

## Briefing transcript – Investment Principles Support Organisations 2023-26: for current NPOs

1.30pm, 9th March 2022

**JANE DAWSON:** Hello everyone. Thanks for joining us. We think we've got most people here, but there may be a few joining us late. Just to introduce myself. I'm Jane Dawson, director of funding programmes at the Arts Council. I'm white woman in my 60s. I've grey hair and I'm wearing a green jumper and I'm sitting in my living room which doubles up as my office. So, this session is for organisations that are currently NPOs including SSOs who are planning on making an application to the investment principles support organisations programme or IPSO for short. These are organisations that will support other organisations and/or individuals to embed our investment principles in their work. Today's session is live captioned and also has BSL interpretation. For the best experience, we recommend using desk top version of the Zoom app. The session is being recorded and it will be posted on our website afterwards. The first-half of the session will be a presentation. Then we'll take a ten-minute break before answering some of your questions. We have a maximum of 90 minutes for this session and that will take us to three o'clock. You can submit questions to us using the Q and A box. We'll answer as many questions as we can, but can't guarantee that we'll get to everyone, but all the questions we receive will feed into an update of our online Frequently Asked Questions FAQs. When the FAQs have been updated and once the recording of this session is available online with a transcript, we'll e-mail you and let you know. Next slide, please.

So before we start, I just want to introduce who is taking part in the session today. Our BSL interpreters are Jo Ross and Amy Jenkins. Marea O'Brien is providing live captions. Joining me and presenting and on the panel is Amy Vaughan, our director of Change programmes. The Q and A host is Dan Smith, Head of Marketing and Internal Communication. Next slide, please. So this slide just sets out what we're going to cover with you today. It is a practical session that's designed to help you understand the information we're looking for in an application and how we'll use it to make our decisions. We'll go through where we are in the process, what we'll be asking you in the application, and covering off what comes next. So, let's get started. Next slide, please. So in January, we published the Guidance for Applicants and other supporting material for this Investment Programme. In February, we published the Relationship Framework, communicated planning figures to current NPOs and published an addendum to the applicant guidance which sets out how our instruction from DCMS in relation to Levelling Up will impact this programme if you're making an application. We'll cover all of this in today's session. So looking to the application window, the application portal opened on 28th February and will close at midday on 18th May. We'll share decisions with everyone before the end of October. Next slide, please. Before we dive into the Guidance for Applicants and the addendum, we wanted to touch on the documentation that's now available to you. We know we've published a large volume of information. We did this because we wanted to make sure that everyone, whether you're new to us or old hands had all the information to make a decision whether to apply and then to be able to submit a strong application. Everything is available in accessible formats such as Easy Read, large print, audio

and BSL. Our essential documents include the Guidance for Applicants either for NPO or IPSO applicants whichever you intend to apply for and just a reminder that this session is geared towards IPSO applicants. The addendum to the guidance, which applies to both programmes. Also essential are the templates we need you to complete as part of your application. These are so we can see your financial information and your plans to embed our investment principles in your own organisation and the outcomes or investment principles activity in your application. Again, for this session, we're focusing on IPSO. So we will be discussing investment principles activity in support of the sector later on. We have completed examples, how to guides and video walk-throughs of these templates online. None of the content is essential, but you might find it useful support. It's there if you need it. Similarly, we have information sheets available for access support, equality and fair pay, supporting practitioners and the importance of good governance. Again, none of this is essential, but you might find it helpful. We have further resources including Word versions of the application form that you can use so you don't have to do all your drafting in Grantium and our online FAQs are divided by topic. So if you've got a query, they are a really good place to start. Finally, the background reading provides context for this Investment Programme and what we want to achieve with it and it is important that you've read this too. That's our strategy, Let's Create, our delivery plan and investment principles information. Next slide, please.

I'm going to take you through the information in the Guidance for Applicants which is in two parts including the new addendum and we'll talk through everything we're asking for in the application form and why we're asking for it. But before that, there are a few things that you need to do before making your application. You'll need to make sure that your organisation and the activity you're proposing is eligible by reading the eligibility criteria in the Guidance for Applicants. You can book an introductory conversation. This isn't mandatory for current NPOs, but if you want one, you can book this directly with your Relationship Manager. Please do note that your Relationship Manager won't be able to advise you on your application outside of this introductory conversation as we want to ensure a level playing field for all applicants to the programme. And you'll need to make sure that your Grantium profile is up-to-date. Next slide, please.

Turning to how much you can apply for. Current NPOs have all been sent a planning figure. This is the maximum amount you can show as Arts Council funding in your core budget and main application. It is designed to enable us to see what you would offer in return for this level of funding. The majority of planning figures are based on current funding levels. There are a few technical anomalies such as organisations that currently have two funding agreements. Given what's happening with inflation, as well as the pressures currently facing cultural organisations as we emerge from the pandemic, we recognise that standstill funding won't enable you to carry on in the same way as you have in the past. That's why we're encouraging all applicants to plan and propose activity in their application that is sustainable and deliverable at the level of funding in their planning figure. We understand that that may mean scaling back levels of activities you'd hoped to deliver. We understand too that for a number of organisations audiences will be slow to return after the pandemic and that this will influence the ambition of your programming and your box office projections. We won't mark your application down because of this. But despite the pressures that you

face, we do also strongly encourage you to make sure your application responds clearly to our strategy, Let's Create. You also have the opportunity in your application to apply for additional investment. We'll talk more about this later on. Please note that you can't assume that because we've given you a planning figure that that's the level of award you'll receive. We may make offers at lower levels than the planning figure or indeed, make no award at all. In some cases, we may decide to award you more than your planning figure by including all or some of the additional investment you've requested. At this point, I'm going to hand-over to my colleague, Amy Vaughan and if we can move on to the next slide.

**AMY VAUGHAN:** Thanks, Jane. Hello everybody. I'm Amy Vaughan. I'm director of Change Programmes at the Arts Council. I will be on screen more fully in the Q and A later. I'm white middle-aged woman with long, brown hair and a white fringe and I'm wearing reading glasses and I have a white wall behind me and white door. We're going to talk about the application form now. The application form is on our online application portal, Grantium. Just a reminder that we can provide support to help you with access issues you may experience in making your application, but we can't accept the application in any other formats. Some information from your applicant profile will automatically pull through into your application form such as contact details and your governance document. You will need to download and complete some templates which you will need to attach with your application form. If become an IPSO, the application will go on to become part of your funding agreement and we will use it as part of our monitoring relationship with you. You can't attach any other information with your application other than the information we ask for, this includes additional information provided by hyperlinks. Please note that you do not need to include a business plan or any other associated plans. We will also use knowledge of your organisation including information we have as a result of our monitoring of your current NPO or SSO funding agreement. You're also required to provide some information on the people involved in your organisation's governance and leadership. It is really important that you provide this information as accurately and completely as possible. This information is a very important part of our balancing process which we'll talk about a bit more later on. Next slide, please.

The first section of the application form has some background questions about your organisation. The questions we ask relate to our organisation as a whole. We contribute funding to the organisation or business as a whole. So in general, you should think of it as core funding rather than funding for specific projects. In asking about your organisation's mission or purpose, we want to get a sense of whether creativity and culture is central to your organisation's work or whether you're an organisation from outside the creative and cultural sector, applying to deliver creative and cultural work. We welcome applications from both types of organisations. We ask you about your organisation's track record in access and excellence and this is where you'll start to tell us about the contribution you can make to our strategic aims set out in Let's Create. We recognise that at the moment, our funding does not reach a wide enough range of people in this country, both in terms of audiences and the people who work in the publicly funded cultural sector. We, therefore, want to hear from you about what steps you have been taking to improve access and ensure that a wider range of people benefit from creativity and culture. Both in terms of your

audience, participants and visitors and the people you work with as paid staff or volunteers. Now the next slide.

In this section we will ask about your organisation's management and governance arrangements and I'm going to talk more about our expectations here and what our funding relationship with you will look like. As you'll know, from our previous briefings and published materials, we will for successful organisations, expect your board or other oversight group to deliver on its responsibilities of ensuring that the executive is delivering on the funding agreements signed on behalf of the company. We also want to see boards play an active role in helping the executive embed the investment principles. The main way in which we will monitor IPSOs will be through board papers or reports to an oversight group. So, we're looking for what you tell us in your application to demonstrate that you have or will put in place appropriate governance or oversight arrangements. We know that not all organisations will have or will be legally required to have an independent board. Where this is not appropriate for an organisation, we expect you to put in place an oversight or advisory group that can take an active role in ensuring that the funding agreement is being delivered and whom we can talk to if we have concerns. An advisory or oversight group should have help on it who understand your business. Paid members of staff can be on the group, but there must be a majority of people who are independent, that is people who aren't related to the executive team in any way and don't receive payment for working for the company. The group should receive reports on how you are doing against your funding agreement and we will want to talk to them if targets aren't being met or if we have identified other risks. It would be good practice to have a conflict-of-interest policy and terms of reference making the group's role clear. We have published a series of FAQs should you want to look into this in more detail. There are also some organisations that have executive officers on their board. In these cases, we would expect there to be a clear conflict of interest policy in place and terms of reference that set out the role of the board and the role of the executive team. We also require that independent members of the board would be in the majority. Because this is public money, what we need to see is an appropriate level of independent oversight and scrutiny of the funding agreement. If you don't already have a board or an appropriate oversight structure in place, then you will need to have it up and running by 1st April 2023. So, not before you make your application. But you will need to tell us about your plans in your application. You can also use this section of the application form to talk about any board sub-groups that you might have in place to support you. This might include a finance and audit group for instance, or a special group set-up to help you with aspects of the investment principles for your own organisation. We've published an information sheet on good governance and a guide for boards on working with the investment principles if you need any more advice on our expectations in this area. Again, this would be for your own organisation's adoption of the investment principles, not for the activity you will do in delivering investment principle work for others as an IPSO. On to the next slide, please.

Now, moving on to what we'll ask you to tell us about supporting other cultural organisations and or individuals to embed the investment principles. You'll need to tell us which investment principle or principles your support role focus on. This can be one or up to all four. We'd encourage you to focus you on where you have experience and expertise. We really want to encourage depth of activity and we want

to see sustainable applications where the activity is feasible within the budget and the cost pressures facing you. Your plans should take into account things such as access provision, support for freelancers, training, etcetera. We ask you what percentage of your activity will contribute to each of the investment principles you have selected. You may find it easier to answer this question once you have finished and completed the activity plan. We know that this will be an estimate, but it does help us understand roughly how our total IPSO investment supports each of the four investment principles. We ask about your organisation's plans for the three-year funding period with a focus on how these plans will contribute to the investment principle or principles you have applied against. You'll need to provide a narrative response here. We'll also ask you to complete and upload an activity plan using a template. You'll need to use this template to provide more detail about how you will support the sector in embedding the investment principles for the first funding year. As well as provide information about the location of these activities. The templates will help us understand your proposed contribution across the investment principles you've applied against and will form the basis of the funding agreements and be at the heart of our monitoring requirements for successful applications. In reviewing what you tell us about your three-year plans and your activity plan for the first funding year, we'll be focusing on the strength of your contribution to supporting the sector to embed our investment principles. So remember to focus on that. Next slide, please.

So this slide talks about the investment principles in terms of embedding them in your own organisation's work. All NPOs and IPSOs in this Investment Programme will be required to embed all four of the investment principles. We think the investment principles are what characterises a well-run, modern cultural organisation and we want to be confident that we are investing in well-run organisations. In the application form, you'll need to tell us about your plans for demonstrating progress against IPs by completing and uploading the investment principles plan template. In the IP plan, I'm using IP as shorthand for investment principles, you'll need to tell us about your three-year ambition for each IP, your priorities for the first funding year and the actions you plan to take in the first funding year. In reviewing your plan, we'll focus on the progress you're likely to make against each investment principle. What we're really interested in here is the journey you're on and the process your organisation is undertaking to embed the investment principles. How you're setting and monitoring your measures of success and how you're using data to go about this. As with the activity plan, we're holding a separate Q and A session on the investment principle plan template and have published other materials including examples of completed templates to help you work out how to approach these. This Q and A session will also be recorded and posted online afterwards. On to the next slide, please.

In the finance section of the application form, we ask a couple of narrative questions and then ask you to upload your most recent financial statements and a template to complete in three parts. These are a balance sheet, an annual budget for each funding year and a cashflow forecast for the first funding year. The financial information should be for your organisation as a whole, not just the activity that your application is focused on. For local authorities, and universities, this would generally mean the departmental budget and cashflow for the organisation that is seeking funding. So for instance a museum or a theatre based within a local authority. We

know that the item lines in the budget and cashflow may not all match with your organisational budgets, but we need consistent and reportable information from organisations and that is why we are asking you to use a template we have provided for your financial information. You should use your judgement to include items in what seems like the most appropriate line. There is a line for access costs in the budget, and it's really important that you think about including sufficient costs for making your work accessible as well as any access costs your organisation might incur in working with disabled creatives and/or members of staff. We're aware that some organisations, for instance disabled-led organisations, may have higher costs in this area and we will take this into account as we go through our assessment and decision-making process. We know that this might mean you're asking for proportionally more money from the Arts Council than other applicants. Next slide.

As previously mentioned, current NPOs can apply for additional investment above and beyond their planning figure. So, just to be clear. The rest of your application and your budget must be based on what you do based on your planning figure as a maximum grant. There is then a separate section of the application form where you can tell us about how you would deliver further against Let's Create without additional investment. Sorry, with additional investment. I misread that, sorry. I'll do that sentence again. There is then a separate section of the application form where you can tell us how you would deliver further against Let's Create with additional investment. You will not be submitting a budget for this, but we do ask for an outline costed breakdown of the activity as part of your narrative response. This request for additional investment does not have to be structured as a one-off project, although it could be. It can also be used to build your core business. All NPOs can apply for additional investment, whether applying to the NPO or IPSO programme, but there are some specific areas we will be focusing on in deciding how to award any additional investment. We want to use increased awards to help us achieve our ambition of investing in organisations that are more representative of this country in terms of the diversity of an organisation's leadership and in terms of geographical location. So in making these decisions we will be looking at the profiles of the organisation's governance and leadership from the information submitted within the application form and also at the activity it is planning in Levelling Up for Culture Places. We're now going to move on to talking about the addendum to the Guidance for Applicants and we will explain more about Levelling Up for Culture Places and how they relate to the application process. I'm going to hand-over to Jane to take that section.

**JANE DAWSON:** Thanks, Amy. So, on 23rd February, we published an addendum to the Guidance for Applicants. This was the final piece of information that we needed to share with you before the application portal opened. We'd let people know that we would be publishing an addendum when we published the main guidance. It sets out how we intend to support the Government's Levelling Up agenda and in particular, how we will deliver on the instruction we receive from the Secretary of State at the Department for Culture, Media and Sport. The instruction details how some of our existing London budget, along with new money secured in the Spending Review, should be deployed outside of London in this Investment Programme. But before we go any further, we want to make some points clear. We know it is not ideal

to have published more information late on in the process. So, we delayed and extended the application period to give everyone more time. We understand that and we want to explain what the addendum means to applicants in as simple terms as we can. We also want to remind you that we're here to help. If you have questions or concerns that we don't answer today, and that aren't reflected in our FAQs then please get in touch with our Customer Services Team. We'll do all we can to answer your queries. We also acknowledge that this addendum brings particular challenges to London-based organisations. Competition for our NPO and IPSO Investment Programme will now be even fiercer in London. But we can promise you that we'll look at the whole ecology and all the individual bids we receive before making any decisions. We'll take those decisions carefully and fairly and according to our published criteria. We understand that many London-based organisations currently deliver much of their activity outside London. We'll take this into account when we make our decisions, but we are required by the Government to account for our investment by the postcode of the applicant. This means that if the location of your registered office is in London, you will be counted as a London-based applicant regardless of where your activity takes place. Finally, we also want to make clear that the addendum doesn't change the eligibility criteria for this Investment Programme. If you could make an application before it was published, then you still can now. The addendum and the instruction from government are both available in full online. You can also see a recording of a detailed briefing session we held when the addendum was published on our website. Next slide, please.

The Arts Council and CMS have identified 109 Levelling Up for Culture Places outside of London where opportunities to engage in creativity and culture are historically lower than in other parts of the country. We'll prioritise making additional investment in these places in three ways. By increasing our investment in existing NPOs in Levelling Up for Culture Places, by investing in new NPOs and IPSOs in Levelling Up for Culture Places and by investing in new activity in Levelling Up for Culture Places delivered by organisations outside those places, but working in partnership with them. If you are an applicant based in one of the Levelling Up for Culture Places, we'll take this into account when we consider your application including any request you make for additional investment. We'll take that into account in our balancing and decision-making process. If you are an applicant that's based outside one of the Levelling Up for Culture Places and are planning new activity in one or more of those places, then you should reference that in your application and if relevant for your activity plan for 2023/2024 make sure you indicate which of those places you are planning to work in. We'll also expect you to provide information on how that activity has been planned in partnership with those places. For those organisations applying for £2 million or more per year, there will be a requirement to increase their activity in Levelling Up for Culture Places by 15% by the end of the 2025/2026 financial year. This applies to organisations wherever they're based. The eligible activity we're looking for is broad and it can include things like talks, workshops, education programmes, tours, co-productions, training, mentoring and so on. We'll agree a baseline of activity for tracking when we come to establishing funding agreements with organisations in the autumn. Next slide, please.

To achieve the redistribution of investment required in the addendum, and to make the London portfolio more representative, we'll need to remove funding from some existing NPOs, reduce funding to others, and explore relocations out of London. We'll make our decisions about reductions and removals on a case-by-case basis and we'll take into account the relative strengths and opportunities provided by all the applications we receive from London. For those organisations we're not able to offer funding to, we'll discuss what other funding may be available to you in future. For NPOs we're offering less than their planning figures, we'll use the funding negotiation period to agree a revised activity plan based on your new funding offer. Notwithstanding the £16 million reduction to the budget we'll need to make in London, we are determined that in London as with the rest of the country, we'll build a portfolio that's more representative of all of London's communities and that in particular, we want to increase investment in our five priority places in London. We therefore welcome ambitious applications from London-based organisations that will help us make the portfolio more representative including IPSOs as well as NPOs. To support our ambitions to make the London portfolio more representative, we'll need to find savings in our current investment in London that go beyond the £16 million required by the Government. On relocation, by the beginning of the third year of the Investment Programme, so starting 1st April 2025, we need to have moved a further £8 million of annual investment outside of London. We're aiming to achieve this by London organisations relocating. By which, we mean moving their registered office and their main office outside of London by this date. This can be any location outside of London. Not just Levelling Up for Culture Places and it is your choice to make. We're currently developing a programme to support relocations and we will be sharing more information with organisations that express an interest in relocating in their application later this summer. We know that relocation is something that a number of London-based organisations just simply won't be able to consider for a great many reasons and that's absolutely fine. But we also know that a number of cultural organisations have already relocated and done so successfully. And given the competition for funding in London, a range of different companies might, we expect, want to consider whether this is a feasible option for them. This may include organisations whose primary impact isn't local because they are for instance, national touring companies or delivering services for the whole sector. We're not expecting these organisations to change the way they work just because they relocate. Some organisations may want to move, put down deep roots, and deliver new programmes of activity for their local communities and that, of course, is fine as well. The Arts Council will play a limited role in the relocation process. We won't be telling you whether you should or shouldn't relocate or where you should relocate to. This will need to be a decision that you take in terms of what makes best sense for your business. We'll develop further information to support you and we're hopeful that we'll be able to run a programme to support feasibility studies or options analysis, but we won't be able to organise or fund the relocations themselves and nor will there be capital funding available for organisations relocating. If you think that your organisation might be interested in relocating by 1st April 2025, then all you need to do now is respond yes to the question in the application form. To confirm - this is not committing to relocating if you answer yes now. When we provide you with more information later in the summer, we'll ask you to choose whether or not you want to pursue relocation. If we can move on to the next slide,

and I will hand back to Amy.

**AMY VAUGHAN:** Thanks, Jane. So, balancing. This is the last thing we're going to cover in relation to the applicant guidance. So, after we've assessed each application on its own merit against the criteria that reflect the information we're asking for in the application form, so that's the commitment to access and excellence, the strength of contribution to supporting the investment principles, your own likely progress against the investment principles, as well as risk assessing the governance and management arrangements you have and your financial viability. On the basis of our assessments, we will then determine which applications are fundable. We then look at all those fundable applications in relation to our balancing criteria and look at the shape of the potential portfolio as a whole. We will use our balancing criteria to help us select a portfolio of organisations that are more representative of the geography of England, both in terms of where organisations are based, and where they will be delivering their activity. Whose leadership is more representative of England in relation to disability, race, sex, and includes more people from lower socio-economic backgrounds. And that represent a wide range of creative and cultural provision. We're going to look in a little more detail about what we take into account for these three balancing criteria. Next slide, please.

So, for geography, we look at this in terms of where organisations are based, drawn from your Grantium application profile and where you plan to deliver activity. Where we'll use the local information you provide as part of your activity plan. We will take into account the Levelling Up for Culture Places, our five London priority places, for London-based applicants, places of historically low Arts Council investment, places of historically low cultural engagement and the spread across the country between rural, towns and cities. For diversity, we will look at the diversity profile of your leadership using the information provided in your application form and we'll look at whether 51% or more of your board and senior management team are black, Asian, or ethnically diverse or disabled or female or from a lower socio-economic background. In this definition, we're just looking at whether 51% or more is made up of one of these categories. So for example, 51% or more of your leadership team are female. We will also look at how representative of contemporary England the individuals that lead your organisation are. So this is looking at the data you provide about specific role in your organisation, the Chief Executive, artistic director, executive director, chairperson, or equivalent positions and disability, race, sex, and socio-economic background. Finally, we'll look at whether your board and senior management team has a mix of people with different protected characteristics and socio-economic backgrounds. You'll note that we are not taking into account all of the protected characteristics here. This is because whilst we will continue to report on the profile of the portfolio across a broader range of protected characteristics, we can only take account of those characteristics in our balancing process where we have evidence of under representation in our current portfolio. On to the next slide, please.

So, for the range of creative and cultural provision, here we will look at the range of art forms and disciplines including the balance of arts organisations, museums and libraries. The types of organisations including building based, touring, festivals, etcetera. The spread of activity across our outcomes and their elements for NPOs

only, not IPSOs. The spread of support offered by organisations applying to support others to embed the IPs. This is the IPSO role. In deciding which organisations to fund, we think about the strength of contribution to our outcomes and investment principles and then consider how the portfolio is balanced against those three criteria. And here, it is not about the individual application, but the make up of different applications and of course, this all has to be done within the parameters of our budgets. On to the next slide, please.

So now, we're going to talk about the Relationship Framework and the Relationship Framework sets out how we will work with NPOs and IPSOs. It describes the NPOs and IPSOs will be expected to meet specific requirements for reporting and monitoring to enable us to track the progress. Our relationship with NPOs and IPSOs will be conducted mainly through our monitoring and reporting processes. Through these arrangements, we expect to see boards or oversight groups take responsibility for the oversight of delivery of funding agreement with us. This will involve boards or oversight groups getting regular, i.e. at least quarterly, an accurate report from the executive of progress against the targets and success measures in your funding agreement and taking appropriate steps to work with the executive to improve performance where needed. We will use these reports to your board or oversight group to provide us with accurate information on progress. We will then use these reports to help us identify any risks that we believe exist in relation to your organisation delivering its funding agreement with us. We will also expect you to supply accurate, timely and relevant data to surveys that we send you. These provide us and the Government with vital information on the state of the sector and help us evidence the impact of our investment and the progress we are making on delivering Let's Create. It will be up to organisations and their boards or oversight groups to decide what type of business plans and specific policies you need to have in place to support the effective operation of your business. We will no longer be asking you to submit business plans to us, nor will we ask for any other plan or policy in relation to things like audience development, or digital strategies. We value hugely the work that NPOs do and that IPSOs will do and we recognise that the large majority are well established organisations that are able to manage themselves effectively without help from us. We will, therefore, minimise our ongoing contact with NPOs and IPSOs and in practise, this will mean occasional conversations, so for example, if we need something clarified in your board reports, we will be seeing your work and holding an annual review meeting with you and your chair. We will not be attending board meetings regularly. On to the next slide, please.

We will use the information we receive through board papers to monitor and assess the risk to the delivery of our funding agreement with you. The Relationship Framework sets out clearly that we will monitor risk against the following activities. The activity you're delivering, embedding the investment principles, governance and management, financial viability, and reputational risk. It also explains what we mean by each of those categories. Where we see risks increasing. For example, if you're failing to meet your own targets, we are likely to increase our monitoring of your organisation and deploy a series of interventions that range from attending board meetings, holding conversations with the chair, and board, and asking for further written reports. The Relationship Framework sets out the full range of interventions we could choose to take if we consider you to be in breach of the terms and

conditions of your funding agreement and include ultimately the withdrawal of funding. As I mentioned earlier, we do strongly encourage you and your boards or oversight groups to read the Relationship Framework before submitting your application so that you fully understand the commitments you'll be taking on in accepting an offer of funding and what you can expect from us if your application is successful. We've come to the end of the slides for now. So, it is time to take a ten-minute break. So we will see you back here at 2:32. See you then.

**(Short Break)**

**DAN SMITH:** Hello everybody. Welcome back. Thank you for joining us for the Q and A session of this section. My name is Dan. I'm a man in my mid-30s with dark hair and glasses. I'm wearing a green shirt. I'm in a light room with plants and a window behind me. My pronouns are he/him. Thank you for the questions we've got so far. We'll do our best to answer everyone that we've received. The ones that we get today will also feed into our online FAQ which we'll update after we've completed this series of briefings. So, we'll dive in. If I could bring Amy up on screen again. The first question is from Julie Lomax, The Artist Information Company, currently Arts Council and SSO. We have over 27,000 individual members, visual artists and freelancers working in the visual arts sector. We need to better understand the Arts Council's expectations on IPSOs supporting individuals, as opposed to being an IPSO supporting organisation.

**AMY VAUGHAN:** What may happen is that the activity you deliver might look different because it is around individuals. So rather than the sort of the organisational development aspect of the investment principles that you might be thinking about when you're talking about supporting organisations, it maybe that your activity focuses in a slightly different way on how the investment principles impact or can be used and be useful for an individual practitioner. I think having that support within the portfolio is quite important with how we work with the investment principles going forward.

**DAN SMITH:** How many IPSOs do you expect to have in the future portfolio?

**AMY VAUGHAN:** I don't think we can give a number. We don't know how many applications we'll get. I mean, what we do know as with SSOs, there will be more NPOs than there is IPSOs because of the balance of that in terms of how we currently invest, but we've not made any decisions about what that's going to look like and how many it is going to be because it will be very dependent on the applications that we get. I'm sorry, that's quite a vague answer, but you can take it as read that we don't have a pre-determined figure in our heads at all.

**DAN SMITH:** Great. Thank you. I'll bring Jane back in now if I can. So, my first question for you is how should we approach the provision of online training, mentoring, support when it is delivered online and also where the location of the participants is not known at the time of writing.

**JANE DAWSON:** I'm interpreting that as how do you articulate that in the context of an application. I think, I mean, obviously, we've moved to a lot more online working over the last couple of years and that's in a way become the norm hence us doing this by Zoom now rather than travelling to all sorts of different locations around the country. I think for the purposes of your application, just make the best guess you can about where applicants might come from. You can use your previous intelligence

on who attends webinars or who in the past used to attend workshops or seminars, talks and so on that you've given as the basis for that. As long as something is based in a sense of reality, it will be as good an estimate as you can possibly give. And then as time goes on, obviously you will be able to, if you were successful in your funding application, you would be able to track that through asking people where they were based. No problems with further on down the line at this point. Use your judgement and your best intelligence.

**DAN SMITH:** Great. For additional investment applications, what do we mean by costed breakdown if this is not a formal budget? What level of detail is required?

**JANE DAWSON:** Not a lot in very simple terms. Just tell us - if you're applying for additional investment, you obviously know how much that additional investment level will be. So, just give us the broad ballpark figures. So what you're spending on artists in total, on access or on the actual delivery of the activity. So, what we've described as direct delivery in the financial template. It is really, really headline numbers just to give a sense of what that additional investment will be invested in.

**DAN SMITH:** Lovely. Thank you. Amy, do you want to come back on now? I've got a few more for you. So, the first one is the expectation that all three core characteristics of an investment principle should be covered by an application?

**AMY VAUGHAN:** No. Is the short answer to that. You could take, those core features, these characteristics of each investment principle are really there as a way to structure your thinking around the investment principles and understand what we feel to be the kind of big themes that run through them. So, if for example, actually what you do is around workforce leadership and governance or governance support and what you're going to look at is inclusivity and relevance, that's your focus, that's your activity, but you are addressing the inclusivity and relevance principle and that's what you put as your headline. We are as interested in depth as we are in breadth. If you people gosh I'm only doing one investment principle. It is a really critical part of the fuller IPSO portfolio and cohort that we're really will spread across the investment principles. So we are looking for that specific expertise in some places. So, yes, absolutely fine to just really focus it.

**DAN SMITH:** Great. Thank you. Another one. Does it matter if most of the arts organisations that an IPSO supports are not themselves NPOs, but independent commercial or not publicly funded instead?

**AMY VAUGHAN:** If we look at Let's Create as a strategy, we are really thinking about the whole creative and cultural sector. That includes individuals as I was talking about earlier and there will be organisations that sit outside of the portfolio who could do fantastic work around Let's Create. So, yeah, there are no parameters on what you do. But I suppose it is also just recognising that National Portfolio as a cohort will be working very hard to embed all four investment principles into their organisations and are therefore likely to be a hungry customer in terms of the support you're providing. So it is just taking that into account. There is no sense that you can't deliver to anyone as long as they're creative and cultural delivery, obviously.

**DAN SMITH:** Of course. It goes without saying. Thank you. I think this might be the last question. It is a mixture of a couple. We've had questions asking to clarify points in the IPSO guidance. Could you tell me more about the activity plan and how supporting outcomes does or does not come into that first of all?

**AMY VAUGHAN:** Just to be really clear. The two routes that we've got for this Investment Programme, if you applied an NPO, you're going to fill out an activity plan which talks about your delivery against outcomes. If you apply as an IPSO, you will

complete an activity plan that talks about how you're supporting other organisations to embed the investment principles. The focus of IPSOs is on the investment principles. We won't be reading the applications and going "Well, they haven't mentioned the outcomes and they haven't mentioned the elements." It is not part of this application route. We believe that in order for organisations to be able to deliver the outcomes they need to have embedded the investment principles. So the two are connected, but we don't expect IPSOs to contribute to the outcomes as well. However, if you're an organisation and you think some of your activity does and you want to tell us about that, you could talk about that in the organisation section if you wanted to mention it, but that's not what we will be assessing you on, the criteria is very much about the investment principles and how you would support other organisations to embed them in their own organisation or individuals as well, of course.

**DAN SMITH:** Thanks. One final question from that group that I've got which is - can you tell us a bit more about the difference between the ambitions for IPSOs versus what we currently have, the SSOs.

**AMY VAUGHAN:** This Investment Programme is the first one since we launched Let's Create and we looked at what we think needs to be out there in terms of help in the sector to help us deliver Let's Create and IPSOs feel like a really important part of that. Sector Support Organisations obviously came in under the previous strategy and they have a really effective role, but we are really, really interested in the investment principles now and that is the focus of the IPSOs. There is a lot of similarities in that some of them may be sector wide. Maybe supporting particular disciplines like visual arts, like the question earlier or might be around, I don't know earned income in museums. There will be all sorts of different ways in which you could see there are existing SSOs whose work already very much fits the IPSO ideals and will transition into that, but there may also be very new types of organisations who think, "Actually, we do a lot of this and we could do this." It is a different programme. The IPSOs, I think, it will be very much a cohort so we will look at them as a collective and make sure that we've got that spread across the investment principles so that the sector is really well supported. I think that's a move on as well because SSOs were quite individual and independent in their delivery whereas this will feel, I think, like a quite balanced cohort.

**DAN SMITH:** Great. Thank you. There was one question I missed for Jane earlier on. Jane, if you could come back on. I've got one last one. What are the expectations for non-statutory advisory groups responsibilities? Unlike a board, they are not legally bound to oversee budgets and accounts etcetera, but it seems that Arts Council wants this to be a function that they perform.

**JANE DAWSON:** The first thing to clarify there is that if you have a board, you don't need to have an advisory group or oversight group as well. This is really for those organisations that don't have a formal board structure. So we're asking you to establish an advisory board or oversight group, but that extra group won't have legal responsibility for the operation of the organisation. It won't be the body with which we sign the funding agreement. That will be the legal entity as it is constituted, but what we're asking is that there is some form of independent oversight and we said in the presentation by independent, we mean people who aren't related to paid officers of the company and people who aren't paid by the company, having them in the majority of the group. I'll just give one example. A founder director company with the single director who is also a member of the advisory group. So there would need to be a couple of other people on advisory group that weren't related to the director and

weren't paid by the company so that they can challenge, provide some scrutiny, and have some oversight of the how the organisation that we are funding is delivering against the funding agreement. It is that body of people that we will want to talk to if we see that there are concerns. If we have any concerns about the delivery of the funding agreement. So, it is about scrutiny and challenge and us having people to talk to. It is not about giving an advisory group powers that it shouldn't have. I hope that's a bit clearer. We have got a few FAQs around this subject. So do read through that. If you still have concerns, drop us an e-mail through Customer Services.

**DAN SMITH:** Great. Thank you very much, Jane. I think that brings us to the end of the session. I think we've covered all the questions that we had sent in. Can we pop the slide back up on to the screen? Before we go, we just wanted to remind you of the steps that you can take now as you prepare your applications before submitting them. So the deadline for applications is 12pm, midday, Wednesday, 18th May. We do strongly advise that you don't leave submitting your application to the very last minute so try and get it submitted at least a week before the deadline. We wanted to share a summary of the support that's available to you that's on our website. That includes steps that you should take first. Let us know if you have any access requirements, taking a look at some of the background reading and set-up on our portal, Grantium. For an introductory conversation, if you have not booked one, you can book one. When it comes to making an application, take a look at the essential documentation including reading the Guidance for Applicants and the addendum along with the application templates. The supporting documents including information sheets and blank templates that you can use in your planning are there if you need them. Please remember if you do have any questions, visit our website and the FAQ page. We update this after every series of briefings that we host and they contain a wealth of information on specific queries. If you still need support, get in touch. We have said it before and we will say it again, our Customer Services Team are here and they're happy to help you. And finally, we will be in touch with everybody that joined us today with a link to a survey asking you about your experience. We would be really grateful if you took a few minutes to complete it so that we can continue to improve the service that we're delivering for you. And that's it. Thank you very much for coming. We've ended with ten minutes to go which is a success in my book! Thanks a lot. Bye everyone.