strategically to ensure the health of the whole cultural ecology in 2015-18.

Our strategy contains five goals that we share with the arts and culture sector. These are:

- Goal 1. Excellence is thriving and celebrated in the arts, museums and libraries
- Goal 2. Everyone has an opportunity to experience and be inspired by the arts, museums and libraries

- Goal 3. The arts, museums and libraries are resilient and environmentally sustainable
- Goal 4. The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled
- Goal 5. Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

This plan for 2015-18 describes how we will deliver these five goals. It also shows how we will develop our staff, improve our efficiency and effectiveness and widen our engagement with stakeholders over that period.

This plan should be seen as a continuation of our corporate plan for 2012-15. It is a live document that directs and is informed by our work. We will review this plan at least once a year, ensuring that it takes account of any changes in circumstances.

We are in the process of carrying out a mid-term review of our ten-year strategy and our five goals. The results will be published later in 2015.

Our values

Arts Council England and all those who work on our behalf aspire to be:

- passionate: we believe in the fundamental power of the arts to transform lives
- bold: we have the confidence and the courage to take risks and explore new ideas and we encourage others to do the same
- nurturing: we help support growth, creativity and innovation in others
- knowledgeable: we share the experience and expertise of our people and our partners within a learning environment
- collaborative: we listen to and work with our people and our partners to ensure we are greater than the sum of our parts
- accountable: we are open and transparent in our decision-making and how we spend money

Our governance

Arts Council England is a charity as well as a non-departmental public body. Our board of trustees or our governing body is our National Council, which is led by our Chair, Sir Peter Bazalgette, and is comprised of 13 other members appointed by the Secretary of State for Culture, Media and Sport.¹

National Council is advised by an Executive Board led by the recently appointed Chief Executive,

¹ The London member is appointed by the Mayor of London with the approval of the Secretary of State

Darren Henley. It has delegated responsibility for operational matters to the Executive Board.

National Council has established five area councils covering the Midlands, London, North, South East and South West to advise it on strategy, make key funding decisions on its behalf, and to act as its eyes and ears on the ground.

National Council has also appointed an Accreditation Committee, a Designation Panel and an Acceptance in Lieu Panel to advise, and take key decisions on, the accreditation of museums, designation of collections and the advice to be given to HM Revenue and Customs on the value of cultural objects offered in lieu of tax.

As a non-departmental public body we receive funding from central government. Our relationship with central government is regulated through a management agreement with the Department for Culture, Media and Sport. In addition, the Secretary of State for Culture, Media and Sport may set priorities for the Arts Council from time to time. The government's priorities for the Arts Council in 2015-16 are:

- contributing to the government's Growth Agenda, including a focus on cultural tourism and providing support for the visitor economy
- strengthening the resilience of the sector,

building on existing work to develop philanthropy in the sector, adding further impetus to organisations' efforts to increase their share of earned income, and harnessing new digital opportunities

- supporting international cultural exchange and building relationships which help develop the culture sector in this country and assist export promotion in that sector, as well as contributing to England's image abroad, including through the GREAT Campaign
- music and cultural education
- demonstrating leadership and support of the cultural legacy of the Olympic and Paralympic Games

We expect to receive details of the government's priorities for the rest of the period covered by this plan following the Spending Review.

Our investment

Between 2015 and 2018, Arts Council England will invest a projected £1.1 billion of public money and approximately £630 million of income from the National Lottery in the arts and culture sector. We offer three main types of investment:

- funded organisations: we provide funding to a portfolio of 663 arts organisations and 21 regional museums across the country to

enable them to deliver their business plans and advance our five goals

- Grants for the arts: this is a continuous programme open to applications for smaller sums of funding from individual artists, arts organisations for a wide variety of arts projects
- strategic investments: we use targeted strategic investment to assist our development role by addressing specific challenges and exploiting opportunities for the sector. This includes investment in capital projects to support resilience

Our context

The following considerations are likely to shape the implementation of this plan:

- the 2015 Spending Review: we have had significant reductions in our grant from central government, amounting to 36 per cent since 2010. After the General Election of May 2015, there may be an emergency budget. We are expecting a comprehensive spending review in the autumn. This plan assumes, at best, a standstill in Grant-in-Aid. Any shortfall will have implications across all our work, including our plans to strengthen the cultural infrastructure and capacity outside London, and to deploy an increased proportion of our investment away from London. While we will remain committed

to increasing the proportion of investment outside London this must be at a rate that does not damage either the London or national ecology

- reductions in local authority funding: local authorities received a 28 per cent cut in grants from central government in the 2010 Spending Review, and this led to significant reductions in their support for art and culture. However, many councils understand the importance of art and culture to the communities that they serve, and have worked hard to protect local cultural sectors. In 2015/16 local government will face a further 10 per cent cut in central grants and some authorities are modelling cuts of a similar magnitude from 2016-19. This is likely to reduce further the capacity of many local authorities to support arts and culture and to be effective partners for the Arts Council
- making the case for public investment: in this context it is more important than ever that we fulfil our role as advocates for the value of art and culture and, working with our stakeholders, make the case for sustained public investment. In particular, we will continue to demonstrate the arts and cultural sector's important contribution to the success of the creative industries
- resilience: uncertainty about levels of investment means that we must continue

to encourage the resilience of the arts and culture sector, so that organisations are able to take such opportunities as there are while minimising financial risks. We have accordingly brought a new focus to the preparation of business plans, and the ways in which organisations can form a wide range of strategic partnerships and build supportive relationships with funding bodies and with their communities. However, we will further develop fundraising capacity in the sector, invest in skills, encourage data collection, sharing and analysis, and support the use of digital technology to engage more audiences and increase revenue streams. Effective resilience will also require the successful promotion of diversity within the sector, and the implementation of the Creative Case for Diversity, through which new talent and new audiences can be found. To multiply the impact of resources, the Arts Council will work increasingly as a partner and broker of relationships across central and local government, arts and culture producers, education, businesses and charities

- the Arts Council's operational capacity: we have reduced expenditure on our administration by £53.7 million since 2010. Administration costs as a percentage of our income have dropped from 6.86 per cent to 4.78 per cent over the last five years. We have achieved these costs savings through a

major restructure which involved reductions in numbers of staff and operational property as well as changes to our business systems and processes. We have also created a more devolved and adaptable organisation, geared to the local delivery of a national strategy. Delivering this three-year plan will depend on our continuing ability to adapt; retaining a motivated and talented workforce; and ensuring we have the right systems and processes to support our staff in their work.



3. Equality and diversity

Equality and diversity

We are committed to equality and diversity and we have set five objectives for equality and diversity over the period 2015-18. They are to:

- promote the Creative Case for Diversity
- invest to encourage more diverse audiences for arts and culture
- support diverse leaders and promote a more diverse workforce, with fairer entry and progression routes
- improve the quality of data available to inform our decision-making on equality and diversity
- continue to develop the Arts Council's capacity to respond to the equality and diversity agenda

These objectives have informed the plan of activity for 2015-18 set out in the next section. They have been embedded into our plans for all our goals, the work we plan to do to improve our operational effectiveness, and the way we engage with stakeholders. We have also produced an equality action plan for 2015-18 which brings together the activity we are planning to undertake to achieve our equality objectives.

[Click for: Equality and diversity action plan for 2015-18](#)



4.

Key activity 2015-18

Key activity 2015-18

This chapter outlines at a high-level our planned activities for 2015-18. It is split into three main sections:

- (a) Our five strategic goals
- (b) Operational efficiency and effectiveness
- (c) Measuring success

For each item of activity, delivery and reporting lead(s) have been identified.

The delivery lead column identifies those directors and teams that are expected to make a significant contribution to the activity listed and we would expect to see this activity reflected in their directorate/team plans and individual objectives. However, we have only identified the main contributors in this plan. Although your team may not have been named alongside a particular activity, this does not exclude you having a role in delivering it or ensuring its success.

This three-year plan is supported by one-year departmental/area operational plans that identify in more detail the resources involved as well as the timescales and key milestones.

The reporting lead is accountable for reporting on the achievement of the activity or task to the Executive Board lead as required. It is via the one-year operational plans that we expect directors to report annually on progress.

Our five strategic goals

The goals section of this chapter is structured around the 'What we will do statements' of our ten-year Strategic Framework, *Great art and culture for everyone*. This plan explains how we will put these statements into effect. There is also an appendix on Equality and diversity and a set of area, artform, museum and library appendices which outline how areas, artforms and the cross-cutting teams will focus their resources in the light of this three-year plan.

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

1.1	Use our expertise, national overview and local knowledge to invest in such a way that encourages and requires artistic and cultural excellence in arts organisations and regional museums	Delivery Lead(s)	Reporting Lead
	We will put in place a new Relationship management framework and monitor and review the contribution that our 663 National portfolio organisations and 21 Major partner museums are making towards goal 1.	Director Investment Area Directors	Director Investment
	We will continue to deliver our artistic and quality assessment programme to provide information to ourselves and to funded organisations on the quality of the work we invest in.	Director, Policy and Research	Director, Policy and Research
	We will develop and pilot a national set of quality measures, co-authored with the sector and designed to supply us and the sector with better data on how organisations, their peers and the public view the quality of the work we invest in.	Director, Policy and Research	Director, Policy and Research

1.2	Invest in arts and cultural organisations that are committed to equality and diversity and its application in the production of their work	Delivery Lead(s)	Reporting Lead
	We will monitor how well National portfolio organisations and Major partner museums implement the Creative Case for Diversity as part of their business plans.	Senior Manager, Diversity Area Directors	Senior Manager, Diversity
	We will consider the potential and likely equality impact of all our strategic funds prior to launch; to ensure that all our strategic funding programmes promote and contribute to equality and diversity.	Senior Manager, Diversity	Senior Manager, Diversity
	We will invest £6m in a new strategic diversity fund in 2015 in order to address issues identified by the Equality analyses that accompanied the 2014 National portfolio organisation and Major partner museum investment round.	Senior Manager, Diversity	Senior Manager, Diversity

1.3	Invest in artists and organisations that practise ambitious programming, encouraging audiences and users to expand their horizons and explore new ideas	Delivery Lead(s)	Reporting Lead
	We will invest £35.2m in a new Ambition for excellence fund to support arts organisations, especially outside London, to work in collaboration with partners in England, the rest of the UK and abroad to deliver ambitious programming.	Director Combined Arts Area Directors	Director Combined Arts
	We will invest in The Space as part of a partnership with the BBC to support artists to develop ambitious new digital artworks.	Director Creative Media	Director Creative Media
	We will invest £1.75m in a joint programme with Innovate UK to encourage collaboration and experimentation between artists and technology companies.	Director Creative Industries	Director Creative Industries
1.4	Use our collections schemes and cultural property functions to enable exceptional collections to enter public ownership and be more widely accessed	Delivery Lead(s)	Reporting Lead
	We will implement the refreshed Designation scheme which aims to identify and celebrate the museum, library and archive collections of national importance. In addition we will invest £1.4m over two years in projects that help to develop these collections and their research value.	Director Acquisitions, Exports, Loans and Collections Unit (AELCU)	Director AELCU
	We will continue to deliver the Acceptance in lieu scheme and Cultural gifts scheme, seeking to maximise the benefit of the £40m available to be settled on the schemes, and bring outstanding collection items into a wide range of UK collections.	Director AELCU	Director AELCU
	We will invest £1m in the Arts Council/V&A Purchase Grant Fund and PRISM fund to enable non-national museums to acquire and conserve collections relating to the arts, history, literature, science, technology and industry.	Director AELCU	Director AELCU

1.5	Help to re-think the way in which library spaces are designed and used, with a particular focus on encouraging artistic and cultural activity	Delivery Lead(s)	Reporting Lead
	We will invest £6 million via Grants for the arts to encourage high-quality artistic and cultural activity in libraries across England.	Director Libraries Area Directors	Director Libraries
	We will make an active contribution to the work of the new Libraries task force, including contributing resources and capacity for activity that is consistent with our development priorities for libraries.	Director Libraries	Director Libraries
1.6	Invest in arts organisations that are committed to the development of artistic talent	Delivery Lead(s)	Reporting Lead
	We will review the talent development activities of our National portfolio organisations and use this information to produce a map of the talent development activities our National portfolio organisations support.	Director Visual Arts Area Directors	Director Visual Arts
	We will work with dance communities and local authority partners to develop dance hubs in Birmingham and Leeds that will develop, retain and attract dance talent.	Director Dance Area Directors North and Midlands	Director Dance
	We will scope how theatre will be produced in the 21st century – particularly in buildings – to ensure we invest in an early 21st-century model that is relevant to theatre-makers, audiences and the wider creative industries.	Director Theatre	Director Theatre
	We will review how well our funding programmes support career progression for independent artists.	Director Visual Arts Director, Literature	Director Visual Arts
1.7	Work with further and higher education institutions to ensure that artistic talent is being developed and nurtured	Delivery Lead(s)	Reporting Lead
	We will encourage further and higher education institutions to work more closely with arts and cultural organisations to support the arts and culture ecology in their localities.	Area Directors Director Children, Young People and Learning	Director Children, Young People and Learning

1.8	Work with partners such as the British Council to promote international exchange and export, enabling artists across England to learn from their peers and develop the artforms, and giving audiences access to the best international work	Delivery Lead(s)	Reporting Lead
	<p>We will invest in grant programmes to encourage cultural exchange, including in collaboration with the GREAT Campaign:</p> <ul style="list-style-type: none"> • Ambition for excellence (see 1.3 page 13) will support English organisations and artists to engage in international exchange with their peers • £2.25m within the Strategic touring programme to support inbound international touring • £2.25m in the Artist international development fund which we will deliver in partnership with the British Council to encourage artists, producers and curators to develop international contacts • £1.5m in Reimagine India to support the exchange of work, talent and ideas between artists in this country and India and delivered in partnership with the British Council. A further £1.5m will support work with a further country of focus. This programme will contribute to a GREAT Campaign priority country 	Director International Area Directors	Director International
	We will continue to use our artform expertise to assess Tier one exceptional talent and promise visa applications on behalf of the Home Office, allowing the very best international artists to work in England.	Director International	Director International

1.9	Invest in activities that build on the cultural legacy of the London 2012 Olympic and Paralympic Games	Delivery Lead(s)	Reporting Lead
	We will use our Ambition for excellence fund (see 1.3 above) to develop the outdoor arts sector and sustain the legacy of London 2012.	Director Combined Arts Area Directors	Director Combined Arts
	We will invest an additional £1.8m in Unlimited to celebrate and promote the work of deaf and disabled artists.	Senior Manager, Diversity Director, London	Senior Manager, Diversity
	We will work with partners (Greater London Authority, Department of Culture, Media and Sport, British Council, Foreign and Commonwealth Office, Visit Britain and UK Trade and Investment) to support and promote the Culture diary – an online resource to connect international activity in the arts with embassies, British Council offices and trade delegations across the globe.	Director International	Director International
	We will invest £3m to support Hull as City of Culture in 2017 and its goal to use culture and creativity to drive lasting social regeneration.	Area Director North	Area Director North

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

2.1	Invest in artists and organisations that ensure their high-quality work, collections, exhibitions and programmes reach as large and diverse an audience as possible	Delivery Lead(s)	Reporting Lead
	We will monitor how well our National portfolio organisations and Major partner museums develop and implement their audience development plans and collect and share data and insight about audiences.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences
	We will ensure all National portfolio organisations sign up to Audience finder and have data-sharing arrangements in place with their partner companies by 1 April 2016.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences
	We will ask our 20 largest-funded National portfolio organisations to gather data on audiences by age, gender, ethnicity and disability and report on this on an annual basis.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences
	We will invest £1.65m in a new Audience focus research and development fund to support arts organisations to experiment with data and digital technology to reach audiences.	Director Engagement and Audiences	Director Engagement and Audiences
	We will use the Grants for the arts advice framework to improve the quality of Grants for the arts applications from areas of low arts activity or provision, for activity we do not currently fund and from underrepresented groups.	Director Investment Area Directors	Director Investment
	We will support the Arts Marketing Association in developing Culture Hive and the associated training programme and to encourage funded organisations to share their experiences of implementing audience development plans with the wider cultural sector.	Director Engagement and Audiences	Director Engagement and Audiences

2.2	Invest in the capture, creation, production and distribution of arts and culture through digital technologies and platforms	Delivery Lead(s)	Reporting Lead
	We will monitor the extent to which National portfolio organisations and Major partner museums capture and distribute digital content.	Director Creative Media Area Directors	Director Creative Media Area Directors
	We will clarify our guidance to ensure that Grants for the arts supports the making and distribution of new work using creative media and the use of digital technology to grow audiences and develop business models.	Director Creative Media	Director Creative Media
	We will invest in a Performance live programme to help organisations capture high-quality performances digitally so that they can be shared with wider audiences, online or through other distribution platforms.	Director Creative Media	Director Creative Media
2.3	Support arts and cultural organisations to catalogue, link and archive digital content for current and future audiences, and form partnerships that will help more people access arts and culture on digital platforms	Delivery Lead(s)	Reporting Lead
	We will invest £1.8m in a new Multi-channel network for the arts with the aim of improving the quality and reach of arts video content online.	Director Creative Media	Director Creative Media
	We will support programmes, such as the Society of Chief Librarians Universal offers, that provide libraries with the digital infrastructure to enable individual and community access to the full range of library services.	Director Libraries	Director Libraries
2.4	Work with the library network to increase access to arts and culture	Delivery Lead(s)	Reporting Lead
	We will invest £6m via Grants for the arts to encourage high-quality artistic and cultural activity in libraries.	Director Libraries Area Directors	Director Libraries
	We will promote the use of libraries as touring venues through the strategic touring programme.	Director Touring Area Directors	Director Touring

2.5	Increase the geographical reach of arts and culture through funding the touring of work	Delivery Lead(s)	Reporting Lead
	We will invest £23m in our Strategic touring programme with the aim of strengthening relationships between presenters and producers of work, helping the arts reach new audiences in places of low engagement or low provision, and reaching those audiences less engaged with the arts throughout the country.	Director Touring Area Directors	Director Touring
	We will invest £1.5m alongside Creative Scotland, Arts Council of Wales and Arts Council of Northern Ireland to enable and support cross-border touring.	Director Touring	Director Touring
	We will invest £3.6m in new national homes outside London for the Arts Council Collection to increase the geographical reach of the collection.	Director Visual Arts Area Directors	Director Visual Arts
	We will continue to deliver the Government indemnity scheme to enable a wide range of exhibitions and loans activity in venues across the country that would not otherwise be possible.	Director AELCU	Director AELCU

2.6	Encourage the public to get involved in shaping local arts and cultural provision	Delivery Lead(s)	Reporting Lead
	We will use the Creative people and places programme (See 2.7 below) to increase opportunities for a community voice in arts programming and decision-making.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences

2.7	Invest in long-term collaborations between local communities, arts and cultural organisations, local authorities and the private sector to encourage inspirational culture programmes, particularly in places where engagement is low	Delivery Lead(s)	Reporting Lead
	We will explore and invest in opportunities to demonstrate that the arts can deliver a wide variety of benefits to people and communities, eg the Arts and older people programme (delivered in partnership with the Baring Foundation) or the Family arts festival.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences
	We will invest £20m in our Creative people and places programme to support places of greatest need, and to develop partnerships between arts organisations, museums, libraries, local authorities and local communities in order to deliver sustainable arts and cultural programmes.	Director Engagement and Audiences Area Directors	Director Engagement and Audiences
	We will continue to engage with rural stakeholders to better understand the needs of rural communities and the cultural sector in rural areas, and use this to inform our policy making and investment decisions.	Director Strategic Partnerships Area Directors	Director Strategic Partnerships
	We will maintain strategic partnerships with national agencies including the National Trust, Forestry Commission, Canal and Rivers Trust and others to foster an 'expanded estate' to increase the reach of the arts particularly in the countryside and areas of low engagement.	Relevant Area Directors Director Visual Arts	Director Visual Arts

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

3.1	Encourage and enable more private giving by helping organisations to build their fundraising capacity	Delivery Lead(s)	Reporting Lead
	We will invest £21.5m in a match-funding and capacity-building programme similar to Catalyst: this fund will focus on small to medium sized organisations and will encourage organisations to provide a fundraising leadership role to others.	Director Philanthropy Area Directors	Director Philanthropy
	We will invest £1.5m in a dedicated training and support programme to encourage a more professional approach to fundraising in the arts and culture sector.	Director Philanthropy Area Directors	Director Philanthropy
	We will support new fundraising models by undertaking research, disseminating best practice and investing in pilot schemes.	Director Philanthropy	Director Philanthropy

3.2	Invest in the arts sector's buildings and infrastructure through capital investment	Delivery Lead(s)	Reporting Lead
	We will invest £88m in large capital grants with a focus on the consolidation and improvement of the existing arts infrastructure.	Director Investment Area Directors	Director Investment
	We will invest £32.5m in small capital grants to enable organisations to purchase assets such as furniture, musical instruments, vehicles, IT and digital equipment; improving facilities for disabled audiences; installing or implementing environment sustainability measures.	Director Investment Area Directors	Director Investment
	We will assist the Department for Culture, Media and Sport to implement their scheme to roll-out funding for Wi-Fi to libraries in England.	Director Libraries	Director Libraries

3.3	Support organisations to forge new partnerships that advance their mission	Delivery Lead(s)	Reporting Lead
	We will use the £2.5m Research grants programme to encourage new research relationships between arts and cultural organisations and higher education institutions.	Director Policy and Research	Director Policy and Research
	We will ensure that the £30m Museum resilience fund establishes networks that support the development and sharing of resources, knowledge and expertise between museums.	Director Museums Area Directors	Director Museums

3.4	Invest in arts and cultural organisations that use self-evaluation to drive improvements in their performance and governance	Delivery Lead(s)	Reporting Lead
	We will use the evaluation from the Developing cultural resilience pilot to design and roll out a national £2m programme supporting resilience.	Director Organisational Resilience and Environmental Sustainability (ORES)	Director ORES
	We will monitor the extent to which our Grants for the arts investment supports resilience initiatives like organisational development, board and governance training.	Director ORES	Director ORES
	We will support the production of a new governance handbook to help organisations address challenges they face in relation to board appointments, philanthropy and developing different business models.	Director ORES	Director ORES

3.5	Enable and incentivise organisations to reduce costs and improve efficiencies, for instance through sharing back-office functions	Delivery Lead(s)	Reporting Lead
	We will encourage the arts and cultural sector to share learning and explore opportunities for cost-saving collaborations and mergers.	Director ORES Area Directors	Director ORES
3.6	Provide support to arts and cultural organisations to capture and use data to improve resilience, build new markets and explore new sources of income	Delivery Lead(s)	Reporting Lead
	We will work with key partners to assist the arts and cultural sectors to understand the advantages and limitations of copyright and the impact of changes in copyright law.	Director Creative Industries	Director Creative Industries
3.7	Support arts and cultural organisations to explore alternative sources of non-grant income	Delivery Lead(s)	Reporting Lead
	We will invest £3.5m in Creative United in order to provide business support for organisations interested in applying for loan investments.	Director ORES	Director ORES
	We will invest £3m in a social investment demonstration fund in partnership with charitable and private funders and promote the lessons and experience gained.	Director ORES	Director ORES
	We will promote the opportunities provided by the new theatre and orchestra tax relief schemes.	Director Theatre Director Music	Director Theatre Director Music
	We will promote the role of culture in driving economic growth through tourism, including through a partnership with Visit England and through the Cultural Destinations investment programme.	Director Strategic Partnerships Area Directors	Director Strategic Partnerships
	We will advocate for tax relief on investment into the sector from private individuals and companies.	Director Philanthropy	Director Philanthropy

3.8	Encourage cultural organisations to strengthen the role they play in their local communities	Delivery Lead(s)	Reporting Lead
	We will support the sector to take advantage of public service commissioning, particularly in health, children's services, public health and social care including through delivery of the Cultural Commissioning programme led by the National Council for Voluntary Organisations.	Director Strategic Partnerships Area Directors	Director Strategic Partnerships
	We will encourage organisations to review and where appropriate strengthen their boards so that they reflect the communities in which they are located or the communities they support.	Director ORES Area Directors	Director ORES
	We will work collaboratively with strategic partners such as the Department for Culture, Media and Sport, other Lottery Funders, the Arts and Humanities Research Council and higher education partners to ensure a joined-up approach to research on the impact of arts and culture on local communities.	Director Policy and Research	Director Policy and Research

3.9	Work with local government to achieve our shared objectives for sustainable cultural provision which contributes to the life of communities across England	Delivery Lead(s)	Reporting Lead
	We will work with the Local Government Association to improve capacity among local government decision-makers to sustain cultural provision – including leadership academies for councillors with responsibility for arts and culture.	Director Strategic Partnerships	Director Strategic Partnerships
	Invest £3m in a new Creative local growth fund to encourage sector collaboration with Local Enterprise Partnerships to enable joint investment into activity designed to promote growth in the cultural sector in localities.	Director Strategic Partnerships Area Directors	Director Strategic Partnerships
	We will work in partnership with local authorities to sustain high-quality local arts and cultural provision across England.	Director Strategic Partnerships Area Directors	Director Strategic Partnerships

3.10	Invest in research and development of new and emerging business models for library services that enable more informed decisions about how they will be delivered, learning from – and informing – our work with arts organisations and museums	Delivery Lead(s)	Reporting Lead
	We will commission research and development projects to support libraries to improve their resilience and sustainability.	Director Policy and Research Director Libraries	Director Libraries

3.11	Develop and deliver the Accreditation Scheme for museums to ensure that they demonstrate forward planning, sound governance, long-term strategies for managing collections and a structured approach to delivering user access and services	Delivery Lead(s)	Reporting Lead
	We will renew our commitment to accreditation and other sector standards and guidance, investing in their development. We will work to ensure that our investment in accreditation, our Major partner museums, our museum development network and the Collections Trust is aligned.	Director AELCU	Director AELCU
	We will work with our sector partners to develop protocols for intervention for collections at risk, including seeking agreement on a shared public stance on unethical sale from collections.	Director AELCU	Director AELCU

3.12	Work with the British Council and UK Trade & Investment to support artists and arts and cultural organisations based in England to develop new markets through international touring and other international distribution and export mechanisms	Delivery Lead(s)	Reporting Lead
	We will work in partnership with the British Council to invest £4.5m in a series of international artform showcases with a view to increasing exports by English artists and arts organisations.	Director International	Director International
	We will continue to deliver the Export licensing scheme on behalf of the government and support the work of the Reviewing Committee on the Export of Works of Art.	Director AELCU	Director AELCU
	We will assist artists and arts organisation to access European funding for culture: <ul style="list-style-type: none"> invest £180k in the new Culture Europe desk and provide advice on the Creative Europe 2014 programme encourage the use of Arts Council funding as match funding for European Union Creative Europe bids 	Director International Director Strategic Partnerships Area Directors	Director International
	We will commission research to establish a baseline of international activity generated by the Arts Council funded arts and culture sector in England.	Director Policy and Research	Director Policy and Research

3.13	Work with partners to support arts and cultural organisations to understand and reduce their environmental impact	Delivery Lead(s)	Reporting Lead
	We will ensure our National portfolio organisations and Major partner museums implement Environmental action plans and we will monitor and report on their success in reducing their carbon footprint.	Director ORES Area Directors	Director ORES
	We will support the development of new sector-wide initiatives such as the procurement of renewable energy through partnerships.	Director ORES Area Directors	Director ORES
	We will invest £933k in a new partnership with Julie's Bicycle in order to provide advice and support to the sector on improving their environmental performance.	Director ORES	Director ORES
	We will use our capital programme to support a reduction in carbon emissions by improving the environmental performance of buildings and equipment.	Director Investment Area Directors	Director Investment

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

4.1	Support and encourage the arts and cultural sector to invest in an appropriate professional workforce and in leadership development	Delivery Lead(s)	Reporting Lead
	We will invest £1m in leadership development programmes to support the personal and professional development of cultural leaders.	Director ORES	Director ORES
	We will work with our partners such as the Society of Chief Librarians and the Local Government Association to commission and support initiatives designed to strengthen library leadership and deliver improved workforce skills.	Director Libraries	Director Libraries
	We will invest £9m in a museum development service, ensuring that all accredited museums have an effective network of support.	Director Museums Area Directors	Director Museums
4.2	Promote a diverse workforce, through our funded organisations and strategic programmes, with the aim of creating fairer entry and progression routes in the arts and culture sector, as well as more diverse leadership and governance	Delivery Lead(s)	Reporting Lead
	We will review how well our National portfolio organisations and Major partner museums implement their Equality action plans and whether they have fair entry and progression policies.	Senior Manager, Diversity Area Directors	Senior Manager, Diversity
	We will publish data annually on the composition (disability, ethnicity, gender) of the workforce of individual National portfolio organisations and Major partner museums.	Senior Manager, Diversity	Senior Manager, Diversity
	We will collaborate with sector bodies to encourage fair pay for artists and require all organisations we fund to adopt fair pay policies.	Area Directors Senior Manager Diversity	Senior Manager, Diversity
	We will use strategic funds to invest in leadership development programmes with a particular focus on the development of diverse managers and administrators.	Director ORES Senior Manager, Diversity	Director ORES
	We will support the national rollout of the Fundraising Fellowships scheme managed by Arts Fundraising & Philanthropy with a particular focus on the development of future diverse fundraisers in the arts and cultural sector.	Director Philanthropy	Director Philanthropy

4.3	Support the arts and cultural sector to better understand the characteristics of a well-run organisation	Delivery Lead(s)	Reporting Lead
	As part of the monitoring of our investment in our National portfolio organisations and Major partner museums, we will review how well they are run and the risks that emanate from their governance and management models and consider whether to provide further support to those deemed to be high risk.	Director Investment Area Directors	Director Investment
4.4	Provide young people with opportunities to gain employment and progress in arts and culture	Delivery Lead(s)	Reporting Lead
	We will invest £4m to improve access to the sector for young people from diverse backgrounds. Our approach will be informed by the evaluation of the Creative employment programme, which comes to an end in 2016.	Director Children, Young People and Learning Director ORES	Director ORES
4.5	Work with partners to build digital skills across the arts, museums and libraries, to respond to new ways of working such as creating new digital services, involving communities and assisting digital users	Delivery Lead(s)	Reporting Lead
	We will work with partners including Google, the BBC and funded organisations such as Rightster and The Space to build digital skills and capacity in the arts and culture sector.	Director Creative Media	Director Creative Media
	We will ensure that Major partner and national museums share their digital expertise and support networks and partnerships, including Subject specialist networks, across and beyond the sector.	Director Museums Area Directors	Director Museums
4.6	Encourage governing bodies to put in place effective succession planning for the leadership of their organisations	Delivery Lead(s)	Reporting Lead
	The new governance handbook (see 3.4 above) will set out the importance of leadership succession planning.	Director ORES	Director ORES

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

5.1	Work with the Department for Education, funded organisations and artists, schools, cultural partners, broadcasters, local authorities, higher and further education institutions and other partners to ensure a coherent, national approach to the provision of excellent art, museums and libraries for all children and young people	Delivery Lead(s)	Reporting Lead
	We will continue to promote and make the case for the inclusion of arts provision in the schools inspection framework.	Director Children, Young People and Learning	Director Children, Young People and Learning
	We will deliver a refreshed Artsmark scheme to support the delivery of a high-quality cultural offer by schools.	Director Children, Young People and Learning	Director Children, Young People and Learning
	We will promote Arts Award to help children and young people develop as artists and arts leaders.	Director CYP and Learning Area Directors	Director CYP and Learning
	We will invest £28.95m in Youth Music to respond to disadvantage and exclusion through music making.	Director Music Director Children, Young People and Learning	Director Music
	We will work in partnership with the Department for Education to invest in national youth music organisations, In Harmony, the National Youth Dance Company, the Museums and Schools programme and National Art and Design Saturday Clubs.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning
	We will support national youth music funded organisations to fulfil their national role and remit, providing the best possible experiences for outstanding young musicians, and reaching the broadest range of children and young people.	Director Music Director Children, Young People and Learning	Director Music
	We will invest £1.2m in a pilot programme to test new approaches to the delivery of creative writing for children and young people.	Director Literature	Director Literature

5.1	Continued	Delivery Lead(s)	Reporting Lead
	We will invest £3m in partnership with Channel 4 in five network centres to support young people aged 16–25 to develop skills and make short films for broadcast on Channel 4's Random Acts strand.	Director Creative Media Area Directors	Director Creative Media
	We will invest £75m in 2015/16 in 123 music education hubs on behalf of the Department for Education to deliver music education for all children and young people.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning
5.2	Work with others to galvanise and facilitate local partnerships, leading to co-authored, co-ordinated, high-quality cultural experiences for children and young people in and out of school	Delivery Lead(s)	Reporting Lead
	We will monitor how well the National portfolio organisations expected to support goal 5 and the Major partner museums deliver their programmes of work aimed at (ie for, by or with) children and young people.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning
	We will work with government and all relevant stakeholders to develop a model designed to guarantee a high-quality cultural education for every child and young person in England.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning
	We will build on the lessons learnt from the current Cultural education partnership pilots to encourage new Cultural education partnerships across the country.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning
	We will invest £29.8m in 10 Bridge organisations to help create the conditions in which cultural education can flourish both in and out of school.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning

5.3	Invest in arts organisations, museums and libraries that focus on creating high-quality arts and cultural learning experiences for, by and with children and young people	Delivery Lead(s)	Reporting Lead
	We will work with the sector to develop a set of metrics based on the Children and young people principles and promote the implementation of the Children and young people quality principles throughout the sector.	Director Children, Young People and Learning Area Directors	Director Children, Young People and Learning

Operational efficiency and effectiveness

This section sets out the activity that we will undertake in 2015-18 to improve our overall effectiveness as an organisation. This section is split into five areas:

- Administration costs
- Customer service standards
- Environmental sustainability
- Managing our people
- Advocacy, openness and engaging with stakeholders

Administration costs

We remain committed to keeping our grant-in-aid administration costs within the allocation set by the Department for Culture, Media and Sport, and our lottery administration costs within the eight per cent target agreed with other lottery distributors and the Department for Culture, Media and Sport.

	Work to achieve further administrative efficiency savings during the period 2015-18 with any further savings achieved transferred into programme budgets.	Delivery Lead(s)	Reporting Lead
	We will continue to implement the on-going and radical overhaul of our business systems; this project is expected to enable us to achieve further savings over the period 2015-18.	Director IT	Director IT
	We will look for opportunities to make further savings on our property costs through reviewing our use of office space.	Senior Manager, Estates and Facilities	Senior Manager, Estates and Facilities
	We will work with the Lottery Forum and others to develop benchmarking tools to enable us to compare administrative processes with other lottery distributors, and assess the scope to improve the efficiency and effectiveness of our processes.	Director Finance	Director Finance
	We will collaborate within and across teams to create effective, efficient and streamlined processes, systems and procedures and review the way in which we work in order to achieve further efficiencies or improve our effectiveness, eg through better use of digital technology.	All	Director Finance Director Human Resources
	We will explore with Lottery Forum members further opportunities for joint working and sharing services in areas such as internal audit and anti-fraud work.	Director Finance	Director Finance

Customer service standards

Maintain and improve the standards of service delivery we provide to the public, arts and cultural organisations, and suppliers	Delivery Lead(s)	Reporting Lead
We will ensure that all applications for grants (Grants for the arts, Strategic funding, Capital, National portfolio organisations/Major partner museums and Music Hubs) will be assessed efficiently and promptly in line with our published criteria and any timescales that we specify.	Director Investment Area Directors	Director Investment
We will respond promptly to all enquiries and requests for information – letters, emails or phone calls, including complaints and freedom of information requests.	All	Director Marketing and Digital Communications and Director Governance and Planning
We will ensure that suppliers' invoices are paid in accordance with the terms and conditions of our agreement with them and in line with government standards.	All	Director Finance
We will ensure that our on-line application portal and our website are functioning and available to potential grant applicants and other stakeholders.	Director IT	Director IT

Environmental sustainability

Work to reduce our operational environmental impact in 2015-18	Delivery Lead(s)	Reporting Lead
We will monitor energy and water usage, recycling and waste disposal, and travel costs to establish baselines, compare our performance to others through annual benchmarking returns that inform the State of the Estate report; and identify priority areas for improvement.	Senior Manager, Estates and Facilities	Senior Manager, Estates and Facilities
We will look to reduce our office space from 10m ² to close to 8m ² per full-time equivalent by 2018.	Senior Manager, Estates and Facilities	Senior Manager, Estates and Facilities
We will identify the risks presented by climate change to our organisation and where appropriate reflect them in our business continuity planning.	Senior Manager, Estates and Facilities	Senior Manager, Estates and Facilities
We will ensure the full range of social, economic and environmental aspects – including wider long-term impacts – are taken into account when reaching decisions.	Director ORES Senior Manager, Estates and Facilities	Director ORES

Managing our people

We have developed a People and Culture strategy to support us in the delivery of our organisational plan and 10-year strategy. This new strategy will focus on talent, performance, adaptability and collaboration. It recognises and seeks to make best use of an exceptionally talented workforce.

	Understand and promote the talent of our workforce	Delivery Lead(s)	Reporting Lead
	We will ensure that we understand the talent, skills and experience staff have and harness this to meet the organisation's goals and other objectives.	All	Director, Human Resources
	We continue to provide managers with the skills and capabilities they need to lead and develop their teams.	Director Human Resources	Director, Human Resources
	We will continue to build the capacity of our workforce to respond and promote the diversity agenda through training, seminars and our job-role design.	Senior Manager, Diversity Director Human Resources	Senior Manager, Diversity Director Human Resources
	We will work to improve the diversity of our workforce.	Director Human Resources	Director Human Resources
	We will create opportunities for staff to learn and develop; through training, including the use of new learning delivery platforms like digital media, and by carrying out new responsibilities and roles within the organisation.	All	Director Human Resources

	Ensure that the organisation is focused on performance	Delivery Lead(s)	Reporting Lead
	We will ensure that the Arts Council's 10-year strategy and plans are understood by all staff and that individual and team objectives align with the strategy and our plans.	All	Director Human Resources
	We will ensure that all staff have SMART annual objectives and regular reviews on their progress against them.	All	Director Human Resources
	We will ensure that the performance dialogue between managers and their reports prioritises recognition of achievement, personal development and possible progression through the organisation.	All	Director Human Resources
	We will ensure that our core behaviours and values are communicated and understood.	All	Director Human Resources

	Continue to develop a more adaptable organisation	Delivery Lead(s)	Reporting Lead
	We will encourage all staff to use their expertise and knowledge to improve processes, procedures and decision-making; and facilitate the sharing of best practice in ways of working.	All	Director Human Resources
	We will ensure that our people strategy is resilient in the face of current and future funding impacts.	Director Human Resources	Director Human Resources
	We will review staff roles and responsibilities in response to changes in the demands upon them and their capacity, using the objective-setting process where appropriate to flex roles and responsibilities and make the Arts Council more responsive to changing demands.	Director Human Resources	Director Human Resources
	We will ensure that our recruitment processes can locate and draw on the talent to meet our fast-moving requirements and that our reward, salary and grading systems can marry the competing demands of government pay restraint (and our associated budgetary responsibility) with the expectations of employees, increases to the cost of living and changes to salary markets.	Director Human Resources	Director Human Resources
	We will introduce a new HR IT system to improve team effectiveness, reduce risk of processing error and enable HR to carry out further value-added work with the organisation.	Director Human Resources	Director Human Resources

	Embed collaborative matrix-working throughout the organisation	Delivery Lead(s)	Reporting Lead
	We will continue to embed cultural change to ensure decisions are made by the appropriate people – in terms of their number, pay grade and knowledge.	All	Director Human Resources
	We will maintain a strong and constructive relationship with our union.	Director Human Resources	Director Human Resources
	We will continue to improve internal communications within the organisation.	Director Media and Stakeholder Relations Director Human Resources	Director Human Resources

	Monitoring and evaluating progress on our people strategy	Delivery Lead(s)	Reporting Lead
	<p>We will evaluate progress through:</p> <ul style="list-style-type: none"> • stakeholder surveys – our performance as an organisation will be reflected in the views of our external stakeholders and partners • staff surveys – a successful organisation will have the support and belief of its people • 360-degree feedback on our leaders – we will regularly evaluate the performance of our leadership from a range of perspectives • ongoing dialogue with people across the organisation – checking the health of our work and our priorities • Investors in People (IiP) accreditation – IiP is an external, objective award that measures the full breadth of the people and culture strategy 	Director Human Resources	Director Human Resources

Advocacy, openness and engaging with stakeholders

This is a summary of our current advocacy and communication objectives. A detailed communications strategy, with SMART objectives reflecting the significance and extent of our advocacy role, is currently being developed.

	Ensuring the Arts Council is a porous, learning, adaptive organisation with a reputation for thought leadership	Delivery Lead(s)	Reporting Lead
	We will ensure that the Arts Council is open to the flow of information, insight, ideas and people via creative internal communications and our external thought leadership work.	Director Media and Stakeholder Relations	Director Media and Stakeholder Relations
	We will use platforms such as our State of the Arts and No Boundaries programmes to demonstrate thought leadership in debates around cultural policy and the cultural health of England.	Director Marketing and Digital Communications	Director, Marketing and Digital Communications

	Advocate for the arts and culture	Delivery Lead(s)	Reporting Lead
	We will foster support for the arts and culture in society, and specifically build awareness and support for public investment among Westminster stakeholders, local politicians and officials, the general public as taxpayers and beneficiaries, the media and newer participants in the Grand Partnership.	Director Media and Stakeholder Relations	Director Media and Stakeholder Relations
	We will work with our sector to reach those audiences.	Director Marketing and Digital Communications	Director Marketing and Digital Communications

	Communication around the Arts Council's specific role and reputation	Delivery Lead(s)	Reporting Lead
	We will guard the Arts Council's reputation as a responsible, efficient, intelligent investor that first and foremost upholds the arm's length principle.	Director Media and Stakeholder Relations	Director Media and Stakeholder Relations
	<p>We will ensure that the Arts Council's 10-year strategy for <i>Great art and culture for everyone</i> is widely understood.</p> <p>We will build awareness and understanding of our work with a more diverse spread of the sector – in particular groups protected under the Equality Act (2010).</p> <p>We will work to ensure that we communicate our processes clearly – particularly around investment and governance – so that we can be accountable to the outside world for taxpayers' money.</p>	Director Marketing and Digital Communications	Director Marketing and Digital Communications

Measuring success

We are committed to measuring and monitoring our performance in achieving our five goals, value for money and our other objectives. We will review the outcomes from our investments and evaluate the effectiveness of our work. We will use this information and evidence from other sources to inform future strategic policy and investment decisions.

	Monitoring and reporting on our performance	Delivery Lead(s)	Reporting Lead
	We will develop a framework for reporting progress on delivering the actions set out in this plan and provide reports to Executive Board, Performance and Audit Committee and National Council and to the Secretary of State when required on progress on achieving the government's priorities for the Arts Council.	Director Governance and Planning	Director Governance and Planning
	We will publish an annual report on our performance alongside our accounts for that financial year.	Director Finance Director Governance and Planning	Director Finance Director Governance and Planning
	We will undertake broader strategic reviews on the state of the sector and our impact on our goals to inform our longer-term strategies, for instance in 2015 we will be undertaking and publishing the outcome of our mid-strategy review, a five-year evaluation on the progress we have made with the sector towards realising the five goals.	Director Policy and Research	Director Policy and Research

Use of research and data to help us understand our impact, how we improve value for money and to inform our decision-making	Delivery Lead(s)	Reporting Lead
We will improve the collection, quality and use of our own data and intelligence from other sources to inform our decision-making, effectiveness and the delivery of our five goals.	Director Policy and Research and Director Investment	Director Policy and Research and Director Investment
We will use our research programme to build our collective knowledge; deepen our understanding of the impact of arts and culture; and map out and reinforce the changing and complex role art and culture plays in our experience as individuals and in the fabric of our society.	Director Policy and Research	Director Policy and Research
We will use our stakeholder opinion surveys and other stakeholder research to track public and stakeholder opinions of our effectiveness; we will use the research to help create better dialogue with stakeholders and to identify where we need to improve.	Director Policy and Research	Director Policy and Research
We will use programme evaluation to understand what difference individual programmes (for example Catalyst, Creative people and places) have made towards specific goals and assess whether they provide value for money.	Director Policy and Research	Director Policy and Research



5. Our budgets for 2015-18

Our budgets for 2015-18²

Administrative Budgets	2015/16 £000s	2016/17 £000s	2017/18 £000s	2015/18 £000s
Grant in aid	14,941	14,941	14,941	
Lottery	12,267	12,267	12,267	
Lottery front-line delivery	7,361	7,361	7,361	
TOTAL	34,569	34,569	34,569	103,707

Programme Budgets – Arts	2015/16 £'000s	2016/17 £'000s	2017/18 £'000s	2015/18 £'000s
National portfolio organisations	339,509	339,509	339,509	1,018,527
Grants for the arts	70,000	70,000	70,000	210,000
Strategic funds	104,164	103,985	103,473	311,622
Contingency	6,545	6,724	7,236	20,505
TOTAL	520,218	520,218	520,218	1,560,654

² These are the budgets as set by National Council for 2015-2018 in June 2014. The budgets are based on estimates for Grant-in-Aid for 2016-2017 to 2017-2018, and projected lottery income for 2015-2016 to 2017-2018. These budgets are subject to regular review by National Council and may change. They also do not include restricted funds received from the Department for Education for Cultural Education, including Music Education Hubs, in 2015-2016.

Budgets: Museums and Libraries	2015/16	2016/17	2017/18	Total 2015/18
	£'000s	£'000s	£'000s	£'000s
Major partner museums	22,650	22,650	22,650	67,950
Museum strategic funds	6,926	6,926	6,926	20,778
Grants for museums	10,000	10,000	10,000	30,000
TOTAL MUSEUMS BUDGET	39,576	39,576	39,576	118,728
Acquisitions, Export, Licensing & Collections Unit	800	800	800	2,400
Libraries	700	700	700	2,100
Tyne & Wear	1,766	1,766	1,766	5,298
TOTAL MUSEUMS & LIBRARIES BUDGET	42,842	42,842	42,842	128,526



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Charity registration number: 1036733

You can get this publication in Braille,
in large print, on audio CD and in
electronic formats. Please contact
us if you need any of these formats.

ISBN: 978-0-7287-1557-8

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