

Government and Music Policy

Guidance

How is Government Put Together?

Government in the UK is complex. Responsibilities and functions are split across various levels, and outcomes are often dependent on mixes of local and national policy. To further complicate things, these structures are not consistent across the devolved authorities. **Understanding UK governance will help you see where you can best exert policy influence.**

His Majesty's Government

The central government of the UK and Northern Ireland – led and selected by the Prime Minister.

The House of Commons

The lower house of Parliament, consisting of 650 elected MPs.

The Cabinet

Those MPs selected by the Prime Minister to fill important positions, mainly as Secretaries of State. Meet separately from Parliament to discuss key issues.

The House of Lords

The upper house of Parliament, consisting broadly of lifetime appointees and some hereditary peers. Not democratically elected.

Ministries or Departments

Department for Digital, Culture, Media and Sport (DCMS), Department for Education (DfE), Department for Health and Social Care (DHSC)

Ministries within Government are responsible for particular functions, and are headed by a minister selected by the Prime Minister. Often, departments will include

ministers responsible for England and each of the devolved authorities. Some departments are devolved altogether.

The Civil Service

A non-partisan organisation responsible for implementing ministerial policy. Mostly staff executive agencies, each of which works on behalf of a ministry or department. Will sometimes be referred to as '**Whitehall**'.

The Judiciaries

There are three judiciaries in the UK, and three systems of law. English law is practiced and administered in England and Wales, Northern Ireland law in Northern Ireland, and Scots law in Scotland.

Arm's Length Bodies (ALBs)

Arm's Length Bodies are organisations that are publicly funded and play a vital role in government, but are not part of government. Whilst they need not be led by a minister, such bodies will be accountable to a minister.

The Parliamentary Office of Science and Technology (POST)

POST is confusingly named, and is not actually limited to an interest in science and technology. It is the government's in-house research and knowledge exchange unit. As well as providing the government with research and analysis, POST connects parliamentarians with experts and stakeholders.

Non-Ministerial Departments

Forestry Commission, Office Of Rail and Road, Competition and Markets Authority
ALBs headed by senior civil servants that typically have non-executive functions like regulation or inspection.

Executive Agencies

Standards and Testing Agency, Driver and Vehicle Licencing Agency, UK Space Agency

ALBs housed within government departments, with chief executives appointed by and accountable to the minister for their containing department. Typically focussed on providing services founded in policy decided by their containing department.

Non-Departmental Public Bodies (NDPBs)

Public bodies accountable to government but not staffed by civil servants. Some are advisory, and others have delegated powers, but all operate within government parameters.

Executive NDPBs

Environment Agency

Undertake government sanctioned work within established parameters. Execute policy.

Advisory NDPBs

Committee on Standards in Public Life

Provide ministers with independent and specialist advice.

Tribunal NDPBs

Employment Tribunal

Work within the justice system. Have jurisdiction over a particular area of law.

The Devolved Governments

England is governed directly by the UK Government and its prime minister. Scotland, Wales and Northern Ireland have their own governments and leaders, which have varying degrees of authority over some functions of government. Powers given to the devolved governments are termed **devolved powers**, and those given to the UK Government are called **reserved powers**.

The Scottish Government

The devolved government of Scotland, made-up of Members of Scottish Parliament (MSPs) and headed by the Scottish First Minister.

The Welsh Government

The devolved government of Wales, made-up of Members of the Senedd (MSs) and headed by the Welsh First Minister.

The Northern Ireland Executive

The devolved government of Northern Ireland, made-up of Members of the Legislative Assembly (MLAs) and headed by the First Minister and Deputy First Minister of Northern Ireland.

These two ministers have equal governmental power and neither is subordinate to the other. Each MLA is designated either unionist, nationalist or other: the largest party of the most-represented designation selects the First Minister, and the largest party of the second-most-represented designation selects the second.

It is important to note also that Northern Ireland works with its own civil service, the **Northern Ireland Civil Service**.

A Guide to Devolved and Reserved Powers

Policy Area	Scotland	Wales	Northern Ireland
Health and social care	Devolved	Devolved	Devolved
Education and training	Devolved	Devolved	Devolved
Local government	Devolved	Devolved	Devolved
Agriculture, forestry and fisheries	Devolved	Devolved	Devolved
Transport	Devolved	Devolved	Devolved
Some taxation	Devolved	Devolved	Devolved
Justice and policing	Devolved	Reserved	Devolved
Some social security	Devolved	Reserved	Devolved
Sport and the arts	Devolved	Devolved	Devolved
Defence	Reserved	Reserved	Reserved
Foreign affairs	Reserved	Reserved	Reserved
Immigration	Reserved	Reserved	Reserved
Trade policy	Reserved	Reserved	Reserved
Constitution	Reserved	Reserved	Reserved
Broadcasting	Reserved	Reserved	Some legislation with consent of Secretary of State

Councils and Local Government

Councils make decisions about the provision of local services. There are **county**, **district**, **borough**, and **city councils**, as well as town and parish councils, which have minimal executive capability. Where all local services are provided by a single council, this will be termed a **unitary authority**.

Whilst local governments are bound by national and devolved policy, they often have degrees of freedom to implement policy how they see best. For this reason, local government can be an excellent space for things like pilot schemes.

Local Councils in England

Throughout England there are usually two tiers of local government. Typically, district, borough or city councils will operate in conjunction with county councils. Neither of the two tiers is accountable for the other, they are simply responsible for services at different scales.

Local Councils in Scotland

Scotland has 32 unitary authorities which operate independently from, but are funded by the Scottish Government. **The Convention of Scottish Local Authorities (COSLA)** represent these authorities to the UK and Scottish Government.

Local Councils in Wales

Wales is split into 22 unitary authorities. Two or more authorities may form a **Corporate Joint Committee** to connect their approach to wider regional issues. There are currently 4 such committees active.

What is an ARI?

An ARI is an Area of Research Interest. The term ARI is usually used, however, to refer to a document wherein the research interests of a government department are published alongside the department's research systems, strategies, and publication policies. ARI documents help you to understand whether a department might be interested to hear from you, and to tailor your approach to those that might be. You can find all ARIs on [the government's ARI database](#).

Local Councils in Northern Ireland

In Northern Ireland there are 11 unitary authorities called **Local Government Districts**. These districts have less control than their Scottish and Welsh equivalents, and issues like education are overseen largely by the Northern Ireland Executive.

All Party Parliamentary Groups (APPGs) and Select Committees

APPGs and Select Committees have much in common, and are **both great sites for exerting policy pressure**. Most importantly, both are heavily involved in reviewing and proposing policy, and tend to do so in collaboration with external stakeholders and researchers. There are, however, some important differences worth noting, listed in the table below.

All Party Parliamentary Groups (APPGs)

APPG on Morocco, APPG on Classical Music, APPG on Northern Culture

APPGs are made-up of members of the House of Lords and the House of Commons, and are cross-party. They cohere around a particular issue and examine relevant policy, as well as bringing stakeholders, researchers, and ministers together to discuss and learn from one another. Relevant outside bodies like charities often provide a secretariat for the APPG, and anybody is permitted to attend their meetings. Providing a secretariat can be a great way to develop a network and influence.

Due to the often highly-specific nature of APPGs, and the voluntary membership system, MPs often join groups that align with personal passions. This makes them a great site for applying policy pressure and network building. Don't worry if engaging with an APPG doesn't lead immediately to your desired outcome; it is very common for an APPG to re-engage an organisation they have previously heard from or dealt with.

Select Committees

International Development Committee, Transport Committee, Committee on Standards

Committees can be Commons- or Lords-based, and have greater official standing than APPGs. Commons Committees usually track and reflect on the work of a Government department, whereas Lords Committees either cover a broad topic or undertake special inquiries (e.g. the COVID-19 Committee). Select Committees are active in publishing calls for evidence and seeking contributions from notable experts and stakeholders. They are not so much occupied general policy proposal as by delivering specialist advice and public opinion to parliamentary debates on specific policy.

Although membership in Select Committees is non-voluntary, MPs and Lords are typically selected in accordance with their interest and expertise. They are therefore a useful site for exerting policy pressure.

Some Key Differences Between APPGs and Select Committees

APPGs	Select Committees
Informal, publications not indorsed by Parliament	Formal, government is obliged to respond to publications
Forum for discussion between MPs and Lords and external stakeholders	Mechanism for official policy scrutiny and accountability.
Can mix houses (Commons and Lords)	Will be from the Commons or Lords
Chair and leading members elected by AGM and EGM attendees	Elected mainly via secret MP ballots
Large amount covering a range of often highly-specific topics	Much smaller amount covering broader topics often tied to the remit of a government department
Secretariat may be from outside Government	Commons clerks fulfil secretariat duties

Devolved Equivalents of APPGs and Select Committees

Although the APPG and Select Committee system is limited to the UK Government, there are equivalent systems in place within the devolved administrations.

In Scotland Cross-Party Groups (CPGs) do the work of APPGs, and Select Committees are simply called Committees.

In Wales Cross Party Groups (CPGs) do the work of APPGs, and Select Committees are likewise just called Committees.

In Northern Ireland All Party Groups (APGs) do the work of APPGs, and Select Committees are once again called Select Committees

How is Policy Developed

With a clearer sense of how government is put together, you'll want to know how policy emerges from this system. Already, we've mentioned the role of APPGs and Select Committees in reflecting on policy. But the policy system is far broader. **A sense of how policy is developed will help you understand how to present your interventions for maximum effect.**

Types of Policy and Governance Document

There are several types of document involved in the development of policy, and their naming can seem jargonistic. All of these documents fulfil specific functions, though, and understanding these functions can help you position your own intervention, as well as understand these documents better.

Primary Legislation

[The Equality Act 2010](#), [Fisheries Act \(Northern Ireland\) 2016](#), [Infrastructure \(Wales\) Act 2024](#)

Laws made by Parliament. These begin as **Bills** and are ratified as **Acts of Parliament** or **Statutes**. They establish the broad environment within which policy operates.

UK Parliament, Scottish Parliament, Welsh Parliament and the Northern Ireland Assembly are all able to pass primary legislation.

Secondary (Subordinate) Legislation

[The Ofcom Broadcasting Code](#), [Control of Substances Hazardous to Health \(COSHH\) Regulations 2002](#), [The South Rigg Marine Conservation Zone Designation Order 2019](#)

Laws made by ministers or other bodies with delegated powers. Secondary legislation provides the regulations and procedures by which primary legislation is implemented. Secondary legislation cannot extend beyond parameters established and ratified by parliament as primary legislation.

Bill

A draft proposal for a law. Can be introduced by any MP, but if this MP is not a minister the bill will be referred to as a Private Members Bill. Bills must go through several stages of debate and approval in both houses before receiving Royal Ascent and becoming law.

Act of Parliament or Statute

An Act of Parliament, also known as a Statute, is a bill that has passed through the legislative process, achieved Royal Ascent and become law.

White Paper

[Restoring control over the immigration system: white paper, Get Britain Working White Paper](#), [Energy White Paper: Powering our Net Zero Future](#)

A White Paper is a government policy paper establishing proposals for future legislation. Otherwise termed Command Papers and sometimes including a draft Bill.

Green Paper

[Higher education: teaching excellence, social mobility and student choice, Invest 2035: the UK's modern industrial strategy, SEND Review: children and young people's version](#)

A Green Paper is produced for the purpose of consultation with external stakeholders and experts, as well as with others within Parliament. These are largely a mechanism for gathering and publishing feedback on proposals such as those established in White Papers.

Policy Brief

A policy brief is a collection of evidenced policy suggestions from a source external to government. These tend to be created as an attempt to influence government policy or garner wider support for proposed policy changes. More information on how to construct a policy brief will be provided below.

How do Bills Become Acts of Parliament?

The Process by which Bills become Acts of Parliament, sometimes referred to as **the legislative process**, can seem complex. It does consist of many stages, but many of these stages are essentially repetitions. Multiple opportunities are therefore provided for the application of policy pressure.

Prior to introduction

This is a relatively closed process with minimal opportunity for external influence, but provides important background information.

Before they are introduced to Parliament, bills must be placed on the government's legislative programme for the parliamentary session. The Parliamentary Business and Legislation (PBL) Committee will consider whether the aims of the bill could instead be accomplished through secondary legislation, and whether they align with government priorities.

The PBL will establish a provisional legislative programme which Cabinet must then agree before it is announced during the King's Speech at the state opening of Parliament.

A bill team will then be created by the relevant department, whose job will be to oversee the bill's passage through Parliament. Policy instructors work with departmental lawyers to provide instructions to the Office of the Parliamentary Council (OPC), who will then draft the bill. These instructions will overview the relevant legal background and the changes that the bill should make. The OPC then returns a draft to the bill team and departmental lawyers, who return any comments. At this stage, other departments and devolved administrations are consulted, and the bill's compliance with bodies like the European Convention on Human Rights is established.

Draft Consultation

Occasionally, bills are published in draft form prior to their Parliamentary introduction. Members of the public are able to respond, and a committee

synthesises this and other evidence to make recommendations for modifications prior to introduction.

This process of **pre-legislative scrutiny** is increasingly common and typically undertaken by a select committee. **This is a great stage for policy intervention, since the bill remains in a formative period.**

Parliamentary Introduction

Most bills can begin either in the Commons or the Lords. Bills whose primary aim is taxation must begin in the Commons, and bills of major constitutional importance typically do also. After introduction, bills go through many stages.

First Reading

A formal or ceremonial procedure. The title of the bill is read out, but no debate is undertaken.

Second Reading

The main principles of the bill are debated in the chamber. A minister explains the bill and its background, then opposition respond and discussion opens to all members. Debate closes with the government's response to points made.

No amendments can be made here, but members often indicate amendments they will propose. A vote is taken, and if the government loses, the bill passes no further, although this is rare.

This is a great stage for gauging reactions to a bill, understanding common objections or confusions, and therefore preparing for later challenges.

Committee Stage

A detailed consideration of the bill, worked through line-by-line. Sometimes this process is undertaken in the Commons by a specially convened group of MPs called a **Public Bill Committee (PBC)**. PBCs are reflective of the political make-up of the Commons as a whole. Otherwise, this reading may take place in the chamber, by a

Committee of the Whole House. In the Lords, this stage can take place either in a committee room or in the chamber, but in either case any peer can participate.

Decisions on whether each clause of the bill should remain are undertaken, and previously tabled amendments are considered. A PBC can take oral and written evidence at this stage also. At this stage, the details of the bill are really starting to take form.

Report Stage

This stage takes place in the chamber, regardless of the House. Only the bill's amendments are discussed, and if none are tabled this stage is purely formal.

Third Reading

This stage works differently in the two Houses. In the Commons it is a general discussion of the bill, similar to the Second Reading in that no amendments can be proposed, and takes place immediately following the report stage.

In the Lords, third reading takes place on a later day, and 'tidying up' amendments can be proposed. Such amendments are practical suggestions that ensure the text of the bill is effective, clear, concise and without loopholes.

Later Stages (Ping Pong)

There are no further guaranteed stages before the bill passes to Royal Assent. But since every bill must be agreed by both Houses before becoming an act, there is typically some further readings.

Any amendments proposed by one House must be considered and then rejected, altered, or alternatives offered by the other. This can involve a sequence of rapid readings by alternate Houses, hence 'ping pong'.

Crux issues often come to the fore through this process of debate, so it is important for those seeking policy understanding and influence to remain engaged.

Royal Assent

Royal Assent is a formal procedure by which the monarch permits the bill's transition into law. After Royal Assent, a bill becomes an act, but will typically not be brought into operation immediately.

Once a bill receives Royal Assent, the work of developing secondary legislation begins, and policy influence should therefore be exerted directly toward the department responsible for the act, and their attended ALBs.

Keeping Up

Knowing when is best for you to make your intervention is useful. But now you need to keep up with how policy is developing within your field of interest. **There are several ways to keep up, and it is best to combine both on- and offline ways to do so.**

Keeping up in Person

Building your network is a great way of keeping up with policy developments. When you meet people, exchange contact information and keep in touch. The easiest way to connect with people active in the policy world is to attend events run by charities, as well as APPGs and select committees. A well-developed network is a great way of catching opportunities that might otherwise have slipped by you unnoticed; others within your network will highlight opportunities for which you are a good fit. Often, APPGs and select committees solicit responses from groups and individuals known to them – **a good network allows for sustained contact with policymakers.**

Remember that people working in a policy area are often doing so because they care about the issues it tackles. Most will be happy to receive unsolicited contact from people who have useful insight to offer. That said, remember that many policymakers are very busy, and may not have time to respond. Think carefully about who you reach out to. In the case of an APPG or select committee, for example, you are much more likely to receive a response if you contact its secretariat, rather than its MPs and Lords. The secretariat can then arrange for your written or oral evidence to be delivered to policymakers.

Keeping up Online

One great way to keep up with people in your network is through social media; be sure to follow people on sites like X and LinkedIn. Many government departments, APPGs and select committees also maintain an online presence where you can learn about upcoming opportunities to network and provide policy input. You can also use sites like [DeHaviland](#) and [PolicyMogul](#), which have useful tools for finding people

working in and around government and the civil service, although these sites require a paid subscription. One of the most important online resources for keeping track of policy development is [the government's ARI database](#), where you can browse and search the Areas of Research Interest of governmental bodies.

Bulletins and Newsletters

As well as the more active methods mentioned above, there are lots of bulletins and newsletters that you can sign up for online. These can deliver news about policy developments, as well as provide opportunities to build your network and provide evidence to policy makers.

UK Parliament Newsletter

A newsletter providing details on online and in-person activities by which organisations can get involved with policy change. Is highly customisable, can be tailored to fit many topics and various nations and regions.

Scottish Parliament Newsletters

This site gathers the various newsletters of the Scottish Parliament.

Senedd Newsletters

This site gathers the newsletters of The Senedd. One focusses on Senedd committees, one on research, and one on education.

Northern Ireland Assembly Newsletters

Here, you can access the newsletters of the Northern Ireland Assembly. You will be asked to complete a short questionnaire, by which the newsletters you are likely to be interested in will be ascertained.

POST Newsletters

You can sign up for updates from the Parliamentary Office of Science and Technology (remember, POST is confusingly named, and is not only interested in science and technology). These newsletters are particularly good for keeping track of how to engage with Government through APPGs and select committees.

House of Lords Newsletter

Here, you can keep up with what's happening in the House of Lords. Weekly updates cover news, policy developments and scrutiny, the work of committees, and what is being discussed in the chamber.

Hansard Society Parliamentary Matters Bulletin

Provides a weekly recap and analysis of goings-on in the House of Commons and the House of Lords. Also provides analysis of the week ahead in both.

Institute for Government Newsletters

On Tuesdays, the Institute for Government send a roundup of their own latest research, upcoming events, and some analysis of Government happenings. On Saturdays they send an email wherein their director recaps the week in Government and the Institute for Government.

Local Government Newsletters

Working with local government can be an important step toward wider policy change, but it can be difficult to keep up with local government outside your local area. These newsletters can help:

Local Government Association E-Bulletins

Offers a range of e-bulletins covering goings-on in local government.

Local Digital Newsletter

Provides a fortnightly newsletter tailored toward providing opportunities for organisations to work and converse with local government.

The Policy Brief

The policy brief is one of the most effective mechanisms for the exertion of policy influence, but it is important to remember that influence can also be exerted through your networks and through responses to ARI's and contributions to APPGs and Select Committees.

It is important to remember as well that a policy brief need not necessarily appear as a neat document filled with text, tables, and graphs. Such documents are effective and often appropriate, but information on less common approaches can be found below.

What is a Policy Brief

A policy brief is a typically short document that delivers reflections on policy or policy recommendations in an easily digestible fashion. Three important tasks must be undertaken:

1. Establish the context

Discuss the issues at play in your policy area using statistics and evidence.

Survey the policy landscape and establish the policies you're interested in influencing.

2. Explain your intervention

This might be your community work, workshops or research projects you've undertaken or even just the approach you took in synthesising existing work.

3. Clarify its policy implications

What do you want readers to take from your brief? In this section, explain how your intervention reflects on existing policy, or what policy changes you would like to suggest based on this work.

Alongside this, you might include some sample resources specific to your recommendations. A policy brief interested in decolonialising music education, for example, might come packaged with an exemplary lesson plan.

Tips for Producing a Policy Brief

The key is to prioritise ease of reading without compromising on key content. Figure out what needs to be said, then present it in a manner easy to read and to reference.

- **Tell people why they should care**

Even if it seems self-evident to you, remember that you're trying to convince others. Make sure you explain why people should care about the problems you identify and the solutions you propose.

- **Write clearly and directly**

Avoid jargon and overly complex sentences. Get straight to the point without over-simplifying your ideas.

- **Think about structure**

Split your brief under headings and sub-headings. This will help people understand the structure of what you're saying, and will make the document easier to refer to and therefore more effective.

- **Summarise**

If writing a longer document with several sections, provide a summary for each section to save readers time.

- **Use graphs, graphics, tables and images**

As well as making your brief more visually engaging, this will make your ideas more easily understandable and visualise evidence.

Think About your Audience

You want your policy brief to be useful, so it's good to consider who you're trying to influence. If you're trying to engage local councillors, focus on recommendations they can implement.

Statistics can be very useful to policy makers, but a text filled with statistics can be overwhelming. Highlight the most useful statistics to increase the chances that your brief will be referred to. If you'll be hosting the brief online anywhere, consider embedding hyperlinks to assist in further reading.

No matter who you're trying to influence, they're likely busy. Try to be as legible and easily-digestible as possible by using clear language, bullet points, diagrams and etc.

Some Alternatives to a Traditional Policy Brief

You may find that another format is more appropriate to the intervention you're hoping to make. Plenty of people and organisations have presented policy briefs in non-standard ways, and some will be discussed below, with linked examples. This list won't be exhaustive, though, and you might come up with your own approach.

Be sure to consider practically how your brief will lead to actual policy change. You might want to provide a short written accompaniment so that your ideas can be referred back to by policy makers.

Verbatim theatre

In verbatim theatre, actors voice the opinions of stakeholders in front of an audience that may include policy makers. First, interviews are conducted and recorded, then, these are converted into a performance. Sometimes, the performance might be as simple as actors repeating the contents of the recordings, matching the candour and emotion of interviewees. Other times, the performance may include scenes not derived from recordings, such as recreations of important events.

In either case, verbatim theatre is a great way to convey the emotion of stakeholders to policy makers, who may otherwise see policy matters from a detached, top-down perspective.

Spoken word performance

A spoken word performance is another great way of conveying the emotion of a subject to policy makers. Spoken word is also useful because of its use of memory-aides like rhyme. Often, integrating a performance like this into a broader policy event can help make sure that the key concerns of your work are easily remembered afterward.

Short film

A short film can be screened to policy makers and other stakeholders, but it can also be shared online. When stored online, your short film can be sent to new connections as an easy way to convey your ideas. Short films are once again useful in that they

allow the emotional character of a policy situation to be conveyed alongside its more pragmatic aspects.

Workshop

Gathering stakeholders and policy makers for a workshop can be a fantastic way to drive the policy change you want to see. It is a great way of guaranteeing that policy changes are co-created with those that will feel their consequences. The downside is that it can be difficult to bring people together; having a well-developed network can be critical in this respect.

Useful Documents

Here is a list of useful documents for any policy work you might undertake. This is a general list, that will provide resources relating to the broad policy landscape, as well as resources for explaining the effectiveness of work in the arts to policymakers. In the other sections of this document, I will provide more specific lists containing documents on creative health, musical education, and music and social justice.

[Department for Business and Trade, Department for Culture, Media and Sport, 'Creative Industries Sector Plan'](#)

Outlines Government plans for the creative sector until 2035.

[Department for Business and Trade, 'Invest 2035: the UK's modern industrial strategy'](#)

Green paper on the government's industrial strategy until 2035. Consultations are now closed, but this document gives a better indication of what's to come than the previous industrial strategy, published under the Sunak government.

[Institute for Public Policy Research, 'Future proof: Britain in the 2020s'](#)

Provides a detailed overview of the demographic, economic, political, technological and green trends that will shape Britain throughout the 2020's, as well as ten key challenges. Has been remarkably astute so far.

[Centre for Economics and Business Research, 'Contribution of the arts and culture industry to the UK economy'](#)

Summarises the economic value of the arts in the UK economy. Is therefore very useful for providing a background.

[Arts Council England, 'Leading the Crowd – A report on the role of public investment in Crowding In'](#)

Demonstrates how public investment in arts programmes and institutions leads to further income both from private investment and from earned income.

[McKinsey and Company, 'The arts in the UK: seeing the big picture'](#)

Provides a detailed analysis of the economic contributions made by the UK arts sector, both directly and indirectly.

Arts Council England, ‘Subjective Wellbeing Evidence Review’

Summarises research on the benefits of using measures of wellbeing to make policy decisions, rather than just economic measures.

Wavehill, ‘Social Impact Framework Review’

Introduces and outlines a range of different measures by which the social impact of projects can be measured and presented to policy makers.

Heather Evennett, ‘Contribution of the arts to society and the economy’

A useful summary of the economic and social contributions made by the arts in the UK.