



How to Guide:

The Investment Principles Plan for applicants to the 2023-2026 Investment Programme

Contents

Introduction	3
What is the Investment Principles Plan?	3
Why are we using it?	3
Completing the Template	5
Contents Page and Key	5
Investment Principle – Ambition & Quality	7
3-Year Ambition & 12-Month Priorities	7
Actions	8
Skills Development	10
People and Representation	11
Planning	12
Tools and Monitoring	13
Update on progress	15
Completed Template	16
Uploading the template to Grantium	17

Introduction

Welcome to the Investment Principles Plan. This guide will show you how to complete the Investment Principles Plan as part of your conditional offer for the 2023-26 Investment Programme either as a National Portfolio Organisation or as an Investment Principles Support Organisation.

Each applicant will need to complete three revised templates to form part of their funding agreement:

- [The financial templates](#)
- [The Investment Principles Plan](#)
- [The Activity Plan for Outcomes](#) or [The Activity Plan for Investment Principles Support Organisations](#)

This guide will show you how to complete the Investment Principles Plan and will outline:

- What the Investment Principles Plan is
- Why we are using it
- Resources available to help you
- And what you need to tell us when you're filling it in

What is the Investment Principles Plan?

You will need to complete the new [Investment Principles Plan template](#) to form part of your funding agreement. It should be based on the Investment Principles Plan submitted as part of your application taking into account the level of your funding offer and any feedback received on your application.

The Investment Principles Plan is a tool that will help you to demonstrate how your organisation plans to embed our four Investment Principles in your own organisation and what actions you will take to achieve this.

Why are we using it?

We requested this information as part of your application using a template to ensure the information we received was consistent and comparable, and so we could easily, clearly and fairly assess applications. Now we have made you a conditional offer, we need an updated template that will form part of your funding agreement, so that we

are clear on the activity we are funding and what you will need to report progress against.

As a reminder of our four Investment Principles, we advise you to take a look through our strategy Let's Create, where we outline and define our four Investment Principles. You can find this on our [website](#).

Completing the Template

The template consists of four pages, one for each of the four Investment Principles. This document will provide a step-by-step guide for completing the first page, the Ambition & Quality Investment Principle. However, each page is identical in layout and in the type of information it is requesting from you. **You must complete the pages for all four Investment Principles.**

Contents Page and Key

When you open this template, it will always open on the contents page.

Click on the links below to complete that section of the template. You can fill it in in any order, but please fill it in as completely and accurately as you can.

KEY	COLUMN HEADINGS	EXPLANATORY NOTES	LINKS	FREE CELL FOR TEXT ENTRY	SELECT FROM DROPDOWN
INVESTMENT PRINCIPLE - AMBITION & QUALITY					
INVESTMENT PRINCIPLE - ENVIRONMENTAL RESPONSIBILITY					
INVESTMENT PRINCIPLE - DYNAMISM					
INVESTMENT PRINCIPLE - INCLUSIVITY & RELEVANCE					

You will find a key at the top of the template. Follow the links in blue to navigate your way around the template. You can also use the tabs visible at the bottom of the template window to navigate to each Investment Principle tab. You can enter text in cells highlighted white and you will need to use a drop down in cells coloured beige. Please remember you will not be able to make changes to the cells in grey, yellow or those marked with a cross.

KEY	COLUMN HEADINGS	EXPLANATORY NOTES	LINKS	FREE CELL FOR TEXT ENTRY	SELECT FROM DROPDOWN
-----	-----------------	-------------------	-------	--------------------------	----------------------

If you wish to alter your view of the pages, you can use the zoom function to the bottom right of your screen.

This contents page links to each of the four pages you'll need to complete. These pages are:

- Ambition & Quality
- Environmental Responsibility
- Dynamism
- Inclusivity & Relevance

Click on the links below to complete that section of the template. You can fill it in in any order, but please fill it in as completely and accurately as you can.

KEY	COLUMN HEADINGS	EXPLANATORY NOTES	LINKS	FREE CELL FOR TEXT ENTRY	SELECT FROM DROPDOWN
			INVESTMENT PRINCIPLE - AMBITION & QUALITY INVESTMENT PRINCIPLE - ENVIRONMENTAL RESPONSIBILITY INVESTMENT PRINCIPLE - DYNAMISM INVESTMENT PRINCIPLE - INCLUSIVITY & RELEVANCE		

The layout of each page is exactly the same. However, the information you provide for each page will differ depending on which Investment Principle you are responding to.

For example, this is the page for the Ambition & Quality Investment Principle, as you can see from the heading at the top of the page.

RETURN TO CONTENTS		INVESTMENT PRINCIPLES PLAN - AMBITION & QUALITY - 2023/24					
YOUR 3-YEAR AMBITION Tell us about your ambition for this Investment Principle and the success measures you will use to help you know you've achieved your goals by the end of the investment period.				YOUR 12-MONTH PRIORITIES (What will you prioritise over the coming 12 months to put you on a path to achieving your 3 year ambition)			
Add a maximum of 3 key actions into each category and then select the stage of development your actions are at currently. Click into the call to use the dropdown.				STAGES PLANNED - Discussed and agreed but not yet actioned IN PROGRESS - Agreed with demonstrable actions under way ESTABLISHED - Part of your work and progress is being tracked			
ACTIONS		Current stage (select from dropdown)	Expected stage at year end (select from dropdown)	Q1 - notes on progress	Q2 - notes on progress	Q3 - notes on progress	Q4 - notes on progress
SKILLS DEVELOPMENT							
The development you want to undertake with your workforce, leadership and governance to help:							

You will then need to complete the page in line with your response to the Investment Principle you have selected. In the next section of this guide, we will provide the step-by-step process of completing the Ambition & Quality Investment Principle, including examples.

Investment Principle – Ambition & Quality

From the contents page, click ‘Investment Principle – Ambition & Quality’.

Click on the links below to complete that section of the template. You can fill it in in any order, but please fill it in as completely and accurately as you can.

KEY	COLUMN HEADINGS	EXPLANATORY NOTES	LINKS	FREE CELL FOR TEXT ENTRY	SELECT FROM DROPDOWN
			INVESTMENT PRINCIPLE - AMBITION & QUALITY		
			INVESTMENT PRINCIPLE - ENVIRONMENTAL RESPONSIBILITY		
			INVESTMENT PRINCIPLE - DYNAMISM		
			INVESTMENT PRINCIPLE - INCLUSIVITY & RELEVANCE		

3-Year Ambition & 12-Month Priorities

At the top of the page is a box titled ‘Your 3-Year Ambition’. You should write about your aims and objectives to improve Ambition & Quality for your organisation over the 3-year investment period.

RETURN TO CONTENTS	INVESTMENT PRINCIPLES PLAN - AMBITION & QUALITY - 2023/24	
	YOUR 3-YEAR AMBITION Tell us about your ambition for this Investment Principle and the success measures you will use to help you know you've achieved your goals by the end of the investment period.	YOUR 12-MONTH PRIORITIES What will you prioritise over the coming 12 months to put you on a path to achieving your 3 year ambition

You should also tell us what success measures you will use to indicate when you have achieved your goal at the end of the 3-year investment period.

A second box at the top of the page is labelled ‘Your 12-Month Priorities’.

RETURN TO CONTENTS	INVESTMENT PRINCIPLES PLAN - AMBITION & QUALITY - 2023/24	
	YOUR 3-YEAR AMBITION Tell us about your ambition for this Investment Principle and the success measures you will use to help you know you've achieved your goals by the end of the investment period.	YOUR 12-MONTH PRIORITIES What will you prioritise over the coming 12 months to put you on a path to achieving your 3 year ambition

You should outline what you will prioritise over the first 12 months of the investment period to ensure you are progressing towards your 3-year objectives to embed Ambition & Quality within your organisation.

Actions

Once you have completed those two boxes you can move down to the rest of the page, which focuses on **Actions**. The yellow boxes contain guidance on how to complete the boxes below.

<p>Add a maximum of 3 key actions into each category and then select the stage of development your actions are at currently.</p> <p>Click into the cell to use the dropdown.</p>	<p>STAGES</p> <p>PLANNED - Discussed and agreed but not yet actioned IN PROGRESS - Agreed with demonstrable actions under way ESTABLISHED - Part of your work and progress is being tracked</p>
--	---

Beneath that are the four Actions sub-headings to complete: **Skills Development**, **People & Representation**, **Planning**, and **Tools & Monitoring**.

ACTIONS	Current stage (select from dropdowns)	Expected stage at year end (select from dropdowns)	Q1 - notes on progress	Q2 - notes on progress	Q3 - notes on progress	Q4 - notes on progress
SKILLS DEVELOPMENT						
The development you want to undertake with your workforce, leadership and governance to help you progress						
PEOPLE & REPRESENTATION						
The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress						
PLANNING						
The plans and policies you have, or will create, to help you deliver your ambitions						
TOOLS & MONITORING						
The tools and resources you use to support you in setting, monitoring and achieving targets and how you will report on progress to your governing body						

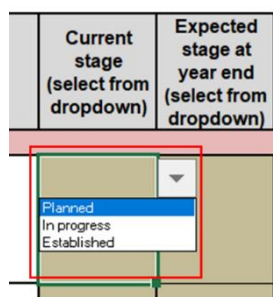
In the boxes provided, we would like you tell us what actions you will take in relation to these sub-sections, to meet your 12-month priorities and progress towards your 3-year ambition.

You will need to respond to each of the sub-headings. **You can provide up to three actions per heading.** It is important to only include actions that relate to the chosen Investment Principle. We will go into more detail about how to respond to each action on pages 10-14 of this guide.

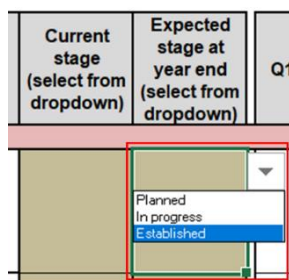
Once you have outlined your action, to the right of the page you will see a column titled 'Current Stage'. The stages are:

- Planned – Discussed and agreed but not yet actioned
- In Progress – Agreed with demonstrable actions under way
- Established – Part of your work and progress is being tracked

Click into the relevant cell to use the dropdown and select the relevant stage that best describes the current status of this action within your organisation.



The next column is titled 'Expected stage at year end'. Click into the relevant cell to use the dropdown and select the relevant stage that best describes the expected status of this action within your organisation at the end of the first year of funding.



In the next section of this guide, we will explore the four sub-headings in the context of the Ambition & Quality Investment Principle, providing examples for how these could be completed.

Skills Development

The first Action sub-heading is **Skills Development**. In the pink box we provide a description of what this means for your organisation.

SKILLS DEVELOPMENT	
<p>The development you want to undertake with your workforce, leadership and governance to help you progress</p>	

In the example below we have listed two actions the organisation will take to meet their 12-month priorities and progress towards their 3-year ambition.

ACTIONS		Current stage (select from dropdown)	Expected stage at year end (select from dropdown)
SKILLS DEVELOPMENT			
<p>The development you want to undertake with your workforce, leadership and governance to help you progress</p>	<p>Linked with our communities focus, we will undertake a gap analysis project to help us fully understand the differences between the perception we have of our work and how others view us</p>		
	<p>We will deliver evaluation training with our project leaders</p>		

The next step is to complete the 'Stage' columns, to indicate whether each action is planned, in progress or established, using the dropdown menu. For this example, we have selected 'Planned' for current stage for both Actions, and 'in progress' for expected stage at year end.

ACTIONS		Current stage (select from dropdown)	Expected stage at year end (select from dropdown)
SKILLS DEVELOPMENT			
The development you want to undertake with your workforce, leadership and governance to help you progress	Linked with our communities focus, we will undertake a gap analysis project to help us fully understand the differences between the perception we have of our work and how others view us	Planned	In progress
	We will deliver evaluation training with our project leaders	Planned	In progress

People and Representation

The second Action sub-heading is **People and Representation**. In the green box we provide a description of what this means for your organisation.

PEOPLE & REPRESENTATION
The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress

In the example below we have listed an action the organisation will take to meet their 12-month priorities and progress towards their 3-year ambition.

PEOPLE & REPRESENTATION			
The groups and expertise you have	We have scoped an evaluation group to support this strand of work. This will include staff, a member of our board and a member of our community advisors group		

The next step is to complete the 'Stage' columns, to indicate whether each action is planned, in progress or established, using the dropdown menu. For this example, we have selected 'Planned' for the current stage of the Action, and 'Established' for expected stage at year end.

PEOPLE & REPRESENTATION			
The groups and expertise you have	We have scoped an evaluation group to support this strand of work. This will include staff, a member of our board and a member of our community advisors group	Planned	Established

Planning

The third Action sub-heading is **Planning**. In the blue box we provide a description of what this means for your organisation.

PLANNING
The plans and policies you have, or will create, to help you deliver your ambitions

In the example below we have listed an action the organisation will take to meet their 12-month priorities and progress towards their 3-year ambition.

PLANNING	
	In our current business plan we have set out a series of specific goals related to this work which has been signed off by our board.

The next step is to complete the 'Stage' columns, to indicate whether each action is planned, in progress or established, using the dropdown menu. For this example, we have selected 'Established' for the current and expected stages of this Action.

PLANNING	
	<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"> In our current business plan we have set out a series of specific goals related to this work which has been signed off by our board </div> <div style="width: 25%;"> Established </div> <div style="width: 25%;"> Established </div> </div>

Tools and Monitoring

The fourth and final Action sub-heading is **Tools and Monitoring**. In the orange box we provide a description of what this means for your organisation.

TOOLS & MONITORING
The tools and resources you use to support you in setting, monitoring and achieving targets and how you will report on progress to your governing body

In the example below we have listed an action the organisation will take to meet their 12-month priorities and progress towards their 3-year ambition.

TOOLS & MONITORING			
The tools and resources you use	We have recently signed up to X Quality Framework to help us gather views as part of our ongoing quality evaluation work.		

The next step is to complete the 'Stage' columns, to indicate whether each action is planned, in progress or established, using the dropdown menu. For this example, we have selected 'In Progress' for the current stage of this Action, and 'Established' for the expected stage at year end.

TOOLS & MONITORING			
The tools and resources you use	We have recently signed up to X Quality Framework to help us gather views as part of our ongoing quality evaluation work.	In progress	Established

Update on progress

To the right of the Stages columns there is a section for quarterly updates on progress.

We require quarterly progress reports against the targets and success measures set out in your Arts Council funding agreement (annual agreed Activity and Investment Principles Plans) which, where applicable, should identify any areas of activity where insufficient progress is being made and include appropriate plans and actions that have been approved by your board to help mitigate risks and/or increase progress and performance. We strongly encourage you to use the Arts Council Activity Plan (Outcomes or Investment Principles) and Investment Principles Plan templates for updates and reporting to your board.

In the screenshot below, you can see there are columns where you will add notes on progress per quarter.

STAGES			
PLANNED - Discussed and agreed but not yet actioned IN PROGRESS - Agreed with demonstrable actions under way ESTABLISHED - Part of your work and progress is being tracked			
Q1 - notes on progress	Q2 - notes on progress	Q3 - notes on progress	Q4 - notes on progress

Completed Template

Once you have filled in the relevant information for your Investment Principles Plan, the page will look something like this example.

ACTIONS		Current stage (select from dropdown)	Expected stage at year end (select from dropdown)
SKILLS DEVELOPMENT			
The development you want to undertake with your workforce, leadership and governance to help you progress	Linked with our communities focus, we will undertake a gap analysis project to help us fully understand the differences between the perception we have of our work and how others view us	Planned	In progress
	We will deliver evaluation training with our project leaders	Planned	In progress
PEOPLE & REPRESENTATION			
The groups and expertise you have, or will bring together, that will collaborate with you on the actions you will take to make progress	We have scoped an evaluation group to support this strand of work. This will include staff, a member of our board and a member of our community advisors group	Planned	Established
PLANNING			
The plans and policies you have, or will create, to help you deliver your ambitions	In our current business plan we have set out a series of specific goals related to this work which has been signed off by our board.	Established	Established
TOOLS & MONITORING			
The tools and resources you use to support you in setting, monitoring and achieving targets and how you will report on progress to your governing body	We have recently signed up to X Quality Framework to help us gather views as part of our ongoing quality evaluation work.	In progress	Established

Please note that this is an example that we have provided to demonstrate the process of completing this page. You will need to respond to the Investment Principles Plan in a way that is appropriate for your organisation.

Once you have completed the page, click Return to Contents in the top left corner to return to the contents page.



You can then select the next Investment Principle that you will need to respond to. **You must complete the pages for all four Investment Principles.**

Uploading the template to Grantium

Once you have completed the template, you will need to upload it as an attachment as part of your conditional offer on our online system Grantium.




To upload your completed template, click on the blue hyperlink titled 'Investment Principles Plan', as shown below.

Submit updated plans for funding agreement negotiation

Please use the hooks below to upload your updated Activity and Investment Principles Plans and a completed Financial Template (annual budget and cash flow) for the period April 2023 – March 2024.

The deadline to provide this information and submit the conditional offer notification step is **20 January 2023**. Please see the funding agreement negotiation letter on the attachments screen of this workflow for further information.

Please note that the maximum file size you can upload is 10MB.

Document Type	Required?	Description	Date attached	Download
1. Activity Plan	Yes	Activity plan	12/10/2022	
2. Investment Principles plan	Yes	IP plan	12/10/2022	
3. Financial document	Yes	Financials	12/10/2022	
4. Draft Partnership Agreement (consortiums only)	No	--	No attachment	

This e.Form has been submitted

After following the link, you should be taken to the page shown below. Here you'll be able to attach your completed template to Grantium. Once you have uploaded the file, click 'Save & Back to List' to return to the previous page and continue with your application.

Attachment Details

* **Document Description:**

File Name: Investment Principles Plan.xlsx

Document Type: Investment Principles plan

Maximum Size: 10 MB

Allowable Formats: jpg, zip, xls, xlsx, jpeg, pdf, doc, docx, pptx, ppt

Instructions:

For further guidance on how to use Grantium, read the Grantium guidance on [our website](#).