

# DELIVERY PLAN

**LET'S CREATE  
DELIVERY PLAN 2021 - 2024**

**NEXT →**

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# About Arts Council England

The Arts Council has offices in Birmingham, Brighton, Bristol, Cambridge, Leeds, London, Manchester, Newcastle and Nottingham. We are headquartered in Manchester, and over 70% of our staff are based outside of the capital. We are governed by a government appointed National Council which is supported by five Area Councils, covering London, the Midlands, the North, the South-East and the South-West. We are an independent charity as well as an arm's-length non-departmental public body, and are accountable to the Department for Digital, Culture, Media & Sport (DCMS). We were established as a distributor of National Lottery funds under The National Lottery Act 1993. In 2011 our responsibilities were expanded to include the support and development of museums and libraries, alongside the arts.

We are tasked with various statutory UK-wide responsibilities that enable objects and collections of special interest to be acquired, shared and protected for long-term public benefit. We work with the Department for Education to deliver a network of Music Education Hubs, ensuring every child in this country has access to a high-quality music education.

Arts Council England's total annual income for 2020/21 (the most recent year available) was £1,489 million. Our main sources of income are Grant-in-Aid (that is the money we receive directly from government which totalled £1,231 million in 2020/21, including £750 million for the Culture Recovery Fund (CRF) programme, and National Lottery funding (£253 million in 2020/21).

In 2020/21, we spent 66% of our total programme expenditure outside London and our administration costs were 2.47% of our income. Excluding CRF, over 55% of our programme budget goes towards supporting a National Portfolio of 830 arts organisations, museums and libraries, who are based all over the country. They currently range in size from the Royal Opera House in London to the Leach Pottery in Cornwall and include organisations who run public-facing buildings as well as touring companies, festivals, publishers and other cultural organisations who provide a range of services to the sector and the public.

## Our definition of culture

'Culture' means many things to many people and is often used to refer to food, religion and other forms of heritage. Here, though, we use it to mean all those areas of activity associated with the artforms and organisations in which Arts Council England invests: collections, combined arts, dance, libraries, literature, museums, music, theatre and the visual arts. By describing all of this work collectively as 'culture', rather than separately as 'the arts', 'museums' and 'libraries', we aim to be inclusive of the full breadth of activity that we support, as well as to reflect findings from the research we commissioned for *Let's Create*, which showed that members of the public tend to use the words 'the arts' and 'artists' to refer specifically to classical music, opera, ballet or the fine arts. Similarly, we have used 'creative practitioners' rather than 'artists' as an umbrella term for all those who work to create new, or reshape existing, cultural content.

## Our definition of creativity

'Creativity' describes the process through which people apply their knowledge, skill and intuition to imagine, conceive, express or make something that wasn't there before. While creativity is present in all areas of life, in the Strategy, we use it specifically to refer to the process of making, producing or participating in 'culture'.

We also recognise that the traditional boundaries between and around cultural activities are disappearing as new technologies and other societal changes alter the ways in which many artists, curators, librarians and other practitioners work, as well as how culture is made and shared. We're excited by these changes, which we expect to accelerate over the next decade – and in response, we will become more flexible about the range and type of cultural activities that we support over the years to come.



# INTRODUCTION



# Our commitment to excellence

Let's Create, our strategy for the next 10 years, describes our vision that, 'by 2030, England will be a country in which the creativity of each of us is valued and given the chance to flourish and where everyone has access to a remarkable range of high-quality cultural experiences.'

*Let's Create* was developed over a period of three years through extensive conversations with the public, with individuals and organisations working within the cultural sector, and with partners and stakeholders, and informed by a wide range of data, evidence and research. The strategy aims for **three Outcomes** and is underpinned by four **Investment Principles**.

To help us achieve the vision, we will publish a series of Delivery Plans over the next decade. These will set out in more detail the steps we will take to deliver *Let's Create* and how we will resource them. This first Delivery Plan covers 2021-24. It will be a 'live' document that we will refresh and update annually.

## Our commitment to excellence

The Arts Council is committed to excellence in everything we do because we believe that it is outstanding performances, exhibitions and events that inspire audiences and because the public deserve the best in return for their investment. This means that consideration of quality will be central to all our investment programmes and in our decision making. We will only invest in organisations and individuals that share our commitment to excellence.

We recognise that excellence in culture has different dimensions. At its heart is the technical and imaginative quality of the cultural offer – determined by the flair, expertise and experience of the artists, curators or librarians involved in the project.

Alongside the excellence of our artists and creative practitioners, this country also has a global reputation for the vision and imagination of cultural organisations, both large and small, across England, and for the high-quality technical and craft skills that underpin our creative industries. It is the responsibility of the Arts Council to build that reputation by ensuring that we invest in artists, projects and organisations that combine creative brilliance with the highest level of technical and craft skills.

We believe that one of the benefits of – and reasons for – public investment in creativity and culture is that it improves the quality of what is offered to the public. We should therefore expect those who have been receiving regular public funding over many years to be able to readily demonstrate their excellence. But to ensure that we have a dynamic cultural sector in this country, we need to have an eye on the future as well as a respect for the past.



We must have investment programmes that support innovation and new types of creative practice – as well as backing work that has already proved itself and found its audience. We will ensure our programmes support those organisations and individuals who are already at the top of their game, alongside those at the start of their career who we believe, with our support, have the potential to excel.

We acknowledge that excellence is difficult to define and will mean different things in different contexts. It will always be, quite rightly, the subject of debate. For instance, the criteria for excellence in a theatre performance will not be the same as for a museum exhibition. They will look different for a large organisation that operates in an international marketplace to one focused on small-scale rural touring.

We are also interested in the way that excellence applies to all aspects of cultural practice – from the imagination that organisations and individuals show in the way they work with and for communities through their education and outreach programmes, to how effective they are in the way they run their businesses. We will factor all these different aspects of excellence into our assessment of applications and our investment decisions.

We will receive more high-quality applications than we are able to support. This will require us to draw on our expertise and experience and use our judgement to make difficult decisions. What will underpin all those decisions is our belief that every successful applicant has demonstrated to our satisfaction a commitment to excellence across all aspects of their work. We will expect that commitment to include a determination to use our investment to improve future performance, something that is critical to ensuring we have a high-quality cultural sector that will continue to be globally competitive and serve all our communities.

In *Let's Create*, we describe a set of four Investment Principles – Ambition & Quality, Dynamism, Environmental Responsibility, and Inclusivity & Relevance. We believe that these Investment Principles can work together to create a powerful mechanism that will help organisations and individuals to improve their performance going forward. We will expect successful applicants to use these Investment Principles – and the materials we are commissioning to support them – as development tools to help them focus and track that journey of continuous improvement, and help underpin their commitment to excellence.

We believe this shared commitment is essential to achieve the vision we set out above and the three Outcomes that are outlined on the following page.



# Our three Outcomes

## Creative People

*Everyone can develop and express creativity throughout their life.*

Everyone can be creative, and each of us has the potential to develop our creativity further. Taking part in creative acts such as singing, photography or writing delights and fulfils us, and helps us to think, experiment, and better understand the world. The public has told us how much they value opportunities for children to take part in creative activities and that they want to see us do more to widen and improve these opportunities.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key Elements of Creative People:

- Supporting people at all stages of their lives to design, develop and increase their participation in high-quality creative activities
- Promoting creative opportunities in the local community to people at all stages of their lives
- Providing high-quality early years activities that reach families from a wider range of backgrounds
- Widening and improving opportunities for children and young people to take part in creative activities inside schools

- Widening and improving opportunities for children and young people to take part in creative activities outside schools
- Improving teaching for creativity in schools
- Supporting children and young people to develop their creative skills and potential
- Developing and improving pathways towards careers in the creative industries

## Cultural Communities

*Villages, towns and cities thrive through a collaborative approach to culture.*

Culture and the experiences it offers can have a deep and lasting effect on places and the people who live in them. Investment in cultural activities and in creative and cultural practitioners, arts organisations, museums and libraries helps improve lives, regenerate neighbourhoods, support local economies, attract visitors and bring people together. But this can only work if there is a shared commitment to removing the geographic, economic and social barriers that currently prevent many people from taking part in publicly-funded cultural activity.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key Elements of Cultural Communities:

- Improving access to a full range of cultural opportunities wherever people live
- Working with communities to better understand and respond to their needs and interests, resulting in increased cultural engagement and the wide range of social benefits it brings
- Working collaboratively through place-based partnerships to:
  - support and involve communities in high-quality culture
  - improve creative and cultural education for children and young people
  - improve health and wellbeing through creative and cultural activity
  - build skills and capacity in the cultural sector and grow its economic impact
- Connecting people and places, including diaspora communities, nationally and internationally



### **A Creative and Cultural Country**

*England's cultural sector is innovative, collaborative and international.*

The cultural sector will only ever be as strong as the talent on which it is built. Its future success depends on being able to draw on a talent pool that reflects society as a whole and is much wider and deeper than it is now. To achieve the first two Outcomes, we need a professional cultural sector that generates new ideas, works easily and effectively with others, and is adept at developing talent from every community. It should aspire to be world-leading – in the way it makes art, in the imagination and expertise with which it makes exciting use of collections and develops libraries, and in the culture it creates and shares.

Over the next three years, we will be looking to support high-quality applications that address at least one of these key Elements of A Creative and Cultural Country:

- Supporting new types of creative practice, new forms of cultural content and new ways of reaching new and existing audiences and participants
- Collaborating with other cultural organisations and/or with the commercial creative industries and/or with further and higher education, especially with a view to supporting innovation, research and development, new skills and the use of new technologies
- Strengthening the international connections of cultural organisations and creative and cultural practitioners, including co-production and touring
- Bringing world-class culture to audiences in England
- Giving more opportunities to people to start a professional career in the creative industries, especially those who are currently under-represented
- Ensuring people have opportunities to sustain their careers and fulfil their potential in the creative industries, especially those who are currently under-represented



# Our four Investment Principles

We will expect successful applicants to use our Investment Principles as development tools to help them focus and track their journey of continuous improvement and help underpin their commitment to excellence.

Over the next three years, we will increasingly direct our investment to applicants that show a demonstrable commitment to the following Investment Principles:

## **Ambition & Quality**

*Cultural organisations and individuals are ambitious and committed to improving the quality of their work.*

The public deserve the best in return for their investment and the Arts Council is committed to the pursuit of the highest quality in everything we support. We will back organisations and creative and cultural practitioners of all ages who have the potential to excel at what they do, as well as supporting those who are already at the top of their game. We will invest in a cultural sector that is ambitious, determined to improve the quality of its work and that invests in training and skills development.

We will expect it to gather the views of the public and their peers on the quality of what it does and learn and use that feedback in discussion with staff and boards to shape future decisions about its work. We expect them to be aware of the best work in their field – wherever it happens in the world – and to tell us how they will apply that knowledge to their own development.

## **Dynamism**

*Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade.*

The years ahead will be ones of rapid change and will see the public's cultural tastes and habits evolve, new technological opportunities and ongoing pressure on public funding as we emerge from the pandemic.

To navigate these opportunities and risks successfully, cultural organisations and individuals will need to become more dynamic. They will need to be flexible and adaptable so that they can innovate their business models.

We will invest in organisations that are committed to strengthening their governance and leadership, developing the skills and wellbeing of their workforce, improving their data culture and adopting appropriate new technologies across their business. We will expect them to become more entrepreneurial and develop business models that help them maximise income, reduce costs and become more financially resilient. We will also expect them to look for opportunities to share services and explore mergers with other organisations.



### **Environmental Responsibility**

*Cultural organisations and individuals lead the way in their approach to environmental responsibility.*

The climate crisis and environmental degradation are the most significant challenges facing all of us. The cultural sector in this country has already taken major steps to reduce its carbon footprint but it will need to go further.

We will expect organisations that we invest in to develop clear pathways towards net zero carbon and to underpin those plans with a framework of measurement and progress reports. We want cultural organisations and individuals to embody the principles of environmental responsibility through the work they create, commission and programme, the way they run their businesses, buildings and projects and the conversations they have with their stakeholders, staff, peers and audiences.

### **Inclusivity & Relevance**

*England's diversity is fully reflected in the organisations and individuals that we support and in the culture they produce.*

We will invest in a cultural sector that sets out clear measurable plans for how it will ensure that its leadership, governance, workforce, programme and audiences are more reflective of the communities it serves – in terms of geography and socio-economic background as well as protected characteristics (including disability, sex and race).

We will promote equality and fairness, as well as encourage cultural organisations to be more effective businesses by drawing on a wider range of views and experience. We will also expect the cultural sector we support to build closer connections with its communities, particularly those that it is currently underserving, and applicants will need to tell us how they will take their views and interests into account as they plan their programmes.



# SETTING THE CONTEXT



# Delivering Government priorities

In executing this Delivery Plan, we are building on the remarkable and successful investment made through the government's Culture Recovery Fund (CRF). The CRF has been vital in ensuring that large parts of the cultural sector have been able to navigate their way through the pandemic.

We recognise that the cultural sector will continue to face serious challenges and ongoing uncertainty as a result of the long-term impact of the pandemic, rising energy prices, high inflation and labour supply challenges. We will continue to gather evidence and carry out analysis of the long-term impact of Covid-19 and other ongoing economic challenges, including their impact on the creative and cultural lives of the public. We will share that analysis with the government, the sector and our other stakeholders to assist with long-term planning.

We will review our investment programmes to ensure they provide effective ongoing recovery support for the cultural sector and support the development of more dynamic and resilient business models going forward. This will include investment in a new cohort of National Portfolio Organisations and Investment Principles Support Organisations, and a refresh of both National Lottery Project Grants and Developing Your Creative Practice to support a wider range of individuals and cultural organisations to help deliver *Let's Create*.

We will work closely with the government on delivering its levelling up agenda. This will include working collaboratively with other arm's-length bodies to support places to respond to government place-based funds, like the Stronger Towns Fund, and ensure that they are able to make best use of resources to support the development of cultural infrastructure. We will help deliver the government's Cultural Investment Fund (CIF), including its Museum Estate and Development Fund (MEND), Library Improvement Fund (LIF) and Cultural Development Fund (CDF) programmes.

Through this Delivery Plan we will help open up access to the cultural sector, improve the geographical reach of our funding and ensure that more people, regardless of their socio-economic background, will benefit from high-quality, publicly-funded culture. We will increase our support for creativity and culture in 109 Levelling Up for Culture Places across the country over the next three years. We will sustain investment in our Creative People and Places programme, which for a decade has been providing opportunities for communities who have had least access to publicly-funded culture to shape a high-quality local cultural offer. We will ensure that young people have fair access to a wide-ranging, high-quality creative and cultural offer and our support for the development of children and young people's creativity will help them develop the skills they need for the future.

We will support cultural organisations to develop more resilient and dynamic business models and innovate through new partnerships with technology companies, the commercial creative industries and more health care and education providers. Our focus on international working will support the cultural sector to play a key part in building global Britain and contributing to our new trading partnerships.



# Our role as the national development agency for creativity and culture

We believe that the single most effective way we can deliver our development responsibilities for creativity and culture in this country over these three years is to encourage a joint endeavour from all of those interested in ensuring that we have a vibrant and resilient cultural sector that is at the heart of this country's efforts to 'build back better' after the pandemic.

In helping the cultural sector recover and be at the heart of thriving, healthy communities, we believe that there is significant public value in encouraging individuals, cultural organisations, museums and libraries to work more closely together to address the challenges they face and jointly support the communities in which they work to flourish after the pandemic. To underpin this joint endeavour, we will support the cultural sector to adopt and embed our four Investment Principles. We have set out more on this in the section on 'Building a fit for the future cultural sector' below.

Alongside the investment programmes we have outlined elsewhere in this Delivery Plan, we will also deploy our staff across the country to provide expert advice to cultural organisations and individuals, and our partners in national and local government, in education, in civil society and the commercial sector to help the cultural sector develop.

We recognise that the five Themes we will be focusing on over these three years do not apply equally across every part of the cultural sector. We will deploy our national artform expertise and local intelligence in relation to combined arts, dance, literature, music, theatre and the visual arts to identify the development challenges and opportunities facing particular sectors or subsectors in different parts of the country as they recover from the pandemic.

We understand, for instance, that the challenges facing the music industry in rebuilding touring in Europe require a different approach from that needed to help kickstart a return to touring in this country for mid- and large-scale theatre. Likewise, the challenges facing the publishing industry in managing the impact of Brexit will differ significantly from those that our dance companies are set to encounter as they rebuild their international touring networks post-pandemic.

And these, in turn, will differ from the challenges that the visual arts studio sector will face as they make their case for support to local planning authorities, or that the combined arts carnival sector must grapple with in order to rebuild the confidence of its artists and audiences.

All of these issues, alongside the many others faced by different parts of the cultural sector, will require detailed and nuanced work from the Arts Council over the next three years. We recognise, in particular, that as we continue the integration of museums, cultural property, and libraries into the Arts Council, these sectors will require specific, targeted initiatives.

We know that we need to do more to support museums, especially those beyond our current National Portfolio. We have introduced an 'Unlocking Collections' priority into National Lottery Project Grants, with the intention of helping a wider range of museums, including those who are currently not participating in the Accreditation scheme, to contribute to the delivery of *Let's Create*.

We will reshape our investment in the Museum Development Programme to ensure there is more strategic business-to-business support, especially for museums outside our National Portfolio, to use our four Investment Principles and develop stronger applications to National Lottery Project Grants and other Arts Council funds. And from 1 April 2023 we also expect to increase the number of museums in our National Portfolio.



# Our role as the national development agency for creativity and culture

We will work with DCMS to deliver further rounds of the Museum Estate and Development Fund (MEND) programme to support the refurbishment of our non-national museums. We will continue to support the fair application of business rates across museums and other parts of the cultural estate. We will support more museums to take advantage of the Museums and Galleries Exhibitions Tax Relief and will make the case to government for its continuation.

We will continue to focus on maximising opportunities to develop and protect our nation's collections so that they are enjoyed by as many people as possible. We will work with our partners in Scotland, Wales and Northern Ireland to ensure that UK-wide government schemes such as Government Indemnity, Acceptance in Lieu, Cultural Gifts, Export Licensing, Accreditation and Designation remain fit for purpose and are delivered effectively and efficiently.

Over the next three years, we will complete the integration of our cultural property work into the core business of the Arts Council so that all our collections and cultural property programmes are more strategic, efficient and inclusive.

We will undertake governance reviews of all our collections and cultural property panels and committees (and the advisers that support them) to ensure they have the necessary knowledge and expertise and are more representative.

Our work designating collections as outstanding will be strengthened to ensure those collections are appropriately recognised, supported and researched. We will also introduce new electronic business systems for Export Licensing and the Government Indemnity Scheme. We will be refreshing the way we deliver museum and cultural property security and protection advice to ensure it remains effective and responsive to sector needs.

Public libraries will be at the heart of work in developing our place-based approach. We will work closely with them to ensure that they play a central role in supporting levelling up and community building, developing employability and helping to deliver health, wellbeing and loneliness strategies and helping to close the digital divide. To help achieve this we have refreshed our guidance for National Lottery Project Grants so that libraries can now use that programme to deliver the four Universal Library Offers (Reading, Health & Wellbeing, Digital & Information, and Culture & Creativity).

We will work closely with DCMS on the delivery of further rounds of the Library Improvement Fund, a new capital investment programme to support the refurbishment of libraries. We will encourage more libraries to apply to become National Portfolio Organisations and we expect that libraries will also play a key role in our work in our Priority Places.

We will continue to work closely with the British Library on the development and delivery of its Single Digital Presence project, working with up to 50 library services over three years to develop and test new integrated digital platforms to deliver library services.

We will also ensure closer alignment of our literature and libraries development strategies, building partnerships with the National Literacy Trust and publishers to develop a series of hubs across the country to support the development of reading beyond schools.

We will continue to work with partners to explore the possibility of developing a new accreditation system for public libraries, and we will ensure that the English Public Libraries Strategic Working Group (EPL) continues to operate as the key strategic planning forum for libraries.



# Our five Themes

As we begin to undertake the delivery of the three Outcomes laid out in *Let's Create*, we will organise our work initially around five Themes:

- 1. Building a 'fit for the future' cultural sector**
- 2. Strengthening our place-based approach and supporting levelling up**
- 3. Increasing our support for individuals**
- 4. Helping the cultural sector to work internationally**
- 5. How the Arts Council will change**

These Themes have arisen out of our conversations with those working in the cultural sector and with the government and they are designed to focus on those areas identified as being in most pressing need of attention and investment if we are to successfully navigate the new, post-pandemic landscape.

Each Theme section is organised in two parts; an introductory narrative and a list of Actions. The narrative sets out a rationale and overview of the Theme. It also includes a number of activities that represent ongoing work as well as policy work in development. We view the activities identified in the narrative as having equal weight to the Actions in terms of their strategic significance and where we allocate our staff resources.

In applying these Themes, we will also remain focused on the commitment to children and young people which we set out in *Let's Create*. As the evidence begins to mount on the potential long-term impact of the pandemic on children's mental health and educational attainment, we will continue our efforts to help all our children and young people fulfil their creative potential and access the highest quality cultural experiences where they go to school, and where they spend their free time.

We will endeavour to create opportunities for young people to develop their own creative and cultural skills, wherever they live and irrespective of their social and economic background, so that we grow the pool of talent available to arts, museums and libraries and the wider creative industries.

As schools reset themselves in the wake of the pandemic, we will continue to work with the Department for Education (DfE), the public, and teachers to highlight the importance of creativity in education, and of a rich curriculum that includes art and design, dance, drama and music. This includes the implementation of the findings of the Durham Commission, including investment in a network of Creativity Collaboratives across the country. We will continue our partnership work with the DfE to strengthen the network of Music Education Hubs, exploring opportunities for Hubs to work more closely with the other cultural organisations in which we invest.

And given the very public damage caused by Covid-19 to the livelihoods of creative and cultural practitioners working in the cultural sector, we will pay particular attention to supporting those seeking to start a career in the arts, museums and libraries, and to doing our best to ensure that such careers are open to everyone, regardless of their background.

The pandemic and its legacy have challenged the cultural sector in ways that could not have been anticipated; they have touched every aspect of our work, and their impact will be felt for years to come. As our sector recovers and renews itself, we believe that the Themes and Actions set out in this Delivery Plan will act as a framework to support the cultural sector to help our communities and the wider economy become stronger than ever, to repair the damage wrought by the pandemic, but also to draw on its lessons and build on the innovations it has generated.

The future is filled with potential, and we believe this Delivery Plan will allow the cultural sector to harness and realise it.



# RESOURCING THE DELIVERY PLAN



# How we will do it

We will resource this Delivery Plan primarily through a combination of our distributed staff team and our five main investment programmes, all focused on supporting the cultural sector to recover from the pandemic and deliver our Outcomes and Investment Principles.

We will continue to conduct research, evidence gathering and analysis to provide and utilise intelligence on how well the sector is recovering from the pandemic. We will ensure that the Arts Council and these programmes are able to adapt and respond to the emerging situation. As was the case in 2020, when we launched our Emergency Response Funds, we will move quickly to adjust, refocus or even pause these programmes to best support the ongoing needs of the sector.

## **1. The National Portfolio Organisations and Creative People & Places**

National Portfolio Organisations, budget 2022/23: £414 million (awarded to organisations in the 2018-22 Portfolio)  
Creative People & Places budget 2022/23  
£38.3 million allocated for 2022–25

## **2. National Lottery Project Grants**

Budget 2022/23: £117 million

## **3. Music Education Hubs**

Budget 2022/23: £76 million

## **4. Capital Investment**

Budget 2022/23: £22.7 million  
allocated for 21/22 and 22/23

## **5. Developing Your Creative Practice**

Budget 2022/23: £14.4 million



## 1. National Portfolio Organisations, Investment Principles Support Organisations and Creative People & Places

- From 1 April 2023, we will provide multi-year funding for a significant cohort of arts organisations, museums and libraries, providing them with security to recover from the pandemic and plan over the long term. They will, between them, receive the majority of our investment during these three years and will therefore be expected to take on the largest responsibility for the delivery of *Let's Create*.

This cohort will include:

### National Portfolio Organisations:

- A group of regularly funded arts organisations, museums and libraries working across the country to deliver our Outcomes and embed our Investment Principles.

### Investment Principles Support Organisations:

- A group of organisations that will provide support for the cultural sector to embed our Investment Principles.

### Creative People & Places:

- Partnerships supported through our Creative People and Places (CPP) Programme and targeted at areas of the country where cultural engagement is currently low. For the period 2022-25, we will invest £38.3 million in 39 CPP projects covering 56 local authority areas.

## 2. National Lottery Project Grants

In November 2021 we launched a refreshed National Lottery Project Grants (NLPG) programme. It continues to be a high volume, flexible investment mechanism to help individuals and cultural organisations recover from the pandemic as well as help deliver *Let's Create*.

It supports a wide range of individuals and organisations, professional companies and non-professional groups to undertake projects ranging from small-scale research and development right through to large national tours. It will continue to be targeted primarily at individuals and organisations that are not part of the National Portfolio.



For its relaunch, we have implemented a number of changes. We have:

- aligned application criteria closely to the delivery of the three Outcomes and their Elements and four Investment Principles in *Let's Create*
- raised the upper threshold for smaller grants from £15,000 to £30,000 so that we can use faster decision-making processes to support more ambitious projects
- established a series of ringfenced programmes within National Lottery Project Grants. These will include initially:
  - Place Partnership Funds to support our place-making work
  - Touring Funds to support national and international touring activity
  - National Funds to support major projects that can demonstrate national significance
  - a final year of Grassroots Music Funds to support music venues with capital and other development needs

And we will continue to:

- target our advice giving to those who might not have previously engaged with the Arts Council so that we ensure a more equitable spread of investment
- provide improved support for individual artists and creative and cultural practitioners, especially at the start of their career
- support libraries to deliver fully against the four Universal Library Offers (Reading, Health and Wellbeing, Digital and Information, and Culture and Creativity)
- support museums, including non-Accredited museums, to unlock their collections and make them more relevant, inclusive and accessible
- simplify our application processes and make clearer in advance what we will and won't support

### 3. Music Education Hubs

Our role as fund holder, on behalf of the Department for Education, for a national network of Music Education Hubs, will continue in 2022/23. These partnerships deliver activity prescribed by the government's National Plan for Music Education; 118 Hubs will receive a total of £76,105,440 during 2022/23.

We will support these partnerships via the resources developed for our three Outcomes and four Investment Principles and encourage collaboration between Hubs and with our National Portfolio and other funded activity.



## 4. Capital Programmes

The focus for our capital investment during this period will be two-fold:

- We run a Capital Investment Programme to support projects that deliver our Investment Principles. We invest in organisations and use our experience to help them develop plans to make physical adjustments to buildings and equipment so that they can operate safely post-pandemic, improve access, seize on technological opportunities and reduce environmental impact. Projects are funded up to a maximum of £750,000.

We will launch our next **Capital Investment Programme** in 2023/24

- Our new Place Partnership Funds includes support for the development of capital projects that align with our ambitions around place making. We combine our expertise as a national development agency with seed funding to work with local and national government and other partners to make the case for improved and sustainable cultural infrastructure in key places. Our role is focused on providing consultancy and early development funding rather than large-scale completion funding.

More information on our new Place Partnership Funds was published as part of our refreshed National Lottery Project Grants in November 2021 and can be found [here](#).

## 5. Developing your Creative Practice

This investment programme supports a wide range of individual cultural and creative practitioners to recover from the pandemic and focus on their creative development. It funds research, time to create new work, ideas development, networking, mentoring and international travel and training.

We've [published an evaluation](#) of the programme and will publish refreshed guidance for 2023/24.

We recognise that for many individuals, applying for funding can be onerous. We will continue to aim to make our application processes as simple as possible and make it clear in advance the types of applications that are likely to be successful.

## Our other investment and development programmes

These five investment programmes will be supplemented by a limited number of new development initiatives. These are set out in the Actions listed in the five Theme sections of this Delivery Plan. In addition, we will continue to run a number of ongoing development programmes. These are set out in the 'Other investment and development programmes', [which you can view here](#). We will keep these under regular review to make sure they remain fit for purpose and represent best value for money.



# THEMES & ACTIONS



# 1. BUILDING A 'FIT FOR THE FUTURE' CULTURAL SECTOR

The Covid-19 pandemic has challenged the ambition and dynamism of the cultural sector and slowed progress on inclusivity and environmental responsibility. The past two years have exposed financial vulnerability in the sector, particularly of freelance creative and cultural practitioners. With future demand for cultural activity remaining uncertain, and competition for support from funders remaining intense, many creative organisations are still struggling to recover. In addition to the ongoing impacts of Covid-19, cultural organisations are also now grappling with supply chain issues and energy shortages which are causing surging inflation.

To help navigate the significant challenges ahead and continue delivering engaging work to an ever-growing audience, cultural organisations not only need to adapt to society's new ways of working, but they also need to become 'fit for the future'. This means that many of our arts organisations, museums, and libraries will need to change.

Many of our cultural organisations have already reset their approach, developing new ways of working – and new approaches to creating and distributing art – and showing ambitions to embrace further changes that will allow them to flourish in the future. Other organisations, however, need to look again at their mission, methodology and their creative and cultural plans.

The Arts Council will encourage organisations to become more entrepreneurial, to optimise income streams, and to develop philanthropic giving as well as new services and products that bring opportunities to our creative and cultural practitioners and even greater benefits to their communities as they recover.

Organisations will also need to develop more flexible and efficient business models, built around closer collaboration with organisations both within and outside the cultural sector, including shared services and research projects with, for example, health and social care providers, further and higher education, or the commercial creative industries.

Cultural businesses will need to consider who leads their organisations, what cultures they foster, and how they make decisions. For individuals, change will be about developing new skills, building resilience, and working in new ways to fulfil creative and cultural ambitions.

In order to deliver this change, we believe that there will need to be more focus in the sector on the use of our four Investment Principles:

- 1. Ambition & Quality** – Cultural organisations and individuals are ambitious and committed to improving the quality of their work
- 2. Dynamism** – Cultural organisations and individuals are dynamic and able to respond to the challenges of the next decade
- 3. Environmental Responsibility** – Cultural organisations and individuals lead the way in their approach to environmental responsibility
- 4. Inclusivity & Relevance** – England's diversity is fully reflected in the organisations and individuals that we support and the culture they produce



These Investment Principles are intended to galvanise transformational change that will aid the growth of a ‘fit for the future’ sector. They describe what we believe ‘well-run’ cultural businesses need to look like to best serve the public, and we will increasingly seek tangible evidence of commitment to – and successful application of – these Principles across all our investment programmes.

The Arts Council will promote the application of the Investment Principles not just with investment, but also through our advocacy and development role. We will continue to curate debate, exchange and offer guidance, and support the sector. We will continue to publish a wealth of materials on our Investment Principles Resource Hub to help a diverse range of arts organisations, museums, libraries and individuals embrace and implement change. We want the Resource Hub to be an engaging space to learn, develop and share new ideas and we will continue to evaluate how it is used and what content would be most useful over the coming year.

The way the four Investment Principles will be applied will vary depending on the size and structure of the organisation. Local authority-run services – such as libraries and museums – will need to apply the four Principles in a different way from standalone cultural businesses. For individuals, we believe that they can be used to help develop their practice and build sustainable relationships across the cultural sector. For organisations seeking to join our National Portfolio in future, the application of the Investment Principles will involve setting measurable targets at board level and tracking progress. And right across the sector, development will be aided by new Investment Principles Support Organisations, whose role will be to support the sector to adopt our four Investment Principles.

Regardless of size, the leaders of our cultural organisations, museums and libraries must be drivers of this change by working with their boards and oversight groups to champion the Investment Principles and scrutinise the progress they are making. To support the development of boards, we will launch a new initiative to build their capability to support change and grow organisations that attract and develop a wide range of talent. Who our leaders are, what skills and experience they have, and what decisions they take will have a significant impact on progress towards achieving a ‘fit for the future’ sector.

In addition, through our new Reset & Innovation programme, we want to encourage more organisations to develop a culture of experimentation and innovation both within their existing business models and by creating new ones.

We will also support individuals by continuing to invest in leadership development and transformation. We will support a new generation of leaders from across the country, and from a range of backgrounds, to develop the capability and confidence needed to make change, to develop resilience, and to support the wellbeing of their workforces.

Throughout the pandemic, the Arts Council worked extensively with the government to help cultural organisations weather the worst of Covid–19. We will, over the next year, continue to support organisations and individuals to help them adjust to a new, more uncertain, working environment.



Our Digital Culture Network (DCN) will continue to improve digital skills and data literacy across the cultural sector. We will continue to build our partnership with Google Arts & Culture and the Bloomberg Philanthropies' Digital Accelerator Programme to help develop digital capacity and capability in the cultural sector.

We will continue to support and enhance the sector's journey towards Environmental Responsibility by working with partners to offer access to tools and resources that support cultural organisation to develop climate actions and report on their environmental impact.

In relation to inclusivity and relevance, the pandemic has demonstrated a clear need for organisations to serve all our communities better, providing access to high-quality relevant cultural experiences for people of all backgrounds – across geographies, across protected characteristics and those who have experienced socio-economic inequality. We are committed to ensuring that the NPOs and IPSOs that we invest in for the period 2023-2026 will be more representative of this country.

We remain confident that by working together, we can build a 'fit for the future' cultural sector that is creatively ambitious, inclusive and relevant, better able to respond to the needs of our communities and committed to widening access. It will be more dynamic, confident in its use of data to inform and measure performance, and engaged in more sustained research and development, including in the use of new technologies, in order to adapt to new circumstances. We want it to be world-leading in the way it develops its environmental responsibility and reduces its carbon footprint.

We will take the following Actions to help build a 'fit for the future' cultural sector in this country.

**Actions****Notes:**

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**Launching a new Reset & Innovation programme**

We will launch a new Reset & Innovation programme to enable organisations to continue developing the culture of experimentation and innovation they adopted during the pandemic, both within their existing business models and through creating new ones.

**Date:** Multi-round programme launching in Q4 2022/23

**2022/23 Budget:** £26.8m across all rounds until 25/26

**Link:** [arts council.org.uk/blog/building-resilience-future](https://arts council.org.uk/blog/building-resilience-future)

**Championing and implementing our Investment Principles**

We will continuously refresh the Investment Principles Resource Hub, so that it includes up-to-date support material for individuals and organisations, governance and boards, sector-led content, and practical toolkits. We will also run our first Thought Leadership Festival in partnership with a guest curator.

**Date:** Ongoing

**Link:** [arts council.org.uk/lets-create/investment-principles-resource-hub](https://arts council.org.uk/lets-create/investment-principles-resource-hub)

**Supporting governance**

We will provide advice and support to help cultural organisations develop and strengthen their governance, with an initial focus on National Portfolio Organisations and Investment Principles Support Organisations receiving investment from 1 April 2023 and then extending to organisations considering applying to join the National Portfolio from April 2026.

**Date:** Q4 2022/23

**Building a more representative National Portfolio**

From 1 April 2023, we aim to build a high-quality National Portfolio that is more representative of this country in terms of geographical location and the profile of its governance, leadership and workforce.

**Date:** Q3 2022/23

**Link:** [arts council.org.uk/get-funding/2023-26-investment-programme](https://arts council.org.uk/get-funding/2023-26-investment-programme)

**Developing a 'Single Digital Presence' for public libraries**

We will continue to work with the British Library on developing a 'Single Digital Presence' for public libraries that hosts library-curated content and services, including book stock and collections. We will also support local authorities to improve their own local library digital presence.

**Date:** Ongoing

**Link:** [arts council.org.uk/supporting-libraries/single-digital-presence-public-libraries](https://arts council.org.uk/supporting-libraries/single-digital-presence-public-libraries)

**Introducing a new Access Scheme**

We will work with UK arts councils and the BFI to launch a new Access Scheme for disabled, D/deaf and neuro-divergent audiences that supports their return post-pandemic by improving access and increasing audience engagement.

**Date:** Q4 2022/23

**Reporting on gender pay gaps in the sector**

From 1 April 2023, we will encourage National Portfolio Organisations that are legally required to report on gender pay gap data to also report on ethnicity pay gap data.

**Date:** Q3 2023/24

**Link:** [gender-pay-gap.service.gov.uk/Viewing/search-results?t=1&search=&orderBy=relevance](https://gender-pay-gap.service.gov.uk/Viewing/search-results?t=1&search=&orderBy=relevance)



## 2. STRENGTHENING OUR PLACE-BASED APPROACH AND SUPPORTING LEVELLING UP

*Let's Create* sets out our commitment to ensuring that villages, towns and cities across this country thrive through a collaborative approach to culture. We believe that culture has a deep and lasting effect on places and the people who live in them, and that working in partnership within places strengthens cultural and creative opportunity. Further, we believe that creativity and culture can and should play a key role in helping level up the country, as well as in supporting communities to recover from the pandemic and rebuild themselves economically, socially and in terms of their health and wellbeing.

By 'place-based approach', we mean the way in which the Arts Council, as the national development agency for creativity and culture, works differently in different geographic areas in order to realise the ambitions of *Let's Create*. Over the next three years, we will accelerate and deepen our place-based approach to creativity and culture. This will be accompanied by a growing focus on the way that culture can improve health and wellbeing outcomes for our communities.

Central to this approach is our close working relationship with the Department for Digital, Culture, Media and Sport (DCMS). With them we will ensure that our ambition to help more places achieve their cultural and creative potential aligns with the government's commitment to level up and address inequalities across the country. We were delighted that the key role the

cultural sector plays in contributing to the resilience and prosperity of communities and places across England was reflected in the £968 million invested in arts, culture and heritage projects across England in the first round of the government's Levelling Up Fund, and we will continue to engage with DCMS, Department for Levelling Up, Communities and Housing (DLUCH), and other arm's-length bodies (National Lottery Heritage Fund, Historic England, Sport England, National Lottery Community Fund, BFI, Visit Britain) to both influence and support the delivery of government programmes including the Stronger Towns Fund, Historic High Streets Heritage Action Zone, new rounds of the Levelling Up Fund, and the UK Shared Prosperity Fund.

In 2021/22 we worked with DCMS to invest over £48 million, in communities across England through the Cultural Investment Fund (made up of Libraries Investment Fund, Museums Estates and Development Fund, and Cultural Development Fund). DCMS have now confirmed a further £128 million, for new rounds of the funds between 2022 and 2025.

Working within a place requires the development of partnerships: with the cultural sector, and with organisations and individuals beyond culture (particularly in local government, but also in higher education, further education, schools, the youth sector, health and social care, and the private, voluntary and community sectors). It means taking account of the aspirations and requirements of the people who live, work and study there. It means being sensitive to the particular needs of places – be they rural or urban – and to the difference between places. It means considering and addressing the geographic dimensions of inequality. With that in mind, we will continue to work closely with mayoral combined authorities, local enterprise partnerships and local authorities to help the cultural sector recover and contribute in turn to the social and economic recovery of places. To do this effectively we have introduced dedicated Place Partnership Funds in our National Lottery Project Grants programme to support places across England to make a step change in cultural provision in their local area. In 2022/23 we will agree a new set of shared principles for collaboration with the Local Government Association and continue to bring together all parties interested in developing culture in place. We will also ensure that our partners in place have access to data and evidence that is relevant to the local area and will encourage them to use that data to map need, identify opportunity, and form partnerships.



We will support the development of delivery capacity in places by supporting more Cultural Compacts and Local Cultural Education Partnerships (LCEPs). We will further strengthen good practice by supporting the development of a Cultural Compacts network, introducing a peer-learning programme for place-based consortia, and further developing our understanding of what makes an effective place-based consortium.

The Arts Council is committed to supporting cultural opportunities in places where engagement is low, and we will seek to work in places that have not benefited enough from public investment in creativity and culture in the past. In 2021 we launched the Creative People and Places National Portfolio keep round 22-25 with an increased budget. In total, for the period 2022 to 2025 we have committed £38.3 million to 39 Creative People and Places projects covering 56 local authority areas, including 11 new projects in areas of low engagement.

In building our place-based approach we pay particular attention to the ways in which museums and public libraries can build creative and cultural opportunity across a wider range of communities: improving lives, regenerating neighbourhoods, attracting visitors, delivering economic benefits, and bringing people together in ways that help us all to build self-confidence and understand the world and our place in it. In 2021/22 we refreshed National Lottery Project Grants to better support activity in libraries and museums and, over the next year, we are committed to increasing the proportion of Project Grants investment awarded for libraries and museums activity, including in non-Accredited museums.

In the National Lottery Project Grants refresh last year we also made changes that will support applications to tour work to communities across the country, including those places that have limited access to arts and culture. We will continue to monitor the impact of those changes. We believe that cultural organisations and individual creative and cultural practitioners have a key role to play in supporting the health and wellbeing of communities. In May 2022 we published our plan for Creative Health and, over the next two years, we will support and invest in the cultural sector to develop closer partnership working with health and care providers and deliver joint projects to improve the health and wellbeing of local communities and support them to recover from the pandemic.

We believe that cultural organisations and individual creative and cultural practitioners have a key role to play in supporting the health and wellbeing of communities. In May 2022 we published our plan for Creative Health and, over the next two years, we will support and invest in the cultural sector to develop closer partnership working with health and care providers and deliver joint projects to improve the health and wellbeing of local communities and support them to recover from the pandemic.

We will continue to focus on ensuring that all children and young people in those places are given more opportunities to realise their creative and cultural potential, and we will work with schools to reach as many children and young people as we can. To do this we have implemented findings from the Durham Commission including investing in a network of eight Creativity Collaboratives and an online Creativity Exchange. We will continue to build on our work establishing and resourcing local cultural education partnerships and refresh our Artsmark programme to ensure it supports a wide range of schools to deliver an enriched arts offer. We will explore how the principles for In Harmony can be utilised in new areas and artforms to inform a place-based approach to cultural education. We will work with the Department for Education to develop a national plan for cultural education, and with the public and teachers to highlight the importance of creativity in education, and of a rich curriculum that includes art and design, dance, drama and music.

**Our approach to working in place is three-pronged:**

- 1.** We will continue to invest in a universal offer that is accessible to all parts of the country. This includes open programmes such as National Lottery Project Grants (NLPG) and Developing Your Creative Practice, as well as specific programmes designed to be ‘universal’, such as Music Education Hubs’ support for the music education of all children in this country.

In addition, we will signpost a range of available resources, toolkits and development offers (for example, Local Government Association and Arts Council-created training and peer challenge sessions) that will support our partnership working in place.

- 2.** We will continue to work in places where joint investment in culture and opportunity is relatively high. We want to ensure that the investment we are already making in these places works harder to deliver improved public benefits. We want it to be focused on helping communities emerge from the pandemic with higher levels of social cohesion and economic resilience, as well as improved levels of physical and mental wellbeing.

For this to happen, we will tie our future investment in those places to tangible evidence of improved collaborative working within the cultural sector, allied to a wider range of partnerships between the cultural sector and the education, healthcare, criminal justice, voluntary and commercial creative sectors. We will also use our on-the-ground intelligence, influence and networks to make the case to our local partners – local and combined authorities, higher education institutions, and local enterprise partnerships, among others – for the benefits to their communities of ongoing investment in culture.

In parallel with this, we will explore how we can further encourage individuals and companies to support organisations in their community. We will continue to work with our partners and other arm’s-length bodies across heritage, sport, film, tourism and civil society to respond to particular moments or initiatives. In 2021/22 we celebrated Coventry as UK City of Culture and supported over 700 communities to celebrate the Queen’s Platinum Jubilee.

We will support work in these places through our Place Partnership Funds within National Lottery Project Grants, and through enhanced requirements for future National Portfolio members to strengthen their approach to collaborative working in place.

- 3.** We will focus more of our time and investment on places in which cultural engagement and our current investment are too low, and where, as a result, opportunities for creative and cultural engagement are underdeveloped. To achieve this, we have identified Priority Places and Levelling Up for Culture Places across the country.



### Priority Places

In 2021/22 we published a list of 54 Priority Places, together with the methodology and data framework we have used to identify them. We are now working with stakeholders in each place to establish shared objectives and have begun to increase our intervention – both financial and in terms of our staff development time. We will continue to support this work with a range of investment and capacity-building programmes, including via the National Portfolio, Place Partnership Funds, Developing Your Creative Practice, and Creative People and Places, and to track the impact of this increased investment of resources through improvements in cultural engagement, as well as the impact on the local economy and stronger social outcomes for people and places. We will particularly focus on supporting programmes that improve opportunities for children and young people in these places to access high-quality culture and realise their creative potential.

### Levelling Up for Culture Places

In early 2022 we worked with DCMS to identify 109 Levelling Up for Culture Places. This list includes all of our Priority Places outside London. Over the period 2022-25, we will be using £43.5 million of additional investment from DCMS to strengthen creativity and culture outside London, with a particular focus on supporting new and expanded National Portfolio Organisations' activity in Levelling Up for Culture Places.

Full details of how we identified and how we will work with Priority Places and Levelling Up for Culture Places can be found [here](#).

In all of this work, we plan to link more of our investment to evidence that local communities have been engaged by cultural organisations in helping to shape their local cultural offer.



Actions

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Supporting our 54 Priority Places

We will continue to increase our staff resources and financial investment in each of our 54 Priority Places.

**Date:** Ongoing

**Link:** [arts council.org.uk/LUCPs#section-1](https://arts council.org.uk/LUCPs#section-1)

Increasing investment in Levelling Up for Culture Places and improving opportunities for underserved communities.

The new National Portfolio process will result in investment in organisations committed to delivering increased creative and cultural opportunities for currently underserved communities. It will also increase investment in organisations in Levelling Up for Culture Places.

**Date:** Q3 2022/23

Delivering the government’s Cultural Investment Fund

We will work with the DCMS to deliver a new round of the Cultural Investment Fund (Museums Estate and Development Fund, Libraries Improvement Fund, and Cultural Development Fund) – a major capital programme aimed at improving cultural infrastructure and unlocking local growth and productivity.

**Date:** Q1 2022/23 guidance for all three funds published

**2022/23 Budget:** £52.1 million for round 2 in 2022/23

**Link:** [arts council.org.uk/our-open-funds/cultural-investment-fund](https://arts council.org.uk/our-open-funds/cultural-investment-fund)

Increasing capacity and connectivity across creativity and culture, and health and wellbeing in place.

We will work in collaboration with strategic partners to develop capacity by delivering a project that increases connectivity in place, enabling local cultural networks and creative practitioners to gain access to health care partners and engage with social prescribing and associated opportunities.

**Date:** Q3 2022/23

**Supporting key creativity and culture roles within health and wellbeing infrastructure**

We will invest in a senior post at the National Academy of Social Prescribing to represent creativity and culture. We will also work with the National Lottery Communities Fund to develop a pilot programme with up to seven Integrated Care Systems and test new ways of establishing culture as a key intervention in the health and wellbeing of communities.

**Date:** Ongoing

**Link:** [artscouncil.org.uk/developing-creativity-and-culture/arts-culture-and-wellbeing](https://artscouncil.org.uk/developing-creativity-and-culture/arts-culture-and-wellbeing)

**Peer learning programme**

We will deliver a programme of peer learning focusing on themes that support the membership, leadership, and staff teams of Creative People and Places delivery organisations, Local Cultural Education Partnerships and Cultural Compacts.

**Date:** Q3 2022/23

**Sustaining our investment in Talent25**

We will continue our investment in the first phase of Talent 25 (2019–24), supporting action research to examine barriers to engagement in cultural activity from birth to 25 years and the way different interventions can shape young people's creative and cultural interests and skills.

**Date:** Ongoing

**Link:** [artscouncil.org.uk/children-and-young-people/long-term-research-0#section-2](https://artscouncil.org.uk/children-and-young-people/long-term-research-0#section-2)

**Supporting the Commonwealth Games**

We will invest in and support the delivery and future impact of the Birmingham 2022 Commonwealth Games Cultural Programme and raise the profile of the West Midlands as an international centre of creativity and culture.

**Date:** Q2 2022/23

**Link:** [artscouncil.org.uk/news/celebrate-2022](https://artscouncil.org.uk/news/celebrate-2022)

**Supporting local government to develop leadership and delivery capacity**

We will build capacity among local government political leadership, working in partnership with the Local Government Association to deliver another round of our programme of leadership training for culture portfolio holders, and peer challenges for cultural services and library teams in local authorities.

**Date:** Ongoing

**Link:** [artscouncil.org.uk/leadership-essentials-and-peer-challenges#section-1](https://artscouncil.org.uk/leadership-essentials-and-peer-challenges#section-1)

**Refreshing our Artsmark programme**

We will widen the focus of Artsmark, our flagship schools programme, to support more schools and more children and young people to develop their creative lives post pandemic.

**Date:** Q3 2022/23

**Link:** [artsmark.org.uk/](https://artsmark.org.uk/)



**Supporting partners in place to make cultural development plans based on robust data and evidence**

We will develop an easy to access, regularly updated hub of place data including our investment information and other data related to place. We will also provide partners in place with tools to support them to capture and analyse data to support the development and evaluation of place-based strategies.

**Date:** Q4 2022/23



### 3. INCREASING OUR SUPPORT FOR INDIVIDUALS

Cultural organisations will only ever be as strong as the individual talent and skills on which they draw. In this country, our cultural sector has historically been dependent on a freelance workforce to provide it with its talent and vitality and help it create and run its programmes. While this is especially true of arts organisations, we also know that both libraries and museums depend on a growing pool of freelancers to deliver a range of activities.

Although the worst impacts of the pandemic are hopefully behind us, we know that individual creative and cultural practitioners have been significantly affected. There is also evidence to suggest that parts of the sector are facing major skills gaps, as practitioners have taken up opportunities in other industries. The task of attracting, retaining, and developing talent remains urgent. We will continue to work with a range of partners to ensure that organisations and individuals create a more equitable and sustainable ecology for all parts of the cultural sector.

Given the very visible impact of the pandemic on the creative industries, there is a danger that many young people will abandon their aspirations for a career in our sector. We will work with others to rebuild confidence, especially among children and young people, in the viability of a career in the creative industries. We will work with partners to ensure that new pathways into the creative industries are opened up for young people from every part of this country.

We have now made changes at the Arts Council to ensure that we are better equipped to support creative and cultural practitioners. We have a landing page on our website aimed at individuals, which signposts our own funding programmes and resources as well as external bodies. We have also set up a dedicated mailbox to encourage individuals to share their thoughts, ideas and feedback with us. As part of the 2023-26 Investment Programme, we published a 'Supporting Practitioners' information sheet which sets our expectations of the organisations we fund and signposts to good practice and resources.

We have made good progress on our published Delivery Plan Actions and done so in collaboration and consultation with the individuals they are intended to support. This has included launching Freelance : Futures with a consortium of freelancers and freelancer networks. We will continue to build on this collaborative approach over the next year to ensure that any activity that impacts individuals is developed in consultation with them.

In 2021/22, over £51 million was directly awarded to individual practitioners through National Lottery Project Grants (NLPG), Developing Your Creative Practice (DYCP), and via benevolent funds which responded to the impacts of the Covid-19 Omicron variant. This year, we will continue to support creative and cultural practitioners through both NLPG and DYCP and monitor the impact of these programmes to continue to improve them, including through an external evaluation of DYCP. We know we cannot fund all those who currently work, or hope to work, in the cultural sector. We will target our support to those individuals to whom our help and investment will make the greatest difference: those who are at the early stages of their career and from backgrounds currently under-represented in the publicly funded cultural sector.

We will continue to engage with a range of networks supporting creative and cultural practitioners and take the Actions listed below hand-in-hand with the individuals they are intended to support. We will listen and learn, work collaboratively, build and share our collective resources and strengthen our understanding of the needs of individuals.



Actions

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Improving training and development resources

We will build a tool to signpost to resources and training providers and explore how we can commission resources or training to address gaps in the existing provision.

**Date:** Q3 2022/23

Reviewing National Lottery Project Grants to ensure it is supporting individuals

We will review National Lottery Project Grants to understand how well it is supporting individuals, and if needed, we will make improvements to the programme as part of its annual refresh.

**Date:** Q3 2022/23

Ensuring our National Portfolio provides better support to individuals

From 2023, we will fund a new National Portfolio of cultural organisations that are committed to providing more equitable and transparent support for creative and cultural practitioners and offer clear progression routes into the industry. As part of the National Portfolio Organisation and Investment Principles Support Organisations guidance, we published an information sheet outlining our expectations for cultural organisations working with freelancers.

**Date:** Q3 2022/23

Researching talent development pathways for young people

We will use the research we have completed to develop and test a framework for tracking young people’s progression.

**Date:** Q4 2022/23



### **Commissioning a symposium for creative and cultural practitioners**

We will commission freelancers through *people make it work* to deliver *Freelance : Futures*, bringing together individuals, funders, organisations and partners to improve and implement support for individual practitioners in the short, medium and long term.

**Date:** Q1 2022/23

**Link:** [freelancefutures.org/](https://freelancefutures.org/)

### **Maximising the impact of creative and cultural practitioners on the places they live and work**

We will publish a resource which will support local authorities and other bodies to work with local creative and creative practitioners, and support practitioners in working with these bodies.

**Date:** Q3 2022/23

### **Improving our understanding of creative and cultural practitioners**

We will commission a regular survey aimed at creative and cultural practitioners from across our supported disciplines to help us map the freelance workforce and gather direct insight on current trends and issues that are affecting practitioners in the sector.

**Date:** Q3 2022/23

### **Evaluating and refreshing Developing Your Creative Practice**

We will publish an evaluation of the programme and use it to make improvements to our Developing Your Creative Practice programme in 2023/24.

**Date:** Q2 2022/23

**Link:** [artscouncil.org.uk/DYCP](https://artscouncil.org.uk/DYCP)



## 4. HELPING THE CULTURAL SECTOR TO WORK INTERNATIONALLY

Much of the success and global reputation of this country's cultural sector has been built on its skill at operating internationally, and the profile that has arisen from our leading cultural organisations and creative talents working easily and regularly all over the world.

The pandemic and the UK's departure from the single European market has brought with it significant and ongoing disruption to traditional ways of working for our cultural sector. Visa and work permit requirements for artists in most EU countries have now been waived but rules about the movement of objects and cross-border freight continue to add administrative and cost burdens for touring in Europe.

The Arts Council's National Lottery Programme Grants has now been relaunched to include a touring strand which can meet the new costs involved in international touring and collaboration. It will also support large-scale international co-operation and exchange, while Developing Your Creative Practice continues to assist individual artists to nurture their creative practice through international partnerships. We will continue to track the international impact of both these programmes.

Through our National Portfolio and Investment Principles Support Organisations programmes for 2023–26, we expect to support the development of new international partnerships that enable knowledge-sharing, joint research, co-investment and trading opportunities and deliver financial and cultural benefits for the country as a whole. We want the organisations and individuals we support to continue to bring the very best of world culture here to delight our communities and to inspire current and future generations of librarians, curators and artists.

Our partnership with the other UK arts councils will deepen during 2022/23. This will include the continuation of our joint investment in the UK Arts Information Point, [\(link\)](#), which assists those wishing to navigate entry into the UK to work and perform, as well as offering guidance on requirements for UK artists working and performing in the EU and beyond. We will also continue to support individuals looking to make a creative home in the UK through the Global Talent visa route.

We have recently refreshed our Memorandum of Understanding with the British Council and will now work together to promote debate and develop new ideas about how the cultural sector can develop a more environmentally responsible approach to international collaboration. We will also join with the British Council and other partners to develop the France–UK season of culture in 2023 and 2024.

Over the next 12 months, we will review and refresh our investment in international talent and market development opportunities, building on our successful recent investment in Horizon, our performing arts showcase in Edinburgh, the Future Arts & Culture Programme at SXSW, Under the Radar in New York, the UK-Canada Immersive Exchange programme and our projects at the Venice Biennale. We will continue to support the development of international cultural policy and practice by playing an active membership role in international fora such as the International Federation of Arts Councils and Cultural Agencies, the International Society for the Performing Arts, the Informal European Theatre meeting, the International Federation of Library Associations (IFLA), and the International Council of Museums.



We want to see more international research and dialogue about the global collections held in our museums, and to encourage collaborative and inclusive approaches to working with those collections, based on a clearer understanding of their origins. We will work closely with DCMS to review and improve the Government Indemnity Scheme so that it continues to facilitate international and national loans and tours. We will also work with CILIP, the library and information association, to support the Global Green Libraries Partnership delivered by IFLA.

With the future of the pandemic still uncertain, and the climate crisis ever more urgent, the cultural sector will continue to be faced with difficult choices about how it develops an environmentally responsible approach to working internationally. While the pandemic has encouraged an exciting new digital wave of international collaboration, we also know that many audiences are hungry for a return to the live experience. Arts Council England will seek to work with partners in this country and abroad to support research and development, capture the best models and assist cultural organisations to develop more environmentally responsible ways of working internationally.

Overshadowing all our international work at the moment is the brutal invasion of Ukraine and its devastating impact on the artistic community and cultural infrastructure of that country. Arts Council England stands with other members of the international cultural community in solidarity with artists and cultural institutions in Ukraine and supports cultural sanctions against state-sponsored Russian and Belorussian companies. We do not yet know what the long-term consequences of Russia's invasion mean, but we remain ready to do what we can to help our friends at the Ukraine Cultural Foundation with the rebuilding work ahead.



Actions

Notes:

**‘Date’** – This is the point when more information will become available. At that point we publish a link to that information under the relevant Action.

**‘2022/23 Budget’** – We only publish budgets in relation to programmes where there is an open application process. The published figure represents the amount of funding Arts Council England has allocated to this Action. This figure may not represent our full investment in an Action. Funding may have been allocated in previous years or may be planned in future years or may come from programmes that are separately budgeted (eg National Lottery Project Grants).

**Increasing our investment in the Four Nations International Fund**

In partnership with Creative Scotland, Arts Council Wales and Arts Council Northern Ireland we will invest in a second year of the Four Nations International Fund, a programme that supports mobility and collaboration between artists in at least two UK nations working with an international partner.

**Date:** Q3 2022/23  
**2022/23 Budget:** £240,000 (ACE contribution)  
**Link:** [artscouncil.org.uk/our-open-funds/four-nations-international-fund](https://artscouncil.org.uk/our-open-funds/four-nations-international-fund)

**Delivering the next phase of Cultural Bridge, a partnership programme with Germany**

Continuing our partnership with Creative Scotland, Arts Council Wales, Arts Council Northern Ireland, Goethe Institut – London, Fonds Soziokultur and the British Council in Germany, we will use the evaluation of the pilot programme to extend our support for cultural organisations in the UK and Germany to develop and deliver joint projects in the field of community-led arts practice.

**Date:** Q3 2022/23  
**2022/23 Budget:** £50,000 (ACE contribution)

**Expanding the international touring and environmental responsibility initiative**

In partnership with the Danish Arts Foundation (Agency for Culture and Palaces) and Julie’s Bicycle, we will invest in an enhanced programme that supports performing arts companies to forge relationships with their peers in Denmark and develop innovative, environmentally responsible approaches to international touring, collaboration and co-production.

**Date:** Q3 2022/23  
**2022/23 Budget:** £60,000 (ACE contribution)  
**Link:** [artscouncil.org.uk/our-open-funds/international-touring-and-environmental-responsibility](https://artscouncil.org.uk/our-open-funds/international-touring-and-environmental-responsibility)

**Expanding our bilateral partnership with Denmark**

In partnership with Viborg Municipality and Via University, the Danish Arts Foundation (Agency for Culture and Palaces), and York Mediale we will deliver a pilot programme that will support collaboration between artists and cultural organisations in York, England and Viborg, Denmark, to develop joint projects in connection with the cities’ shared status as UNESCO Media Cities.

**Date:** Q1 2022/23  
**Link:** [artscouncil.org.uk/our-open-funds/international-touring-and-environmental-responsibility](https://artscouncil.org.uk/our-open-funds/international-touring-and-environmental-responsibility)

**Launching a new partnership programme with France**

In partnership with Creative Scotland, Arts Council Wales, Arts Council Northern Ireland, Fluxus and the Institut Francais, we will co-invest in Magnetic, a programme of visual arts exchange residencies that will develop stronger links between visual arts institutions in France and the UK.

**Date:** Q1 2022/23

**2022/23 Budget:** £20,000 (ACE contribution)

**Support the hosting of major international cultural conferences in this country**

We will invest in and support the International Society of Performing Arts Summer Congress, together with its 'wraparound' programme, in Manchester in 2023.

**Date:** Q1 2023/24

**Link:** [ispa.org/page/congress\\_landing](https://ispa.org/page/congress_landing)

**Developing a better understanding of current international activity in the cultural sector**

We will commission and publish a report on international investment, collaboration and exchange in the publicly funded arts sector in England.

**Date:** Q3 2022/23



## 5. HOW THE ARTS COUNCIL WILL CHANGE

In *Let's Create*, we made clear that to deliver our new strategy and become a more effective national development agency for creativity and culture, the Arts Council will need to change. We have already demonstrated, in the way that we responded at pace to the pandemic with our own Emergency Relief Funds and in our management of the Government's Culture Recovery Funds, that we can be agile and adaptable.

Over the next year, we will build on the lessons we have learnt from the pandemic. We will accelerate the changes that need to take place so that we can embody fully the four Investment Principles that underpin *Let's Create*. We will be clearer in our commitment to supporting ambition and quality, and we will continue our work on reducing our environmental impact. We will also become more inclusive and relevant, and more dynamic.

We will ensure that we approach everything we do from the perspective of our 'customers': the individuals and organisations seeking investment and development support from us; the local and national partners and co-investors looking to work with us; the government, which will hold us to account for the money we invest on its behalf; and the public, who are the ultimate beneficiaries of everything we do.

We aim to be relevant and accessible to all those customers and will ensure that external voices continue to shape our work through our Area and National Councils, through new race and disability advisory groups, and via the use of external advisory groups for all major projects. We will continue to work with our new established Youth Advisory Board to ensure that there are opportunities for young people to provide advice and input into our policy development work. We will commit more of our staff development time to support communities, cultural organisations and creative and cultural practice with which the Arts Council has been historically less engaged.

All of our processes and decisions will be based on fairness and equity. We will focus on making high-quality decisions and learning all the time from what we do. Our ambition is to improve continuously and set higher and higher standards for efficiency, effectiveness and excellence in the way we serve the needs of our customers. We will adopt new ways of working to achieve greater organisational efficiency and better use of our office locations.

We will continue our progress in becoming an agile, innovative and responsive organisation, where staff work flexibly, and in which appropriate technology is deployed. We will equip our workforce with the skills to adapt to changing circumstances and demands. We will continue our work developing new forms of social investment across the cultural sector, including new approaches to investing in touring and grassroots music venues.

We will set clear targets that enable us to lead the way as an environmentally responsible arm's-length body, both in our working practices and in the decisions we make. We will also set targets to ensure we are an inclusive employer whose workforce is reflective of contemporary England.

Underpinning these changes will be the implementation of a new data strategy. We will become an ethical, open-data organisation, in which evidence is core to what we do – enabling us to make better, more informed policy, and to show evidence of the impact and benefit of our work. We will invest in improving our data infrastructure and literacy to improve our policy making and insight.

Finally, we will ensure that our values – 'we care, we learn, and we are ambitious' – are embedded in all of our work.



Actions

Strengthening our commitment to Ambition & Quality

- We will introduce a new electronic licensing system to improve the quality of our support for the art market in this country and ensure that we remain a globally competitive centre for the international trade in arts and antiquities.  
**Date:** Q3 2022/23
- We will consolidate the Arts Council Collection’s two art stores into a new location in Coventry and contribute to the legacy of the City of Culture programme. This state-of-the-art logistics centre will give long-term space for growth and enable a more ambitious national touring and lending programme and provide opportunities for improved collaboration and efficiencies.  
**Date:** Q1 2024/25

Strengthening our commitment to Dynamism

- We will assimilate the learnings from our Investors In People Gold standard assessment and build these into a future plan of improvement for how the Arts Council operates.  
**Date:** Q1 2022/23
- We will implement a new, scalable data platform which will significantly increase the efficiency and effectiveness of storage, management, analysis and reporting of data to generate insights.  
**Date:** Q2 2022/23
- We will work with DCMS to develop a new national participation survey. The survey will track creative and cultural engagement across all arts forms, museums and libraries and the differences in social demographics such as location, age, education and income, and the first set of results will be ready in 2024/25.  
**Date:** Q2 2023/24

Strengthening our commitment to Environmental Responsibility

- We will publish an action plan to improve our environmental responsibility. This will include developing and rolling out a programme of essential carbon literacy training for all staff. Other actions will include a second staff survey on our approach to ER, and a second annual report on our carbon footprint, which will be completed with the continued support of Julie’s Bicycle. The report will include an update on progress towards our carbon reduction targets for energy use and business travel.  
**Date:** Q1 2023/24  
**Link:** [artscouncil.org.uk/environmental-programme](https://artscouncil.org.uk/environmental-programme)



**Strengthening our commitment to Inclusivity & Relevance**

- We have set targets to make our workforce, leadership and governance more representative of the country and will report annually on progress.  
**Date:** Ongoing  
**Link:** [artscouncil.org.uk/sites/default/files/download-file/Arts%20Council%20England\\_workforce%20targets\\_21-24.xlsx](https://artscouncil.org.uk/sites/default/files/download-file/Arts%20Council%20England_workforce%20targets_21-24.xlsx)
- We will increase from our baseline of 71 % the proportion of our staff based in offices outside of London. Over the next two years, we aim to move a further 30 more national roles out of London.  
**Date:** Ongoing
- We will publish annual data on our staff gender and ethnicity pay gaps.  
**Date:** Ongoing  
**Link:** [artscouncil.org.uk/publication/equality-diversity-and-inclusion-data-report-2020-2021](https://artscouncil.org.uk/publication/equality-diversity-and-inclusion-data-report-2020-2021)

- We will be leading the appointment of new Chairs of the Acceptance in Lieu panel and the UK Accreditation Committee and supporting the process of the appointment of the new Chair of the Reviewing Committee. We will also recruit three new members for the Acceptance in Lieu panel.  
**Date:** Q1 2022/23
- We will develop the Arts Council’s policy on how we will work with creative and cultural practitioners. This published policy will set out how the Arts Council will ensure that all the freelancers we engage are treated consistently and paid fairly for their time.  
**Date:** Q2 2022/23



# EQUALITY OBJECTIVES



# IMPROVING ACCESS AND OPPORTUNITY AND ACHIEVING OUR EQUALITY OBJECTIVES

## Our Equality Objectives 2021-24

- We will ensure a more equitable distribution of our investment to improve opportunities for everyone, especially those with under-represented protected characteristics and from disadvantaged socio-economic groups.
- We will invest in inclusive cultural organisations whose leadership, governance and workforce – and the independent creative and cultural practitioners they support – represent the diversity of contemporary England.
- We will invest in a cultural sector that is more relevant to all of England's communities, especially those that have been historically underserved by public investment in culture.
- We will become a more inclusive and relevant national development agency for creativity and culture that models good practice.

We have a legal duty to consider equality in our policy making. We aim to prevent discrimination and promote equality and diversity for people from protected characteristic groups defined in the Equality Act 2010 – including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation. We also recognise the barriers that arise from class and socio-economic status and will seek to go beyond our legal duty to ensure that the work we invest in is reflective of the diversity of contemporary England. In addition, we take into account the geographic distribution of our investment and other resources to try to ensure that our support reaches all parts of this country.

The four Equality Objectives set out how we will put our legal duty into action over the next three years. They will remain in place for the duration of this Delivery Plan. These objectives will inform the design and delivery of all our work and will be supported through the development of discrete Equality Analyses for all new work that we undertake. You can read the one for this Delivery Plan [here](#).

These Equality Analyses are designed to ensure that no one with a protected characteristic or from a lower socio-economic background is impacted adversely by our investment programmes or other development work.

Our commitment to this is not only about fulfilling a legal duty. The only stable foundation for a sustained recovery for the cultural sector is one where it reaches more people, nurtures talent wherever it is found and finds inspiration from every quarter. Everyone should have a chance to discover the cultural sector and make a career in it if they have the talent.

A number of the Actions set out under each of the Themes are specifically designed to further our Equality Objectives and to create the conditions for more equitable distribution of our investment. They are also designed to help build a sector that is more inclusive of and relevant to the communities we serve. Critically, they require the Arts Council to lead by example through the targets we set, and the culture change we are committing to.



These Actions are informed by what the latest evidence and data is telling us on where we should focus our resources and they are supported by targeted implementation plans. The Actions will be reviewed and reported annually and will include data on the workforce, leadership, governance and audience of our National Portfolio. They will also include an analysis of the profile of individuals and organisations receiving our investment as well as information on the make-up and location of Arts Council staff.

It will only be possible to deliver *Let's Create* if there is shared commitment across the cultural sector to creating more inclusive working environments that develop and value all our talent. This means that we will actively support the development of safe workplaces where harassment and discrimination are challenged and eliminated so that everyone is treated equitably and fairly and supported to realise their full potential.

At the core of our work to deliver our Equality Objectives will be the roll out of our four Investment Principles and especially our Inclusivity & Relevance principle. As we implement *Let's Create*, we will tie more and more of our investment to evidence that applicants are embedding our four Investment Principles in their work. This will include expecting applicants to provide evidence that their governance structures, leadership, workforce, volunteers, audience and programming are increasingly representative of their communities.



# MEASURING IMPACT



# Measuring impact

In *Let's Create*, we made a commitment to develop a set of performance measures that will set out how we will track and report on progress in achieving our Outcomes, as well as the work set out in each of our Delivery Plans. We also promised to provide a clearer account of the impact we, those we invest in, and the wider cultural sector make.

We have developed an Impact Framework to help us do this. It sets out the measures we will use over the lifetime of *Let's Create* to assess progress towards our three long-term Outcomes – Creative People, Cultural Communities, and A Creative and Cultural Country.

The Framework also sets out the measures we will use to demonstrate progress on each of the five Themes in this Delivery Plan and how our delivery against these Themes contributes to the long-term changes set out in *Let's Create*.

As an arm's-length body we have also agreed a set of Key Performance Indicators (KPIs) with our sponsor department DCMS. They create a link between *Let's Create*, our Delivery Plan Themes and the government's priorities to which our work contributes.

We know that our activity is only part of the picture, and that the support, partnership and actions of individuals and organisations across the cultural sectors and beyond will play the largest part in the delivery of *Let's Create*. Our Impact Framework seeks to measure both the direct achievement of our work as a development agency and the wider societal change that we are contributing to.

We recognise that capturing data on the impact of our work is challenging and we will refine and improve our approach as we learn from our experience. However, we also recognise that this work is essential if we are to demonstrate effectively how we invest public money for public benefit.

You can read about our progress and report on the first year of this Delivery Plan, 2021/22, in our Annual Report and Accounts ([LINK](#)).



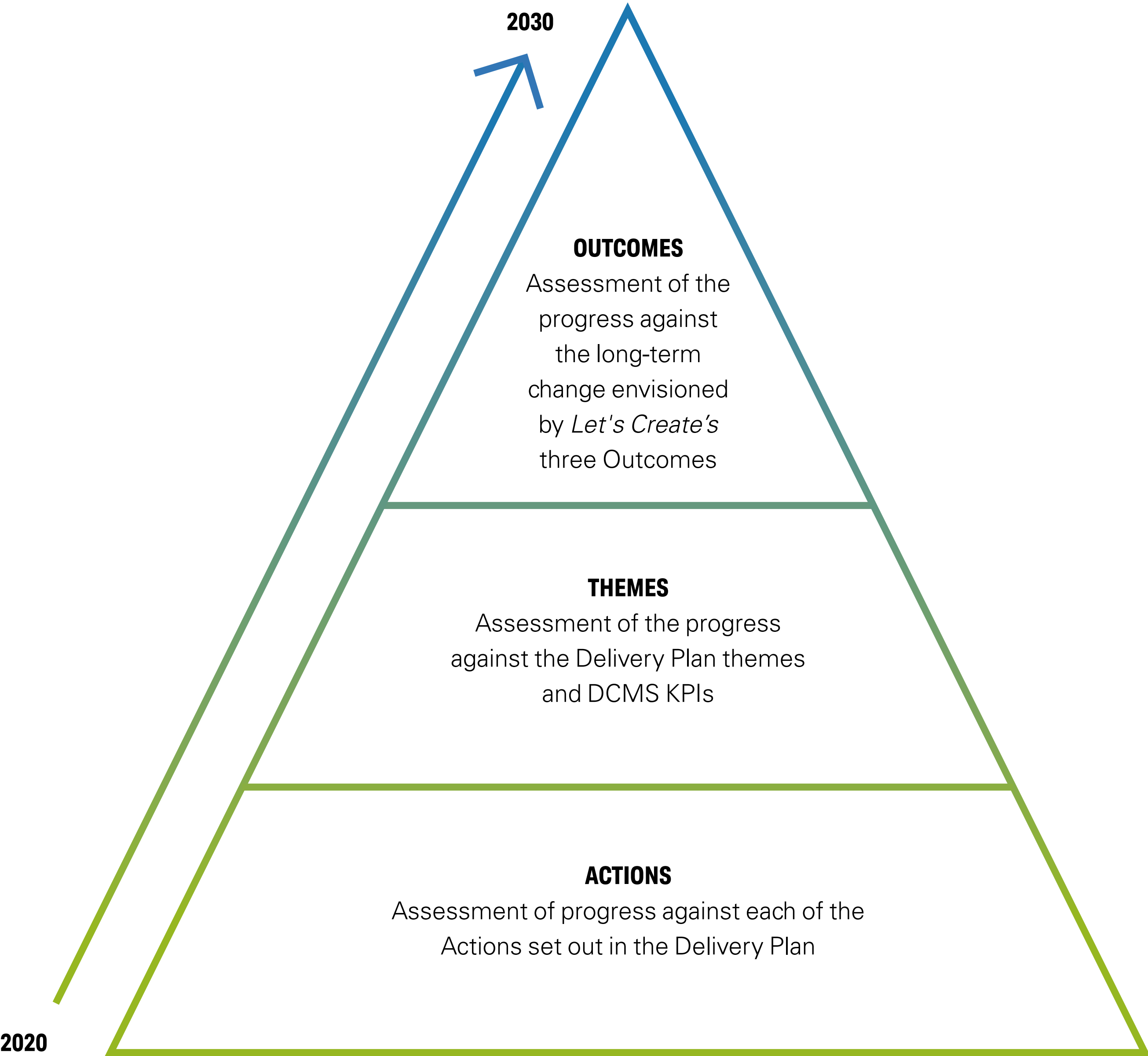
**The framework is simple; we see it as a pyramid:**

At the bottom, the **Actions** are the foundations – the progress we are making in delivering the list of Actions that we have set out under each of the Themes in this Delivery Plan. We will use these to help us refresh our Delivery Plan.

In the middle section, the **Themes** set out the progress we are making against each of the Themes in this Delivery Plan as well as how we are performing against our DCMS KPIs. They provide early information on whether we are on track towards delivering our three Outcomes and embedding our Investment Principles. We will report on these annually.

At the top, the **Outcomes** set out the progress we are making against the three Outcomes and the long-term change set out in *Let's Create*. We will report on these every three years.

In order to gather the evidence to report against this Impact Framework, we will invest in new data collection surveys including a large-scale national Creative and Cultural Lives Survey and a survey of individual creative and cultural practitioners. We will also review and refresh how we gather data from our National Portfolio and other grant recipients, with a focus on improving the quality, timeliness and relevance of that data.





# Our Impact Framework

We have identified a set of key indicators that we will use to track the long-term impact of our work in delivering *Let's Create*. They will help us to account for our contribution and track the cumulative impact of work across the sector to deliver our ambitions by 2030.

<i>Let's Create</i>	Creative People	Cultural Communities	A Creative and Cultural Country
THE CHANGE WE WANT TO SEE	<i>Everyone can develop and express creativity throughout their life</i>	<i>Villages, towns and cities thrive through a collaborative approach to culture</i>	<i>England's cultural sector is innovative, collaborative and international</i>
THE INDICATORS OF CHANGE	<ul style="list-style-type: none"><li>— A broader range of people are participating in creative activity, eg playing an instrument, creative writing, etc.</li><li>— More children and young people from all backgrounds participate and progress in developing their creativity.</li></ul>	<ul style="list-style-type: none"><li>— Community engagement in local culture is broad and representative of the local population.</li><li>— Communities engage in and shape cultural provision so that it is more relevant to the community.</li><li>— Communities value culture for the social and economic benefits it brings.</li></ul>	<ul style="list-style-type: none"><li>— The workforce of the creative and cultural sector reflects the diversity of England.</li><li>— Pathways into careers in the creative and cultural sectors exist and are accessible to children and young people regardless of background.</li><li>— Cultural organisations are collaborative, sharing resources, learning from each other and establishing new partnerships in the education, technology and charitable sectors and with the commercial sector.</li><li>— The cultural sector contributes to England's international reputation for creativity and builds sustainable international partnerships.</li></ul>



Let's Create	Creative People	Cultural Communities	A Creative and Cultural Country
<b>THE DATA AND EVIDENCE</b>	<ul style="list-style-type: none"><li>— Demographic picture of individuals participating in creative activity in England by age, gender, ethnicity, disability and socio-economic breakdown.</li><li>— What do they do? How do they participate? Who with? How often?</li><li>— More children and young people are able to progress in their creative lives.</li></ul> <p><i>Drawn from our new Creative and Cultural Lives Survey, Music Education Hub data and individual programme evaluations</i></p>	<ul style="list-style-type: none"><li>— Geographic and demographic picture of individuals engaging in culture in local areas and our priority places.</li><li>— Partnership working between arts organisations, museums and libraries and local communities and other local partners.</li><li>— Extent to which people feel that culture contributes to their sense of belonging – wellbeing, relief from loneliness, community cohesion.</li><li>— Economic value of the local cultural sector, for example number and distribution of jobs, GVA, tourism.</li></ul> <p><i>Drawn from bespoke economic research reports on National Portfolio and Project Grant data, and our Creative and Cultural Lives Survey</i></p>	<ul style="list-style-type: none"><li>— Profile of individual creative and cultural practitioners.</li><li>— National Portfolio workforce and leadership breakdown by age, gender, ethnicity, disability, socio-economic background:<ul style="list-style-type: none"><li>– demographic profile of new entrants to workforce and leadership</li><li>– career progression of workforce from protected characteristics groups</li></ul></li><li>— Number of active formal partnerships in place between National Portfolio Organisations and:<ul style="list-style-type: none"><li>– community partners</li><li>– higher/further education</li><li>– commercial partners</li><li>– international partners</li></ul></li><li>— Creative industries and cultural sector exports and imports.</li></ul> <p><i>Drawn from Creative and Cultural Lives Survey, National Portfolio, Music Education Hubs and government data, and Arts Council England freelancer survey</i></p>



# Delivering change through our Delivery Plans

For each of the Delivery Plans we will follow during the lifetime of *Let's Create*, we will set out key measures against which we will track our activities and evidence the changes they are designed to produce.

For this first Delivery Plan we have set key measures for each of the five Themes and our Equality Objectives. The DCMS KPIs act as a complementary set of measures that will also allow us to track progress against each theme.

In addition to these measures, we will continue to use case studies to help tell the stories of the organisations and individuals our investment supports.

Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
<b>BUILDING A 'FIT FOR THE FUTURE' CULTURAL SECTOR</b>	<ul style="list-style-type: none"><li>— Take up and use of the Investment Principles tools and resources (engagement with online resources + participation on development programme).</li><li>— National Portfolio Organisations in the 2023+ portfolio that have committed to develop a net zero carbon pathway within their environmental action plan.</li><li>— Number of organisations responding to the Environmental Responsibility Investment Principle in National Lottery Project Grants.</li></ul>	<p><b>Opening up access</b> Percentages for each protected characteristic (Black, Asian and ethnically diverse, LGBTQ+, female, disabled, age) and a breakdown by socio-economic background:</p> <ul style="list-style-type: none"><li>— NPO board membership</li><li>— NPO leadership</li><li>— NPO workforce</li><li>— NPO audiences</li></ul> <p><b>Resilience &amp; Dynamism</b> Contributed and earned income in National Portfolio Organisations:</p> <ul style="list-style-type: none"><li>— Increases in percentage of contributed/earned income</li><li>— Breakdown by five Arts Council Areas</li></ul> <p>The number of organisations and individuals engaging with the Digital Culture Network:</p> <ul style="list-style-type: none"><li>— Breakdown by <u>five Arts Council Areas</u></li></ul>
<b>INCREASING OUR SUPPORT FOR INDIVIDUALS</b>	<ul style="list-style-type: none"><li>— Increased financial support for individual creative and cultural practitioners (first-time funding recipients and demographic data by age, ethnicity, disability, gender, socio-economic background).</li><li>— Number and profile of individuals accessing training and development opportunities.</li></ul>	



Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
STRENGTHENING OUR PLACE-BASED APPROACH AND CONTRIBUTING TO LEVELLING-UP	<ul style="list-style-type: none"><li>— Increase in investment in Priority Places 2021-24.</li><li>— Percentage of Arts Council funding spent in Priority Places.</li><li>— Percentage increase in the number of library and museum National Lottery Project Grant applications, success rate and percentage increase in overall funding.</li></ul>	<p><b>Levelling up</b> Percentage of overall Arts Council funding spent in areas of low cultural engagement as defined by the Active Lives Survey.</p> <p><b>Youth</b> The total number of children and young people attending events and activities provided by Arts Council National Portfolio Organisations in areas of low cultural engagement as defined by the Active Lives Survey.</p>
HELPING THE CULTURAL SECTOR TO WORK INTERNATIONALLY	<ul style="list-style-type: none"><li>— Number and profile of individuals/organisations reached as a result of collaborative work between the four nations’ Arts Councils (number of unique website visitors to Arts Infopoint UK and number of grant awards from joint programmes).</li></ul>	<p><b>International</b> Number of international engagements undertaken by National Portfolio Organisations, broken down by live and digital, international region/ country, and by size of organisation.</p>
HOW THE ARTS COUNCIL WILL CHANGE	<ul style="list-style-type: none"><li>— Data on geographic location of Arts Council staff.</li><li>— Progress by the Arts Council on its net zero carbon pathway.</li><li>— Progress on the implementation of new data strategy’s milestones.</li></ul>	<p><b>Opening up access</b> Percentages for each protected characteristic [Black, Asian and ethnically diverse, LGBTQ+, female, disabled, age] and a breakdown by socio-economic background):</p> <ul style="list-style-type: none"><li>— Arts Council board membership</li><li>— Arts Council leadership</li><li>— Arts Council workforce</li></ul> <p><b>Cultural property</b> Report against key DCMS targets:</p> <ul style="list-style-type: none"><li>— Export licences issued within five working days of the Arts Council receiving the application (unless information is missing from the application; the application needs to be referred to an Expert Adviser; or further enquiries need to be made in respect of the object's provenance).</li></ul>



Delivery Plan Theme	Delivery Plan Measures	DCMS Framework Agreement KPIs
		<ul style="list-style-type: none"><li>— Report to DCMS on the applications considered at each Reviewing Committee on the Export of Works of Art and Objects of Cultural Interest (RCEWA) meeting within two weeks of the meeting.</li><li>— Government Indemnity Scheme claims with recommendation submitted to DCMS within two weeks of receipt of all paperwork.</li></ul>
<b>EQUALITY OBJECTIVES (IN ADDITION TO THE MEASURES ALREADY REFERRED TO UNDER THE THEMES ABOVE)</b>	<ul style="list-style-type: none"><li>— Data on National Portfolio 2023+: analysis of leadership by disability, ethnicity, gender, sexuality and socio-economic background (number of National Portfolio Organisations and percentage of total investment).</li><li>— Data on National Lottery Project Grants awards made to organisations with Black, Asian and ethnically diverse, disabled, female and LGBT leadership (number of awards and percentage of total investment).</li><li>— Data on Developing Your Creative Practice awards made to Black, Asian and ethnically diverse, disabled, female and LGBT applicants (number of awards and percentage of total investment).</li></ul>	



# Contact

## Arts Council England

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