
–
The National Portfolio
Investment Programme

–
2018/19 – 2021/22



Guidance for Applicants: Introduction and Essential Information

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Introduction and essential information for all applicants

We (Arts Council England) will invest more than £1.5 billion in our National Portfolio programme from 2018/19 – 2021/22. The portfolio will be key to helping us achieve the goals set out in our 10-year strategy, [Great Art and Culture for Everyone](#), and we expect all organisations within it to support us in delivering these goals.

The following guidance will give you the information you need to make an application to the National Portfolio investment programme 2018/19 – 2021/22. We strongly recommend all applicants read this 'Introduction and essential information'. We invest in a great variety of arts and cultural organisations within the National Portfolio and have carefully considered our guidance and agreements for the benefit of everyone involved. Please take account of the following points:

- we have made some important changes to the National Portfolio programme, and we advise all applicants to consider the implications of these carefully
- not all the information here will be relevant to everyone. You should also read the section relevant to the band or category you are applying to (see below for outline information about bands and Sector Support Organisations)
- you will need to read the Grantium¹ guidance, which describes how to make your online application
- if you are not familiar with our 10-year strategy [Great Art and Culture for Everyone](#), you should prepare by reading it. We will ask you frequently how your work will help our progress with some or all of the strategy's five goals

¹ Grantium is our new online application portal

Timeline

26 October 2016:	Online application portal opens
13 January 2017 at 4pm:	Deadline for creating an applicant profile and registering for the National Portfolio investment programme on Grantium
13 January 2017 at 4pm:	Deadline for mandatory conversations for new applicants and Sector Support Organisations
1 February 2017 at 12 noon:	Deadline for submitting applications
By 1 July 2017:	We will tell you our decision
July 2017 – February 2018:	Funding agreement negotiation
1 April 2018:	Start of 2018/19 – 2021/22 investment period

Is my organisation eligible to apply for investment under the National Portfolio programme?

Before beginning your application, check your eligibility. You must meet the following criteria:

1. You must engage people in England in arts and museums activity or help artists, practitioners, museums, libraries and arts organisations in England to carry out their work (engaging in activities could include attending an arts event or an exhibition, taking part in a cultural activity, or creating or distributing cultural work)
2. The programme of work that our investment would support must mainly benefit artists, practitioners, participants or audiences² in England, and be relevant to a diverse, 21st century society
3. You must have a registered address within the United Kingdom
4. The lead organisation (the organisation submitting the application) should be properly constituted as an organisation. The kinds of organisations that are eligible to apply include:
 - limited companies registered at Companies House (including individuals trading as a limited company)
 - community interest companies (CICs) registered with the CIC regulator
 - charitable incorporated organisations (CIOs) registered with the Charity Commission
 - 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 regulated by the Financial Conduct Authority
 - Royal Charter companies
 - statutory bodies
5. You must apply for a minimum annual award of £40,000 (£160,000 over the four-year investment period)
6. Museums applying to the National Portfolio must be Accredited³ and must be based in England

² Throughout the guidance, by audiences we mean all types of audiences, including readers, visitors, participants, viewers and so on

³ If you are an arts organisation consisting of or holding the function of a non-Accredited museum, then you can apply to deliver arts activity, but your application will need to make clear that you are not requesting investment to support museums activity

7. Sector Support Organisations (see below for definitions) must have a **mandatory conversation** with one of our Relationship Managers
8. Applicants that have not been National Portfolio Organisations or Major Partner Museums in the 2015-18 period must have a mandatory conversation with a Relationship Manager. This includes organisations that have been consortium partners in the 2015-18 investment period (that is, they have not been the lead organisation)
9. Current National Portfolio Organisations or Major Partner Museums that receive more than £1,000,000 per year must have received a planning figure from us and discussed their approach to playing a geographic, sector, artform or discipline support role with their Relationship Manager

Consortiums

We encourage applications from consortiums. By 'consortium' we mean a group of separate organisations joining together in a contractual arrangement and

co-operating to deliver a programme of activity for the whole of the 2018/19 – 2021/22 investment period. We will not invest in consortium applications for specific projects.

One organisation must act as the lead organisation and submit the application. Your application must show the benefits of, and reasons for, working as a consortium and all partners must be firmly committed to working together.

The lead organisation will be solely accountable for managing the application and any grant that we award. When making a decision on your application, we will take into account how the lead organisation and partner organisations are governed and managed (including their financial management). If you are successful, we will need to approve your written agreement with your partners before it is signed.

Organisations cannot be part of a consortium application and apply as an organisation in their own right. Organisations cannot be part of more than one consortium application.

You will not be eligible for National Portfolio investment if:

1. You do not have a registered address within the United Kingdom
2. You are an individual, unless you apply as a director of your own company.
We will not accept applications from people applying in a purely personal capacity
3. You are applying for investment for activities that do not mainly benefit artists, practitioners, participants or audiences in England
4. You are applying for investment for activities that are not related to arts and culture
5. You are applying for investment for activities that are aimed at making a profit to be distributed to members or shareholders
6. You are applying on behalf of a National museum⁴

⁴ National museums are those museums which are established and governed by national legislation and which receive investment direct from central government

Is the National Portfolio the best investment programme for us?

You may be eligible for the National Portfolio programme, but is it the best investment programme for you?

The National Portfolio of arts and cultural organisations is one of our principal sources of investment and is crucial to delivering our strategy. National Portfolio Organisations will receive investment from 2018/19 – 2021/22. However, this comes with specific expectations and you may be better suited to one of our programmes such as Grants for the Arts or our strategic funds (in 2018, our Grants for the Arts programme will change to include museums and libraries and will be called Grants for Arts and Culture).

If your application to the National Portfolio is successful, we will expect you to work within our relationship framework (see below) and meet specific requirements on monitoring and on data reporting so that we can track the progress of our investment programmes and strategies and show stakeholders (such as the Department for Culture Media and Sport) the value of what we do.

We have included more detailed requirements for each of the bands and Sector Support Organisations in the specific guidance.

Our relationship framework for 2018/19 – 2021/22 is [available on our website](#). We have the right to make changes to this document.

You can find [more details on our website](#) about our plans for Grants for Arts and Culture and our strategic funds.

We look forward to welcoming new organisations into the National Portfolio and we welcome applications⁵ from organisations that are not currently within it. Successful applicants are expected to have a track record of high quality cultural achievement.

Workshops or briefings are being held in all Arts Council Areas in October 2016 for organisations that are not currently funded as a National Portfolio

⁵ A new organisation or applicant is one that is not currently funded as a National Portfolio Organisation or Major Partner Museum

Organisation or Major Partner Museum. These are to help you find out what it means to be a National Portfolio Organisation. You can [find more information here](#), although we cannot guarantee that places will be available for everyone who would like to attend.

All new applicants and all those applying as Sector Support Organisations must have a mandatory conversation with a Relationship Manager in good time before making an application. The latest date for having a mandatory conversation is **Friday 13 January 2017** (4pm).

To arrange a conversation you should contact the Customer Services team who will give you the details of an appropriate Relationship Manager. You can contact our Customer Services team by phone on 0845 300 6200 or by email on enquiries@artscouncil.org.uk.

Can National Portfolio Organisations apply for other Arts Council funding?

Individual organisations that receive National Portfolio investment will not be eligible to apply to Grants for Arts and Culture. However, a National Portfolio Organisation can be part of a partnership-led Grants for Arts and Culture application (though not as a lead applicant) if the activity they want funding for is clearly shown as being additional to their National Portfolio funding agreement.

National Portfolio Organisations may also be eligible for the various strategic funds that we may develop over the 2018/19 – 2021/22 period.

Current National Portfolio Organisations and Major Partner Museums that are not successful in applying for future National Portfolio investment (or decide not to apply), may apply for Grants for Arts and Culture investment for activity that will begin no earlier than 1 April 2018.

What if we have applied for National Portfolio and for capital investment?

Some National Portfolio applicants will have submitted applications for large-scale capital investment before knowing the outcome of their National Portfolio application. Some National Portfolio applicants may be in the process of submitting an application for small-scale capital investment.

National Portfolio applications and attached budgets may be based on the assumption that a bid for capital investment would be successful, but that does not necessarily mean that we will fund any associated capital bid. You must consider the risk that your bid for capital investment might not be successful. In the 'Financial viability' section of the online application form, you should provide a very brief outline of how, if you are not successful, you would adapt your plans.

We will take into account the outcome of bids for capital investment when funding agreements are negotiated. This may result in a change in the level of investment we offer you.

Why will this be a four-year investment period?

Our settlement from the Government for 2016/17, 2017/18⁶, 2018/19 and 2019/20 was announced in November 2015.

The length of our next settlement and when it will be announced is not yet known and may be affected by the next General Election, which will take place no later than May 2020. Nevertheless, we have decided to invite applications for four years of National Portfolio investment from 1 April 2018 to 31 March 2022. This will provide an increased level of stability and allow organisations to plan further ahead.

To help fund our National Portfolio programme we will also use money from our share of the National Lottery, so our investment in some organisations will be all from Grant-in-Aid (our direct grant from the Government) and in others from Lottery revenue. We will decide how to use these different sources of revenue, but we will treat all organisations exactly the same, wherever their investment comes from.

We have made prudent assumptions about future levels of Grant-in-Aid and Lottery revenue, but you should be aware that if we offer you investment, we may have to alter the amounts for 2018/19 and 2019/20 if cuts are applied⁷. Similarly, we may have to vary the amounts for 2020/21 and 2021/22 when our funding for these years is confirmed by the Government. Lottery resources depend on the level of ticket sales and Government decisions on how the money is distributed, and our share may increase or decrease in the future.

Any cuts that have to be passed on will be applied to **all** National Portfolio Organisations, however they are funded.

⁶ 2016/17 and 2017/18 National Portfolio grants have already been confirmed as part of 2015-2018 investment

⁷ A cut occurs when the Government imposes a reduction in Grant-in-Aid in a current year, or for a future year

What structural changes have you made to the National Portfolio?

From 2018/19 we will be arranging the National Portfolio differently.

One integrated National Portfolio

There will be one integrated National Portfolio programme of organisations delivering activity to support the goals set out in [Great Art and Culture for Everyone](#). We expect the programme to include:

- arts organisations (including those currently designated as National Portfolio Organisations)
- museums (including those currently designated as Major Partner Museums)
- other organisations delivering arts or museums activity, for example library services where the application does not include statutory library provision
- Sector Support Organisations (including Bridge Organisations, Museum Development Providers, umbrella and networking organisations, strategic library and museum partnership bodies and other organisations that support the arts, museums and libraries sectors)

Investment bands and Sector Support Organisations⁸

The National Portfolio will be organised into three bands and a separate category for Sector Support Organisations. We have introduced bands to reduce the administrative burden on organisations receiving lower levels of public investment, and to make clearer what we expect from those receiving the highest levels of public investment. The introduction of bands does not mean there is a hierarchy or route of progression.

The bands are as follows:

- band 1 organisations will receive a minimum (average) of £40,000 per year and a maximum (average) of £249,999 per year. These organisations will be required to contribute to our goals 1, 2 and, where appropriate, 5, and to submit plans for the first investment year only
- band 2 organisations will receive a minimum (average) of £250,000 per year and a maximum (average) of £999,999 per year. These organisations will be required to contribute to our goals 1, 2 and, where appropriate 5,

⁸ Where any consortiums are funded as band 3 organisations, we would discuss with you how the additional requirements would sit in relation to the lead organisation and consortium partners

and to submit plans for three years

- band 3 organisations will receive a minimum (average) of £1,000,000 per year. These organisations will need to contribute to all five of our goals, play a key role in supporting the wider sector and submit plans that cover the four-year investment period
- Sector Support Organisations. Requirements for Sector Support Organisations' contribution to our goals will depend on the type of organisation and the nature of its activity, although all organisations will be required to contribute to at least one of the goals. Sector Support Organisations will need to submit plans for three years

Please note: although you determine your band depending on the amount you apply for, it is possible in some instances that the band may change once we have confirmed an award. For example, an organisation applying for £287,500 per year (band 2) but offered £249,875 per year would fall into band 1.

⁹ You can find detailed information about Sector Support Organisations in the dedicated section of the guidance (www.artscouncil.org.uk/NPO/docs). Organisations can apply for both a delivery role within one of the three bands of the National Portfolio programme and to fulfil the role of a

Sector Support Organisation. Organisations can also apply to carry out more than one type of Sector Support activity

Can we ask your advice before we apply?

We strongly recommend that you ask us for advice before you make an application and contact us in good time beforehand. We can help explain criteria and give you information on our whole range of published investment programmes.

However, we cannot comment on draft applications, plans or proposals.

If you currently receive National Portfolio Organisation or Major Partner Museum investment from us, or already have a working relationship with a member of staff at one of our local offices, you can speak to your main contact.

If you don't know who to speak to, please contact our Customer Services team on 0845 300 6200 or enquiries@artscouncil.org.uk.

Do you provide access support?

We are committed to being open and accessible to everyone. We realise some applicants may find there are barriers to making a grant application or accessing our services.

If you experience or expect any barrier with making your application or require more information on how to apply or access our services, please contact our Customer Services team on 0845 300 6200 or enquiries@artscouncil.org.uk. We will try to be flexible and aim to consider and respond on an individual basis.

Please also contact the Customer Services team if you need the application pack in another format.

How do we make an application?

There are five steps to applying for National Portfolio investment:

1. **Make sure you have created a user account and applicant profile and registered for the National Portfolio investment programme on Grantium, [our online grant management system](#).**

To apply online, you **must have a validated applicant profile**. Validating your applicant profile may take five working days from the date you submit it, so it is worth doing this as soon as possible.

You must have registered for the National Portfolio investment programme and have submitted your applicant profile for validation by **4pm on Friday 13 January**.

If you already have an applicant profile on Grantium, you must have registered for the National Portfolio investment programme **by 4pm on Friday 13 January**.

It will not be possible to register for the National Portfolio investment programme after 4pm on 13 January.

When you create an applicant profile, we will ask you to provide information about the diversity profile of your organisation's leadership. We may use this information to report to the Government on our investment programmes or to monitor the profiles of organisations that receive investment. We will keep your information anonymous.

We will not use this information to assess your application, but we will use it when we look at the overall balance of the portfolio, so you should make sure that this information is up to date when you submit your application. We will use the information that is on your profile at the time of the application deadline – **12 noon on Wednesday 1 February 2017**.

Read the guidance and contact us

Our specific guidance for bands and Sector Support Organisations will give you more information on how to apply, and will answer some common questions. We would advise you to contact either your Relationship Manager or our Customer Services team before making an application.

Organisations that are not currently funded as National Portfolio Organisations or Major Partner Museums should [attend a workshop or briefing if possible](#). They must have a mandatory conversation with a Relationship Manager.

Organisations applying as Sector Support Organisations must also have a mandatory conversation with a Relationship Manager.

You must have this mandatory conversation **before** submitting your application and it must take place before **4pm on Friday 13 January 2017**. Please contact our Customer Services team in good time. They will give you details of an appropriate Relationship Manager. You can contact our Customer Services team by phone on 0845 300 6200 or by email on enquiries@artscouncil.org.uk.

A 'mandatory conversation' is a scheduled, structured conversation, which often takes place by phone. The Relationship Manager will arrange a time to speak with you. As a general guide, in this conversation we would aim to cover the following points:

- why you are applying for National Portfolio investment
- how you will support us to deliver our goals
- how you will contribute to the Creative Case for Diversity (Does not apply to Sector Support Organisations)
- how you will meet the requirements for the band you are applying to (or Sector Support Organisation requirements)
- the finance and management of your organisation and your proposed activity
- whether other funding programmes might be more appropriate

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

Afterwards, we will send you an email to confirm that the mandatory conversation has taken place. You can then submit your application at any time, uploading a copy of the email we have sent you as supporting information. Without this, your application will not be eligible.

2. **Fill in the online application form**

You must apply online at our website (www.artscouncil.org.uk). We do not accept printed applications. If you have difficulty applying online, please contact our Customer Services team, who can advise on accessible formats and ways of applying.

Use the online application to tell us about your organisation and how you plan to contribute to our goals. You will have to show your financial viability and how you will lead and manage your proposed programme of work.

Please be aware that we may share your application with partner organisations that help us in our assessments.

3. **Provide only the information we have asked for**

You must attach the financial documents shown in the band and Sector Support Organisations' guidance. For consortiums, this should include all further information we have asked for. We will not consider any further information you send after you have submitted your application unless we have specifically asked for it.

4. **Complete your application online at www.artscouncil.org.uk**

Once your applicant profile has been validated, you can start your application, save your work and come back at any time to complete it. You must submit your application no later than **12 noon on Wednesday 1 February 2017**.

When can we apply?

We will accept applications for the new programme from **Wednesday 26 October 2016**. Applications must be submitted by **12 noon on Wednesday 1 February 2017**.

For new applicants: what level of budget should our budget be based on?

The **minimum** annual award you can apply to us for is £40,000 (£160,000 over the four-year investment period). Your application will be for four years' investment and the online application asks you to say how much you are requesting in each of the four financial years 2018/19, 2019/20, 2020/21 and 2021/22.

For existing National Portfolio Organisations or Major Partner Museums: what level of investment should our budget be based on?

If your organisation is currently receiving National Portfolio or Major Partner Museum investment you are **very unlikely** to receive more than you will receive in 2017/18¹¹.

If you are a current National Portfolio Organisation or Major Partner Museum that receives more than £1,000,000 per year, we will give you a planning figure to which we would expect you to work.

If you are a current National Portfolio Organisation or Major Partner Museum that has not received a planning figure, the level of investment included in your budget must not exceed the level of investment that has been set for 2017/18. Your responses to questions on the application form about how you will meet our goals and manage your programme of activity will be based on this budget. An opportunity to request an increased level of investment is provided separately within the application form (see below).

In **exceptional circumstances** (for organisations currently receiving National Portfolio or Major Partner Museum investment), we would be prepared to consider a higher level of investment than that set for 2017/18. However, an increase in investment would be **very unlikely**, given that we received a 'standstill' settlement from the Government for the period 2016/17 to 2019/20. Even if you would like to request more investment than has been agreed for 2017/18, you **must** use no more than the previously agreed 2017/18 figure as the basis of the budget included in your application. There is an opportunity within the form to specify the additional amount you want to request and to explain how you will use it.

You cannot apply to us to replace local authority or other regular funding. We understand that if funding from other partners is reduced or withdrawn, this may result in a change of activity levels or programme.

¹¹ Where existing National Portfolio Organisations or Major Partner Museums have undergone significant organisational change, for example a merger between two or more organisations, you should talk to your Relationship Manager about how much investment you are planning to include in your budget

Also, in some circumstances (for organisations currently receiving National Portfolio or Major Partner Museum investment), we may award investment at a lower level than that set for 2017/18.

We expect most applicants to request the same amount in each year. However, if you intend to ask for a sum in any one year that is significantly different to the level in any other year, you should explain the reasons why in the 'Financial viability' section of the application form.

It is likely that there will be good applications, including from existing National Portfolio Organisations and Major Partner Museums, that we will be unable to support. Working with your board¹² you should consider what you would do if we cannot invest in your organisation.

¹² Throughout this guidance, by 'board' we mean a board of directors or trustees, or any equivalent management committee or group

What happens after we submit our application?

We will carry out an eligibility check after the deadline for applications. If your application is not eligible, we will not consider it. We will write to you and explain our decision

How will you assess our application?

After checking whether your application is eligible, we will assess the application, looking at your organisation and the proposed programme against the following criteria:

1. the quality of your contribution to each of our five goals that are relevant to your application, including the Creative Case for Diversity
2. your ability to lead and manage the programme of work that you propose
3. whether your organisation is likely to be financially viable

To assess your application we will use 'prompts' that mirror the applicant prompts set out in 'Preparing your application' in the relevant band or Sector Support Organisation guidance.

We will apply ratings against the criteria (with separate ratings applied against each goal and the Creative Case for Diversity) as follows:

- **Not met:** the application does not meet the criteria and would need considerable improvement
- **Met:** the application sufficiently demonstrates how it meets the criteria. There may be areas for improvement but these would not affect its success
- **Strong:** the application exceeds our basic expectations against the criteria, is highly likely to succeed and parts of it are particularly strong
- **Outstanding:** the application far exceeds our basic expectations for the criteria and parts of it show best practice in the sector or innovative ways of thinking (or both)

We will also carry out a risk assessment of your application to see if there are any weaknesses and threats to your ability:

- to contribute to our goals, including the Creative Case for Diversity
- to lead and manage the programme of work that you propose
- for financial viability

We will apply a rating of 'minor', 'moderate' or 'major' to the three types of risk above. If your application is successful, we will use this risk assessment to help tailor a monitoring plan suitable for your proposal. We expect to work more closely with applicants with major risk ratings to develop a robust business plan during the funding agreement negotiation stage. For more information see 'The funding agreement, business plan and relationship with us' in the relevant band guidance.

We will make our assessment based on the information you provide in your application, our knowledge of your organisation, if applicable¹³, and any further information that we have specifically asked you to provide. When assessing applications from current National Portfolio Organisations and Major Partner Museums we will take evidence of your current performance into account, including (for National Portfolio Organisations) how you are contributing to the Creative Case for Diversity.

¹³ This would apply to organisations we have had a former or current funding relationship with

Can you explain how you ‘balance the portfolio’?

Following our initial assessment of all the applications we receive, we will have to decide how well each applicant would fit into a balanced portfolio of funded organisations. In doing this, we look at a range of ‘balancing criteria’ to consider if we are achieving the right spread of investment. The balancing criteria we will consider are as follows:

1. **Diversity:** we want to make sure that, as far as possible, our investment in the portfolio reaches artists, workers in the arts and cultural sectors and audiences that reflect the diversity of contemporary England in line with our commitment to promote opportunities for people from all groups defined by the protected characteristics¹⁴. We will use information taken from your organisation’s Grantium applicant profile about the diversity of your organisation’s leadership to help us in this process
2. **Range of artforms and disciplines:** we want to support a range of cultural activity and practice. Individuals and organisations often work across and between different artforms or disciplines. We group the

organisations we fund into eight cultural areas to help us consider how we are investing in different parts of the sector. These are: combined arts (multiple artform, cross artform or hybrid artforms), dance, libraries, literature, museums, music, theatre, and visual arts

3. **Geographical spread:** we will take into account the need to support work by a National Portfolio of organisations across the whole of England. We will consider how some organisations work intensively within their home region and how some have a reach and impact far beyond their home region. Some will tour widely. We will take into account how far the portfolio may be able to reach as a whole and we will be particularly interested in how organisations plan to reach places of current low cultural engagement¹⁵

These criteria provide a framework which we will use to judge how each organisation might contribute to a National Portfolio.

¹⁴ Protected characteristics, as defined by the Equality Act 2010 and the Equality Duty 2011, are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, and sexual orientation. As well as this list, we also recognise class and socio-economic status

¹⁵ We define ‘places of low cultural engagement’ with reference to the Active Lives survey data (www.artscouncil.org.uk/participating-and-attending/active-lives-survey)

Who will make the final decision on our application?

Final decisions on grants will be made by Arts Council England. You can find information about our decision-making process [on our website](#).

When will we know if we have been successful?

We will tell you by 1 July 2017 whether you have been successful and how much investment we are offering for 2018/19 and 2019/20, with indicative amounts for 2020/21 and 2021/22, depending on confirmation of our settlement from the Government.

Any offer of investment will be conditional on you providing us with a satisfactory business plan in line with band requirements. For more information, see the relevant guidance for each band and for Sector Support Organisations.

When we have made you a conditional offer of investment, we will need to see how the proposals set out in your application are reflected in your business plan, taking the level of investment offered into account. You should show clearly how you will contribute to achieving our goals, as described in our strategy, [Great Art and Culture for Everyone](#).

We have commissioned good-practice [business planning guidance](#) to help all organisations develop robust business plans, and we would strongly encourage all organisations to read it.

Our requirements for business plans and the conditions set out in funding agreements will be different for the three bands and Sector Support Organisations. However, we will expect all organisations to use good practice when reporting and monitoring as this will help you to track your progress in meeting your own objectives and contributing to our goals.

How do we make a complaint?

If your application is not successful, your Relationship Manager may provide you with feedback.

Following this feedback, if you believe we made a mistake and you want to make a complaint, you will find our complaints procedure helpful. It is on our website www.artscouncil.org.uk or you can get advice from our Customer Services team on 0845 300 6200. This complaints procedure applies to this investment programme only. Our standard complaints procedure does not apply to this programme.

We realise it is disappointing not to be offered investment but you can only make a complaint if you believe we made a mistake or failed to follow our process correctly when dealing with your application. There is no appeals process for applicants who are not successful except under these circumstances.

Freedom of Information Act

We are 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 decisions about investment.

We are also listed as a public authority under the Freedom of Information Act 2000. **This means that, by law, we may have to share your application documents and information about our assessment with any member of the public who asks to see them under the Freedom of Information Act 2000.**

We may not release those parts of the documents that are covered by one or more of the exemptions under the Act. Please see the Freedom of Information website at www.foi.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 our decision-making.

What other information do we need to know before applying?

You should read our guidance on equality and fair pay – please see below.

It is worth repeating that you should have read our 10-year strategy, [Great Art and Culture for Everyone](#). All applicants will have to show how they contribute to some or all of the goals of this strategy.

We have included a summary of the strategy in this guidance, showing what we expect National Portfolio Organisations to contribute.

After reading this, you can move on to the relevant guidance for your chosen investment band or for Sector Support Organisations.

Equality

We are funded by the public and accountable to them, and we have a duty to make sure that our funds are invested wisely, that organisations are well-run and that the work we support keeps to legal standards on pay and equality. We meet the public sector Equality Duty 2011 and the protected characteristics as

defined in the [Equality Act 2010](#). We are also committed to promoting equality of opportunity regardless of class or socio-economic background.

All National Portfolio Organisations will be required to include plans for equality action within, or as well as, their business plans (see ‘The funding agreement, business plan and relationship with us’ in the relevant band or Sector Support Organisation guidance).

As part of our general duty under the Equality Act 2010, when meeting our responsibilities we need to show ‘due regard’ to:

- eliminate unlawful discrimination, harassment and victimisation, as well as other conduct prohibited by the Act
- advance equality of opportunity between people who share a protected characteristic and those who do not
- foster good relations between people who share a protected characteristic and those who do not

In meeting this legal requirement we share these responsibilities with the arts and cultural organisations we fund, and we assume that none of these organisations will deliberately break equality law. In equality plans, we ask to see evidence of how you advance equality of opportunity and foster good relations.

Plans may focus on one or more of the particular protected characteristics defined by the Equality Act 2010, as well as the Equality Duty 2011. These characteristics are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion and belief
- sex
- sexual orientation

As well as this list, we also recognise:

- class and socio-economic status

We are not expecting you to draw up equality plans covering all these areas. Instead, you should focus on equality areas that are relevant to your mission and business plan, demonstrating where you can do consistent and practical work.

Fair pay

We are committed to making sure those who work in the arts and cultural sector are properly and fairly paid. Fees for artists and practitioners working in the cultural sector for projects funded by us should be in line with, or better than, recognised codes of practice and guidelines set by the relevant lead bodies.

When employing someone on a contract or freelance basis, you should agree the number of hours necessary to complete the relevant activity, which should include research, development and planning as well as delivery. Fees and salaries for those aged 25 or over should match the National Living Wage as an absolute minimum. Fees and salaries for under 25s vary, but should match or be more than the National Minimum Wage¹⁶.

¹⁶ The National Living Wage applies to those aged 25 or over who are not in the first year of an apprenticeship. The National Minimum Wage applies to those under 25

When considering the budget for your National Portfolio application, you should make sure you can provide proper and fair payments to artists and practitioners you will be working with. Applications which include touring should make sure that, as well as adequate fees, subsistence payments are in line with the relevant trade-union agreements. We will not support applications from organisations that use artists and practitioners' time donated as 'in-kind' support, unless you can show that this has been accounted for properly.

Following a ruling by the Office of Fair Trading on competition law, we regret that we are not able to offer specific guidelines on rates of pay for artists from non-unionised areas of the sector. We would encourage you to find out and put in place best practice guidelines and industry standards from the relevant bodies (see the list below).

The National Minimum Wage Act (1998) and the National Minimum Wage Regulations (1999) (as amended by the National Minimum Wage Regulations 1999 (Amendment) Regulations 2001) place obligations on all employers to pay their workers aged 25 or over at least the National Living Wage. You can find information on National Living and Minimum Wage rates payable from 1 October 2016 on the [GOV.UK website](#).

National Living and Minimum Wage rates apply across the country, with no compulsory allowance for higher costs of living in the capital, so when deciding rates of pay you should **consider the cost of living in a particular location and pay accordingly**.

For more details, visit:

- HM Revenue & Customs' site
<http://www.hmrc.gov.uk/paye/payroll/day-to-day/nmw.htm>
- the Department for Business, Energy and Industrial Strategy's website
<https://www.gov.uk/national-minimum-wage-rates>
- Acas runs a helpline for workplace advice online
<http://www.acas.org.uk/index.aspx?articleid=2042>
and by phone (0300 123 1100)

We recognise that there is great value in work experience where it is offered and arranged properly and where it benefits both the organisation and the individual, but it should not be used as a way of trying to circumvent the Living

Wage regulations.

We also understand the importance of the voluntary sector. Volunteers make an essential contribution to our cultural life. The relationship between a cultural organisation and its volunteers should benefit both the organisation and the volunteers. Volunteers should be respected, trained properly, and should not feel that they have to take on responsibilities that are beyond their experience.

In 2011 we jointly published [guidelines](#) with Creative and Cultural Skills to help clarify the legal duties of organisations working in the creative and cultural industries offering internships here.

For general information about using volunteers, including legal duties you might have, please visit the websites of the [Museums Association](#) or [Voluntary Arts](#). The information and guidance provided on these websites applies to all organisations working with volunteers. You may also want to visit the [Creative Skillset website](#). This website provides guidance on work placements and volunteers as well as internships and apprenticeships.

Useful Contacts

a-n The Artists Information Company – for visual artists

First Floor
7–15 Pink Lane
Newcastle upon Tyne NE1 5DW
Phone: 0191 241 8000
Fax: 0191 241 8001
Email: info@a-n.co.uk
Website: www.a-n.co.uk

Artists' Union England – for visual artists

36 Lime St
Newcastle
NE1 2PQ
Email: info@artistsunionengland.org.uk
Website: www.artistsunionengland.org.uk

BECTU – for technical staff

373–377 Clapham Road
London SW9 9BT
Phone: 020 7346 0900
Fax: 020 7346 0901
Email: info@bectu.org.uk
Website: www.bectu.org.uk

CILIP (Chartered Institute of Library and Information Professionals) – for libraries

7 Ridgmount Street
London WC1E 7AE
Phone: 020 7255 0500
Fax: 020 72550501
Email: info@cilip.org.uk
Website: www.cilip.org.uk

Equity – for actors, singers and dancers

Guild House
Upper St Martins Lane
London WC2H 9EG
Phone: 020 7379 6000
Fax: 020 7379 7001
Email: info@equity.org.uk
Website: www.equity.org.uk

Independent Theatre Council – for theatre practitioners

12 The Leathermarket
Weston Street
London SE1 3ER
Phone: 020 7403 1727
Fax: 020 7403 1745
Email: admin@itc-arts.org
Website: www.itc-arts.org

Museums' Association – for museums

42 Clerkenwell Close
London EC1R 0AZ
Phone: 020 7566 7800
Email: info@museumsassociation.org
Website: www.museumsassociation.org

Musicians' Union – for musicians

See website www.musiciansunion.org.uk for contact details
For general industry enquiries
Phone: 020 7582 5566
Email: info@musiciansunion.org.uk

Writers' Guild – for writers

40 Rosebery Avenue
London EC1R 4RX
Phone: 020 7833 0777
Email: admin@writersguild.org.uk
Website: www.writersguild.org.uk

Our 10-year strategy

Our strategy, Great Art and Culture for Everyone, contains our mission and the five goals by which we will achieve it.

These are the goals in brief.

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

Our investment in National Portfolio Organisations helps us achieve these five goals.

Goals 1 and 2 set out the central part of our mission – we want excellent culture to thrive, and we want as many people as possible to engage with it.

We expect organisations to contribute to our goals as follows:

- band 1 and 2 organisations will be expected to contribute to goals 1 and 2 and, where appropriate, goal 5
- band 3 organisations will be expected to contribute to all five goals
- requirements for contributions from Sector Support Organisations will depend on the type of organisation and the nature of your activity, although all Sector Support Organisations will need to contribute to at least one of the goals

More detail about our expectations of organisations' contribution to our goals is provided in the specific guidance for the each of the bands and for Sector Support Organisations.

Goal 1

Goal 1 in our strategy, [Great Art and Culture for Everyone](#), shows our determination to support the arts and cultural sector to achieve excellence in all it does. By this we mean the creation of work of artistic and cultural excellence and the way this work engages with audiences. We want museums to show excellence in the way that they use their collections to enrich people's lives. We want to support libraries to develop a range of excellent services to help people to deepen their knowledge, widen their appreciation of culture and gain the skills and information they need.

National Portfolio Organisations are critical to our delivery of goal 1.

Creative Case for Diversity

The Creative Case for Diversity is based on the principle that diversity¹⁷, in the broadest sense, is a major part of the creative process and of cultural experience. It is important in driving practice forward, creating opportunities for working together, innovation and risk-taking through embracing a wide range of influences and practices.

As part of goal 1, all National Portfolio Organisations¹⁸ will need to show how they will contribute to the Creative Case through the work they produce, present and distribute, through their programming or collections, and by demonstrating how their work is accessible and relevant to their local communities (where applicable).

This culture-driven idea of diversity as opportunity represents a shift in perspective, from seeing diversity as an obligatory aspect of equality legislation to understanding its creative potential and the ways in which it can promote excellence and nurture talent.

¹⁷ Our definition of diversity covers responding to issues around race, ethnicity, faith, disability, age, gender, sexuality, class and economic disadvantage, as well as any social or institutional barriers that prevent people from creating, taking part in or enjoying the arts and culture

¹⁸ This does not include Sector Support Organisations

Although many museums are positively engaged with the Creative Case, they have not previously had to show how they contribute to it in order to be able to receive investment. With an integrated portfolio we feel it is important to reinforce the contribution that all cultural organisations can make by putting diversity at the centre of their programming or work with collections and the experience they offer to audiences.

We will rate organisations each year on their performance against the Creative Case and publish this information in our annual diversity report.

Creative media

We encourage all National Portfolio Organisations to develop a strong, planned approach to creative media, increasing the quality, amount and reach of digital content and experiences available to audiences, and supporting the achievement of [Great Art and Culture for Everyone](#) digitally. Our focus is on the following priority areas:

- **Creative content**, where digital media and technologies are a central part of the creation of new artworks and cultural experiences
- **Captured content**, where existing works of art and culture, including

performances and cultural collections, are produced and distributed digitally to engage and reach wider audiences

- **Cultural learning** content about arts and culture that is produced, distributed and experienced digitally to increase cultural knowledge and encourage people to take part

As part of your business planning process, we expect all band 2 and 3 organisations to develop a digital policy and plan, showing how you will use digital technologies to help meet your mission and make a contribution across our goals. These plans should include commitments around creative media. We have commissioned [Digital policy and plan guidelines](#) to support you.

Quality and evaluation

During 2018/19 to 2021/22 we will support all organisations to sign up to a specific quality evaluation framework that uses a set of metrics developed by the sector, and this will be a requirement for bands 2 and 3. Through this framework, feedback will be offered that will help your organisation to evaluate the quality of the work it is producing or presenting. We will announce further details of what this will mean in due course. Meanwhile, you can [find out more information here](#).

Artist development

Without living artists there is no new art. If a main part of your programme is working with independent artists, we will be asking you to tell us how you will contribute to supporting artists who are developing their creative practice and skill, and how you will provide the space, time and resources to allow artists to develop their talent, for instance through commissioning new work, hosting residencies and providing mentoring opportunities. The outcomes of these activities are about personal artistic development, so your relationship with artists and attention to their needs is important.

Museum practice development

Excellent museums challenge traditional ways of thinking and develop new and innovative ways of working with collections, interpretation and programming. We will be asking museum applicants to provide evidence of the excellence of their collections, as well as tell us how they will achieve excellence in developing, researching, interpreting and sharing collections, and supporting new programming and working with others.

International

Goal 1 includes a commitment to demonstrating England's status as a world centre for cultural excellence. In practice this means that artists, arts organisations and museums based in England are sharing work internationally, and that visitors give arts and culture as a main reason they visited England.

We also want to support cultural exchange. The public should have regular opportunities to enjoy the best of international arts and culture, and we want the best of our arts and culture to find new audiences overseas.

We welcome activity across borders within the UK, but when we talk about international working, our main focus is on activity from outside the UK that will be taking place in England, or activity from England taking place beyond the UK in line with our investment.

We ask National Portfolio applicants to tell us about their international activity, if relevant.

Goal 2

In our strategy, **Great Art and Culture for Everyone**, we talk about how arts and culture enrich our lives. They fire our imagination, challenge, inspire, educate and entertain us. Everyone should be able to visit or experience a high quality museum, library or live performance or participate in cultural activity, including through digital media. These experiences open us to reflection, encourage debate and critical thinking, and deepen our understanding of the world.

We want to invest in arts and cultural organisations that reach large and diverse audiences with high quality work. We believe that increasing the number of people who experience and contribute to the arts, to museums and to libraries is good for society.

Sharing cultural experiences brings communities together and we will work to better understand the social impact of art and culture. We acknowledge that, despite public investment, there are still significant differences in the level of arts and cultural opportunities and engagement across the country. Those who are most actively involved with art and culture that we invest in tend to be from the most privileged parts of society. How far people are engaged is heavily

influenced by levels of education, by socio-economic background, and by where people live. Low levels of engagement can sometimes be explained by a lack of appropriate opportunities, or by a failure to offer communities something that is relevant to them.

Your organisation will demonstrate (including by referring to your plans for digital media) how you are sharing your work with as large and wide an audience as possible, including those who are currently least engaged with arts and culture, and how far you are reaching out to, and increasing access for, young people from disadvantaged backgrounds (where appropriate). You should increase the public's appetite for work that is of a high quality, and work with partners to increase the number, range and diversity of people experiencing and participating in great art and culture. We expect you to make the most of opportunities, including digital technologies, to increase the depth and quality of experience among those accessing your work.

Your organisation will need to have objectives or plans that cover one or more of the following audience and engagement outcomes, depending on your band (see the separate band guidance):

- more people have the opportunity to experience and take part in great art, museums and libraries
- the number, range and diversity of people experiencing great art, museums and libraries has increased
- levels of engagement have increased among those currently least involved in arts and culture
- you can demonstrate an increase in the depth and quality of people's cultural experience

The following resources give further guidance on developing audience and engagement plans.

<https://www.theaudienceagency.org/insight/getting-started-with-the-audience-development-planner-tool>

<http://www.culturehive.co.uk/NPO>

Sharing audience data

All our evidence suggests that the really successful businesses in the creative industries are those that know most about their customers, which is why we are committed to making sure that publicly funded arts and cultural organisations work together and share data (information) about audiences.

We will expect all National Portfolio Organisations to look for opportunities to share their insights about their audience and to work together to reach more people. You will show a commitment to developing a bigger and more informed audience for arts and culture as a whole. To help achieve this, you must commit to combining with others (across arts, museums and libraries) to collect, share and report audience data.

We require National Portfolio Organisations¹⁹ to sign up and regularly contribute to an audience data-insight and support platform (currently [Audience Finder](#)²⁰) and, if you are already signed up, to continue to do so.

Also, if a National Portfolio Organisation works in partnership with other organisations we invest in to create, present or distribute art or cultural activities,

¹⁹ Some smaller and non-public-facing organisations (including Sector Support Organisations) may be exempt from this requirement.

they will need to enter into data sharing agreements with these organisations and introduce or maintain an 'opt-in' option to allow customers' data to be shared with touring companies. This is to encourage a collaborative approach between visiting or touring companies and presenting venues, which aims to increase audiences for art and culture. A new online resource has been developed to help arts and cultural organisations draw up data-sharing agreements with partner organisations – see www.audience-datasharing.org. This resource has been commissioned specifically to support National Portfolio Organisations that need to have data-sharing agreements in place with other organisations we invest in as a condition of their investment.

Goal 3

In our strategy, Great Art and Culture for Everyone, we recognise that public investment in art and culture is under considerable pressure and is likely to remain so over the lifetime of this strategy. This pressure will come at both national and local levels. Local authorities' budgets are increasingly stretched and we will continue to work with them to make the case for adequate levels of public investment in art and culture, and to make sure that our support makes

an emphatic difference. We believe that having a 'single conversation' – across the arts, museums and libraries – will help us to develop productive partnerships with local authorities and other public funders. We also recognise the importance of the arts and cultural sector's relationship with the private sector, and the partnerships and shared learning that can result from these links.

Our goals 1, 2 and 5 are built on the foundations of goals 3 and 4. Goals 3 and 4 are both about organisational or sector-led improvements and having organisations that are fit for purpose – achieving these goals supports us to achieve our overall mission. They are fundamental to all National Portfolio Organisations.

If your application is successful we will expect you to demonstrate your resilience. Resilience is the vision and ability of organisations to anticipate and adapt to economic, technological, environmental and social change by taking opportunities, identifying and reducing risks, and using resources effectively to continue delivering quality work in line with their mission. Within the 2018/19 – 2021/22 National Portfolio, we want to see 'model' providers of culture that are financially and environmentally sustainable.

²⁰ Audience Finder is helping organisations to understand how far they reach into their communities, and allows them to compare their audiences with those of other funded and non-

funded cultural organisations. Uniquely, Audience Finder also allows organisations to gain insight into the communities that they are not currently reaching

This includes thinking about and planning for your own organisational performance and financial and environmental sustainability. We believe long-term thinking and planning, supported by strong leadership and good governance, are important in increasing resilience. For many organisations, the results of this thinking are outlined and embedded within a business plan. Resilient organisations regularly review and reflect on their thinking and their plans.

As part of the application process we will carry out a risk assessment of your ability for effective planning, management, governance, leadership and financial viability.

During the funding agreement negotiation stage, which will take place between July 2017 and February 2018, applicants that have successfully progressed to a conditional offer will have to provide a clear business plan setting out how their organisation will strengthen its resilience. We will also require clear action plans for equality and environmental sustainability from all funded organisations. Go to our website for more information about our [environmental programme](#). Additionally, band 2 and 3 organisations must show within their digital policy and plans how they will use digital technologies to meet our goals during the investment period. We have commissioned Digital policy and plan [guidelines to](#)

[support you](#).

We also expect all organisations to carry out regular self-evaluation. This provides the opportunity to identify ways to improve performance. It is a valuable process, enabling your organisation to decide where it has succeeded and how it wants to do things differently. The outcomes of self-evaluation should help your business planning.

We suggest that you use the [self-evaluation toolkit](#) we have published. This is currently being reviewed with a revised version being published in 2017. You are not obliged to use our toolkit, but it is considered good practice to demonstrate at least one form of regular self-evaluation.

Goal 4

Our strategy, [Great Art and Culture for Everyone](#), puts people at the heart of the arts and cultural sector – the artists and curators, librarians and technicians, producers and administrators, educators and archivists and board members.

It is one of our priorities to support these people to maintain and develop the skills they will need to achieve our shared mission. Importantly, this is about recognising and respecting the hard-earned specialist skills that are essential to so much of what the cultural sector does.

Through goal 4 we want to see an appropriately skilled workforce and leadership that is truly diverse and reflects contemporary England. This is separate from developing specialist artistic or museums practice. Your organisation will need to collect and report on information about the diversity of your workforce and leadership. Organisations in each of the bands will also demonstrate leadership within their artform or discipline and geographic area. This will take many and different forms, including facilitating and creating networks across the arts and cultural landscape.

We expect all organisations to adopt good practice in developing and managing their workforce, for example undertaking regular performance reviews of senior staff members, developing succession plans (for boards and staff) and having transparent recruitment processes.

Goal 5

Our strategy, [Great Art and Culture for Everyone](#), talks about how arts, museums and libraries fuel children's curiosity and critical ability. They are about expression and imaginative escape as much as they are about learning and development, helping children and young people to explore, understand and challenge the world, as well as their place in it. They inspire future audiences, and through work produced by and with children and young people, encourage the next creative generation. We believe it is every child's birth-right to develop their own creativity, experience the arts, access the knowledge in our libraries, and see the wonderful objects within our museums and learn about the stories behind them.

It is important that children and young people are able to experience and participate in arts and culture and can continue to do so throughout their lives. We expect that many organisations will also want to demonstrate their contribution to goal 5 and how they will work with others to fulfil their aims and objectives.

To meet goal 5, you must meet specific expectations. If you do not meet these

expectations, your organisation will not be considered to be contributing to goal 5.

All National Portfolio Organisations contributing to the achievement of goal 5 will need to:

- support the delivery of the **Cultural Education Challenge**
- work within **strategic partnerships** (such as Cultural Education Partnerships)
- work within the **Quality Principles**

Cultural Education Challenge

Our research shows that access to cultural education still varies considerably across the country, and is often restricted by socio-economic factors – by income, class, geography, ethnicity, faith and disability. To deal with these differences of opportunity, we launched the Cultural Education Challenge in October 2015. This is a call to action for all of us with an interest in cultural education to work together to reach the widest number of children and young people. The Challenge asks organisations to share resources and create locally

targeted 'Cultural Education Partnerships'. We are working closely with our Bridge Organisations to develop partnerships in a number of priority areas around the country.

All organisations contributing to goal 5 will be expected to work actively in their area to deliver the Cultural Education Challenge.

Cultural Education Partnerships

We recognise that organisations contributing to goal 5 are likely to deliver activities through many different types of partnership and that these may be local, regional or national. In your application, you should provide information about any established, emerging or planned partnerships that support your organisation to deliver opportunities for children and young people, targeted to need and responding to the Creative Case for Diversity. Cultural Education Partnerships should support your organisation to focus resources towards under-served groups of children and young people, including those who are less engaged, have protected characteristics, are less advantaged, or are under five years old, or in specifically targeted geographical areas where access to arts and cultural opportunity is limited. Working in partnership can produce a more

consistent cultural offer. It supports better planning, better use of resources and creates a comprehensive understanding of the needs of children and young people.

Quality Principles for children and young people

All organisations contributing to goal 5 will also be expected to work within the Quality Principles²¹ for children and young people. These principles are:

- striving for excellence and innovation
- being authentic
- being exciting, inspiring and engaging
- providing a positive and inclusive experience
- actively involving children and young people
- helping personal progression, and developing belonging and ownership

The Quality Principles form part of our wider quality framework. They support development across the sector, provide evidence of the impact of activity, support Youth Voice, encourage more opportunities for children and young people to participate and create their own work, and make sure that programmes

contribute towards the **Creative Case** for Diversity. They can support day-to-day practice to develop evaluation methods, tools or frameworks, review an existing project, programme or area of work, plan new work, and take part in self-reflection, staff development and peer learning.

Participatory metrics

We are continuing to support the sector to develop a set of participatory metrics which align with our Quality Principles and are suitable for work produced by, with and for children and young people. The participatory metrics can be used to help organisations understand and measure the quality of participatory work and to measure progress against the Quality Principles.

In addition, all National Portfolio Organisations contributing to the achievement of goal 5 will need to have objectives or plans that cover one or more of the following three priorities, depending on your band (see the separate band guidance):

Artsmark Award

²¹ We invest in a nationwide network of 10 Bridge Organisations to connect the cultural and education sectors so that children and young people can have access to great arts and cultural opportunities

Artsmark is our award scheme that encourages schools to celebrate, evaluate, strengthen and fully integrate cultural education. Artsmark provides a framework for schools to deliver high-quality opportunities for their pupils to create, compose, perform, visit, experience, know, understand and review in the classroom, across arts and culture.

Arts Award

Arts Award supports young people who want to become more involved with arts and culture to build creative and leadership skills and achieve a national qualification. Arts Award is delivered by Trinity College London in partnership with Arts Council England.

Through Arts Award's five levels, children and young people aged up to 25 can explore any artform, including performing arts, visual arts, literature, media and multimedia. The Award is run in schools and colleges across the country, as well as art centres, community projects, libraries, museums and galleries, local authorities, theatres, youth clubs and youth justice settings. The Award is sufficiently flexible to be delivered through all arts and cultural organisations.

Digital technology

Digital technology is an effective way of reaching children and young people by developing digital creative content, captured content or cultural learning content made specifically to appeal to these audiences. For arts and cultural organisations to be relevant to the next generation of audiences, they need to think about how they might include digital content, experiences and opportunities in what they are offering young people.



QUESTIONS? GET IN TOUCH — WE'RE HAPPY TO HELP

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