

# Arts Council National Lottery Development Funds: Transforming Leadership Fund

## Guidance for applicants

The table below provides an outline summary of key information. Please see [Section three](#) for full eligibility criteria.

Summary of key information	
What is the focus of the fund?	<p>Leadership is key to the success and workplace culture of all organisations and there are increasing challenges today that arts and culture sector leaders need to recognise and meet. Leadership development can support people to achieve their potential and bring on the next generation of leaders; however, research has identified current opportunities are limited and not fully meeting the needs of the sector.</p> <p>By 'leadership development' we mean a range of approaches to interventions focused on leadership. These could include:</p> <ul style="list-style-type: none"> <li>• 1:1 executive skills mentoring</li> <li>• peer to peer and external coaching</li> <li>• action learning sets</li> <li>• structured academic programmes</li> <li>• online modular learning</li> <li>• short residential courses and work experience</li> <li>• structured placements and subsidised places</li> <li>• initiatives that create networks and promote role models</li> </ul>

	<p>This fund aims to support a number of providers to design and deliver a broad range of evidence-based leadership development interventions, focused on both hard and softer skills and reflection. We are looking for projects that take a rigorous approach to developing interventions based on evidence. We are also interested in supporting projects that contribute to moving the practice of leadership development going forward.</p> <p>The fund will also aim to support new approaches to leadership development. We will aim to support some projects that include new partnerships and that look to test innovative interventions in executive and non-executive leadership learning, networks, and development.</p> <p>Our priorities for support will include programmes that:</p> <ul style="list-style-type: none"> <li>• address the lack of diversity in sector leadership (including gender, race, disability and socio-economic status); and/or</li> <li>• develop leadership skills at an executive level; and/or</li> <li>• address the current lack of opportunities for leaders at the early stages of their careers</li> </ul> <p>The providers and other grant recipients we support through this fund will be expected to work together as a cohort to share best practice and evaluate the impact of the programme.</p>
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	It will fund programmes of leadership development activity that can be accessed by people working in museums, libraries, arts organisations and Music Education Hubs, as well as those working independently who have potential to take on leadership roles (freelancers).
<b>Who can apply?</b>	<ul style="list-style-type: none"> <li>• An organisation that is a formally constituted legal entity, whose work involves a significant focus on providing leadership development (including universities)</li> <li>• Umbrella bodies or network bodies within the arts/cultural sector (who are formally constituted as an organisation and who exists to represent and support the sector)</li> <li>• <a href="#">Sector Support Organisations</a></li> <li>• Consortiums, including those led by National Portfolio Organisations, by National Portfolio Organisation consortium partners, or by Music Education Hubs</li> </ul> <p>Where a consortium wants to apply, one organisation must take the lead and be the named and accountable body for the application and any grant.</p>
<b>When is the deadline for expressions of interest?</b>	<b>12pm (midday)</b> , 7 February 2019
<b>When is the deadline for applications?</b>	<b>12pm (midday)</b> , 25 April 2019
<b>How much can be applied for per application?</b>	Between £150,000 and £1 million

<b>When must the activity take place?</b>	<ul style="list-style-type: none"> <li>• Projects must start no earlier than 1 October 2019</li> <li>• Funded leadership development programmes must end no later than 31 March 2022, but we welcome applications for shorter interventions</li> <li>• Evaluation of interventions can be ongoing for up to an additional four years to 31 March 2026</li> </ul>
<b>Minimum match funding from sources other than the Arts Council</b>	A minimum of 10 per cent of the total project budget is to come from other sources. This can include earned income from programme participants/beneficiaries. While in kind support is welcomed, the 10 per cent must be a minimum cash contribution
<b>Other key eligibility points (delete if not needed)</b>	Consortiums must submit a draft partnership agreement at application stage.
<b>When will we make our decision?</b>	We will aim to notify applicants of our decision no later than 9 August 2019.

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## **Section one – introduction**

### **Welcome**

Thank you for your interest in the Transforming Leadership Fund.

This guidance gives you information on how to apply.

### **About Arts Council England**

Arts Council England is the national development body for arts and culture across England, working to enrich people's lives. We support a range of activities across the arts, museums and libraries – from theatre to visual art, reading to dance, music to literature, and crafts to collections. Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2018 and 2022, we will invest £1.45 billion of public money from government and an estimated £860 million from the National Lottery to help create these experiences for as many people as possible across the country.

[www.artscouncil.org.uk](http://www.artscouncil.org.uk)

### **About Arts Council England's Development funds 2018-22**

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

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

**Goal 2:** Everyone has the opportunity to experience and be inspired by the arts, museums and libraries

**Goal 3:** The arts, museums and libraries are resilient and environmentally sustainable

**Goal 4:** The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

**Goal 5:** Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

**All of these goals are important, but the Transforming Leadership Fund will specifically contribute to Goal 4.**

## **Section two – purpose of the Transforming Leadership Fund**

### **Aims and outcomes**

At Arts Council England we believe that for arts, culture and creativity to thrive we need to invest in our people as well as our buildings. Leadership is key to the success and workplace culture of all organisations, and the growth and sustainability of the sector as a whole.

Today there are increasing challenges that leaders need to recognise and meet. Those leaders may be established or emerging. They can be found in and outside of organisations, as there is an atypically high percentage<sup>1</sup> of freelance practitioners in the arts and culture sector's workforce. They may not define themselves as leaders, but they are visible role models with either the potential, or the power, to make positive change happen. It is they who can shape the culture of work, making it fun, creative and safe. They should be encouraged to find the time they need to reflect and learn, especially when they are expected to deliver transformational change.

Leadership development can support people to do this and to achieve their potential. It can help bring on the next generation of leaders. However, the research referenced above<sup>2</sup> has identified that current opportunities are limited and not fully meeting the needs of the sector. It has influenced our thinking on these key elements:

- Diversity in leadership remains a stark challenge. Evidence shows the percentage of disabled people and those from Black and minority ethnic backgrounds in the arts and culture sector workforce is lower than in the working age population as a whole, and under-representation is even more acute in those key leadership roles expected to be influential in promoting diversity. Evidence also shows an unequal gender balance
- Linked to this, there is recognition that organisational culture and networks could play a more influential role in broadening leadership. There are real

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<sup>1</sup> Sue Hoyle and Kings College London: <https://www.artscouncil.org.uk/publication/changing-cultures-transforming-leadership-arts-museums-and-libraries>

<sup>2</sup> Consilium Goal 4 Evidence Review (Sept 2017) - <https://www.artscouncil.org.uk/sites/default/files/download-file/Leadership%2C%20workforce%20development%20and%20skills.pdf>;  
Leadership Round Table convened by Arts Council England (Nov 2017) - <https://www.artscouncil.org.uk/art-leadership/art-leadership-speakers>



opportunities to broaden the field at every stage, building creative and diverse cultures within organisations and encouraging social mobility

- Currently, provision focuses on experiential and sector specific learning and development, but many of the challenges arts and cultural organisations face are not unique. Solutions could and should emulate models from other sectors
- There is a limited support for executive leadership development within organisations, and current leaders are not investing in their own development. There are opportunities to learn from the social sector, including leadership development around social entrepreneurship
- Relatively few structured learning programmes are available for young and emerging leaders but there is significant appetite in those aged 20-34. Examples suggest there may be barriers to self-identifying as a leader and there can be value in developing leadership skills through programmes which are not labelled as such, as these may attract a more diverse range of applicants

This fund will support a broad range of evidence-based leadership development interventions, and priorities will include addressing the lack of diversity in sector leadership, the need to develop executive leaders, and the lack of opportunities for leaders at the early stages of their careers in line with the emerging research findings. We are interested in applications from a wide range of new suppliers as well as those already delivering to the arts and culture sector and we welcome applications from diverse-led organisations and from consortiums.

Bearing in mind the stated priorities<sup>3</sup>, the groups of people we would like the interventions we support to reach include:

- executive leaders or aspiring executive leaders
- freelance practitioners, for example freelance producers who may move between organisations but have potential to take up executive roles
- sole traders who are both artists and operate as a business
- people early in their careers who need basic management training
- people early in their careers who have leadership aspirations and need support and guidance to shape their career

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<sup>3</sup> The stated priorities for this programme are to: address the lack of diversity in sector leadership (including gender, race, disability and socio-economic status); and/or develop leadership skills at an executive level; and/or address the current lack of opportunities for leaders at the early stages of their careers.

- board members who want to learn about vision setting, about managing executive officers and/or succession planning

Research also points to limited evidence of the **impact** of leadership development interventions. Through evaluation and shared learning across the cohort of successful applicants, this fund aims to explore new approaches to understanding that impact on organisations and the sector, as well as the individual beneficiaries.

Arts Council England will invest £6 million into a cohort of provider organisations that will develop leadership interventions. Our aim is to bring the successful applicants together before and during delivery to better understand the development needs within the sector and to establish an evaluation framework to ensure a wider impact of the programme.

The central aims of the fund are to:

- ensure sector leaders are appropriately skilled and diverse
- support rigorous, evidence-based interventions with the potential to create change
- create programmes that are fully accessible to (and/or targeted to) people who share protected characteristics<sup>4</sup> of gender, race and disability and that promote social mobility
- bring skills and learning from other sectors and from leaders in other fields into museums, arts organisations and libraries
- test new models of leadership development for the sector
- remove the barriers that organisations and individuals (including freelance practitioners) face when investing in their workforce development
- evidence and have a better understanding of the impact of leadership development interventions using different approaches on individuals, organisations and the sector
- create a cohort or cohorts of successful suppliers to share learning
- make leadership development more visible across the sector
- improve the levels of other investment into leadership programmes and build the case for ongoing investment in professional and personal development for those leading or aspiring to lead in the sector

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<sup>4</sup> Characteristics protected under the Equality Act 2010 are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Arts Council England also recognises socio-economic status.

These aims will be met by funding a cohort of leadership development initiatives. **We have outlined the aims and ambition for the impact for this fund in a ‘Theory of change’, included as an Appendix to this guidance document.**

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

The total budget available for this fund is £6 million. It is drawn from the Arts Council’s National Lottery funding.

Arts Council England will commission an independent evaluation of the programme. All successful applicants would be expected to participate in this evaluation in addition to undertaking their own evaluation plans.

### **Geographical focus of the fund**

The Arts Council is committed to a minimum of 75 per cent of our Lottery funding being spent outside London. However, we recognise that this is a national programme and that there is a concentration of high quality, nationally recognised leadership development providers based in London, as well as a large number of diverse arts and culture organisations and freelance practitioners.

For this particular fund our ambition is that 50 per cent of successful applicant organisations and 70 per cent of the participants in the leadership development programmes we fund will be based outside London. This reflects the spread of National Portfolio Organisations across the country in the period 2018-22 which we have used as a guide for current leadership distribution.

In addition to addressing current skills gaps, this fund is aiming to change and strengthen the leadership of the future, which means investing in people where they live and work and in places of low engagement and infrastructure in order to build the national ecology.

### Section three – eligibility

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

<b>Who can apply?</b>	<p>An organisation that is a formally constituted legal entity, whose work involves a significant focus on providing leadership development (including universities).</p> <p>Umbrella bodies or network bodies within the arts/cultural sector, including National Portfolio Organisation-led consortiums, <a href="#">Sector Support Organisations</a> and Music Education Hub-led consortiums.</p> <p>Where a consortium wants to apply, one organisation must take the lead and be the named and accountable body for the application and any grant.</p> <p>National Portfolio Organisations and National Portfolio Organisation consortium partners are eligible to be lead applicant organisations.</p>
<b>Who cannot apply?</b>	<ul style="list-style-type: none"><li>• Single organisations cannot apply to run a leadership development programme that would only benefit their own staff. This includes National Portfolio Organisations applying on their own behalf</li><li>• Individuals</li><li>• Organisations based outside England</li></ul>
<b>What activity can be supported?</b>	<ul style="list-style-type: none"><li>• Programmes of leadership development activity, that is of benefit to the arts and culture sector, lasting up to two years</li><li>• Programmes of activity that are fully accessible to and/or targeted to participants who share protected characteristics of race</li></ul>

	<p>and disability, and that encourage social mobility</p> <ul style="list-style-type: none"> <li>• Pilot programmes for new models of leadership development if supported by evidence of need</li> <li>• Costs associated with ongoing evaluation over a further four years</li> <li>• Costs associated with planning</li> <li>• Additional project-related overheads</li> </ul>
<b>What activity cannot be funded?</b>	<ul style="list-style-type: none"> <li>• Activities that do not relate to programmes of leadership development</li> <li>• Activities that are not related to the arts and culture</li> <li>• Activities (including buying goods or services) that have started, been bought, ordered or contracted before we make a decision about your application. This is because we cannot fund activity retrospectively</li> <li>• Costs that are already paid for by other income including your own funds or any other funding</li> </ul>
<b>How much can be applied for per application?</b>	Between £150,000 and £1 million
<b>How much match funding from sources other than Arts Council England is required?</b>	<ul style="list-style-type: none"> <li>• A minimum of 10 per cent of the total cost of the activity is to come from sources other than the Arts Council</li> <li>• National Portfolio Organisation and Music Education Hub-led consortiums and Sector Support Organisations must demonstrate that this minimum 10 per cent is not from their existing Arts Council funding</li> <li>• While in kind support is welcomed, the 10 per cent must be a minimum cash contribution</li> </ul>
<b>Delivery timetable</b>	<ul style="list-style-type: none"> <li>• Projects must start no earlier than 1 October 2019</li> </ul>

	<ul style="list-style-type: none"> <li>• Funded leadership development programmes must end no later than 31 March 2022, but we welcome applications for shorter interventions</li> <li>• Evaluation can be ongoing for up to an additional four years to 31 March 2026</li> </ul>
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## **Consortiums and partnership agreements**

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

All partners within the consortium must show a firm commitment to joint working. Your application must show the benefits and rationale of working as a consortium.

If we decide to fund your project we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be solely accountable to us for all monitoring information, how all the money is spent and for the full and successful delivery of the project.

The organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our prior agreement in writing. If we award a grant, before the project can start, we must approve a partnership agreement between the lead organisation and the other partners involved in the project.

**For this fund, we expect to see draft outline partnership agreements at full application stage.**

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

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

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

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

- 1:1 executive skills mentoring
- peer to peer and external coaching
- action learning sets
- structured academic programmes
- online modular learning
- short residential courses and work experience
- structured placements and subsidised places
- initiatives that create networks and promote role models

They may focus on both hard and softer skills including those gaps mentioned in the evidence base:

- reflective/soft skills
- finance and commercial skills/knowledge
- social entrepreneurship and/or civic leadership
- technological knowledge for leadership purposes
- basic management skills

The proposal should include/demonstrate:

- a rigorous approach to using the evidence base to develop the curriculum/learning methods which sets out how the proposal will match and address the gaps identified in evidence and research
- evidence of a track record in attracting diverse participants and clear plans for how you will reach participants that reflect the diversity of contemporary England and in particular the Black and minority ethnic and disabled working age population, and the gender balance of the working age population
- consideration of barriers to participation and plans to remove those barriers – which may include, for example, cost, ensuring access for disabled people, the need for tailored access support, supporting caring responsibilities, and addressing lack of support from managers
- if relevant, plans to support participants from a wide range of backgrounds to self-identify as emerging leaders, recognising and fulfilling their leadership potential

- willingness to work as part of a cohort to establish visible leadership development routes to attract and retain talented people to the sector
- plans to increase and become an advocate to further encourage investment in professional development within the arts and culture sector
- how participants will be exemplars and leaders of a healthy workplace culture
- robust evaluation plans



## Section five – how to apply

### Grantium

Please note that to make an expression of interest you need to have a validated applicant profile on [Grantium](#), our online application system. If you have not used Grantium before, you will need to create a user account and applicant profile and you cannot start your eligibility questionnaire or expression of interest until we have validated it. This validation process can take up to 10 working days. **For a step by step guide to creating a user account and applicant profile, and advice and guidance about using Grantium, please see the pages on our website [here](#).**

### Expression of interest stage

If you believe you have a proposal that meets all of the [eligibility criteria](#) and the criteria described within the [‘Meeting the brief’ section](#), please tell us about it by completing the online expression of interest form which will give you the opportunity to describe your outline proposal in no more than 2,500 characters. **Expressions of interest must be submitted by 12pm (midday) on Thursday 7 February 2019.**

Within your expression of interest you should tell us:

- the anticipated overall project cost and the amount you would like to request from us if you are invited to apply
- how your approach to leadership development will deliver against the aims and outcomes of this fund, including its stated priorities
- the established partnerships your organisation has in place with arts organisations, museums, libraries and other partners

We will inform you by email whether we think that your proposal could make a significant contribution to [the aims and outcomes of this development fund](#) by **Monday 11 March**. If you are invited to make a full application you will have **six weeks** in which to develop your full application and the mandatory supporting documents required, as detailed in this guidance document.

As well as the eligibility criteria, if you are a National Portfolio Organisation we will also take your current performance into account when considering whether or not to invite an application.

## **Making a full application**

### **When to apply**

The full online application form will open on Grantium on **Thursday 14 March 2019**. Applications must be submitted by **12pm (midday) on Thursday 25 April 2019**. Applications submitted after this time will not be considered.

### **Application process**

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

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

#### **2. Prepare and submit your proposal**

You must apply through [Grantium](#).

The Grantium guidance for applicants [available on our website](#) should provide you with all the information that you need about how to access the system and complete your online application.

## **Proposal**

The proposal can be a maximum of 60,000 characters, divided into three sections: 'Meeting the brief' (20,000 characters), 'Management of the activity' (20,000 characters) and 'Financial viability' (20,000 characters). You do not need to use the full character count if you do not feel it is necessary. Use the criteria/prompts in [Section six of this guidance](#) to help you structure your proposal.

## **Attachments**

***You must upload the following mandatory attachments on the 'Attachments' screen:***

- draft outline partnership agreement
- a plan for evaluating the impact of the activity or programme
- a completed equality action plan

- a detailed budget for the activity showing proposed income and expenditure (as an Excel sheet or similar)
- a cashflow for the project activity
- a work plan for the proposed project, including milestones and key review dates
- financial statements for your previous financial year, prepared to the relevant legal standard for an organisation of your size and status (non-National Portfolio Organisations/Music Education Hubs only)
- your latest management accounts (non-National Portfolio Organisations/Music Education Hubs only)

***You may also upload the following optional attachments:***

- up to three other relevant attachments. These must each be a maximum of five pages in length

Allowable formats: jpg, xls, xlsx, jpeg, pdf, doc, docx, pptx, and ppt.

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

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

**Assistance with your application**

We are committed to being open and accessible, and want to make the Transforming Leadership application process accessible to everyone.

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

- telephone on: 0161 934 4317
- email: [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)

**After you submit your application**

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

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

We will aim to notify applicants of our decision by the 9 August 2019.

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

We will make our decision based on the information you provide in your application, any further information that we request and, where relevant, data and information from the Charity Commission and Companies House websites relating to your constitution and audited accounts from the past two years. If you are a National Portfolio Organisation or Music Education Hub we may also refer to any other information we hold about you.

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

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

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

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

<b>Criteria</b>
<p><b>Meeting the brief</b></p> <p>Word count: up to 20,000 characters</p> <ul style="list-style-type: none"> <li>• Clear and convincing plans to deliver on the fund's <a href="#">aims and outcomes</a> and all the elements of <a href="#">what you will be expected to deliver</a>, as described in this brief</li> <li>• Clear and convincing identification of the change the proposed programme will affect, including impact on individuals, organisations and the sector</li> <li>• Appropriate partners with clear roles and responsibilities</li> <li>• Robust plans for resourcing the activity effectively</li> <li>• Activity that builds on and does not duplicate activity funded by other Arts Council grants</li> </ul>
<p><b>Management of the activity</b></p> <p>Word count: up to 20,000 characters</p> <ul style="list-style-type: none"> <li>• Feasibility of workplan</li> <li>• Demonstration of skill and capacity to deliver the proposed programme</li> <li>• Strong strategic fit with the applicant's other activity</li> <li>• Appropriate governance arrangements in place and/or planned, including how partners are engaged</li> <li>• Appropriate plans in place to manage risk</li> </ul>
<p><b>Financial viability</b></p> <p>Word count: up to 20,000 characters</p> <ul style="list-style-type: none"> <li>• Financial viability of the applicant and of the project</li> <li>• Demonstration of appropriateness of proposed budget</li> <li>• Evidence of organisational buy-in by applicant and project partners, as cash investment and/or in-kind support</li> <li>• Clear case for any proposed capital expenditure</li> </ul>

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

**1. Geographical spread**

We will be looking for 50 per cent of providers and 70 per cent of participants in funded interventions to be outside London, providing activity across all four other Arts Council areas.

**2. Equality and diversity**

We will consider the diversity of those delivering the proposed activity, the proposed reach of the activity in terms of participants, and the extent to which the proposed activity can promote equality of opportunity.

**3. Range of approaches to leadership development interventions**

We want to support a range of short term and long term approaches to leadership development, that actively seek to respond to some of the examples listed in [Section four](#). We will not be looking to fund a full cohort that uses a single methodology (eg structured academic learning), or a cohort that delivers to a single artform or sub sector (eg theatre), or one that delivers to a single group of leaders (eg established leaders).

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

**Decision making**

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

**Terms and conditions**

If your application goes on to be successful, all grant recipients must agree to our [Terms and conditions](#).

## **Making a complaint**

As an organisation, we will always listen to and respond to any concerns that you may have. If you would like to make a complaint about either the service you have received from Arts Council England or the way we have handled your application, we have a process that you can use.

Please note that Arts Council England does not have an appeals process and for this reason we are unable to accept complaints that relate solely to the decision we have made rather than how we have made it.

For more information, please visit the 'Complaints' section of our website, under 'Contact us' ([www.artscouncil.org.uk/contact](http://www.artscouncil.org.uk/contact)). Additionally, you can email [complaints@artscouncil.org.uk](mailto:complaints@artscouncil.org.uk) or call our Customer Services team on 0161 934 4317 for more information.



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

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

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

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

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

## **Section eight – data protection**

The Arts Council is committed to using any personal information (or personal data) we collect on a lawful, fair and transparent basis, respecting your legal rights as an individual in accordance with the EU General Data Protection Regulation (2016/679), the UK Data Protection Act 2018 and other applicable laws that regulate the use and privacy of personal data (Data Protection Law).

As part of us meeting this requirement, we have published our General Privacy Notice for you to refer to [here](#). This tells you more about the personal data the Arts Council collects, the different purposes that we use it for and on what legal basis, who we may share that personal data with, how long we keep it, and your legal rights, including your right to contact us and receive information regarding the personal data about you that we may hold from time to time.

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## **Contact us**

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

**Website:** [www.artscouncil.org.uk](http://www.artscouncil.org.uk)

**Phone:** 0161 934 4317

**Email:** [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)

## Appendix: Theory of change – Transforming Leadership

Rationale	Activities	Outputs/deliverables	Short-term change (during the programme)	Medium- to long-term change (towards the end of the programme)	Impact/ Strategic goal
<p>Evidence and research shows leadership in the arts and culture sector is not appropriately skilled or diverse</p> <p>There is a lack of evidence and understanding of the impact of leadership development interventions and different approaches on individuals, organisations, and the arts and culture sector</p> <p>Organisations and individuals (including freelancer practitioners) face barriers to investing in their workforce development</p> <p>There is limited investment in this area</p>	<p>A range of providers identified, through internal and external networks, as potential applicants and made aware of the fund</p> <p>10-16 applicants deliver leadership programmes</p> <p>A range of interventions (action learning groups, mentoring, online courses etc) are delivered for people at different career stages</p> <p>Programmes are accessible for those with protected characteristics</p> <p>Programmes are accessible to those facing (financial) barriers, ie freelance practitioners</p> <p>Programmes work nationally (our ambition is that 70% of programme</p>	<p>Up to 16 leadership interventions delivered to a total of circa 500 participants</p> <p>Interventions match and address the gaps identified in the evidence and research (diversity, executive skills, and early career)</p> <p>Participants reflect the working age population for ethnicity and disability</p> <p>Participants attend from museums, libraries and arts backgrounds</p> <p>Bursaries and other mechanisms available for freelance practitioners to participate</p> <p>Significant number of participants are based outside London</p> <p>Quarterly (thematic) cohort meetings</p>	<p>Participants have developed their skills, made connections and undertaken worthwhile development programmes</p> <p>Participants have increased/enhanced/ developed their leadership and/or executive skills</p> <p>Participants are advocates for the leadership interventions</p> <p>Cohort(s) better understand the development needs of the sector</p> <p>Cohort(s) are more visible and offer coherent PDP opportunities across the sector</p> <p>Skills from other sectors are brought into the arts and culture sector</p> <p>There is a developed evidence base of the impact</p>	<p><b>Participants</b></p> <ul style="list-style-type: none"> <li>- Developed executive skills for existing leaders (eg embrace digital and more financially astute)</li> <li>- Participants are exemplars and leaders of a healthy workplace culture</li> <li>- People from a wide range of backgrounds self-identify as emerging leaders, recognising and fulfilling their leadership potential</li> </ul> <p><b>Organisations</b></p> <ul style="list-style-type: none"> <li>- Stronger financial direction</li> <li>- Confident leadership</li> <li>- Digital maturity</li> <li>- More investment in PDP</li> <li>- 'Porosity' – greater openness on boards to those from alternative career routes</li> </ul> <p><b>Sector</b></p> <ul style="list-style-type: none"> <li>- Leadership is more highly skilled and diverse</li> </ul>	<p><b>Goal 4 – diversity and skills</b></p> <p>4.1 – the leadership and workforce of the arts and culture sector reflect the diversity of the country, indicating that there are fair routes to entry and progression</p> <p>4.3 – the workforce of the arts, museums and libraries is appropriately skilled</p> <p>There is a strong, robust evidence base developed through an established process of evaluating impact and long-term evaluation</p>

	<p>participants will be outside London)</p> <p>Create (thematic) cohort(s) of successful suppliers to share learning and effort</p> <p>Additional focus on the wider skills of leaders to help exemplify a healthy workplace culture</p> <p>Cross-sector working and learning both within the arts and culture sector and with other sectors</p> <p>Establish an evaluation framework with grantees early on and on an ongoing basis</p>	<p>Visible leadership development routes are established and attract talented people to the sector</p> <p>Investment in PDP is encouraged within the arts and culture sector</p> <p>Annual robust evaluations from each provider</p> <p>The Arts Council commission an external evaluation of the (long-term) impact of the programme</p>	<p>of some types of programmes</p> <p>The Arts Council better understand the development needs of individuals, including freelance practitioners, and organisations</p>	<ul style="list-style-type: none"> <li>- Increased workforce retention</li> <li>- Attracts the strongest candidates from a broader range of backgrounds</li> <li>- Clear ambition to be an international leader and an example of best practice in leadership development</li> </ul> <p>Stronger evidence base of the impact of leadership development leading to the Arts Council investing more in this area</p> <p>An on-going, iterative cycle (needs analysis, delivery and evaluation) of leadership development is established in partnership with the arts and culture sector</p>	
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