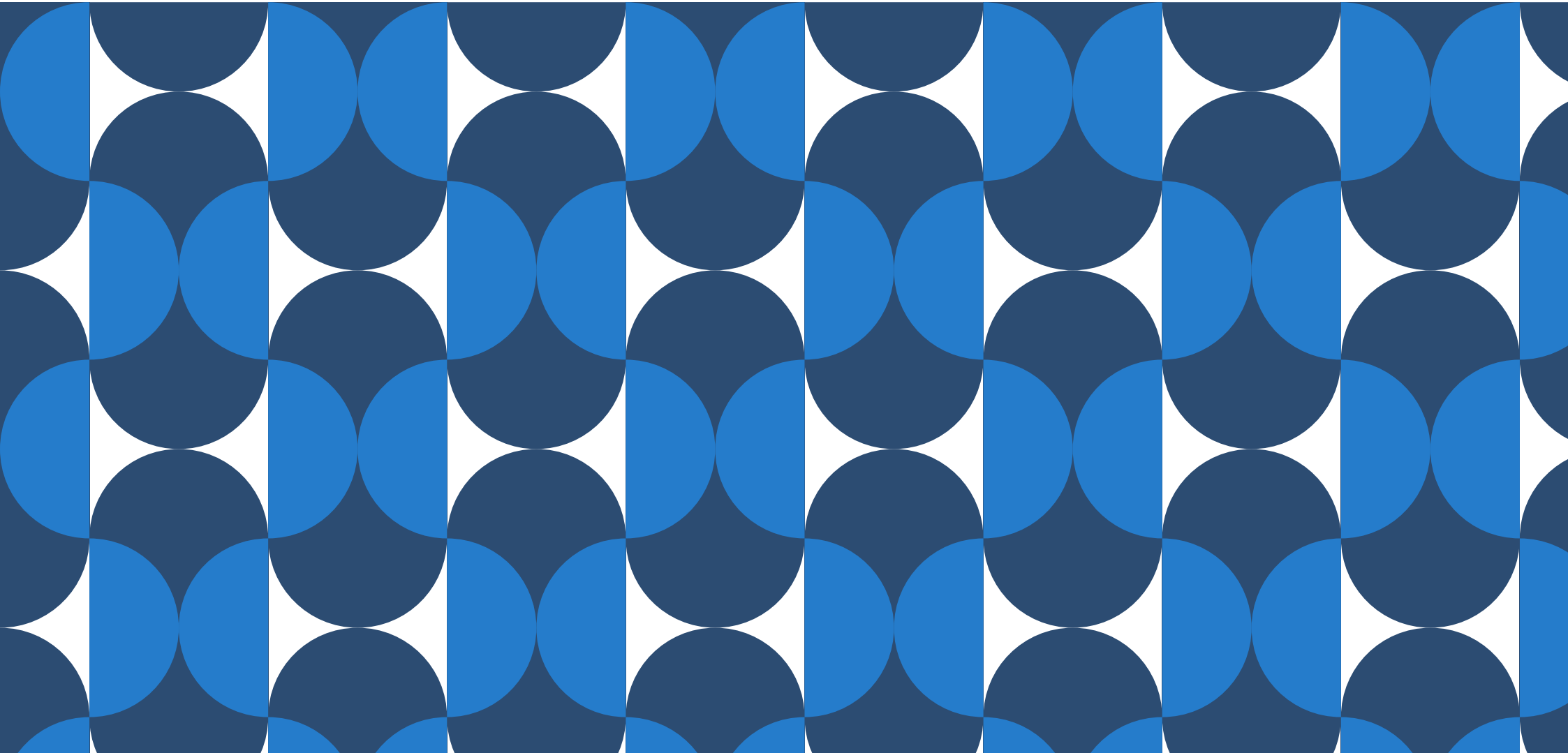




Department of
**Local Government, Sport
and Cultural Industries**

Arts Organisation Investment

Program Guide



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Arts Organisation Investment Program

The Arts Organisation Investment Program is an open and competitive multiyear funding program to support Western Australia's arts, cultural and creative sector organisations.

Objective

The objective of the Arts Organisation Investment Program is to invest in a portfolio of small to medium organisations that collectively:

- create and present high quality and diverse arts, cultural and creative experiences for the people of Western Australia;
- support the sector to develop artform, cultural and creative practices;
- reflect the State's identity through telling Western Australian stories and developing creative content in Western Australia;
- increase the reach, depth and diversity of audience engagement with, and participation in, the arts, cultural and creative sector;
- contribute to the State's creative economy, and employ and develop professional artists and arts, cultural and creative workers;
- support the State Government's priorities of increasing Western Australian employment and attracting tourists;
- are led by boards and lead creatives that reflect the diversity of Western Australian society.

Categories

The program consists of two categories with a minimum request of \$100,000 per annum.

Producing and presenting

The Producing and Presenting category supports organisations to develop, produce and/or present professional arts, cultural and creative programs.

The core activities of producing and presenting organisations are to:

- produce and present work through professional arts, cultural and creative programs and activities;
- support employment opportunities that will increase sector vitality;
- deliver high quality arts to Western Australians and the rest of the world.

Service

The Service category supports organisations to provide state-wide or geographically specific support for artists, cultural practitioners, creatives or an artform; or provide opportunities for engagement and participation in arts, cultural and creative activities for specific cohorts.

The core activities of service organisations are to:

- support artists, cultural practitioners and creatives to develop their careers and skills;
- represent and advocate for their sector, cohort and/or artform;
- provide resources, specialist advice and share best practice;
- support professional development and training opportunities;
- provide networking opportunities;
- provide arts related services to the public.

Who can apply?

The Arts Organisation Investment Program supports professional arts, cultural and creative organisations that:

- are not-for-profit;
- have been legally constituted for a minimum of two years;
- are based in Western Australia, or a national organisation offering significant benefits to Western Australians;
- have formal governance and professional operational infrastructure;
- have annual financial budgeting processes and reporting systems with accounts independently audited annually.

The Arts Organisation Investment Program will also consider, on a case-by-case basis, applications from organisations that are directly supported or owned by an academic and/or training institution or local government authority.

To be considered under this exemption, an organisation must separately, and with a degree of autonomy, present professional and/or curated arts and cultural programs that primarily deliver arts and cultural outcomes.

Who can't apply?

- academic and training institutions, local government authorities and organisations whose primary focus is the delivery of competitions, awards or fundraising activities are not eligible for funding under this program;
- film, television, radio, animation and screen culture organisations;
- private sector entities with a commercial outcome.

How do I apply?

Applications must be submitted through the [Online Grants web portal](#). Opening and closing dates are listed in the [Key Dates Calendar](#). An Information Session will be held early in 2019. Check the website for further details www.dca.wa.gov.au

How will my application be assessed?

Applications must meet the program objective and are assessed by a panel of peer assessors.

All applications are assessed against the four criteria:

- Quality
- Reach
- Good Planning
- Financial Responsibility.

The panel of peer assessors will recommend a portfolio of small to medium arts, cultural and creative organisations that meet the program objective.

The department may provide moderation advice to the Minister for Culture and the Arts taking into consideration a balance of policy objectives, artform, sector role, size, geographic spread and community reach.

The panel recommendation and the department's moderation advice will be submitted to the Minister for Culture and the Arts for approval.

The assessment criteria (Quality, Reach, Good Planning and Financial Responsibility) has different weightings that reflect their priority in each category.

Each criterion has a subset of dimensions and definitions to provide guidance. You are strongly encouraged to address the most relevant ones in your application.

Producing and presenting

Quality

Dimensions of Quality

Imagination, Authenticity, Originality, Inquisitiveness, Excellence, Captivation, Relevance, Innovation, Challenge, Risk and Rigour.

Weighting 40%

The extent to which your organisation and the work that it produces and/or presents:

- explores new possibilities, views and/or artistic approaches;
- promotes curiosity and interest in artist and audience;
- is highly regarded within a local, national and international context;
- respects cultural tradition and/or is unique in the State.

Reach

Dimensions of reach

Diversity, Platform, Collaboration, Leverage, Number and Growth.

Weighting 20%

The extent to which your organisation:

- attracts, maintains, develops and diversifies new audiences or markets in WA, nationally and internationally;
- creates work that has long-term impact and relevance for target audience/participants, geographic area or communities of interest;
- engages productively with creative practitioners and communities of practice;
- generates employment, income and opportunities for WA artists and arts workers.

Good Planning

Dimensions of Good Planning

Realistic, Achievable, Demonstrated Research and/or Consultation, Evaluation, Sound Governance.

Weighting 20%

The extent to which your organisation:

- identifies and delivers realistic and achievable outcomes;
- provides opportunities of employment for WA creatives;
- develops appropriate administration and management;
- has governance experience, expertise and a Board Code of Conduct;
- facilitates entry and progression opportunities that increase the diversity of the sector workforce and leadership, and
- demonstrates a strong commitment to diversity in its board, leadership, artist representation, and employment of creatives;
- demonstrates how it will achieve the target of a 50:50 gender balance at the board level;
- has procedures to ensure compliance with relevant legislation, and best practice, to ensure the safety of children.

Financial Responsibility

Dimensions of Financial Responsibility

Value, Comprehensive budget, Financial Stability.

Weighting 20%

The extent to which your organisation:

- demonstrates sound planning, effective use of resources and accurate costings;
- builds the long-term resilience and sustainability of the organisation;
- leverages income from sources other than the department;
- represents value for money – the cost is realistic in regard to the scale and impact of program/project.

Service

Quality

Dimensions of Quality

Imagination, Authenticity, Originality, Inquisitiveness, Excellence, Captivation, Relevance, Innovation, Challenge, Risk and Rigour.

Weighting 35%

The extent to which your organisation:

- demonstrates strong advocacy and professional representation;
- provides specialist advice information or arts related services;
- supports professional development and provides training opportunities;
- facilitates networking opportunities;
- directs resources to capturing and sharing best practice programs and methods;
- demonstrates support for its activities from its cohort;
- works with sector partners to identify participants from under-represented groups and help them to take advantage of skills and leadership development.

Reach

Dimensions of Reach

Diversity, Platform, Collaboration, Leverage, Number and Growth.

Weighting 25%

The extent to which your organisation:

- engages productively with creative practitioners and communities of practice;
- generates and promotes employment, income and opportunities for WA artists and arts workers;
- attracts, maintains, develops and diversifies new audiences or markets in WA, nationally and internationally;
- delivers projects that have long-term impact and relevance for target audience/participants, geographic area or communities of interest.

Good Planning

Dimensions of Good Planning

Realistic, Achievable, Demonstrated Research and/or Consultation, Evaluation, Sound Governance.

Weighting 20%

The extent to which your organisation:

- identifies and delivers realistic and achievable outcomes;
- provides opportunities of employment for WA creatives;
- develops appropriate administration and management;
- has governance experience, expertise and a Board Code of Conduct;
- facilitates entry and progression opportunities that increase the diversity of the sector workforce and leadership;
- demonstrates a strong commitment to diversity in its board, leadership, artist representation, and employment of creatives;
- demonstrates how it will achieve the target of a 50:50 gender balance at the board level;
- has procedures to ensure compliance with relevant legislation, and best practice, to ensure the safety for children.

Financial Responsibility

Dimensions of Financial Responsibility

Value, Comprehensive budget, Financial Stability.

Weighting 20%

The extent to which your organisation:

- demonstrates sound planning, effective use of resources and accurate costings;
- builds the long-term resilience and sustainability of the organisation;
- leverages income from sources other than the department;
- represents value for money – the cost is realistic in regard to the scale and impact of program/project.

What will I need to submit?

Apply using the [Online Grants web portal](#). To decide which category is most suitable for you, refer to the category objectives.

You will need to enter applicant information and choose your category, plus provide the following:

1. Strategic plan
2. Budget
3. Target outputs
4. Support material.

1. Strategic plan

Your strategic plan should demonstrate how your organisation delivers against the outcomes you are seeking to achieve and where they align to the objective of the Arts Organisation Investment Program.

As a guide, the length of the plan should be no more than 20 pages. It is a 'high-level' outline of what you want your organisation to deliver annually over the next three years; who it will be delivered to; and how you will measure your success annually and overall. It should demonstrate good planning, financial and risk management and strategic marketing.

Key components of a good strategic plan include an outline of your purpose and artistic vision addressing why your organisation exists. It should include your overall strategic approach and how you plan to resource this approach, taking into consideration the context and environment your organisation operates in.

A financial overview supporting how you are going to implement strategies that underpin your vision is important. This section must include an overview of your organisation's current financial situation, a high-level financial forecast (income, expenditure and balance sheet) for each year covered by the plan.

The forecast figures will support and demonstrate the statements made throughout your entire plan. An outline of key business risks is recommended. It is essential to include your governance framework illustrating how decision-making and responsibilities are allocated.

For an example, please refer to the [Strategic Plan Framework](#) that has been developed by the Australia Council. Use of this framework is not mandatory and is only suggested as a guide.

2. Budget

You will be required to provide a budget through the online portal for your first year of funding (2020 or 2020-21).

Please note that your strategic plan should include a reflection of your historical financial performance and financial forecast for each year covered by the plan.

3. Target outputs

All organisations will be required to provide targets through the online portal for activities and program outputs for the first year of funding (2020 or 2020-21). If successful, you will be required to report against the targets you have submitted. The department acknowledges that organisations are different and some sections may not apply to you.

Quality:

You will be asked to provide target figures for each of the planned outcomes below:

- performances, events, activities, exhibitions, productions, works, creative developments, books, magazines, records, CDs, DVDs or festivals separated into metro, regional, interstate and international;
- tours separated into intrastate, interstate or international;
- professional artists or arts workers from specific communities of practice engaged in the creation of work;
- events/activities that enhance the quality, quantity and diversity of arts and cultural programs available to audiences and participants from specific communities of interest;
- services delivered to communities of interest that are relevant, in partnership, appropriate and demonstrate evidence of mutual benefit and innovative collaboration.

Reach:

You will be asked to provide target figures for each of the planned outcomes below separated into metro, regional, interstate and international:

- for paid and unpaid attendances and broadcast audience including streaming, broadcast and podcast;
- for paid and unpaid participants, level of services, members and subscribers.

Good Planning:

You will be asked to provide target figures for each of the planned outcomes below separated into Aboriginal and Torres Strait Islander, people with disabilities, Culturally and Linguistically Diverse, regional and remote, young people and early career artists:

- for WA creative employees, other arts support employees including part-time employees, casuals, contract or seasonal staff;
- volunteers and volunteer hours;
- Boards or Committees.

4. Support material

Support material forms an important part of your application. It is recommended you pay close attention to the support material you choose to ensure it offers the best support for your application. You can upload your support materials with your online application.

If you are submitting audio and/or video files you must upload them to file streaming sites like Vimeo, YouTube, Bandcamp or SoundCloud that do not require a log-in to access. **Please do not use Dropbox to deliver audio, video or other files.** You can find instructions on how to use these sites at the following links:

- YouTube https://support.google.com/youtube/topic/16547?hl=en-GB&ref_topic=4355169
- Vimeo <https://vimeo.com/upload>
- Soundcloud http://help.soundcloud.com/?b_id=10674&t=604718
- Bandcamp <https://bandcamp.com/artists>

More information about support material and the acceptable formats and limits can be found in the table on the next page.

Unit	Acceptable formats and limits
<p>6 minutes of audio or video:</p> <ul style="list-style-type: none"> • of previous work or interviews, confirmations, presentations that support your application 	<p>Web links only:</p> <ul style="list-style-type: none"> • Maximum 3 links • Maximum 6 minutes total listening time (all files). Unless specified otherwise, the first 6 minutes will be the basis of audio or video support material.
<p>15 pages of text and images (combined total number of all pages in documents submitted for assessment):</p> <ul style="list-style-type: none"> • Short Biographies/profiles for key creative or artistic personnel • Business, brand, group or organisation profile • Letters of peer/industry support • Reviews, media reports or articles on your previous work • Marketing and/ or promotional plan • Images 	<ul style="list-style-type: none"> • Maximum 15 A4 pages in PDF (maximum file size 5MB per document)
<p>Culture Counts (optional): Evaluation Summary Charts from one event including:</p> <ul style="list-style-type: none"> • Dimension - Averages • Dimension - Stacked Level of Agreement • Age • Gender <p>In addition to:</p> <ul style="list-style-type: none"> • Survey Count • Attendance Count 	<ul style="list-style-type: none"> • One PDF (max file size 5MB)

General information

Create an online grants application

The Online Grants web portal works best with the latest version of Google Chrome.

You will need to register for an account in Online Grants if you have not applied before. If you are already registered, please check your information under the Account Details tab (top right).

Throughout the online grant application form you will find help text to guide you through the questions and the process of applying online.



Online Grants help text is available by hovering your mouse over the question mark symbol.

To make sure your work is being saved, please use the 'Save & Next' or 'Save & Previous' buttons instead of the browser forward and back buttons.

Final check

Make sure everything you need for your application is included because once you submit your application there is no opportunity to add or amend anything.

Submit your application

When you have completed all sections, click 'Submit as Final'. It is very important you are completely satisfied your application is completed BEFORE you click 'Submit as Final'.

A system-generated email confirming the successful submission of your application will be sent to your registered email address within 15 minutes of submission. This email confirmation is evidence that you have submitted your application by the due date and time, and it is your responsibility to contact us immediately if you do not receive it.

If you do not receive confirmation, contact onlinegrantsupportca@dlqsc.wa.gov.au quoting your application name and

time of submission, and a staff member will investigate the status of your application. Claims relating to application submission errors after this time will not be investigated.

The department does not accept applications:

- by email;
- that do not adhere to support material limits and format requirements;
- that are submitted late; or
- where the organisation or key personnel have an overdue acquittal.

Notification

Organisations will be advised in writing of the outcome of your application approximately 14 weeks after the closing date. All successful applications will receive contracting information in due course.

The program will offer three-year fixed term agreements. Funding agreements will commence 1 January 2020 for organisations on a calendar year cycle, and 1 July 2020 for organisations on a financial year cycle.

Culture Counts

The department, along with its project partners Pracsys Economics and the Intelligence Agency in the UK, developed Culture Counts to collect and measure standardised quality metrics from organisations, their peers and audiences by interview and online through mobile devices or computers.

Culture Counts <https://culturecounts.cc> is available for free to organisations funded through the Arts Organisation Investment Program and will be supported to integrate Culture Counts into their artistic and business processes.

All Producing and Presenting organisations commencing in 2020 will be required to use Culture Counts for a sample of agreed activities.

Assistance for applicants

Grants Officers are available via telephone and [email](#) to answer queries about your application.

If you need extra assistance due to disability, language barriers or any other factor that may disadvantage you in completing your application, please contact us.

The advice provided by Grants Officers does not guarantee the success of your application. All applications are considered on their own merits and against the assessment criteria and program objective.

Contact us

For assistance using the Online Grants web portal or to report any related technical issues, contact the Online Grants Support Team:
onlinegrantsupportca@dlgsc.wa.gov.au

Grants Officers

For enquiries relating to the Grants Programs, including advice or assistance with your application, contact a Grants Officer:

Telephone: (08) 6552 7400

Toll Free (Country WA callers only): 1800 199 090

Email: grantsprogramsca@dlgsc.wa.gov.au

Assistance for people with disability

The Department of Local Government, Sport and Cultural Industries is committed to supporting applicants with disability. Information can be provided in alternative formats (large print, electronic or Braille) upon request.

If you require special assistance in preparing your application, please call (08) 6552 7400 or toll-free for regional WA callers on 1800 199 090.

Family, friends, mentors and/or carers can attend meetings with you.

If you are deaf or have a hearing or speech impairment, contact us through one of the following:

National Relay Service (NRS) <https://relayservice.gov.au/> then ask for 1800 199 090

TTY users phone 133 677 then ask for 1800 199 090

Speak and Listen users phone 1800 555 727 ask for 1800 199 090

Interpreting assistance

For interpreting assistance in languages other than English, phone the Translation and Interpreting Service on 13 14 50.

Regional applicants

Toll Free (Country WA callers only): 1800 199 090