
–
The National Portfolio
Investment Programme

–
2018/19 – 2021/22



Guidance for applicants: Sector Support Organisations

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Introduction

This guidance sets out our aims for Sector Support Organisations and covers preparing an application, as well as funding agreements, business plans and the relationship with us (the Arts Council). You should have read the [‘Introduction and essential information’](#).

Sector Support Organisations can apply for a minimum of £40,000 per year. These organisations’ contribution to our goals will depend on the type of organisation and nature of activity, although they will all be required to contribute to at least one of our goals, as identified in our strategy [Great Art and Culture for Everyone](#). Sector Support Organisations will be required to submit plans for three years.

Who can apply to be a Sector Support Organisation?

Sector Support Organisations will apply for activity that focuses on offering support services to our sector, as opposed to producing or delivering art and culture.

Sector Support Organisations include Bridge Organisations, Museum Development Providers, umbrella and networking organisations, strategic library and museum partnership bodies, and other organisations that support the arts and cultural sector as part or all of their function. We have set out a range of policy areas we anticipate Sector Support Organisations will cover below in 'What you can apply for'.

Having a separate category of Sector Support Organisations within the National Portfolio means that we can gather the various support services we invest in within one programme, bringing an overview of the value of these services. It will allow us to invest in organisations where we support specific outputs.

Organisations can apply for both a delivery role within one of the three bands of the National Portfolio programme and also to fulfil the role of a Sector Support Organisation, for example a partnership brokerage role as a Bridge Organisation (in which case two separate application forms should be submitted).

Organisations can also apply to undertake more than one type of Sector Support activity, for example a role as a Bridge Organisation and as a Museum Development Provider. Again, separate applications should be submitted. If more than one application were successful, this would result in two (or more) grants and two (or more) funding agreements.

Before you apply

All organisations applying for National Portfolio investment as a Sector Support Organisation must have had a mandatory conversation with a Relationship Manager before submitting an application. This conversation will help you decide which goals you should apply against. For more details on mandatory conversations, please refer to the [‘Introduction and essential information’](#) document.

As part of the mandatory conversation, some organisations applying to deliver specific types of activity will receive a planning figure that we will expect them to work towards. This will happen when we have:

- a ring-fenced budget for defined activity, and/or
 - modelled percentages of the available budget where we require the activity to be delivered across the whole of England
-

What you can apply for

The type of activity we expect Sector Support Organisations to cover is set out in the below. This is not an exhaustive list.

The activities are arranged by the main goal they contribute to, but it is possible that they will address more than one of our goals. Activities listed below, under each of the five goals, are expected to provide support and facilitate delivery across one or more of the arts, museums and libraries sectors. Specific museums and libraries sector support activities that cut across the goals are included separately.

Goal 1

Providing national or geographically specific support for an artform, museums or libraries, enabling the sectors to deliver great art and culture

- Networking opportunities to support and share best practice
- Information sharing
- Specialist advice and information
- Supporting the development of strategic partnerships
- Online resources

Supporting individual artists and practitioners to develop their careers and skills

- Advocacy and professional representation
- Specialist advice or information
- Supporting professional development and providing training opportunities
- Networking opportunities
- Online resources to capture and share best practice.

Providing national support for excellence and development of collections (we would expect to invest in one national provider)

- Online resources to capture and showcase best practice

Goal 2

Providing audience data insight and support (we would expect to invest in one national provider)

- Leading activities that help cultural organisations to access insight into and benchmark their audience reach
- Insight into communities not currently highly engaged/unengaged

- Monitoring with reference to relevant protected characteristics
- Cultural segmentation system
- Analytical tools and support to translate into tactical and strategic use by cultural organisations (and stakeholders such as local authorities and potential funders)

Providing national support to develop marketing skills (we would expect to invest in one national provider)

- Online resources to capture and showcase best practice
- Activities to improve skills in the use of technologies for marketing and promotion
- Targeted support for smaller and emerging organisations

National collaborations to reach family audiences (we would expect to invest in one national provider)

- Leading public-facing activities to raise awareness of opportunities to engage in arts and culture
- Support for arts and cultural organisations to become more family friendly
- Activities to encourage programming and commissioning to meet the needs of families

Developing national support networks to encourage everyday participation

- Peer support network for practitioners working in this area
- Liaising with relevant policymakers and potential funders or commissioners on behalf of practitioners
- Leading public-facing activities that encourage greater everyday participation

Providing services for increasing access for disabled audiences

- Support network for practitioners working in this area
- Increasing quality and quantity of opportunities for disabled audiences to engage, for example through technology

Goal 3

Facilitating access to finance

- Support the sector to grow its business models through access to finance
- Provide free business advice to creative organisations to allow them to develop their organisation to a level where they have access to finance
- Support creative entrepreneurs to develop and grow their businesses as commercial enterprises

Developing sector support networks for organisations to build capacity in diversifying income and increasing resilience

- Peer-to-peer networking opportunities to support shared learning
- Online resource development and distribution of support materials to showcase best practice and support the extension of commercial, business development and fundraising expertise
- Targeted support for smaller and emerging organisations and particular focused artform sectors
- Establish training and development opportunities for those new to this area as well as continuing professional development support and support programmes to address key skills gaps at all career levels

Goal 4

Providing national support for skills and career development (we would expect to invest in one or two national providers)

- Developing infrastructure and support networks which establish local partnerships between arts and cultural sector organisations, recognised training providers, and appropriate Further/Higher Education providers
- Creating clear, accessible, equitable pathways and routes for progression into and through the creative and cultural industries
- Providing quality careers advice, guidance and support leading to

pathways, employment and progression in the creative and cultural industries

- Developing appropriate responses to apprenticeships in the creative and cultural industries

Developing sector networks which exist to support arts and culture professionals to develop their skills and leadership

- Work with sector partners to identify participants from under-represented groups and help them to take advantage of skills and leadership development opportunities
- Support the sector to develop skilled, diverse leaders at all levels

Providing support services for increasing access for disabled artists

- Support network for disabled artists
- Increasing the quality and quantity of opportunities for disabled artists

Facilitating strategic brokering and promotion of workforce diversity

- Support the sector to identify and recruit board members from diverse backgrounds
- Broker entry and progression route opportunities to increase the diversity of the sector workforce and leadership

- Provide advice and guidance on promoting equality of opportunity, positive action and eliminating bias in recruitment processes

Goal 5

Developing support services or networks for increasing and improving provision for children and young people

- Develop and facilitate improved services for children and young people
- Co-ordinate strategic activities that provide meaningful engagement opportunities for children and young people

Bridge activity

- A universal role to improve the delivery of arts and cultural opportunities for children and young people in England, providing an environment in which cultural education can flourish both in and out of school
- Facilitation, working between the cultural and education sectors. Bridge Organisations are not expected to directly deliver arts and cultural opportunities for children and young people, although an organisation may undertake wider education and learning work through its core business
- Taking a lead facilitation role in the development of the Cultural Education Challenge and the resulting Cultural Education Partnerships

- Bridge activity can be delivered by a museum, a local authority, an arts organisation, an arts education agency, or a consortium or partnership of such organisations. Organisations that don't currently fulfil a role as a Bridge Organisation are welcome to apply after having a mandatory conversation with a Relationship Manager (all Sector Support Organisations must have a mandatory conversation)

Strategic library partnership activity

This can contribute to any of our five goals, dependent on activity, and could include:

- a mandate to operate on behalf of either all public library services in England, or on behalf of a cluster of library services based on:
 - geography
 - a theme that is national in scope (for example, children and young people, major city libraries, rural libraries, health and wellbeing)
- the delivery of a range of programmes that are in addition to those that meet the statutory obligation of the relevant local authorities
- leadership and workforce development programmes
- capacity that enables the development and delivery of the above, including:
 - programme management

- securing additional resources that diversify the income base for strategic library partnership activity
- developing strategic direction
- input into development of policy and excellent practice
- monitoring and evaluation of strategic library partnership activity

Museum Development activity

Museum Development provides support to all Accredited regional museums, and those formally working towards Accreditation, so that they can maximise their benefits to audiences and communities. Museum Development support will prioritise those museums not receiving investment as a National Portfolio Organisation.

Through this investment, we want to see our strategic goals put into effect. This might include:

- helping museums to deliver outcomes aligned to local needs and local agendas via, for example, strategic commissioning, tourism, place-making
- supporting museums with their forward planning
- developing organisational health, sustainable business models and appropriate governance and leadership
- supporting museums to develop their collections, as well as helping them

to connect their collections and mission to their communities and interest groups

- supporting museums to develop their audiences and achieve greater levels of engagement and satisfaction
- empowering museums to work together in self-sustaining networks to both share skills and meet their own training needs
- supporting museums in making applications for other Arts Council England funding programmes

In addition, we will require all Museum Development Providers to:

- offer technical Accreditation advice and support, as set out in the [Accreditation advice framework](#)
- provide regular data to inform the Arts Council and Department for Culture, Media & Sport's understanding of the development of regional museums

We are open to applications from organisations proposing to cover any geographic area. We do, however, need to ensure that full national coverage across England is achieved and that we have a manageable number of relationships. We would therefore expect organisations to cover, as a minimum, one of the English regions. Organisations that don't currently fulfil a role as a Museum Development Provider are welcome to apply after having a mandatory conversation with one of our Relationship Managers (all Sector Support Organisations must have a mandatory conversation).

Preparing your application

If you are applying for National Portfolio investment as a Sector Support Organisation, then this section will help you prepare the content of your application. When you come to enter it on the online portal, you will need to refer to the step-by-step [Grantium guidance](#).

You will need to tell us the following.

Your organisation or consortium's mission or purpose

This can be taken from your business plan or website. You may use up to 2,000 characters¹ for this section.

How much you are applying for

Please make sure you have read the ['Introduction and essential information'](#) before reading further or starting an application.

If you are a current National Portfolio Organisation or Major Partner Museum, 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.

¹ This includes spaces and punctuation

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.

How you are contributing to our five goals

If you are applying to deliver:

Bridge activity [Refer to Annex A](#) Apply against goal 5

Museum Development activity [Refer to Annex B](#) Apply against all five goals

All other types of Sector Support activity [Refer to the section directly below](#) Apply against those goals that are relevant to your activity

Below, we have set out a series of ‘prompts’ that you should think about when considering each of the relevant goals in your application. We will take these criteria into account when assessing your application. You should consider all those that are relevant to your proposed activity – you do not need to consider the prompts that do not apply.

How you plan to use our investment to contribute to goal 1², if this applies

You can use up to 20,000 characters³ for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 1 during 2018/19 – 2020/21, with a brief statement on how you plan to do this in 2021/22.

² Sector Support Organisations are not funded to directly contribute to, and should there not apply against, the Creative Case for Diversity. In the Creative Case for Diversity section on the application form, you should enter ‘not applicable’

³ This includes spaces and punctuation

We will take the following criteria into account when assessing your application:

- how you plan to support arts and cultural organisations to evaluate the quality of their work consistently
- how you will support arts and cultural organisations to produce and distribute creative content and experiences digitally – encouraging organisations, artists and practitioners to work with digital media and new technologies (see the [‘Introduction and essential information’](#))
- if you support artists, how you ensure that your work meets artists’ needs and is effective
- if you support museums, how you will support excellence in the development, sharing and research of collections

How you plan to use our investment to contribute to goal 2, if this applies

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 2 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how you will support organisations to gain insight into current and potential audiences
- how you can support organisations to gain insight into communities that are not currently engaged in arts and culture
- how you can support the development of shared approaches to the capture, sharing and reporting of audience data
- how you plan to support the use of digital technologies for marketing and promotion

How you plan to use our investment to contribute to goal 3, if this applies

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 3 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how you will support arts and cultural organisations to meet challenges, including the changing financial landscape, in a strategic and thoughtful way
- how you will support arts and cultural organisations to drive improvements in financial performance and governance
- how you plan to help arts and cultural organisations become more resilient and sustainable
- how you will support arts and cultural organisations to develop their income, commercial activity and fundraising using your business development expertise

- how you will support arts and cultural organisations develop an entrepreneurial approach to planning, and to increase income from a wider range of sources
- how your organisation embraces environmental sustainability and how you will work with arts and cultural organisations to reduce their carbon footprint and environmental impact
- how you support arts and cultural organisations to collaborate in order to share resources and collectively increase impact

How you plan to use our investment to contribute to goal 4, if this applies

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 4 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how your work will support skills development, diversity and leadership in the arts and cultural sector
- how you will establish effective area-based networks that encourage strong partnerships between arts and cultural organisations and Further and Higher Education providers
- how you will provide current career guidance for pathways into the cultural and creative industries
- how you will develop a range of apprenticeship frameworks reflecting different job roles and levels within the cultural and creative industries

How you plan to use our investment to contribute to goal 5, if this applies

- You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 5 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how you will support arts and cultural organisations to embed the **Quality Principles** across their programme
- how you will encourage and support strategic partnership working, in particular **Cultural Education Partnerships**, as well as with **Music Education Hubs**, Bridge Organisations and those within the education sector, youth justice sector and/or health sector
- how you will support arts and cultural organisations to identify and meet the demands of different audiences of children and young people, including those who are less engaged, have protected characteristics, are less advantaged or are under five years old
- how you will support the arts and cultural sector to engage with Arts Award, as well as promote and support the Artsmark Award for schools
- how you support the arts and cultural sector to use digital technology as an effective means of:
 - reaching children and young people by developing specific creative content, captured content or cultural learning content
 - offering opportunities to children and young people to create their own content

How you plan to lead and manage your proposed programme of work

In the organisational profile section of the application form, we will look for evidence of the resilience of your organisation. For a definition of resilience, please see our [‘Introduction and essential information’](#).

You may use up to 14,000 characters for this section.

We will take the following criteria into account when assessing your application:

- whether you are clearly aware of the risks to the successful delivery of your programme and that there is evidence that you have appropriate ways of reducing these risks
- the suitability of your organisation’s management structure or governance arrangements and reporting, including details of replacements for key officers and board members⁴
- whether your decision-making processes are effective
- evidence that you carry out regular self-evaluation, and how likely it is to be effective

- how appropriate your partnerships are and how likely they are to be effective
- evidence of clear plans to develop your organisation’s sustainability and resilience
- how your board is structured or constituted (this should include information about the diversity of its members)
- your board members’ skills and the suitability of these skills in relation to your organisation’s mission, activity and management

In addition, for applications from **consortiums**, we will take into account:

- how effective your structure is likely to be
- whether the role of the lead organisation (the organisation making the application) is clear
- whether collective decision-making and communication processes are clear
- the procedure for resolving disputes between partners
- appropriate levels of shared responsibility
- whether there is a clear process for collecting information from partners and compiling consolidated reports

⁴ Throughout this guidance, by ‘board’ we mean a board of directors or trustees, or any equivalent management committee or group

- a history of the consortium, including how long the consortium has worked together and how likely it is produce successful outcomes

How you will make sure your organisation is financially viable

You can use up to 14,000 characters for this section.

We will take the following criteria into account when assessing your application:

- whether you have a clear and credible plan to build on existing earned or contributed income or to look for new sources of income (we will be looking for an appropriate level of income from other sources)
- whether you can justify the level of investment you have asked for
- how you would manage if your applications for other funding programmes (for example, for large-scale capital) were not successful – tell us how you would adapt your activity
- whether you have convincing plans for how you intend to develop your resilience over the length of the next funding agreement
- an analysis of your proposal's costs and where you can save money,

explaining how you have calculated costs and what steps you have taken to improve or achieve maximum efficiency

- your approach to paying artists and practitioners fairly and which industry guidelines you follow (see [‘Introduction and essential information’](#) for more information)
- the quality of your financial controls, monitoring and reporting
- whether you are effective at maintaining and building reserves, including your current and target reserves levels
- your previous experience of managing large-scale grants (if you are not currently a National Portfolio Organisation or Major Partner Museum)

For applications from consortiums, we will also take into account:

- whether there is a clear and open financial relationship between consortium members

Activity location

You need to supply details of your activity location. Where your activity includes

touring or takes place in multiple venues, you should include as much detail as you can to give an idea of the scope, scale and likely locations of your proposed activity.

Attachments

If you are **applying as an individual organisation**, you must attach with your application in the 'financial attachments' section of the form:

1. your financial statements for your previous financial year, prepared to the relevant legal standard for an organisation of your size and legal status
2. your most recent management accounts
3. your planned budget for 2017/18
4. your outline organisational budget for 2018/19, 2019/20 and 2020/21, with indicative⁵ figures for 2021/22

If you are **applying as a consortium**, you must attach with your application in the 'financial attachments' section of the form:

1. the lead organisation's financial statements for their previous financial year, prepared to the relevant legal standard for an organisation of its size and legal status
2. the lead organisation's most recent management accounts
3. the lead organisation's planned budget for 2017/18
4. the lead organisation's outline organisational budget for 2018/19, 2019/20 and 2020/21, with indicative⁶ figures for 2021/22

If you are **applying as a consortium**, you must **also** attach with your application in the 'consortium partner attachments' section of the form:

5. an outline consortium budget for 2018/19, 2019/20 and 2020/21 with indicative⁷ figures for 2021/22, which consolidates the joint activity proposed in your application and shows clearly how much National Portfolio investment each organisation would receive
6. each consortium partner's financial statements for their previous financial year, prepared to the relevant legal standard for an organisation of its size and legal status

⁵ We would expect, as a minimum, that this would show your expected balance sheet position

⁶ We would expect, as a minimum, that this would show your expected balance sheet position

⁷ We would expect, as a minimum, that this would show your expected balance sheet position

Budgets

Your budgets should be comprehensive, appropriate and suitable for the scale and type of programme. They should take into account inflation, and the need to insure, repair or replace key assets. Value for money will be an important consideration for us when making our assessments. We expect organisations to make income from other sources and your budgets should clearly illustrate estimated income levels. We will also consider how you have planned your income and expenditure for this investment period alongside your management accounts for this current year.

We expect most applicants to apply for the same amount in each year. However, if you intend to apply 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.

Additional investment request

If you are a current National Portfolio Organisation or Major Partner Museum, 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 investment for sector support activity), we might consider an application for a higher level of investment than that set for 2017/18.

If you would like to request additional investment, you can use this section to tell us how much you are asking for per year (above your 2017/18 grant), what the additional amount would be used for and how your additional activity will be resourced and delivered. You can use up to 10,000 characters for this section.

You should provide an outline proposal showing what you could do if, exceptionally, you were awarded extra funding during the four year period of the funding agreement (2018/19 – 2021/22).

Any award is entirely discretionary on the part of the Arts Council but your proposal will be considered in the light of each of the goals. Additionally, we will consider whether your proposal:

- shows exciting but realistic ambition
- is clearly additional to your existing work
- adds demonstrably increased value to the communities or organisations you work with
- is needed or wanted by your sector and/or communities
- develops your organisation's sector support provision in a meaningful and sustainable way
- strengthens your resilience and reduces your longer term grant dependency.

The funding agreement, business plan and relationship with us

Any decision we make to offer you investment will be conditional. That is, it will depend on finalising a funding agreement and on your organisation delivering a business plan.

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

If the amount offered differs significantly from the amount you have asked for, one of our Relationship Managers will discuss changes to your plans with you.

You need to submit a first draft of your business plan to us by 15 October 2017, so that we can review and comment on it. Your final plans must be submitted by 31 January 2018. We will finalise and issue funding agreements by March 2018.

We have commissioned guidance to help organisations use good practice in business planning to help all organisations develop robust [**business plans**](#). We would strongly encourage all organisations to read this guidance. We 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 in contributing to our goals.

Sector Support Organisations will need to submit a three-year business plan with a brief statement about plans for year four of the investment period (2021/22). The business plan must include SMART⁸ objectives for the following:

- a plan of activity
- the specific type of sector support activity (your funding agreement will specify the SMART objectives you must include relating to the type of sector support activity you are funded to deliver)

You must also provide, included in the business plan or as an appendix, an equality action plan, including showing how you will:

⁸ SMART objectives are: specific, measured, actionable, realistic, and time-based (see business planning guidance for more information)

- make sure that your board:
 - has the necessary skills and experiences to meet your aims around diversity
 - by December 2021, reflects the diversity of the audiences and communities you are working with and working to reach, including membership from protected characteristic groups (for example, ethnicity, disability and gender and across socio-economic backgrounds). You and your Relationship Manager will decide together what your diversity objectives will be
- plan to diversify your workforce

SMART objectives must be included in each of these plans.

You must also provide a risk register within your business plan.

You may want to make it clear within your business plan which of your SMART objectives supports us in achieving the goals set out in our 10-year strategy,

Great Art and Culture for Everyone.

The funding agreement will also include conditions that set out our monitoring, reporting and delivery requirements for the investment period, including:

- providing an environmental policy and action plan
- collecting and submitting data relating to improving environmental performance and reducing carbon emissions
- making sure artists, practitioners and those who work in the creative industries and heritage organisations are properly and fairly paid
- submitting management accounts and cash flow statements every three months (we may ask organisations rated as being at major risk to submit information more often)
- submitting board papers every three months
- submitting an annual survey with statistics on your organisation and the previous year's activity
- submitting a detailed annual report on the progress you are making against goals-related SMART objectives in your business plan and other plans
- providing a refreshed business plan each year that sets out the planned activity for the rest of the investment period. This should include a budget, cash flow, and any other information we might ask for from time to time
- acknowledging that we have a right to attend board meetings as an

observer

- making sure that we have the opportunity to be involved when you recruit for senior appointments (including directors and trustees) – for example, commenting on job descriptions, being involved in shortlisting, observing on interview panels, and taking part in succession planning

Sector Support Organisations will have a minimum of two formal direct contacts with one of our Relationship Managers each year and must be willing to accept constructive feedback as a way of helping them to improve. One of these meetings will include a formal review of your progress against the SMART objectives set out in your business plan. We may increase the level of formal contact we have with you if your organisation is assessed as being at moderate or major risk.

We expect organisations will still have ongoing informal ‘development’ contact with Relationship Managers. This will take many forms and will be based on proposed artistic, cultural and business developments, as well as challenges, as we move through the four-year investment period.

Keeping to the terms and conditions of the funding agreement

The funding agreement between us and your organisation sets out the investment you will receive for each year of the agreement.

The funding agreement contains your business plan, including your own objectives, setting out how you will support achieving the goals in our 10-year strategy, [Great Art and Culture for Everyone](#).

The funding agreement also contains our standard terms and conditions, including the requirement that you meet the expectations for bands and Sector Support Organisations.

If your organisation is not meeting the requirements set out in the funding agreement, our first step will be to give you appropriate feedback (usually through the Relationship Manager) and discuss this with you, so we can all understand and agree what the problems may be.

We expect your organisation's board to be informed about any concerns we express, either in discussion at a meeting or in writing. We also expect that the

board, working with your organisation's executive officers, will deal with the relevant issues and provide prompt and constructive advice on how you can meet the requirements set out in the funding agreement.

We will take action if you break any of the terms and conditions of the funding agreement.

If your organisation breaks any of the terms of the funding agreement, we may take further action in addition to the feedback and discussion outlined above (which would always be a first-stage measure). Measures might include:

- action plans: we may ask for and agree an action plan for improvement in response to concerns. Within this plan you might want to consider changing your key officers, both executive and non-executive. You will be responsible for this plan and we will monitor its effect
 - increased monitoring and reporting: we may ask that your executive officers or chair (or both) meet with our senior officers to confirm that
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areas of concern we identified are being dealt with, for instance if requirements relating to goals are not being met. We may also ask for reports in writing more frequently on certain issues

- strategic funds: if we have not received and agreed clear and credible plans to deal with issues, we will make your organisation ineligible for any new application to strategic funds (including capital)
- payment conditions: we may place extra conditions on our grant payments if you have not met the terms and conditions set out in the funding agreement
- consultants: we may ask consultants to provide us with detailed information on areas of concern. This may be because we need more information, because we need specialist input, and/or because we want to support you to develop and improve
- stakeholder review: we may hold a joint review meeting with other investment partners and discuss areas that can be improved or developed

- withholding payment: if your organisation has not met the conditions of our funding agreement within an appropriate period, we may decide to withhold payment of a grant instalment (or part of a payment) until you have met the conditions
- withdrawing investment: in extreme cases, where you have broken the terms and conditions of the funding agreement over a significant period, we may decide that continued investment is not a proper use of public funds, and will discontinue it. We would take into account the evidence available, interventions we have made and the progress you have made against your action plan
- repayment: in cases where you have clearly continued to not keep to the terms and conditions, we may ask you to repay our investment

If we decide to do any of the above we will tell you beforehand. **We will take appropriate action if your organisation breaks the terms and conditions of the funding agreement (which includes your business plan and objectives).** We will take one or more of the measures outlined above in all cases.

Annex A – Contribution to goals – Bridge Organisations

Bridge Organisations should apply against goal 5 only.

Below, we have set out a series of ‘prompts’ that you should think about when considering your contribution to goal 5 in your application. We will take these criteria into account when assessing your application.

How you plan to use our investment to contribute to goal 5

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 5 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take into account how well you will achieve the following agreed roles and outcomes for Bridge Organisations:

- providing a universal offer to disseminate information, targeting all schools, cultural organisations and Music Education Hubs

- providing a targeted offer, galvanising and developing specific networks and Cultural Education Partnerships in places agreed with us
- achieving 100 per cent match of your annual Partnership Investment budget
- achieving a 50 per cent target for Artsmark
- achieving 30 per cent annual growth in Arts Award

The main body of the Sector Support Organisation guidance from [‘How you plan to lead and manage your proposed programme of work’](#) will provide further information on completing the rest of your application.

Annex B – Contribution to goals – Museum Development

Museum Development Providers must apply against all five goals.

As set out above, we need to ensure that full national coverage across England is achieved and that we have a manageable number of investment relationships. Within your application, you should make clear which geographic area you plan to cover and focus your responses to the prompts accordingly – we expect organisations to cover a minimum of one English region⁹.

Below, we have set out a series of ‘prompts’ that you should think about when considering each of the relevant goals in your application. We will take these criteria into account when assessing your application. You should consider all those that are relevant to your proposed activity – you do not need to consider the prompts that do not apply.

For each goal, where appropriate, describe how you will provide leadership, work in collaboration with other Museum Development Providers and sector bodies, and evaluate your work. For each goal, describe how each aspect of work will

benefit the museums in your selected geographic area.

How you plan to use our investment to contribute to goal 1¹⁰

You may use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 1 during 2018/19 – 2020/21, with a brief statement on how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how you will support museums to achieve excellence in developing, researching, caring for, interpreting and sharing their collections
- how you will support museums to challenge traditional ways of thinking and develop new and innovative ways of working with collections, interpretation and programming

⁹ There are nine English regions as defined by the Office of National Statistics: London; East Midlands; West Midlands; North East; North West; Yorkshire & the Humber; East of England; South East, and South West. For details, please go to <http://bit.ly/2dNj8RY>

¹⁰ Sector Support Organisations are not funded to directly contribute to, and should therefore not apply against, the Creative Case for Diversity. In the Creative Case for Diversity section on the application form, you should enter ‘not applicable’

How you plan to use our investment to contribute to goal 2

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 2 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- your understanding of current audiences and plans for supporting museums to develop their audiences and communities, including those people least engaged with museums
- your understanding of the needs of museums regarding the quality of the visitor experience and visitor satisfaction. What are your plans for helping museums to improve and develop this?
- your plans to help museums to widen engagement with their collections, for example through the use of touring exhibitions or digital technologies

- your approach to developing audiences for the museums sector as a whole and for developing shared approaches to the capture, sharing and reporting of audience data

How you plan to use our investment to contribute to goal 3

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 3 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how your organisation or partnership is strengthening its own organisational resilience and income generation
- how you will approach delivery of Accreditation technical **advice and support** to enable museums to achieve and sustain Accreditation and associated standards. How will you work in partnership with other bodies

to provide support for museums to achieve the Accreditation standard?

- how you will maintain a watching brief on Accredited museums undergoing circumstances of significant change, including museums at risk of closure
- your approach to co-ordination of the Museum Mentors scheme
- how you will support museums to meet future challenges, including the changing financial landscape, in a strategic and thoughtful way
- how you will support governance needs and how you will support museums to drive improvements in performance and governance
- how your Museum Development programme embraces environmental sustainability and how you will work with museums in your proposed area to reduce their carbon footprint and environmental impact

How you plan to use our investment to contribute to goal 4

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 4 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- the assessment that has been made of the workforce needs within museums and how you plan to meet these needs. How will you contribute to developing skills across the sector, ensuring these are right for the future?
- how you will enable museums to support high quality volunteering, apprenticeships, paid internships and work placement opportunities
- how you will support museums to make progress towards ensuring that the leadership and workforce reflect the diversity of their locality

How you plan to use our investment to contribute to goal 5

You can use up to 20,000 characters for this section. You should provide an outline proposal (rather than a detailed programme of activity) showing how you will contribute to our achievement of goal 5 during 2018/19 – 2020/21, with a brief statement setting out how you plan to do this in 2021/22.

We will take the following criteria into account when assessing your application:

- how the support you will give to museums will enable their offer for, with and by children and young people to be of high quality
- how your programme will support museums to be inclusive and accessible for all children and young people
- how you will support museums to engage with Arts Award, and promote and support Artsmark for schools
- how you will work with partners and stakeholders, as well as link to national initiatives, to enable museums to improve the delivery of cultural

opportunities for children and young people. For example, how you will link to Bridge Organisations and national initiatives such as Kids in Museums

The main body of the Sector Support Organisation guidance from [‘How you plan to lead and manage your proposed programme of work’](#) will provide further information on completing the rest of your application.



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

Reach our Customer Services team here:

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