



Department of **Culture and the Arts**
Government of **Western Australia**



Australian Government



Management and production services for theatre and dance groups

This is an invitation to submit a proposal to the Department of Culture and the Arts (DCA) and the Australia Council for the Arts to deliver management and production services to West Australian theatre and dance groups for the period July 1, 2008 – June 30, 2011.

1 BACKGROUND

The partnership between the DCA and the Australia Council has been established following the State Government's recent three year commitment to pilot a Production Unit in support of the small to medium independent theatre and dance sectors and recommendations stemming from the Theatre Boards *Make It New?* discussion series.

Both DCA and the Australia Council acknowledge that the dynamism and vibrancy of the small-to-medium performing arts sector are essential to the cultural life of Australia. While both agencies currently support many theatre and dance organisations on a multi-year basis, it is recognised that there are many more groups that regularly create high-quality theatre and dance work which also need to be supported.

The Theatre Board released a discussion paper in April 2006 entitled *Make It New?*¹ This noted, among other things, that it may be timely to consider:

...more flexible structures that would allow theatre artists to develop and produce work without the need to create their own company. These structures could support a range of artistic visions, broker opportunities with other organisations such as festivals and performing arts centres, and expand and contract quickly according to need.

2 THE ROLE OF THE PRODUCER

In this document we outline the services we expect to be delivered by the successful applicant. Such service provision requires competence and experience, but we are aware that the vitality and longevity of this project will also depend on the energy and imagination of the producers involved and on the vision that animates their choices.

¹ http://www.ozco.gov.au/make_it_new/

A recent document by the Arts Council England describes such producers:

Producers are individuals and organisations who work with artists to make great ideas happen. The producer takes the lead in navigating between a bold vision of an idea, and how feasibly – and brilliantly – to deliver it. Working with the artist, the producer works out how to locate the idea and bring it to life in the world of its audience.

The artist and the producer are the two primary roles in the creation of great new work and its engagement with the public.

The producer's job is:

- to work closely with artists to develop and realise the project's ideas and vision
- to work out how to present it to its public
- to raise finance
- to conceive, deliver and be responsible for the project financially
- to create and manage its contractual and delivery framework
- to foster external support and involvement

But being a producer is not just about the job you do, it's also about how you do it. Those who fulfil the role to its true potential have a zeal, a distinctive artistic judgement, a driving sense of purpose, and a range of talents and skills harnessed to the creation of great new work and its life with an audience, that mark them out from other arts professionals in other broadly managerial roles.²

3 THE AIMS OF THE PROJECT

This project aims to create a supportive structure that will produce and manage selected West Australian theatre and dance groups, enabling them to create, present and tour their work more effectively within Western Australia, nationally and internationally.

4 CLIENTS TO BE SERVICED

You will be required to establish and deliver management and production services for high calibre, innovative theatre and dance practitioners working in Western Australia. These clients may be organisations, groups and/or individual practitioners; however organisations in receipt of triennial or multiyear funding from DCA or the Australia Council may not access the service unless they do so on a fee-for-service basis. Your services will be allocated approximately equally between theatre and dance.

In nominating clients who may access your service you are encouraged to consider organisations or groups which include artists based in regional areas and artists from culturally and linguistically diverse backgrounds.

² *The Producer: the issues and opportunities* by Kate Tyndall, Arts Council England Dec 2005

While you are asked to nominate the groups you wish to work with, the final selection will be a matter for negotiation between the short-listed applicant and the two funding agencies.

5 SERVICES TO BE PROVIDED

Project Services

The management and production service will undertake the following roles in projects undertaken by its clients:

- fundraising for projects through grants and other processes
- providing production management, financial and administrative support
- contracting artistic collaborators and other freelancers/staff
- undertaking tour bookings, including the negotiation of contracts and all practical arrangements
- ensuring venues are provided with technical, marketing and other information necessary in good time
- create appropriate marketing plans (with audience targets) and including the production of appropriate marketing material, images and company information
- in collaboration with presenting partners, managing all press liaison to promote the groups and their projects

Overarching Client Services

In addition the service will provide the following overarching services to its clients:

Producing

- mentoring emerging groups and supporting them to establish their practice
- encouraging closer, more productive relationships between venues and artists, such as company residencies and co-productions
- encouraging co-producing relationships between the selected groups and established producing companies
- promoting and facilitating collaborative working through an extensive knowledge of other art-forms

Management and administration

- establishing management, financial and administrative support
- developing strong relationships with venues and festivals to encourage the programming of the selected groups
- representation within Australia and internationally

Audience development and marketing

- working with the selected groups to create appropriate marketing plans (with audience targets) and including the production of appropriate marketing material, images and company information
- developing productive relationships with all appropriate stakeholders, including state and local government agencies,

venues, festivals and other cultural institutions to build knowledge of and support for the groups' work

6 SKILLS AND EXPERIENCE

You will bring to the project:

- credibility and track record in artist management
- extensive knowledge of, and existing contacts within the theatre and dance production and touring sectors in Australia and internationally
- extensive knowledge of other artforms and potential collaborators
- extensive and current experience in tour organisation, management, producing and promotion
- extensive and current experience in working effectively with a range of artistic collaborators and a high level of communication and negotiation skills
- effective project and financial management skills, including co-ordinating budgets
- a proven track record and expertise in audience development
- experience of securing funding for theatre or dance
- experience in mentoring and nurturing artists

7 MANAGEMENT AND SUPPORT OF PROJECT

This project will be overseen by a steering group comprising representatives from the successful applicant organisation, the Australia Council and DCA. The selection of the groups to be supported through the project will be negotiated between the successful applicant and the two funding agencies.

8 FUNDING AND AGREEMENT

DCA and the Australia Council will together provide up to \$230,000 (DCA \$180,000 plus Australia Council \$50,000) per year for three years to develop and implement this project. Funding beyond the initial three years is possible but cannot be assumed. It will be the subject of further negotiations.

Only one application will be funded, though DCA and the Australia Council reserve the right not to enter into any agreement if they consider that no viable or appropriate applications have been received.

The contract will include negotiated key performance indicators against which you will be expected to report every twelve months. You will also be expected to submit two audited financial statements - the first for the period July 1, 2008 – December 31, 2009 and the second for the period January 1, 2010 – June 30, 2011.

The agreement with you will also include a stipulation that you must in turn enter into a service agreement with each of the groups you represent.

9 ELIGIBILITY

Only legally constituted organisations may apply. Organisations wishing to establish a consortium to deliver the management and production services may also apply.

10 WHAT YOU NEED TO SUBMIT

Your submission should include five sections:

- Your vision
- Your services
- Your track record
- Your people
- Your budget

10.1 Your vision

This should include your overall rationale for undertaking this project, a statement on its future potential, and an indication of how and why you make your creative choices.

It should also include details of the artists you wish to work with and your reasons for the choice (bearing in mind that the final decision on the artists to be supported will be made jointly by the successful applicant and the two funding agencies).

10.2 Your services

Your proposal will need to demonstrate how the services outlined above will be provided. You are also encouraged to briefly outline opportunities for supplementary income streams which may be developed in the future.

10.3 Your track record

This should give a history of your organisation, outlining in particular your previous support for theatre and/or dance groups, and your organisational stability.

10.4 Your people

This should include biographical information about the people involved in delivering the services, and the roles they will take. You should provide an overview of the groups/individuals you anticipate working with and how this pool of clients may be reviewed to ensure the highest calibre artists are being supported.

10.5 Your budget

Your budget may be in your own format, provided it includes the source and application of all funds. It should cover in detail the first 12 months of your proposed activities, and give an overview of the subsequent two years. Your budget will need to demonstrate some level of funding from other sources, additional to this grant.

Proposals should be no longer than **ten A4 pages** in total. You must use a standard font no smaller than 10 point and include margins of at least 2cm.

11 SELECTION CRITERIA

Proposals will be assessed against the following criteria:

- the quality of the vision
- the degree to which the proposal effectively delivers the services outlined above
- the track record of the applicant and the calibre of the people involved
- value for money

12 ASSESSMENT

A panel of Australia Council and DCA representatives will assess proposals according to the selection criteria above. Industry peers may be asked for advice. The funding bodies may decide to interview or enter into negotiations with the highly-rated applicants.

13 TIMELINE

Proposals submitted	20 March 2008
Proposals assessed	by 29 April 2008
Results notified	by 14 May 2008
Project starts	1 July 2008
Project ends	30 June 2011

Proposals must be emailed with the subject heading “Managing and Producing Services” to steve.shaw@dca.wa.gov.au as an attached document that can be opened with Microsoft Word 2000.

Proposals must be received no later than 5 pm on **20 March 2008**.

For further information contact Steve Shaw (Project Officer Performing Arts) at steve.shaw@dca.wa.gov.au or on (08) 9224 7326.