

# Arts Council Transfer Programme Information Sheet - Considerations for Relocation

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## **Introduction**

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This information is for London based organisations that applied for the 2023-26 Investment Programme and are now considering applying to be a National Portfolio Organisation - Transfer (NPO-T) or Investment Principles Support Organisation – Transfer (IPSO-T) and relocating to an Arts Council area in England (outside of London) by 31 October 2024.

This information sheet includes a series of questions that you may wish to consider when thinking about relocation. It also provides links to further useful resources.

You can find more information about the Transfer Programme on the Arts Council website: <https://www.artscouncil.org.uk/transferprogramme>

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# Section one - Relocation Considerations

Questions you may wish to consider:

## **Strategic Fit**

- Does relocating fit strategically with your organisation's business plan?
- Would relocating better support your organisation to meet its objectives?
- How would relocating impact on your current working practices?
- Could relocating provide an opportunity to develop your organisation?
- What are the risks of relocating, and how could you mitigate against them?
- How could you evaluate and measure the impact of relocation?

## **Location**

- What are the essential/desirable provisions and networks you require from a new location?
- Which locations offer the most relevant support for your organisation, and is this likely to change and/or grow?
- What current organisations and potential partners are based in the locations you are considering?
- Would you want to organise scoping trips to possible new locations, and who needs to be involved?

## **Staff**

- Who would be best placed (internal/external) to consult or engage with staff about the possibility of relocating, and/or if a decision to relocate is made, throughout the relocation process?

- How could you identify and support any concerns or considerations existing staff may have (such as family situation, length of service)?
- Will existing staff be expected to work from a relocated office?
- What options for home working and London based working would you want to provide, if any?
- Would you want to offer staff a trial period to test out the relocation, and/or offer staff familiarisation trips?
- What would the timescales be for existing staff to decide on whether they want to relocate, and for recruiting new staff?
- If you recruited new staff, how would you best advertise and recruit for these roles?
- How could you align the recruitment of new staff with moving to a new main office?
- Would you need to facilitate a handover period in either London or a new location?
- Would you need a different staffing structure/ would any job roles change?
- How could a relocation impact staff workplace accessibility?
- Would staff need any additional training?
- What role could the board/-oversight group play in supporting a relocation?

## **Audiences**

- What local and national audience/visitor/participant engagement do potential new locations offer?
- Would you still engage with existing and/or London based audiences/ visitors/participants, and if so, to what extent?
- Would you want to adapt your work to ensure new audiences/visitors/participants are involved?
- Would you consider how you could reduce barriers to audience engagement in a new location?

## **Partnerships**

- What partnerships could you realistically expect to develop in the possible new locations, for example with local government, combined authorities, Local Enterprise Partnerships, National Lottery distributors, community and culture networks, further and higher education and schools, healthcare providers, the criminal justice system, the voluntary sector, the commercial creative industries, and wider businesses?
- Would you want to retain any London based partnerships?
- How could funding stakeholders such as donors and philanthropists be impacted by a relocation?
- Are there any diversified funding partnerships you could consider, such as sponsorship and advertising?

## **Main office**

- Are you looking to rent or buy a main office?
- Would you consider single occupancy and/or multi-tenancy sites, and how would the ways of working in these sites match your own?
- Would you want to retain a physical space in London, or provide alternative space in London?
- What timescales are you contracted to in your London office, and how would ending these align with starting contracts in a new main office?
- What public and private transport options are there for the potential new office?
- Would you want a new main office to provide flexibility of use?
- How could a new main office proactively support staff's accessibility and health and safety requirements?
- How could a new office building, and transport to a new office location, impact your organisation's environmental responsibility goals?

## **Internal and external communication**

- What internal and external communication would you require during the decision-making process, and if you decide to relocate, during and after the move?
- Who are the key stakeholders you could need to communicate with throughout the process?
- Do you need a relocation narrative?
- Would you want to consider a relocation 'launch' or local introductory events if you move?
- How could a relocation impact the profile and perception of your organisation?

## **Costs**

- Would your overheads increase or decrease with factors such as changing lease payments, utilities, and taxes?
- What additional costs could a relocation incur, that are eligible for ACE to cover? (Professional and/or consultancy fees, staffing costs to consider options and implement plans for relocation, travel and accommodation costs for meetings/viewings related to the relocation project.)
- What additional costs could a relocation incur, that are not eligible for ACE to cover, and how could your organisation cover them? (Redundancy or severance costs, exit costs from leases, moving costs such as removals, and costs related to new premises such as refurbishment.)
- What impact would this have on your budget and cashflow?
- Would you remove London weighting from salaries if you relocate?
- Would all staff be able to claim travel expenses if you relocate?

## Organisational Capacity

- What resources and capabilities does your organisation currently have to support relocation?
- What additional resources and capabilities could your organisation need?
- How could a relocation impact on the organisation's 'business as usual' capacity in the short, medium, and long term?

## Section two - Useful resources

### Location and audience data

- **The Active Lives Survey** (<https://www.artscouncil.org.uk/participating-and-attending/active-lives-survey#section-1>) A survey about people in England (aged 16+) which provides information on people's engagement with culture at a local authority level.
- **The Audience Agency** (<https://www.theaudienceagency.org>) - The Audience Agency offer a range of tools which support collecting and analysing local audience data.
- **Our Priority Places Data** (<https://www.artscouncil.org.uk/LUCPs#section-2>) - The bottom of this page links out to the data we used for identifying our priority places. There are no requirements in the Transfer Programme to move to a priority place. We are sharing this data because it contains data for every local authority in England on investment, diversity, and deprivation.

### Resources relating to buildings and offices

- **Government property finder** (<https://e-pims.cabinetoffice.gov.uk/government-property-finder/home.aspx>) and **EG Property Link** (<https://propertylink.estatesgazette.com>) – A search tool for available government space, and a search tool for available commercial space. (Legal advice should always be sought on exiting a current lease and entering a new one.)



- **Institute of workplace and facilities management** (<https://www.iwfm.org.uk/insight.html>) - The IWFM workplace hub contains research, insight, guidance, inspiration, and resources relating to workplace and facilities management.
- **RICS Find a Surveyor** (<https://www.ricsfirms.com/commercial>) – A search tool to help you find a local chartered surveyor. If your organisation is a charity, you will be required to get an independent surveyors' opinion, if you are planning on taking a new lease or buying a property.
- **Office move checklist** (<https://www.instantoffices.com/blog/business-growth/step-step-office-moving-checklist>) – A step-by-step office move checklist.
- **Building inclusion: Physical access guidance for the arts** ([http://www.artscouncil.org.uk/publication\\_archive/building-inclusion-physical-access-guidance-for-the-arts](http://www.artscouncil.org.uk/publication_archive/building-inclusion-physical-access-guidance-for-the-arts)) - Our guidance on the requirements to consider in creating a fully inclusive building.
- **4 all the UK** ([https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/2018-04/4 All the UK - Pitch brochure\\_FINAL.pdf](https://s3-eu-west-1.amazonaws.com/c4-cp-assets/corporate-assets/2018-04/4%20All%20the%20UK%20-%20Pitch%20brochure_FINAL.pdf)) – Channel 4's booklet on their '4 all the UK' plan, which sets out how they planned to expand their presence across the UK. The document contains some of Channel 4's considerations on where to set up a national HQ.

## Resources relating to staff

- **How to handle relocation of business premises** (<https://www.xperthr.co.uk/how-to/how-to-handle-relocation-of-business-premises/53584>) - HR guidance on mobility clauses, relocation consultation, refusal to relocate, and redundancy.
- **Employer relocation: your rights** (<https://www.gov.uk/employer-relocation-your-rights>) – A government web page on employer relocation rights.

- **Acas helpline** (<https://www.acas.org.uk>) – A helpline which gives employees and employers free, impartial advice on workplace rights, rules, and best practice.
- **Culture change toolkit** (<https://www.artscouncil.org.uk/guidance-and-resources/culture-change-toolkit?msclkid=2a43c576cf8911ec9b6570f14ff15eed#section-1>) - Our toolkit to help organisations follow best practice in recruitment, and develop a diverse workforce and leadership.

## Section three - Contact us

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