



Arts Council England

How we work with National Portfolio Organisations Transfer Programme



Easy read booklet

January 2024 update

Who we are and what we do



We are **Arts Council England**. We help people and organisations be creative and make and share culture.



People and organisations can ask for money from us to help them with projects and activities.



If we give you money

- you need to follow our rules.
- we give you help and support.

This is called our **Relationship Framework**.



In this booklet we tell you about our Relationship Framework, what you need to do for us and what we will do for you.

More about us



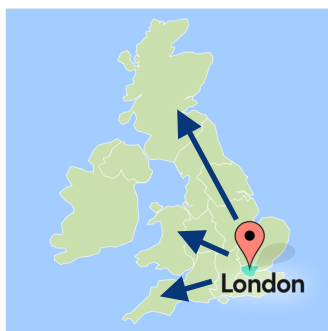
We wrote a plan for the next 10 years called **Let's Create** to help artists and organisations do creative work. Click this link to read it

[Let's Create](#)



This plan tells you about our **Outcomes** and **Principles**.

Outcomes are what we want our plan to do. **Principles** are what we believe in.



We want to give money to organisations who might be able to move out of London.



Our money for organisations who move out of London is called our **Transfer Programme**.

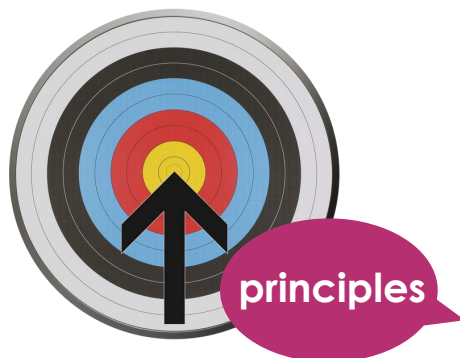
Who we give money to

We give most of our money to



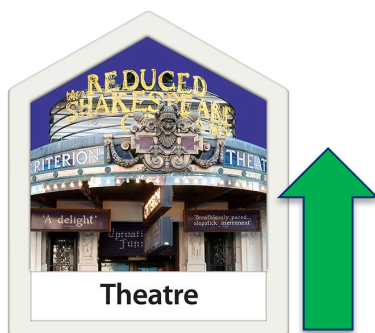
1. National Portfolio Organisations

We call them NPOs for short. These organisations want to help with our Outcomes.



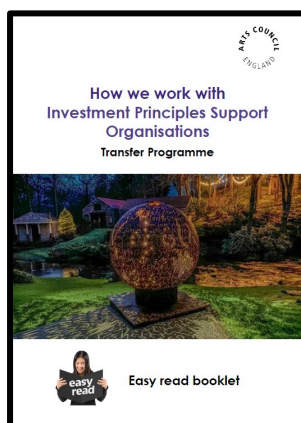
2. Investment Principles Support Organisations

We call them IPSOs for short. These organisations want to help others follow our Principles.



3. Creative People and Places Programmes

We call them CPPs for short. These programmes want to increase arts and culture in places where there is not much at the moment.



This booklet is for NPOs who have money from our Transfer Programme.

If you work for an IPSO see our other booklet for IPSOs instead.

Why we need a Relationship Framework



The money we give people and organisations is from the **Government** and the **National Lottery**.



The **Government** is in charge of running the country.

The **National Lottery** gives money to charities and other groups.



Because our money is from these groups we need to make sure it's

✓ managed well.

✓ spent in a good way.

✓ given to organisations that are run in the right way.



Our Relationship Framework helps us do this.

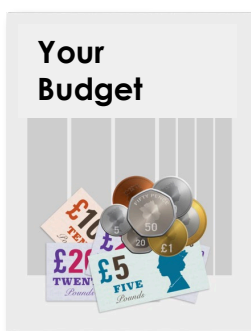
Our funding agreement



We will tell you in October 2022 if we decide to give you money.



Before we give you money, we will give you a **conditional offer**. This means we want to give you money, but we need do some checks before we can.



We will check your final **budget** and **cashflow forecast** for April 2023 to March 2024.



Your **budget** shows your plans and the money you need for them.

Your **cashflow forecast** shows the money you will get and spend.



We will also check

- the activities you have planned.



- your aims and how you will know if you meet them.



We will try to finish these checks by February 2023. If we are happy with the results, we will sign a **funding agreement** with you.



A **funding agreement** says how much money we will give you and how we want you to spend it.



It also tells you our **standard terms and conditions**. These are our rules that you need to understand and follow. Click this link to read about [our rules](#).

Your Relationship Manager



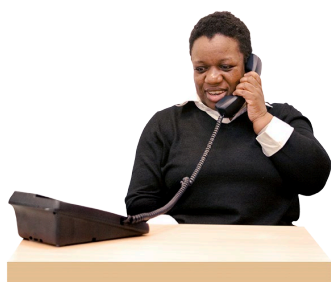
We will choose an Arts Council **Relationship Manager** for you. You need to stay in touch with this person and send reports to them every 3 months.



They will check the work you do and will meet with you once every year. They will try to see your activity at least once.



They cannot give you advice, but they can tell you about other organisations who might give you advice, help and support.



If you want to change any important staff in your organisation you need to tell your Relationship Manager.

Your board



All NPOs need a group of people called a **board** or an **oversight group**. This group must not be part of your organisation.



A **board** or an **oversight group**

- check your organisation is managed well and that you follow our rules.
- help you follow our principles.
- send us reports about your work.
- check if you will meet your **targets**.



Your **targets** are what you aim to do with the money we give you and are written in your funding agreement.

1 April

2023

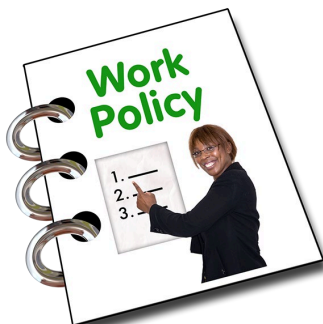
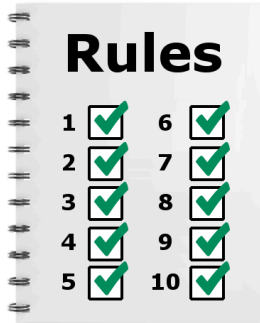


You need to set up a board or oversight group by 1 April 2023 when your funding agreement starts.



Your board or oversight group need to

- be **independent**. This means they are not part of your organisation.
- be in charge of the funding agreement and check you follow the rules in it.
- meet with the team in charge of the NPO at least 4 times a year to check your activities and budget.
- collect information from the team in charge of the NPO and send reports to us.
- meet with us and talk to us, away from the team in charge of the NPO.
- make sure the NPO follows the **law** and their own **policies**.



Laws are Government rules that protect people and make sure everyone is treated in a good and fair way.

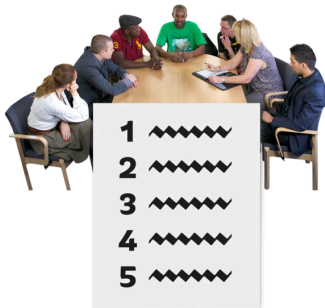
Policies are a set of rules for your organisation.

The reports you need to send us

Board papers



Every 3 months you need to send us your **board papers**. These are important documents you send to your board or oversight group before each board meeting. You need to send them to us at the same time.



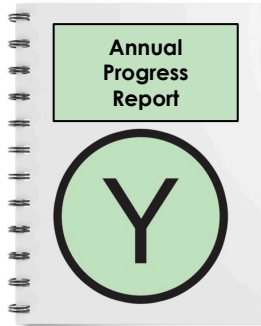
They include

- your **agenda** which lists what you will talk about at the meeting.
- **minutes** of your last board meeting which show what you talked about.
- your up-to-date budget, cashflow forecast and **accounts**. These show your organisation's money and business situation.
- your up-to-date **risk register**. This lists bad things that might happen during your activity and what you will do if they happen.
- reports to show if you will meet your targets. If you are worried about any areas of your work, you need to send us a plan to show the changes you will make.



The reports you need to send us

Annual Progress Review



Your Relationship Manager will arrange to meet you at least once every year. This is called your **Annual Progress Review**.



You will normally meet in April, May or June. You can meet online or in person.



Your Relationship Manager will meet you where you work at least once, so they can check your activities.



The people in charge of your organisation and the **chair** of your board or oversight group need to be at the meeting. The **chair** is the person in charge of your board or oversight group.

The reports you need to send us

Surveys



You need to fill in a **survey** for us every year. A **survey** collects information by asking people questions.



Our surveys show the Government how our money helps people. You need to make sure the information you give us is right.



Every year you need to tell us about

- the people who work for you.
- the money you have earned and spent.





- cultural activity you put online for people to see.



- the **accessibility** of your activity and the places you use. This means whether everyone can take part in your activity and access the places you use for it.



- audiences you have in other countries.



- the number of people who take part in your activity or learn from it.



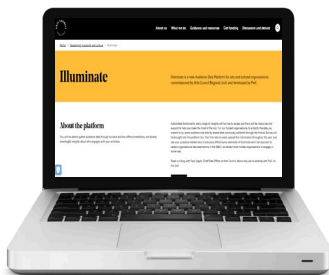
You need to make sure the information you give us is correct and is checked by your board or oversight group.

The reports you need to send us

Your activity and audiences



Every 3 months you might need to tell us information about your **audiences** and activity. Your **audiences** are the groups of people who come to see or hear your arts and culture.



You can do this using our online system called **Illuminate**. Go to our [website for help](#) with our Illuminate system or email us at this address uk_illuminate_support@pwc.com.



If you need other help, email us at this address enquiries@artscouncil.org.uk.



In your report you need to include information about

- your activity, including what is it, where and when it happens, and how big your audiences are.



- the type of people in your audiences, including where they live, how old they are, what their background is and if they have disabilities.



You might not need to tell us information about their audiences. For example

- if your activity does not have an audience.



- if the people involved in your activity or in your audience are **vulnerable**.



Vulnerable means bad things are more likely to happen to you because of things like your age, your health or a disability.



Your relationship manager will tell you exactly what information you need to tell us.

Risk



When we give you money we need to think about your **level of risk**. Your **level of risk** is the chance that your activity or organisation will not do well, and you will not meet your targets.



We will think about your level of risk in normal times, and in difficult times like during COVID-19.

Your activity

We will check

- you do your activity as agreed.
- for risks that might stop you meeting your targets.
- your plans to change, if you are not meeting your targets.



Our principles

We will check

- you complete each of your tasks as agreed.
- if you will complete your most important tasks on time.





Management

We will check



- you have an up-to-date plan for your activities and that you do tasks on time.
- you and your board or oversight group, look after your organisation and work in the right way.



- the people in charge do their jobs in a good way and that they make plans so your organisation does well in the years ahead.



- you have good policies and that you follow them. This includes policies that make sure children are kept safe and that people from different backgrounds are treated in a fair and equal way.



- your board or oversight group is independent and meets often with the people in charge of your organisation.



- you train your staff and help them get new skills.



- you have the information you need to make good decisions.



- you think about your level of risk and try to make it lower.



Money

We will check

- you think about the level of risk to your money.



- if the money you think you will get from your activity is right.



- you have policies about how to manage your money and make sure it's spent well.



- the reports you do about your money are right.



- you try to get money from other places and use your money well. This includes managing your **reserves** well. Your **reserves** is spare money your organisation has in the bank to spend when you need it.



Reputation

Your **reputation** is what people think about you. There is a risk to your or our reputation if something you do leads to bad news.



Your organisation can do something that is a risk to your or our reputation. People can also do this, like your staff or your board, including when they are not at work.



The public might think it's a bad idea for us to give money to you if your activities are a risk to our reputation and you do not manage the risks in the right way.



We will check

- if your board or oversight group talk about risks to your reputation and make sure you have a plan to manage any risks.



- you follow the laws for charities, if you are a charity.



- you follow your policies that keep children safe and make sure people from all backgrounds are treated in a fair and equal way.



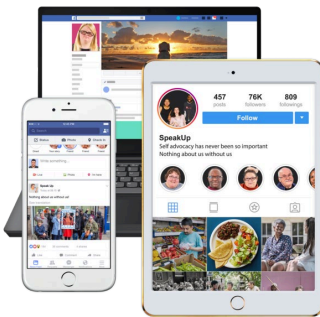
- you follow your policies that say what information your staff can give to the **media** and the public. The **media** is people who write news stories.



- you welcome people from all **communities**. **Communities** are groups of people who have something about them that is the same, like the area they live in, disabilities or background.



- if there might be bad information about your organisation in the news or on **social media**.



Social media means online apps for sharing information and ideas, like Twitter and Facebook.



- you will make sure everyone involved in your activities is safe. This includes staff and audiences.



- if your or our reputation might be affected in a bad way by the way you work.

What you do if your activity is a risk to your or our reputation



If your activity is a risk to your or our reputation, you need to make sure you can support your staff and the people you work with in the right way.

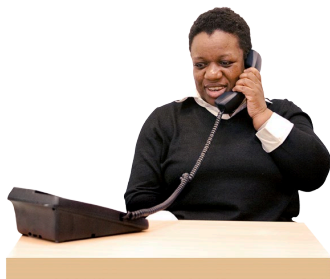
You need to



1. know the risk and tell your board and the team in charge of your organisation about it as soon as you can.



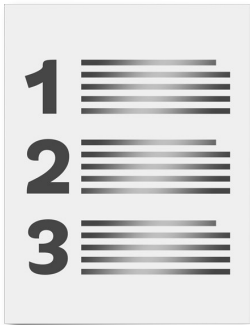
2. think about the risk. Talk about it and make sure you understand it. Use the information on the 2 pages before this to help you.



3. talk to other organisations who might have the same risk.



4. decide if you need to write a **risk register** for your activities.



A **risk register** is a list of bad things that could happen because of your activity and what you would do if they did.



5. decide if you will still do your activity. Think about if it might be better to do it in a different way or to do something else instead.

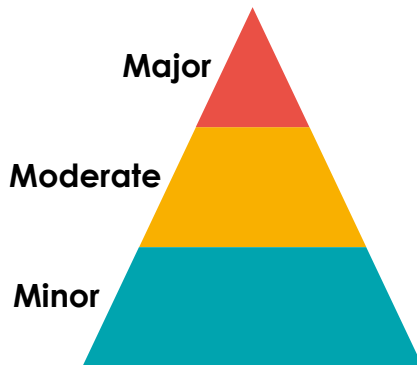


6. support your staff and the other people involved in your activities.



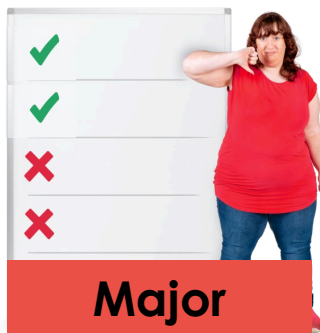
7. think about how you will make your risk lower. Then talk to your Relationship Manager about the risk and how you will make it lower.

How we decide your level of risk



We check every 3 months if your level of risk is

- **major**, which means high.
- **moderate**, which means medium.
- **minor**, which means low.



If your risk is **major** we tell you straight away and we might make changes to your funding agreement. You need to change and make your risk lower if you want money from us.



If your risk is **moderate** we might meet with you more often. We might ask for more information and reports to check our money is used in the right way.

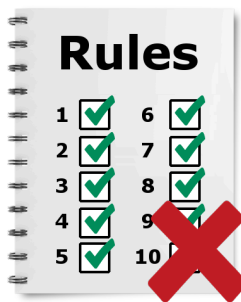


If your risk is **minor** we will meet with you once every year and you will carry on sending your reports as normal. Most NPOs will have a minor level of risk.

Why you need to follow the rules of your funding agreement



It's important to follow the rules in your funding agreement. If you have problems, we will talk to you so we understand them.



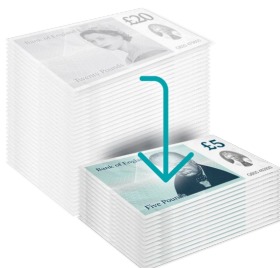
If you do not follow the rules in your funding agreement or if we think your organisation is a major risk we might



- ask you to write an **action plan** to show what changes you will make, including changes to your important staff.



- make you **ineligible** for other money from us. **Ineligible** for money means you cannot get it.



- give you less money. Sometimes this might only be for a short time.



- meet with you and the chair of your board or oversight group to check your work to fix problems. You might need to send us reports more often.



- stop giving you money, or wait until you complete some agreed tasks before we give you more money.

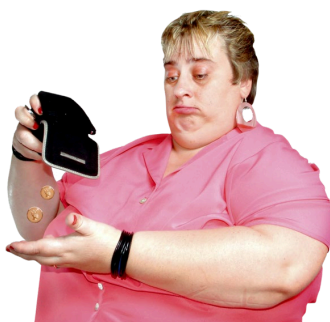


- meet with organisations that give us money to see what we can do better.



- ask for our money back.

We will tell you before we do any of these things.



If you have problems with money, we might give you some money early. Or we might let you use some money from us in a different way.

Other rules you need to follow

You need to



- follow the law to **prevent** fraud and terrorism.

Prevent means you do not let it happen. **Terrorism** is an attack to scare people or the Government, and force them to do something.



- treat everyone that works for you in a fair and equal way and keep them safe.



- have good policies to prevent people being forced to do a job they do not want to do.
- give us any information we ask for if we are worried there might be a problem with your activity or organisation.

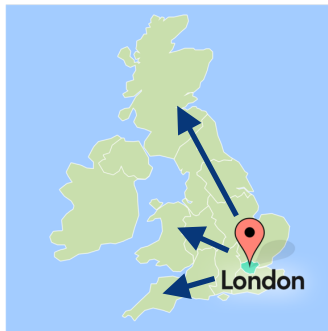


We will check information for other groups and from you to make sure you are following our terms and conditions.

Money each year and after 2025



We can only give you the money we agree each year if the Government and the National Lottery give us the money they say they will.



Money for 2025 to 2026 is only for organisations from the Transfer Programme who

- moved outside of London by 31 October 2024.



- followed the rules for our Transfer Programme.



These organisations can apply for money for 2025 to 2026. We will tell you when you can apply.



If you want more money from us after 2026 you need to apply again. We will tell you how to do this as soon as we can.



If you apply for money from us again in 2026 we will use information about your activity this time to help us decide.



We will check if you follow the funding agreement and if you meet your targets. We will also think about the amount of support you need from us.

What to do if you have any questions



Find out about the help and access support we offer in our [Access support information sheet](#).



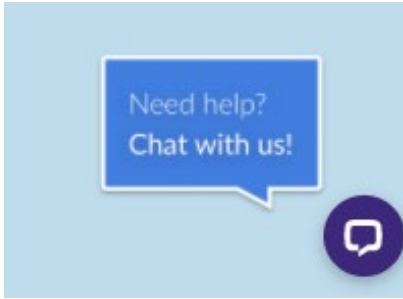
Send an email to this address enquiries@artscouncil.org.uk



Call this telephone number **0161 934 4317**

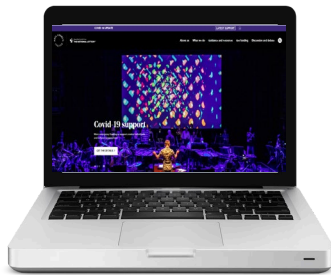


Write to us at this address
Arts Council England
The Hive,
49 Lever Street
Manchester M1 1FN



Chat with us online

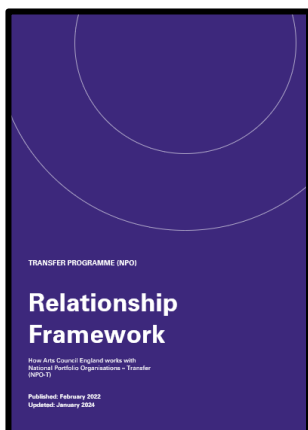
artscouncil.org.uk/access-support



Find out more on our website

www.artscouncil.org.uk

Thank you to A2i for the words
www.a2i.co.uk (reference 38667b)



The full version of this document is called

**“Transfer Programme (NPO)
Relationship Framework
How Arts Council England works with
National Portfolio Organisations –
Transfer (NPO-T)**

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