

## Building Resilience programme

### Guidance for applicants

Below is an outline summary of key information. Please see [Section three](#) for full eligibility criteria.

Summary of key information	
<p><b>What is the focus of the fund?</b></p>	<p>To increase the resilience of up to 100 cultural organisations and to provide models and case studies that can be shared and used more widely to increase resilience across the sector. This programme will support up to four external organisations/ consultancies to lead a total of four cohorts of organisations exploring and piloting different approaches to long term sustainability. The themes are:</p> <ul style="list-style-type: none"> <li>• diversity and entrepreneurship</li> <li>• international philanthropy- bringing successful international models of growing philanthropy to England</li> <li>• change management</li> <li>• what are you good at – making the most of your intellectual property</li> </ul>
<p><b>What type of applicant is this fund for?</b></p>	<p>Organisations not in receipt of National Portfolio or Major Partner Museums funding during the period 2015-18, with a strong track record (over three years' successful delivery) of business support and organisational development in the cultural sector. We anticipate organisations will have a specialism and track record in the theme they are interested in delivering.</p>

	<p>Applicants must be able to reach nationally across libraries, museums and arts organisations and show compliance with all relevant governance reporting and accountability requirements.</p> <p><i>Our understanding of an organisational development organisation with a strong track record is one which has a successful track record of over three years in developing a range of organisations across the cultural sector nationally, evidenced by evaluation reports.</i></p>
<p><b>Who cannot apply?</b></p>	<ul style="list-style-type: none"> <li>• National Portfolio Organisations</li> <li>• Major Partner Museums</li> <li>• individuals</li> <li>• Music Education Hubs</li> <li>• local authorities</li> <li>• museums</li> <li>• libraries</li> <li>• organisations that have already submitted another application to the Building Resilience fund as a lead organisation</li> <li>• organisations that have not had a mandatory conversation with an Arts Council England Senior Relationship Manager</li> <li>• organisations whose primary focus is not organisational development</li> </ul>
<p><b>When is the deadline for applications?</b></p>	<p>12pm (midday) on Thursday 8 September 2016.</p>
<p><b>How much can be applied for per application?</b></p>	<p>Up to £500,000 per theme.</p>

	Applicants can apply for flexible amounts across financial years, however please note that we would expect broadly comparable delivery and therefore total spend across each of the four themed cohorts should be in the range of £400,000 to £500,000.
<b>When must the activity take place?</b>	Activities must start no earlier than 1 February 2017.  Activities must end no later than 31 March 2019.
<b>Minimum match funding from other sources</b>	At least 10 per cent of total <b>cash</b> project budget. This must be cash income.
<b>When will we make our decision?</b>	We will aim to notify applicants of our decision no later than the end of January 2017.

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## **Section one – introduction**

### **Welcome**

Thank you for your interest in the Building Resilience programme.

This guidance gives you information on how to apply for funding to the Building Resilience programme, to deliver a programme of activities to support cultural organisations to increase their resilience.

By resilience we mean the vision and capacity of organisations to anticipate and adapt to economic, social, environmental and technological change by seizing opportunities, identifying and mitigating risks and deploying resources effectively in order to continue delivering quality work in line with their mission.

For this programme we are looking for up to four experienced business support providers to deliver one or more themed programmes of organisational development, capacity building and business planning to a cohort of organisations thinking about their long term resilience.

The themes are:

- diversity and entrepreneurship
- international philanthropy-bringing successful international models of growing philanthropy to England.
- change management
- what are you good at – making the most of your intellectual property

We anticipate the support will be delivered by the grant holders over a maximum of two years and the grant holders will run an application process to recruit participants that will be open to museums, arts organisations, Music Education Hubs and library sector support organisations across England.

This programme builds on pilots run in 2014-15 in East London and Birmingham. The evaluation report can be found on the Arts Council website [here](#)

### **About Arts Council England**

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. We support a range of activities across the arts, museums and libraries – from theatre to digital art, reading to dance, music to literature, and crafts to collections.

Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2015 and 2018, we plan to invest £1.1 billion of public money from government and an estimated £700 million from the National Lottery to help create these experiences for as many people as possible across the country.

On behalf of the Department for Education, we are investing over £75 million between 2015 and 2016 in a network of 123 Music Education Hubs across England.

For more information about the Arts Council visit [www.artscouncil.org.uk](http://www.artscouncil.org.uk)

### **About Arts Council England's strategic funds 2015-18**

Our strategic funds help us to target particular challenges, opportunities or gaps, creating the environment for further development to take place in the arts and culture sector. Ultimately, they help us meet the goals set out in our strategy, [\*Great Art and Culture for Everyone\*](#). Our goals, for reference, are as follows:

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

**Goal 2:** Everyone has the 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

**All of these goals are important, but the Building Resilience programme will prioritise applications that respond to Goal 3 and Goal 4.**

## **Section two – purpose of the Building Resilience programme**

### **Aims and outcomes**

The organisations that make the greatest contribution to Arts Council England's goals are clear in their vision and consistently deliver against it. They are also forward thinking and with their boards, reflect or self-evaluate in order to understand how well they're doing, and innovate and plan effectively for the future.

Following the pilot in East London and Birmingham, the aim of this programme is to support four cohorts of cultural organisations to develop their expertise and capacity to think long term about creative resilience. Recognising that organisations take different approaches to increasing their resilience, we have chosen four themes based on the areas of greatest interest and need identified following the pilot.

The themes are:

- diversity and entrepreneurship
- international philanthropy
- change management
- what are you good at – making the most of your intellectual property

Outputs could include development of new partnerships, products and programmes and their early stage piloting and implementation. The outcomes will be a measurable increase in the programme participants' confidence in their ability to plan long term for their organisations and greater learning about resilience for the wider sector from a bank of case studies and programme evaluations.

In order to achieve the greatest impact through this programme we welcome consortia applications which demonstrate how the partners can achieve the outcomes of increasing the resilience of the organisations engaged with the programme and provide the case studies and evaluation that will support the wider sector.

We also expect the successful applicants to be willing to collaborate with each other and with the Arts Council to maximise the benefits of the programme. This could be via regular joint meetings or less formal sharing of progress and knowledge to support the programme evaluation.

To start the collaboration, we anticipate all successful applicants meeting jointly with Arts Council prior to the start of programme delivery. This could be via Skype or similar.

The central aims of the fund are to:

- provide support to a range of organisations at executive and board level to build their capacity to think and plan effectively to increase their resilience
- support organisations to develop and pilot or begin implementation of those plans
- evaluate the impact of the programmes, including outcomes for organisations involved, both individually within cohorts and across the programme using a shared methodology to be determined with the Arts Council
- disseminate information – evaluation and case studies primarily – that will support the wider sector in understanding and building its resilience

### **How much funding is available?**

Up to £500,000 for each cohort.

A total budget of up to £2 million is available for the funding period 2017-19 across all four cohorts.

Applicants can apply for flexible amounts across financial years, however please note that we would expect broadly comparable delivery and therefore total spend across each of the four themed cohorts should be in the range of £400,000 to £500,000.

Activities should be for the two year funding period 2017-19 but we recognise that preparation and planning will be required and that an annual programme may not run concurrently with the financial year. Activities may therefore start on 1 February 2017 and may run to 31 March 2019.

### **Important**

If you are applying to deliver support to more than one themed cohort please indicate whether you would be willing to deliver each one singly and what the budget for delivery against each single theme would be.

### **Geographical focus**

The geographical focus is designed to support the Arts Council's intent to ensure that a minimum of 75 per cent of Lottery funding is spent outside London.

For this programme we would anticipate a minimum of 75 per cent of programme participants will be from outside London, though we recognise this will depend on demand.

### **Section three – eligibility**

Please read the eligibility requirements for the fund carefully. If you do not meet any of these requirements we will be unable to consider your application for funding.

<b>Who can apply?</b>	<p>Before applying, the lead applicant must have a <a href="#">mandatory conversation</a> with an Arts Council England Senior Relationship Manager in the area where they are based.</p> <p>Applicants must meet <b>all</b> of the criteria below:</p> <ul style="list-style-type: none"><li>• organisations whose primary focus is on organisational development and/ or business support</li><li>• organisations with demonstrable expertise and track record of delivery in the theme they are applying against</li><li>• organisations with a strong track record (over three years successful delivery with supporting evaluation) in the cultural sector</li><li>• organisations that can demonstrate national reach across libraries, museums and arts organisations</li><li>• organisations that can demonstrate compliance with all relevant governance reporting and accountability requirements</li></ul> <p>We will also accept applications from consortia. In this case the following eligibility criteria apply:</p> <ul style="list-style-type: none"><li>• consortia formed of all types of organisations (including local authorities, museums, libraries, Music Education Hubs, non-arts and commercial organisations) are</li></ul>
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	<p>eligible as partners in consortia, as are individual artists but the named lead applicant must be an organisation as defined above</p> <ul style="list-style-type: none"> <li>• lead applicants must have a track record in income generation from a variety of sources</li> <li>• the lead applicant can only submit one application to this programme but may be a partner in others</li> </ul>
<p><b>Who cannot apply?</b></p>	<ul style="list-style-type: none"> <li>• National Portfolio Organisations</li> <li>• Major Partner Museums</li> <li>• individuals</li> <li>• Music Education Hubs</li> <li>• local authorities</li> <li>• museums</li> <li>• libraries</li> <li>• organisations that have already submitted another application to the Building Resilience fund as a lead organisation</li> <li>• organisations that have not had a mandatory conversation with an Arts Council England Senior Relationship Manager</li> <li>• organisations whose primary focus is not organisational development</li> <li>• organisations who distribute profits – we cannot give grants to organisations that share out profits to members or shareholders, unless the activity applied for is a self-contained, financially ring-fenced project with a clear benefit to the arts and cultural sector. No grant funds can contribute to an organisation’s profits. Applicants should also ensure they comply with current regulations on state aid</li> </ul>
<p><b>What activity cannot be funded?</b></p>	<ul style="list-style-type: none"> <li>• activities that are not related to the arts</li> </ul>

	<ul style="list-style-type: none"> <li>• activities that do not benefit or engage people in England (in the short or long term) or that do not help artists and arts organisations in England to carry out their work</li> <li>• activities (including buying goods or services) that have started, been bought, ordered or contracted before we make a decision about your application. This is because we cannot fund activity retrospectively</li> <li>• costs that are already paid for by other income including your own funds or any other funding</li> <li>• activities that do not include two full years of delivery across the 2017-19 funding period</li> </ul>
<p><b>How much can be applied for per application?</b></p>	<p>Applicants can apply for up to £500,000 per theme.</p> <p>We welcome applications for a single theme and will also accept applications to deliver more than one themed cohort.</p> <p>Applicants can apply for flexible amounts across financial years, however please note that we would expect broadly comparable delivery and therefore total spend across each of the four themed cohorts should be in the range of £400,000 to £500,000.</p>
<p><b>How much match funding from sources other than the Arts Council is required?</b></p>	<p>10 per cent of the total <b>cash</b> cost of the activity must come from sources other than the Arts Council.</p>
<p><b>Delivery timetable</b></p>	<p>Activities must start no earlier than 1 February 2017.</p> <p>Activities must end no later than 31 March 2019.</p>

## **Consortia and partnership agreements**

We will accept applications for funding from organisations working as a consortium. One organisation must act as the lead organisation and submit the application.

All partners within the consortium must show a firm commitment to joint working. Your application must show the benefits and rationale of working as a consortium. If we decide to fund your project we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be solely accountable to us for all monitoring information, how all the money is spent and for the full and successful delivery of the project. One of our standard terms and conditions of grant is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our prior agreement in writing. So if we award a grant, before the project can start, we must approve a partnership agreement between the lead organisation and the other partners involved in the project.

There is further guidance about [Partnership agreements](#) on our website.

## **Section four – what you will be expected to deliver**

We welcome applications that will make a contribution to achieving the aims and outcomes outlined in [Section two](#) above.

While we are not prescriptive about the types of activities we would like to fund in order to meet the aims of this fund, we anticipate that the types of activities we will fund could include the following:

- benchmarking diagnoses
- mentoring
- masterclasses/ expert-led group sessions
- specialist sessions around the specific theme
- board engagement sessions
- go and see visits for participants
- product development support
- small grants to participants to pilot new ideas
- peer review sessions
- collaborative sessions with other cohorts

- evaluation
- establishment of action learning sets or other follow up activity
- sharing of learning

The delivery of this programme should benefit arts and cultural organisations including: National Portfolio Organisations, museums, libraries, Music Education Hubs and diverse leaders of arts and cultural organisations which are not currently in the National Portfolio.

We expect the proposed programme of activity to meet the following objectives:

- recruitment of engaged organisations
- establishing a baseline for the organisations' current position in order to measure progress
- a programme which enables peer learning and provides tailored support to individual organisation
- an increase in the participants' knowledge around the theme through expert-led sessions
- support for the development of new products, services and ways of working, as individual organisations or through partnership
- specialist support to pilot, evaluate and progress new models where appropriate, including signposting to relevant external support
- ongoing evaluation of participants' progress and publication of final evaluation and case studies
- regular meetings with other delivery partners and Arts Council England to share methodologies and progress in order to maximise the benefit of the programme for participants and the overall impact for the sector

### **Important**

If you are applying to deliver support to more than one themed cohort please indicate whether you would be willing to deliver each one singly and what the budget for delivery against each single theme would be.

## **Section five – experience needed to deliver against the fund's aims**

Successful applicants must be able to demonstrate that they have the skill and capacity to deliver the proposed programme. They must show that they have appropriate governance arrangements in place, including how partners are engaged.

Key skills/experience required for delivery against this fund's aims include:

- a track record of delivering organisational development programmes that have led to successful outcomes for participants
- demonstrable specialist expertise and a track record of delivering programmes that address the theme you're interested in
- a demonstrable record of working with organisations at executive and board level
- a track record of delivering organisational development programmes that have led to successful outcomes for a range of diverse organisations. This experience could be demonstrated by the main applicant, or alternatively by providing evidence of arrangements/specialist partnerships which will strengthen delivery of this aspect
- a demonstrable understanding, knowledge and experience of working with the cultural sector including arts, museums and libraries
- provision of appropriately skilled staff to manage projects, and sufficient resources and capacity to meet any increase in demand during the project term
- management of an annual budget of a similar value to this grant
- well-established financial management and reporting systems in place, including a procurement policy that matches public sector best practice
- rigorous project management and quality assurance systems and procedures in place that have been proven on previous projects
- recruitment, training and management of a pool of freelance training or business support professionals, if relevant

To be eligible to apply to this programme the lead applicant must be properly constituted as an organisation and be able to make available copies of their governance documentation. This includes:

- limited companies registered at Companies House
- community interest companies (CIC) registered with the CIC regulator
- charities or trusts registered with the Charity Commission

- limited liability partnerships registered at Companies House
- partnerships established under a Deed of Partnership
- industrial and provident societies or community benefit societies subject to regulation by the Financial Services Authority (FSA)
- Royal Charter companies
- statutory bodies

## **Section six – how to apply**

### **Mandatory conversations**

#### **Talking to us about your application – the “mandatory conversation”**

Once you have read the guidance and started to think about your application, you must speak with an Arts Council England Senior Relationship Manager in the area where you are based in more detail about your proposal. We use the term “mandatory conversation” to describe this scheduled, structured conversation, which often takes place by telephone. You must have this mandatory conversation before submitting your application to the Developing Sector Leaders programme. Please contact our Customer Services team to find out more about this. We will arrange a time to speak with you. As a general guide, we would aim to cover the following points:

- organisational focus on business support and development
- track record in the cultural sector
- understanding of and track record supporting organisations around the theme you’re interested in applying to deliver

Once you have had this conversation with the designated member of staff, we will send you an email to confirm that the mandatory conversation has been completed. You can then submit your application at any time, uploading a copy of the email we have sent you as supporting information (see the Attachments section for instructions on where to do this).

We will not be able to read or provide written comment on draft applications.

It is your responsibility to develop and write the application, including what you feel to be all the relevant information. We will talk with all potential applicants but cannot guarantee success for any applicant.

## Making an application

### When to apply

The online application form will open at **12pm (midday) on Thursday 14 July 2016**. Applications must be submitted by **12pm (midday) Thursday 8 September 2016**. Applications submitted after this time will not be considered.

### Application process

#### 1. Read this guidance carefully and contact us

This guidance gives you information on how to apply and answers some common questions. If you have any further questions you can contact our Customer Services team at [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)

#### 2. Prepare your application

You must apply through our [online application portal](#) using the **standard application** form:

- i. Once you have logged in (or created a new user account if you have not used the online portal before) you will see the welcome screen. On this screen, select “Standard application” from the dropdown list:



Select the programme you wish to apply to:  ▼

**Start Application**

- ii. When you press “Start Application”, you will be taken to the “Eligibility Check” section where you should select the name of this fund from the dropdown list:

## Eligibility Check

### Eligibility questions - Section 1

The following questions are to check your application against some basic criteria.

\* Which strategic programme are you applying for?

- iii. When you have completed the eligibility check you will be taken to the full application form which includes questions about you (or your organisation) and the activity you are applying for, and a section called “Response to the brief” which gives you space to provide a full proposal for your activity. There is also a section where you can upload the mandatory attachments that we need, and any other supporting information:

Introduction

Organisation details

Main contact details

Basic details

Meeting our goals

Response to the brief

Attachments

Activity beneficiaries

Monitoring information

Declaration

Submit the form

iv.

### Proposal

The proposal can be a maximum of 9,000 words, divided into three sections: “Meeting the brief” (3,000 words), “Governance and management of activity” (3,000 words) and “Financial viability” (3,000 words). You do not need to use the full word count if you do not feel it is necessary. Use the criteria/prompts in [Section seven](#) of this guidance to help you structure your proposal.

### Important

If you are applying to deliver support to more than one themed cohort please indicate whether you would be willing to deliver each one singly and what the budget for delivery against each single theme would be.

This will help ensure we are able to make decisions on successful applications in line with the balancing criteria.

**v. Attachments**

<b><i>You <u>must</u> upload the following mandatory attachments on the “Attachments” screen:</i></b>	
Detailed budget	A detailed budget for the activity showing proposed income and expenditure (as an Excel sheet or similar). <b>Please include a budget for each year of activity which includes the amount that you are applying for per year. Applicants can apply for up to £2 million in total. Applicants can apply for flexible amounts across each programme theme, however please note that we would expect broadly comparable delivery, and therefore spend across each of the four themed cohorts should be in the range £400,000-£500,000.</b>
Work plan	A work plan for proposed project, including milestones and key review dates.
Mandatory conversation email	The email we sent confirming that you had a mandatory conversation with an Arts Council England Senior Relationship Manager.
Financial statements	Financial statements for your previous financial year, prepared to the relevant legal standard for an organisation of your size and status.
Management accounts	Your latest management accounts.
Governance documents	Your governance documents.
List of partner organisations with contact details	If applying as a consortium/in partnership with other organisations, a list of all partner organisations (in the consortium) giving their organisation names,

	address information and contact details for a main contact person
<b><i>You may also upload the following optional attachments</i></b>	
	Up to three other relevant attachments. These must each be a maximum of five pages in length.

**The combined limit on file size for all the attachments taken together is 10 megabytes.**

We will use the information you give us in your application form and any attachments to decide whether your application is eligible and whether we will offer you a grant. If your application does not contain the information we need in the format we ask for it to be in, we might not be able to consider your application. After you have read this guidance, if you have any further questions please contact us.

#### **Assistance with your application**

We are committed to being open and accessible, and want to make the Developing Sector Leaders application process accessible to everyone.

If you experience any barriers within the application process or require help to make an application, our enquiries team can be contacted by:

- telephone: 0845 300 6200
- text phone: +44(0) 161 934 4428
- email: [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)

#### **After you submit your application**

You will receive an acknowledgement email confirming that we have received your application. This will be sent to the email address which you used to log in to the portal. The email will include a PDF copy of your application for your reference.

We will conduct an eligibility check within 10 working days of the deadline for applications. If your application is not eligible, this means that we cannot process it any further and it will not be considered for funding. If your application is not eligible we will write to you to let you know, and will explain our decision.

## **Section seven – how we will make our decision**

We will aim to notify applicants of our decision no later than the end of December 2016.

We will check your application to ensure that you have provided all the information we have requested.

We will make our decision based on the information you provide in your application, any further information that we request and, where relevant, data and information from the Charity Commission and Companies House websites relating to your constitution and financial statements from the past two years.

Each criterion (“Meeting the brief”, “Governance and management of the activity”, and “Financial viability”) will be assessed using a five-point word scoring:

- **Not met**  
*The application does not meet the criteria*
- **Potential**  
*The application does not meet the criteria but shows potential to do so*
- **Met**  
*The application meets the criteria*
- **Met (strong)**  
*The application meets the criteria and shows strong qualities*
- **Met (outstanding)**  
*The application meets the criteria and shows outstanding qualities*

On the basis of these ratings we will recommend whether an application is suitable for funding. Applications that do not achieve at least “met” under all three criteria will not be recommended for funding.

We will assess each application against the following criteria, using the assessment prompts below:

<b>Criteria</b>
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**Meeting the brief**

Word count: up to 3,000 words

- clear and convincing plans to deliver on the fund's [aims and outcomes](#) and **achieve all the objectives outlined in [what you will be expected to deliver](#)** as described in this brief
- relevant milestones and measure of success at appropriate review points within the programme delivery
- appropriate partners with clear roles and responsibilities
- robust plans for resourcing the activity effectively
- activity that builds on and does not duplicate activity funded by other Arts Council grants
- how evaluation will be embedded within the programme and used to reflect on progress and increase the achievements of the programme

**Management of the activity**

Word count: up to 3,000 words

- feasibility of workplan
- demonstration of experience, [skill and capacity](#) to deliver the proposed programme
- strong strategic fit with the applicant's other activity
- appropriate governance arrangements in place and/or planned, including how partners are engaged
- how an evaluation partner will be selected and what the scope of the evaluation will be

**Financial viability**

Word count: up to 3,000 words

- financial viability of the applicant and of the project
- demonstration of appropriateness of proposed budget
- evidence of organisational buy-in by applicant and project partners, as cash investment and/or in-kind support
- clear case for any proposed capital expenditure

In assessing the application we will also consider the following balancing criteria:

1. Clear delivery against each theme
2. Diversity

These balancing criteria will be used in addition to the main criteria to ensure a good spread of funded projects according to each balancing criterion, and to differentiate between a number of proposals that are considered strong.

### **Decision making**

Once we have scored your application and a recommendation has been made whether to fund it, we will make our decision. To do this we will consider how strongly your activity scored against our criteria and any balancing criteria we have outlined above, and we will also consider your activity alongside other applications to the fund.

### **Complaints procedure**

If you are not happy with the way we have dealt with your application, please contact us and we will discuss this with you. If you are still unhappy, you can ask us for a copy of our complaints procedure.

Details can be found in [Making a complaint](#), which is available on our website, [www.artscouncil.org.uk](http://www.artscouncil.org.uk), or by contacting our enquiries team by email to [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk) or by phoning 0845 300 6200.

Please note that you can only complain if you believe we have not followed our published procedures when assessing your application. You cannot appeal against the decision.

## **Section eight – Freedom of Information Act**

The Arts Council is committed to being as open as possible. We believe that the public has a right to know how we spend public funds and how we make our funding decisions.

We are also listed as a public authority under the Freedom of Information Act 2000. By law, we may have to provide your application documents and information about our assessment to any member of the public who asks for them under the Freedom of Information Act 2000.

We may not release those parts of the documents which are covered by one or more of the exemptions under the Act. Please see the Freedom of Information website at [www.ico.gov.uk](http://www.ico.gov.uk) for information about freedom of information generally and the exemptions.

We will not release any information about applications during the assessment period, as this may interfere with the decision-making process.

### **Contact us**

Arts Council England  
The Hive  
49 Lever Street  
Manchester  
M1 1FN

**Website:** [www.artscouncil.org.uk](http://www.artscouncil.org.uk)  
**Phone:** 0845 300 6200  
**Email:** [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)  
**Textphone:** +44(0) 161 934 4428