

Arts Council England Tailored Review Implementation Plan

Recommendation	Next steps	Timeframe
<p>1. The Arts Council should work with DCMS to define its role and functions as a "development agency" for the arts, museums and libraries, to provide a framework within which it will operate and have regard to when determining its priorities.</p>	<p>Alongside DCMS better articulate our role as a development agency and how our current ten year strategy can work as part of framework for this function.</p> <p>Utilise our next ten-year strategy to define the Arts Council's development role, in order to ensure:</p> <ul style="list-style-type: none"> • that museums and libraries are integrated within our development, investment and advocacy roles • that partnerships and shared learning is encouraged • that skills and resilience of the arts and culture sectors improve 	<p>Short term – work to begin immediately</p> <p>Long term – the ten year strategy will be developed over the coming years up to 2020</p>
<p>2. The Arts Council needs to ensure that museums and public libraries, and the particular development needs of both sectors, are fully integrated in the organisation's culture and strategic priorities. This would build on the positive step the Arts Council has already taken towards integrating funding for these sectors.</p>	<p>Review the areas in which museums and libraries are not yet fully integrated and outline future work to overcome these discrepancies.</p> <p>Future funding programmes, policy and strategic development to fully integrate museums and libraries where appropriate.</p>	<p>Short term – work to begin immediately</p> <p>Medium term/Long term – as new funds, policies and strategies are developed</p>

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<p>3. The Arts Council should promote a greater understanding of its work, on behalf of government, in securing cultural items of importance for public collections, supporting public access to collections through exhibition and display, and delivering controls to prevent the export of national treasures abroad where possible.</p>	<p>Alongside DCMS we will better promote our cultural property functions</p>	<p>Short/medium term – immediate development of a communication plan</p>
<p>4. The Arts Council should work with DCMS on a wider examination of the Arts Council’s cultural property functions including the Reviewing Committee and the export licensing system.</p>	<p>Alongside DCMS we will examine our cultural property functions</p>	<p>Medium term – we will fully engage with the review</p>
<p>5. To strengthen its valuable support for our international standing, the Arts Council should further develop its relationship with the GREAT Britain campaign in the UK and overseas, and work in partnership with the British Council, VisitBritain, the Department for International Trade and the Foreign and Commonwealth Office, encouraging its NPOs to do likewise where appropriate..</p>	<p>We will seek to engage in internationally focussed work in partnership with the British Council and others, and positively engage with the GREAT Britain campaign</p>	<p>Short/Medium term – working on programmes with partners and developing future engagement with GREAT Britain campaign</p>

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<p>6. The Arts Council should increase its efforts to encourage and support the financial resilience of the sectors through further integrating financial sustainability into its grant applications and exploring alternatives to pure grants.</p>	<p>We will engage in resilience and philanthropy work to ensure that the resilience and financial skills of the arts and culture sectors improve. We will continue to explore alternatives to pure grants.</p>	<p>Short/Medium term – delivery of targeted programmes and development of future initiatives</p>
	<p>Each of the 2017 portfolio of funded organisations will have in place a business plan. Areas of concern will be highlighted, activity monitored and risk managed.</p>	<p>Short/medium term – development of funding agreements for 2017 portfolio and subsequent monitoring</p>
<p>7. The Arts Council should build the financial skills capability of the sectors, supporting them to diversify further their revenue streams, embed commercial skills and commercial leadership, and become ‘investment ready’. Small and medium sized organisations and those in the regions will particularly benefit from this focus.</p>	<p>We will fund business support and resilience work to facilitate the improvement of the commercial and financial skills of the arts and culture sectors</p>	<p>Short/Medium term –delivery of targeted programmes and development of future initiatives</p>
<p>8. Building on its successful record of partnerships to date, the Arts Council should be creative in identifying more diverse partners with whom to collaborate, and should set an ambitious focus on finding expertise beyond the arts and culture sectors to build skills capability within the arts, public libraries and museums’ sectors.</p>	<p>We will look to engage with expertise beyond the arts and culture sector and to develop partnerships and programmes to make use of these skills</p>	<p>Medium/Long term – engagement with experts from a range of fields, delivery of partnership and research programmes and development of future initiatives</p>

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<p>9. To strengthen its increasingly place-based approach, the Arts Council should create more broad-based local partnerships across England to identify specific cultural, economic, and social needs and priorities and to fund projects of value that will contribute to local growth and development.</p>	<p>Creative People and Places, our Cultural Education Partnerships and the Great Place scheme will seek to encourage constructive partnerships, learning from these programmes and initiatives will be fed into future work</p> <p>Geography and place will be fed into the development of our programmes and our future strategy. Our Area teams and network of regional contacts will be at the centre of our efforts to identify and respond to specific cultural, economic, and social needs and priorities across England</p>	<p>Short/Medium term – delivery of specialist programmes and ensuring the capture of learning for development of future initiatives</p> <p>Medium term/Long term – ensuring place is accounted for as new funds, policies and strategies are developed</p>
<p>10. The Arts Council should further promote learning, sharing and partnership working between arts organisations, museums and libraries of different sizes across the regions.</p>	<p>We will seek to deliver learning and sharing between arts and cultural organisations through our subject specialist networks, the Government Indemnity Scheme, support for the Collections Trust and library development through the Society of Chief Librarians.</p> <p>Our portfolio from 2017 will include Sector Support Organisations who will be tasked with supporting the arts and culture sector including working in partnership with other Sector Support Organisations to ensure streamlined activity and compatible approaches to delivery. Additionally, a number of our larger NPOs will play an active sector support role within the arts and culture sector.</p>	<p>Short/Medium term – support of initiatives and programmes in this area</p> <p>Medium/Long term – through organisation funded through our portfolio from 2017.</p>

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11. To strengthen its commitment to diversity, the Arts Council should hold all NPOs to account against their contribution to the Creative Case for Diversity as well as requiring a commitment to reaching diverse audiences, ensuring accessibility, and improving board and workforce diversity.	Our new portfolio of funded organisations will be held to account for their contribution to the Creative Case for Diversity (apart from Sector Support Organisations). Organisations with a Not Met rating in 2016/17 will not be made a firm offer of funding for 2018-22 till they've taken appropriate action. Organisations receiving over £250,000 per annum will need to achieve a strong rating for creative case by October 2021.	Medium/Long term – monitoring of implementation
12. The Arts Council should set much more stretching targets for NPOs to increase their digital content and encourage their audiences to access that content. Progress should be robustly monitored, and reporting from NPOs should be compulsory.	We will track how effectively NPOs implement their new digital policy requirements during 2018-22 period. All funded organisations are encouraged to increase the amount of activity made available to audiences digitally through the use of creative media and, in turn, increase audiences' access to that content. Those organisations receiving more than £250,000 per year will be required to include clear commitments and objectives related to the creation and distribution of creative media (including creative content, captured content or cultural learning content)	Medium/Long term – monitoring of implementation and development of future requirements

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<p>13. The Arts Council should work closely with DCMS and partners across the cultural sectors on the Digital Culture Project on issues such as:</p> <ul style="list-style-type: none"> ● collaborations and partnerships around cultural content – both digitisation of collections and aggregation of online cultural content and new ‘born digital’ ● developing the sector’s digital capabilities including in intellectual property, data usage, digital leadership and sharing best practice ● driving wider participation through digital engagement, distribution and content ● research and evidence 	<p>We will work closely with the Digital Culture Project.</p>	<p>Short term – full engagement with Digital Cultural Project</p>
<p>14. The Relationship Manager role is critical to the Arts Council’s frontline delivery. The Arts Council should strengthen and support this role and provide an integrated training programme to ensure consistency of approach.</p>	<p>Support the continued professional development of our group of Relationship Managers to ensure they develop and maintain a strong and broad set of skills</p>	<p>Medium term – development of programme in light of examination of needs and requirements</p>

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15. The Arts Council should set stretching, measurable and strategic objectives for its overall portfolio as well as for each funding stream in order to assess the totality of its investments against its strategic priorities.	Each of the 2017 national portfolio of funded organisations will have in place a business plan which includes SMART objectives. These will be embedded in funding agreements. Areas where additional activity is required will be identified through assessment of applications and set out in funding agreements.	Short term – development of funding agreements of 2017 portfolio
	As part of the evidence review phase of preparations for development of the next strategy, we will review and refresh all data sets and sources of evidence relating to our funding programmes, in order to assess our achievements against the goals and success measures of our current strategy and demonstrate how we have delivered against our strategic objectives.	Long term – monitoring of implementation of current objectives leading to development of future requirements
16. The Arts Council should improve the clarity of: a. how its goals, its individual funding streams and its overall funding portfolio contribute to its strategy	We will clarify how each funding stream is measured against our strategic goals and national lottery directions	Short term – work to begin immediately
b. how decisions are made and how decision-makers balance various criteria including their own judgement when deciding what to fund	We will clarify how our decisions are made	Short term – work to begin immediately
c. after the fact, how the projects the Arts Council funded contributed towards the Arts	We will clarify how our goals contribute to the government’s strategic priorities	Short term – work to begin immediately

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<p>Council's investment strategy and in turn, contributed towards the government's strategic priorities</p>		
<p>17. The Arts Council should collaborate with other relevant grant givers – for example other Lottery distributors who receive similar numbers of applicants – to identify whether any lessons can be learned about how to provide satisfying feedback to grant applicants within capacity constraints.</p>	<p>We will engage with other grant funders in understanding what lessons can be learnt from their practices</p>	<p>Medium term – identification of potential changes and integration into funding systems</p>
<p>18. The Arts Council should be a leader for the sector in developing a rigorous methodology to assess the outcomes and impact (i.e. beyond inputs/outputs) of its funding portfolio. This should include developing an understanding of the impact projects have on diverse audiences. As there is work ongoing to develop these methodologies in other sectors, the Arts Council should look creatively for partners beyond arts and culture – e.g. in academia, outside the UK – and create an ecosystem to share learning and develop this methodology.</p>	<p>The development of our next 10-year strategy will include a data and evidence review – updating existing data sets; looking at what we can learn from evaluation of our funded programmes; accessing trend forecasting data; learning from other sectors and using focus groups.</p> <p>We will also engage in a range of engagement and consultation methods, speaking to: the public; stakeholders; partners; our sector; staff; and others, to gain a wide and diverse range of perspectives on our key challenges and opportunities. We aim to hear from both those who engage in the arts and culture, and those who do not; from those whom we fund and those whom we do not currently fund.</p>	<p>Medium/Long term – ensure an assessment of the outcomes and impact of funding is fed into the development of the future 10-year strategy</p>

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	<p>The roll out of our Quality Evaluation Framework will enable further assessment of our funding.</p>	<p>Short/Medium term – undertake the roll out of Quality Evaluation Framework</p>
	<p>We will continue to commission and support new research and enter into partnerships with academia.</p>	<p>Short/Medium term – commissioning research and ensuring academic engagement in the development of the 25 Year Creative Talent Plan and the Durham Commission on Creativity and Education</p>
<p>19. The Arts Council should build the sectors’ awareness of and skills in assessing the social value of their work, including through promoting the benefits of monitoring social impact and sharing best practice across the sectors and regions.</p>	<p>We will develop our understanding of social value – both through our research programme and pilots such as the Arts Impact Fund</p>	<p>Medium/Long term - engagement with relevant partners and the sector, delivery of targeted programmes and development of future initiatives</p>
<p>20. The Arts Council should increase its use of ‘lessons learned’/evaluation exercises in order to learn across its grant-making, to spot trends and to target future funding where it has most impact. The Arts Council could work with other relevant grant giving bodies to share expertise and best practice here.</p>	<p>Ensure that systems are in place for gathering data and information from the 2018-22 portfolio that allows meaningful evaluation and learning. Where relevant, funded organisations will be required to sign up to the Arts Council’s audience data-insight platform and to enter into mutually agreed data sharing agreements with any other Arts Council funded organisations that they work in partnership with. All organisations will be encouraged to capture and share quality evaluation data.</p>	<p>Short term – ensuring systems are in place as new portfolio is established</p>

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	Engage with other grant funders in understanding what lessons can be learnt from their practices	Medium term - identification of potential changes and integration into funding systems
<p>21. The Arts Council should refine Grants for Arts and Culture application and assessment forms to ensure they are as light touch and accessible as possible; particularly for under-£15,000 grants. This should include reviewing the language used to ensure it is accessible to new applicants and those not from a usual “arts” sector or background e.g. museums, libraries, new digital. In particular, the Arts Council should monitor GfAC recipients in 2018-22 to assess how streamlining and refinement of the application process has increased the diversity of organisations submitting applications and receiving grants beyond the existing arts community.</p>	<p>Develop the new Grants for Arts and Culture programme to make sure it is as accessible as possible</p> <p>Monitoring diversity of recipients</p>	<p>Short/Medium term - ensuring that the relaunched funding programme is sufficiently open and accessible</p> <p>Medium/Long term – development and implementation of monitoring</p>
<p>22. The Arts Council should review its system of solely recording the allocation of grants according to headquartered postcode and, as it does with National Activity Touring grants, report on the area of audience and participant benefit wherever possible, to create a fuller picture of the reach and accessibility of its investment.</p>	<p>Report on areas of benefit of funding where possible</p>	<p>Medium term – examination of data gathering processes</p>

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<p>23. The Arts Council should set clear and ambitious audience engagement targets for its NPOs to provide assurance that Grant-in-Aid funding is supporting the Arts Council's objective of reaching as wide an audience as possible. This would complement the Arts Council's focus on widely distributing Lottery funding.</p>	<p>Ensure that systems are in place for gathering data and information from the 2018-22 portfolio to allow for judgement on audience reach. Where relevant, funded organisations will be required to sign up to the Arts Council's audience data-insight platform and to enter into mutually agreed data sharing agreements with any other Arts Council funded organisations that they work in partnership with. All organisations will be encouraged to capture and share quality evaluation data.</p> <p>We will track how effectively NPOs implement their funding requirements during 2018-22 period – including around audience - and look to develop those further in the following investment period</p>	<p>Short term – ensuring systems are in place as new portfolio is established</p> <p>Long term – the ten year strategy will be developed over the coming years up to 2020</p>
<p>24. The Arts Council should redevelop its performance framework to ensure it defines what success looks like and provides a systematic, strategic, and measurable way for the organisation to monitor the progress it is making towards its five goals and the delivery of its “development agency” role.</p>	<p>Initiate work to redevelop our performance framework</p>	<p>Short term – work to begin immediately</p>
<p>25. The Arts Council should review its reporting infrastructure to ensure its internal performance assessment framework for 2016-20 reflects the recommendations of this review, the outcomes of the museums review and the work of the Libraries Taskforce, and</p>	<p>Review our reporting infrastructure</p>	<p>Medium term - work to begin immediately with outputs emerging in time</p>

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<p>provides assurance that it is delivering those and wider government priorities.</p>		
<p>26. As a priority, the Arts Council should ensure that grants administration processes are compliant with the minimum standards for government general grants published in December 2016, including ensuring that details of current grant schemes and awards are available on the Government Grants Information System.</p>	<p>Ensure our grants administration processes are compliant with government general grant standards</p>	<p>Short/Medium term - work to begin immediately with outputs emerging in time</p>
<p>27. National Council members' performance should be appraised annually.</p>	<p>National Council members' performance to be annually appraised</p>	<p>Medium term - work to begin immediately to implement system of appraisals</p>
<p>28. The Arts Council needs to define and articulate its appetite for taking risk. The Arts Council should consider its risks (strategic, financial, artistic, operational, etc) and develop systematic mitigation measures which will strengthen its accountability to DCMS as well as the public rationale for the funding decisions it makes.</p>	<p>Define and articulate the Arts Council's risk appetite</p>	<p>Medium term - work to begin immediately</p>

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<p>29. The Arts Council should work with the Cabinet Office Fraud and Error Centre of Expertise to meet the government's Functional Standards on fraud, including developing a robust fraud risk assessment and formally articulating its fraud risk strategy. The Cabinet Office can offer advice, share best practice, and recommend how to shape ACE's counter-fraud resource.</p>	<p>Work with the Cabinet Office to ensure that the Functional Standards on fraud are met alongside assessments and strategies</p>	<p>Short/Medium term - work to begin immediately to ensure standards are met</p>
<p>30. In order to show its commitment to openness and transparency, the Arts Council should:</p> <p>a. publish a summary agenda in advance of its National Council meetings as well as the minutes</p>	<p>Publish summary National Council agenda</p>	<p>Short term – work to begin immediately on timely implementation</p>
<p>b. hold an open annual general meeting in a digital forum</p>	<p>Examine and implement digital annual general meeting</p>	<p>Short/Medium term – work to begin immediately on timely implementation</p>
<p>c. adopt the government transparency threshold of £500</p>	<p>Lower the transparency threshold</p>	<p>Short term – work to begin immediately on timely implementation</p>

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d. proactively publish and update the register of Executive Board staff interests in so much as they relate to arts and culture and wider role of the Arts Council	Publish and update register of Executive board staff interests	Short term – work to begin immediately on timely implementation