

The Business Plan Development phase

Once the applicants funding agreement has been finalised, they transition to the initial Business Plan development stage, which will last for 9 months.

- 9 Month Business Planning Phase: 1 April 2022 – 1 February 2023:
- Payment of £150,000 for first 9 months, spread across 3 quarterly payments (April 22, August 22, November 22)
- Conditions for these payments are detailed in your funding agreement Schedule 1

The key aim for the Business Plan Development Phase is for the consortia to develop a business plan which will be signed off by the Arts Council before activity moves onto the delivery stage (phase 2).

- During the development stage your Relationship Manager will want to meet regularly with the Consortium. This is to ensure that proposed activity identified in the application is reflected in the business plan, and that feedback has been taken into account;
- It is vital that you **do not wait until the end of the 9 months to share your Business Plan** with your Relationship Manager. This is why conditions for draft Business Plans are built into the August and November quarterly payments.

Developing a Creative People and Places Business Plan

You should create a Business Plan for your CPP, which outlines your vision and which delivers the aims and outcomes of the programme.

We recognise that, as an action learning project, the consortium will continue to consult and refine their plans over the funded period.

Business Plan Checklist

Meeting the Brief

1	Evidence of an understanding of the demographics of the local authority area that you are delivering in, including any relevant data;	<ul style="list-style-type: none">• An audit of potential audiences and community demographics;• Identification of challenges and barriers to participation;• Place based SWOT analysis;• Results of any early community consultation;• An audit of existing arts and culture opportunities in the place (to Develop a greater understanding of what is already happening in the area, eg where are the existing opportunities to attend and participate, what do these look like,
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		<p>and which artists and arts organisations are resident or regularly work on the location?</p> <ul style="list-style-type: none"> • An audit of other potential partners <p>Useful Links: https://www.theaudienceagency.org/ Partnerships for Place Learning Hub</p>
2	Methodology for community engagement and decision making	<ul style="list-style-type: none"> • Establish an on-going method for grassroots community participation in decision-making – ensuring decision-making is as close to the community as possible and that communities help shape local provision; <p>Helpful Links: Community Voice Learning Hub Inclusivity and Relevance Investment Principles Resource Hub (Communities)</p>
3	Audience development plans and SMART targets	<ul style="list-style-type: none"> • SMART Targets should reflect the Monitoring requirements and directly reflect the local needs analysis; <p>Helpful Links: Audience Development Planning CPP Engagement Learning Hub</p>
4	Details of arts and culture expertise involved and approach to artistic and cultural planning and quality;	<p>Including how Excellence in both practice and process will be achieved</p> <p>Helpful Links: CPP Artistic Practice and Excellence Learning Hub. Ambition and Quality Investment Principles Resource Hub.</p>
5	Activity Plan	<ul style="list-style-type: none"> • Detailed for the first 12 months of activity and outline for the remainder of the funding agreement. This should be updated every year.

Managing the Activity		
6	Governance and staffing structures and approach to decision making and management;	<ul style="list-style-type: none"> • Clear Governance Structure; • Clear Staffing Structure; • Should both adhere to guidance in the generic conditions in the funding agreement • Demonstrates methods for community decision making; • May also include a Training and skills audit <p>Helpful Links:</p> <p>Consortium Working Learning Hub</p> <p>Leadership Learning Hub</p> <p>Inclusivity and Relevance Investment Principles Resource Hub (Workforce)</p>
7	Bespoke conflict of interest policy;	This should be bespoke to the CPP and its partners, not just a standardised document.
8	Risk Register	<p>Including:</p> <p>Any risks highlighted at assessment and interview stage</p>
9	Local evaluation plans including agreement on establishing baselines and targets;	<p>Including:</p> <p>Plans for collecting monitoring data and ensuring this is properly resourced;</p> <p>New Places projects do not have to have a Critical Friend, however, if they choose to have one, this cannot be the same person as the named evaluator;</p> <p>Helpful Links:</p> <p>CPP: Local Evaluation Guidelines</p>
10	Equality Action Plan	<p>Helpful Links:</p> <p>ACE Equality Action Plan Guidance</p>
11	Approach to data collection and monitoring	Ensure they explicitly reference how they will resource the collection the required data, including nominated person responsible

		Helpful Links: CPP: Data Monitoring Guidance Documents
Finance		
12	Budget	Detailed for the first 12 months of activity and outline for the remainder of the funding agreement; Includes 15% Match Details support in kind Helpful Links: CPP Finance Documents Template
13	Cashflow	For the first 12 Months of activity Including agreed payment schedule Helpful Links: CPP Finance Documents Template
14	Fundraising Strategy	<ul style="list-style-type: none"> • Confirmation of partnership funding and fundraising strategy; • Plans for Earned Income;

Questions to answer when writing your Business Plan are:

- How are Communities empowered to take the lead in shaping local cultural provision?;
- How are more people from the identified places of least engagement experiencing, creating and inspired by arts and culture, and how will they become regularly engaged as audiences or participants?;
- How is the aspiration for excellence central to the activity you will undertake? – this covers both excellence of art and culture and excellence of the process of engaging communities;
- How will you learn from past experiences (including learning from the current Creative People and Places programme) and create an environment where the arts and cultural sector can experiment with innovative approaches to engaging communities?;
- How will you learn more about how to establish sustainable arts and cultural opportunities and make this learning freely available across the cultural sector?;

- How will you encourage partnerships across the subsidised, amateur, voluntary, and commercial sectors?
- How will your activity be radically different from what has happened before in the local authority, prior to the Creative People and Places programme?;
- How will you maximise opportunities for collaborations across arts organisations, museums and libraries where possible?;
- How will you maximise digital opportunities for arts and cultural engagement where appropriate and possible?