



ORGANISATIONS TOOLKIT_

PROJECTS AND PROGRAMS
OVER \$20 000 AND ALL
MULTI-YEAR PROGRAMS

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APPLICATION FORM 11-22

DOWNLOADS:

Visit <http://www.arts.tas.gov.au/organisations>

This *Application Toolkit* is available to download as a PDF or as a Microsoft Word document that you can use to complete your application electronically.

You can also download the Budget Template in Microsoft Excel format for use in preparing your budget.

Cover: *Princess*, 2010 – MADE.

Mature Artist Dance Experience presented a new work *Princess* with an Assistance to Organisations grant. Pictured: Mary Eckhardt. Photograph by Nicole Robson.

ABOUT THIS FUNDING ROUND

Please note: This *Application Toolkit* is for organisations requesting funding over \$20 000 and/or all Multi-Year Programs. A separate *Application Toolkit* is available for project and program applications under \$20 000.

Arts Tasmania's Assistance to Organisations Program supports arts activities that employ professional arts practitioners and engage the community in arts activities. These activities may be as diverse as exhibitions, plays, concerts, festivals, literary magazines, publications, industry development, audience development or community cultural development projects.

Recommendations for funding in this round are made by the Assistance to Organisations Panel to the Tasmanian Arts Advisory Board (TAAB). The Minister for the Arts is responsible for approving all Arts Tasmania grant funding.

All the information you will require to make an application for Multi-Year funding or Projects and Programs over \$20 000 is outlined in this Application Toolkit.

The Business Planning Template included in this kit will assist you in structuring the information you provide in your application. A Budget Template is available in MS Excel format for download at <http://www.arts.tas.gov.au/organisations>

There are three types of funding available through the Assistance to Organisations Program:

- Project Funding
- One-Year Program Funding
- Multi-Year Program Funding

This Toolkit is for Project and Program Funding over \$20 000 which may include:

Project Funding

For organisations wishing to undertake a project that features a specific outcome and time frame.

One-Year Program Funding

For organisations seeking support for their annual program of activities, offering a range of outcomes over a one-year period.

Multi-Year Program Funding

All organisations that meet the following criteria may now choose to apply for Multi-Year Program Funding (from two to five years) if it best suits their business planning needs:

1. Your organisation must have been in receipt of Arts Tasmania One-Year Program Funding for at least two consecutive years prior to submitting your Multi-Year application.
2. Your organisation must be able to demonstrate sound and sustainable management practices.
3. Your organisation must make a significant contribution to the Tasmanian arts sector and the cultural life of the State.

Please note: The Tasmanian Arts Advisory Board may elect to fund part of a multi-year request where it is deemed appropriate.

SELECTION CRITERIA

Organisations meeting the above criteria and applying for Multi-Year Program Funding and organisations applying for project or program funding greater than \$20 000 are all assessed against the following criteria:

1. The quality of the annual program or proposed project.
2. Effective management of human, physical and financial resources with an achievable plan that focuses on delivering high quality core outcomes with realistic levels of financial support.
3. The calibre of the personnel involved in the organisation and program including Board, artistic and management/administrative staff.

You should take each criterion into consideration when developing your application. The information you provide in your application should help the Panel understand how your project or program aligns with the criteria, but you do not need to respond to the criteria directly.

Important: To correctly address selection criteria 2 and 3 in your application you will be expected to provide written confirmation from key artistic, technical or management personnel. These are the

people who will make a significant contribution to your planned program but are not staff employed by your organisation. In addition to a letter from these key personnel that confirms their involvement, please also provide details of their expertise and experience in a brief CV (max one page) or biographic excerpt (max half page). These details should be collated as support material and attached to your application.

WHO CAN APPLY

If you are a Tasmanian based organisation or an organisation conducting a project in Tasmania then you are eligible to apply to the Assistance to Organisations Program.

Additionally, your organisation must be (or be in the process of becoming) legally constituted. Legally constituted organisations include incorporated associations, companies limited by guarantee, Local Government Councils and other statutory bodies.

Please note: Arts Tasmania does not fund costs associated with incorporation.

Please note that all applications for Multi-Year Funding, regardless of the amount requested, must use the Organisations Toolkit: Projects & Program over \$20 000 & all Multi-Year Programs.

Arts Tasmania will consider applications for projects from private companies but the outcomes of these projects should be focussed towards benefits to the arts industry, rather than individual commercial gains.

If you have received a grant or loan in the past, any future applications you make cannot be considered until all outstanding acquittals have been satisfactorily completed. This does not include projects being undertaken in the current year where the acquittal is not yet due.

Individuals, partnerships and other unincorporated bodies are not eligible to apply to this program.

ELIGIBILITY

What activities are not eligible or have restrictions?

Grants are **not** available for:

- capital works or the purchase of assets. Arts Tasmania has a Low-interest Loan scheme which can be used for assistance in this area (see *Arts Tasmania & arts@work Resources 2012* – Low-interest Loans on page 26)

- CD pressing
- printing costs relating to publishing of books (not including journals)
- fees relating to registration with print-on-demand publishing services
- retrospective activity or losses resulting from an activity or program except where a Guarantee Against Loss (see page 3) has been granted in advance. Similarly, the funded project cannot begin before receipt of formal written notification of the grant

Grants and loans are **not** available for:

- the employment of non-professional artists
- initial training in the arts, including formal training at government and private performing arts schools both in Australia and overseas
- study in formally accredited undergraduate courses and postgraduate programs
- projects or work that will form part of an assessable body of work at a formally accredited educational institution
- activities that are properly the responsibility of other funding bodies or Government agencies at Federal, State or Local level
- activities of national organisations, except where there is direct benefit to Tasmania
- competitions, prizes, fund-raising events and award exhibitions
- film, television, video and multimedia projects. A small number of multimedia projects related to other artforms (e.g. gallery installations or music videos) may be funded by Arts Tasmania. If in doubt, please contact a Program Officer
- childcare costs. The Tasmanian Arts Advisory Board prefers to place priority on arts workers receiving reasonable rates of pay for work done
- publishing of: educational books (primary, secondary and tertiary); university theses; newsletters; dictionaries and encyclopaedias; bibliographies; books which are primarily collections of interviews; instruction manuals, gardening and cooking books; personal growth, lifestyle and hobby books; guidebooks; specialist books focusing on topics such as philosophy, theology, psychology, medicine, law, the physical and natural sciences
- the publication of catalogues that are primarily for archival, indexing and documentation purposes. Catalogues that are for promotional purposes (e.g. exhibition catalogues) will be considered by the Panel; however, applicants

should consult a Project Officer before making an application for this purpose

- The Tasmanian Arts Advisory Board does not, in general, provide financial assistance for pro-am and amateur productions. The Board will, however, consider applications from incorporated not-for-profit bodies for specific professional arts components of a pro-am or amateur production – but not for the whole project.

If you are unsure as to whether your application will be eligible for funding under this program, you should contact an Arts Tasmania Program Officer to discuss your project's eligibility.

The TAAB may look at eligibility on a case-by-case basis to take into account circumstances particular to each application.

Multiple applications

Organisations may only submit one application per grant program per year. An organisation may only make one application to the Assistance to Organisations Program.

ADVICE TO APPLICANTS: MULTI-YEAR AND OVER \$20 000

The information contained in this section will guide you through the development of your application; including your project plan, budget and your support material. You will also find information about how to submit your application.

In order to evaluate your application the Assessment Panel needs to understand you or your organisation and your planned project. To fund you, the members of the Panel will need to have confidence in the artistic merit of your work and in your capacity to manage your resources effectively.

The application process is very competitive and funding can never be guaranteed for any project.

HELP WITH YOUR APPLICATION

You are strongly advised to seek advice from an Arts Tasmania Program Officer before submitting an application.

SPECIFIC OPPORTUNITIES

Guarantee Against Loss

A Guarantee Against Loss (GAL) is available for a wide range of professional arts events that may involve an element of financial risk relating to ticket income. A GAL provides security by underwriting a reasonable short-fall.

When applying for a GAL you should supply a budget that shows planned income and expenditure for the event. The GAL amount will be the difference between the estimated worst-case income and the estimated expenditure. The amount paid out, if any, will be the deficit (the difference between the actual expenditure and the actual income) up to the approved GAL amount.

Verification of actual income and expenditure will be required as per Arts Tasmania's financial reporting requirements (see *Acquitting Your Grant* on page 9) or through the provision of audited accounts if specified as a Condition of Grant.

Program Officers are a useful source of information and can be called upon to help you with your application at any stage of the process.

Individual appointments, in person or by telephone, can be made prior to submitting your application. Call Arts Tasmania on (03) 6233 7308 or toll-free 1800 247 308.

A full list of the Program Officers and their contact details is available on the Arts Tasmania website: www.arts.tas.gov.au. Click on Arts Tasmania Staff Contacts under the Contact Us button.

Equity

Arts Tasmania will provide services on request to assist applicants in overcoming any special difficulties in making an application. These may take the form of interpretive services for applicants where English is not their first language or other services to ensure equity for all applicants.

WHAT TO SUBMIT

All applications must include:

- The completed Assistance to Organisations application form (pages 11-13)
- a business plan (as detailed in the application form pages 14 – 21)
- a budget
- a copy of your organisation's most recent audited financials
- artistic material
- letters of confirmation
- a CV or biography for each artist and/or key personnel
- other supporting documentation
- evidence of permission granted in applications with Aboriginal and Torres Strait Islander or multicultural community references (see pages 40-41 of the *Arts Tasmania and arts@work Resources 2012*, available to download as a PDF, if you are not sure what permission is required for).

You may also choose to supply additional material to enhance your application. Please see the following sections for more detail.

USING THE BUSINESS PLANNING TEMPLATE

The development of a business plan is central to your Arts Tasmania funding application.

The Business Planning Template provided in the application form is an adaptation of the Business Plan Framework for cultural organisations that has been developed by the Australia Council for the Arts and State funding agencies.

Arts Tasmania will accept business plans in the original Australia Council format.

This template is intended to guide the writing and structure of your business plan. If you have your own business planning processes please refer to the template as an indication of the level of detail expected by the Grant Assessment Panel.

A business plan is the confident expression of your organisation's chosen direction and with good preparation it will serve a greater purpose than this application alone.

A coherent business plan will enhance the success of your organisation. It will be regularly referred to by your organisation's Board and staff and will be a useful tool for monitoring your organisation's functionality and effectiveness. It can also be a useful and quick way for potential benefactors to understand your organisation's overall purpose and the ways in which you will work towards that purpose.

A well-structured plan need not be too long. There is no one "right" plan. Every organisation's plan should be unique to that organisation. It should tell the story of where your organisation is heading and be internally consistent (ie. your goals and strategies will help you to achieve your purpose; and your financial plan demonstrates that your strategies can be afforded.)

A comprehensive business plan should contain the following core components:

- An **Executive Summary** that provides an overview of the information in your plan
- A statement of your organisation's **Vision and Mission**
- A **Context** that provides some background on your organisation and an analysis of your internal and external environments)
- An **Artistic Program** that describes the work to be undertaken by your organisation in particular how the grant will be used
- **Goals** that state the things you will achieve to support your Vision and Mission
- **Strategies** that you will use to achieve your Goals
- **Key Performance Indicators (KPIs)** that you will use to measure the achievement of your strategies
- A **Marketing Plan** that describes the audience/market for your work and how you will reach them
- A **Financial Plan** that relates to your budget and describes your organisation's current financial position and the financial goals that you will pursue
- A **Management Plan** that describes your organisational structure, governance, succession planning and risk management.

You should keep the selection criteria (page 1) in mind when developing your business plan but you do not need to respond to them directly.

When putting your final submission together, you should also keep the following advice in mind:

- Arts Tasmania prefers the submission of all your documents electronically via email or on a CD. We recommend you type directly into the downloadable Microsoft Word document, and provide it electronically
- if submitting a hard copy, your application should be easily readable when scanned and should ideally be typed
- if submitting in hard copy, your documents should not be bound or in a folder. Paper clips are preferable, not staples, as pages will be separated for scanning. All documents should be suitable for easy scanning in a one-sided A4 format
- the planning and the evidence you provide is by far the most important element of your application
- do not use abbreviations, jargon, clichés or terminology which may confuse someone unfamiliar with the area you are writing about
- provide sufficient details without waffling or unnecessary padding
- avoid over-done formatting and mixing too many font sizes or styles – but do use bullets, bold headings and charts and graphs where this will help your application
- use artistic material and relevant supporting documents that will enhance your application, they should also be current and applicable to the project
- always have your draft submission read by another person, preferably someone not involved in your project.

PREPARING YOUR BUDGET

A Budget Template, in Microsoft Excel format, is available for download at <http://www.arts.tas.gov.au/organisations> or by requesting a copy be emailed directly to you.

When preparing your budget, either complete the Budget Template or submit the same level of financial detail in your own format. You must include a detailed statement of income and expenditure for your project.

Please Note: A copy of your organisation's most recent audited financials must be included with your application. A cash flow may be requested by the Panel as a Condition of Grant.

When preparing your budget, either complete the Budget Template or submit the same level of financial detail in your own format, including:

- a detailed statement of income and expenditure for your program, incorporating a breakdown of the projects that will be undertaken across the year; and
- a budget forecast (summary) for the subsequent year or years (for Multi-Year applications).

It is important to clearly indicate what components of your project or program will be covered by your Arts Tasmania grant.

Your budget should be clear enough for anyone to understand, including an accountant, but also have enough detail to demonstrate to someone working in your area that you know the costs involved.

Applicants for larger projects are strongly encouraged to seek co-funding from other sources, especially Commonwealth funding. Rather than detracting from your grant success, diversification of funding relationships is viewed favourably.

Do not forget to include the support offered by other people or organisations in your budget. Non-financial support should be clearly noted as in-kind support. Anything that people give you for free has a real value that is equivalent to what you would have to pay commercially. Be careful to base your claim of in-kind support on realistic or accepted rates and to balance in-kind income with expenditure in your budget.

Remember not to inflate the size of your request in the hope that even if it is cut it will still meet your needs. All budgets should be accurate and completely justified, otherwise it will appear that thorough research has not been completed.

If you **are** registered for GST the figures in your budget should be **GST exclusive**. Arts Tasmania will gross up your grant by the amount of GST payable. If you **are not** registered for the GST, your budget should be **GST inclusive**.

PREPARING SUPPORT MATERIAL

Support materials include any attachments or information you provide in your application in addition to the application form cover pages, business plan and budget.

Support materials may include examples of artistic practice, evidence of planning and confirmation of project details.

The need to provide relevant, high quality material cannot be over-emphasised. Guidelines for the provision of support material are outlined below.

All attachments should be listed on the Support Material Cover Page on page 22 of this Application Toolkit and each attachment should be clearly labelled.

Support material should accompany every application. If it is necessary to forward anything separate to your application, please label all materials clearly. Please do not presume that Arts Tasmania staff will know which support material goes with which application.

Where possible, please provide attachments as an electronic file (PDF, JPEG, Word document etc.). If submitted via post, your application and support material should be submitted in one A4 envelope.

Please Note: Excessive support material will not enhance your application. A limited number of carefully selected high quality materials is better.

Wherever possible, Arts Tasmania Program Officers attempt to provide your application to the Assessment Panel as one PDF document, including images, letters, documents, manuscripts and extracts from published works.

Artistic support material such as videos, CDs and books will be returned following the assessment process if requested. While Arts Tasmania takes all possible care with artistic material, it is not responsible for loss or damage that may occur. Please ensure that all support material is a duplicate copy.

Guidelines for Artistic Support Material

The Panel will consider the artistic work you create in its assessment of your application.

The artistic material you include should be recent and relevant. It should demonstrate the quality of the artistic work that you do. Specific requirements vary from one artform to another.

Writing Applications

- Provide 10 sample pages of writing. For published works (books): provide one hard copy and highlight a 10-page extract that best showcases the work. For other material provide a 10-page sample of the work in a Word or PDF file, and if applicable a synopsis.

Music Applications

- Provide three tracks. Please submit via email in MP3 (.mp3) or AAC (.m4a or .mp4) format or on a music CD.

It is preferred that you submit a CD comprising three relevant sample tracks. However if you do choose to submit a complete album, you should nominate no more than three tracks that best showcase the album. The Panel will only receive three tracks on which to assess your project. Unless a preference is indicated by the applicant, the first three tracks will be submitted to the Panel.

- Applicants may also provide one music video clip that is up to five minutes in length. Clips should be in the format listed below under performing arts.

Performing Arts (other than Music)

Performing Arts applications are best supported by relevant sample footage from previous performances. If this is not available, images are also helpful.

- Audio visual material totalling five minutes in length. If this is not available, images are also helpful.
- A CD or DVD containing video files (.mov or .m4v) is preferred. Playable DVDs are also acceptable. All video material must be clearly labelled, describing the performances and each performer, especially in cases where more than one performance is included.
- Images: provide up to 10 images in a PDF or in JPEG format. Please see more information on the format listed below under visual arts..

If applying for the writing/development of a new script:

- One electronic copy of the manuscript in a Word or PDF document, or one unbound hard copy.
- Highlight a sample chapter or 10-page extract that best showcases the work.

Interactive Media

- One copy of a CD or DVD suitable for playing on both Windows and Macintosh operating systems. This disc should be suitable for copying by Arts Tasmania.

Visual Arts

Visual Arts applications for exhibitions or for the creation of new work are best supported by relevant, high quality images that depict existing work or samples of new work to provide a clear

understanding of the proposed project or program of activities.

- No more than 10 good quality digital images per application. If applying for a group, you can provide at least two images per artist to a maximum of 20 images per application.
- Files should be in PDF format or JPEG format with a resolution of 72 dots per inch (standard monitor resolution). It is preferable for the images to be supplied as a PDF file with the details of each image included alongside the relevant image. For JPEGs, maximum width is 900 pixels and maximum height is 600 pixels (e.g. 800 X 600 is acceptable).
- Applications are best supported by relevant, high quality images that depict existing work or samples of new work to provide a clear understanding of the proposed project or program of activities.
- Installation view images may help the Panel to get a sense of the work.

Supporting Documentation

Relevant documents that you may choose to attach as support material could include:

- confirmation letters, including your letter of invitation
- quotes
- biographies or CV of key personnel
- references
- reviews
- sample promotional materials or other appendices.

Please include documents that provide more detail on your project, examples of the kind of work you have completed, or confirm something you say in your application. Don't include large numbers of newspaper articles or other material not related to the project.

Wherever possible, please consider providing your attachments in an electronic format on a disc or in an email. Only one copy of each document is required. Please consult the following instructions as a guide or contact a Program Officer for advice.

Confirmation Letters or Emails

Confirmation letters or emails substantiate significant financial or in-kind support, participation of third parties, booking of venues, invitations to participate and evidence of consultation. Confirmation letters do not need to be long but

confirm that the writer plans to be involved in the project within the proposed timeframe.

Biographies or Curricula Vitae (CVs)

A biography or CV should be included in your application for all artists and key personnel involved in your project. If you are an organisation, you should also put in an overview and history of your organisation. It should be up-to-date and relevant to the proposed area of work. Up to one page for each person is sufficient.

References

Up to two written references may be included to show your ability to successfully complete this project and the merits of the proposed project. References should be from referees who have appropriate status in the arts field that they are commenting on, know the applicant's work well and have an understanding of the proposed project.

Reviews

Reviews by peers in your field, published or unpublished, can assist in demonstrating the calibre of your work.

General comments from social networking sites and threads from non-curated online discussion boards are not considered appropriate support material.

Sample Promotional Material

You can include brochures, catalogues or other material that is clearly related to your project with your application. Please provide two copies if material is not suitable for scanning.

Other appendices

Your organisation may have other relevant documents that you may wish to submit, such as an annual report, business plan, or proposal document. Submit these documents if you believe they will enhance your application. However, do consider the relevance to your application and the total number of pages of your application - submitting a short summary may be more effective.

SUBMITTING YOUR APPLICATION

Due Dates and Delivery

Applications are due on 30 April 2011.

Material received after this date will not be considered in the grant round.

You can submit your application:

By email – apply@arts.tas.gov.au

By hand – 146 Elizabeth St, Hobart between 9am and 5pm on weekdays

By post – Arts Tasmania, 146 Elizabeth St, HOBART TAS 7000

Completeness of Applications

It is your responsibility to provide sufficient information for your application to be assessed fully and fairly. Always supply enough information to ensure that the application fully represents your case for a grant.

You are encouraged to consult with a Program Officer prior to the relevant closing date, to ensure your application is complete.

Emailing Your Application

Application forms can be downloaded as a PDF or as a Microsoft Word document and completed electronically.

You do not need to submit the first 10 pages of this *Application Toolkit* with your submission. If you are emailing any part of your application, please do not send duplicate hard copies in the post.

Emails must be limited to 10MB. If it is larger than 10MB you may send multiple emails, as long as they are all clearly referenced with the applicant's name, and with "email 1 of 3" or similar in the subject line.

Once your emailed application has been received by Arts Tasmania at apply@arts.tas.gov.au you will be sent an automated reply within the hour. If you do not receive this reply your email has not been sent correctly and you should contact Arts Tasmania on (03) 6233 7308 during office hours.

You may also submit material on CD or in hard copy. Support material can be posted separately to an emailed application.

Be sure to label all posted items so that they can be matched with your emailed files and mention in your email that hard copy items will be expected in the post.

Computers are available at Online Access Centres around Tasmania for applicants that do not otherwise have access to such facilities. For details of the location of the nearest Online Access Centre phone (03) 6233 2802.

Email applications do not require a signature. By emailing an application, the applicant automatically certifies that all details supplied are correct and, if successful, agrees to abide by the Terms of Grant.

INFORMATION FOR SUCCESSFUL APPLICANTS

PAYMENT OF YOUR GRANT

Payment of 90% of the grant amount via electronic funds transfer (EFT) will occur after all paperwork returned by the recipient has been processed and all Conditions of Grant have been met.

This paperwork includes:

- an original, signed copy of the Deed
- an Electronic Funds Transfer Form (EFT Form)

- an invoice for 90% of the grant (plus GST if you are registered).

The remaining 10% payment will be made upon receipt of an invoice after the grant acquittal has been accepted by Arts Tasmania as satisfactory. Processing of payments may take several weeks and it is important that your organisation is able to cash flow this payment.

Please note: If your application is successful but you are offered an amount that is different to what you

requested, you may be asked to provide a revised plan and/or budget that will be negotiated prior to the funding agreement being finalised.

CHANGING YOUR PLAN OR BUDGET

We understand that circumstances can change and that you might need to vary your program, project or budget. You should always discuss a planned change with a Program Officer as you may be required to seek formal approval in some instances. You should not proceed with a planned change until you have received written confirmation from Arts Tasmania.

ACQUITTING YOUR GRANT

All grant recipients are required to acquit their grant within three months of their project or program's completion. Arts Tasmania will accept acquittal reports that have been formatted for federal funding bodies, provided they include all necessary information.

You should note that if you have an overdue acquittal you are not able to apply for more grants.

Information on how to acquit will be sent to you with the letter notifying you of your successful application. You can download the acquittal form from www.arts.tas.gov.au/forms.

On this form you will provide the following information:

Financial Report

A statement of exactly how you spent the grant will be required and should relate directly to your original budget.

For grants of \$50 000 or less an unaudited financial statement of income and expenditure is sufficient, unless audited statements are expressly required as a Condition of Grant.

For grants of greater than \$50 000, audited financial statements must be supplied.

Evaluation Report

Your Evaluation Report should explain what you actually did in your project and how successful your project was. The Tasmanian Arts Advisory Board understands that not all projects will be successful and are interested in unsuccessful projects as well as successful ones. You should show enough detail and attach relevant support material so a Program

Officer can be confident that you completed the project as you stated in your original application.

Statistical Report

A report on the number of public events, attendances, employment and other indicators is also required as part of the grant acquittal. We provide a template for this information in the acquittal form.

CONDITIONS OF GRANT

Payment of any grant is dependent on the applicant's acceptance of formal Conditions of Grant which are contained within the deed that successful applicants sign prior to receiving the grant.

In summary, the applicant undertakes to:

- apply the funds to the purpose approved
- submit financial statements to Arts Tasmania within three months of the completion of the funded project or the end of the grant period noting that accounts may be subject to detailed inspection under the Financial Management and Audit Act 1990
- identify the grant separately in the financial statement
- provide a detailed evaluation and statistical report on the funded project within three months of its completion or the end of the grant period (see *Acquitting Your Grant* on page 9)
- provide Arts Tasmania, in writing, with any information requested relating to the project funded
- seek approval from Arts Tasmania for material changes in the budget or program before implementing them (see *Changing Your Plan or Budget* on page 9)
- prominently acknowledge financial assistance from Arts Tasmania for the project. This acknowledgment should appear in reports, media releases, posters, newsletters, brochures, advertisements, catalogues and other material
- provide Arts Tasmania with comprehensive details and adequate advance notice (at least two weeks) of events related to the funded program or project
- observe any special conditions included in the assessment of the application

- acknowledge that acceptance of the grant does not commit Arts Tasmania to future funding
- give access to the Auditor-General for Tasmania or their nominee to all financial statements and records relating to the use and expenditure of the grant upon reasonable notice in writing first being given
- complete the project within the timeframe as stated in the application and as agreed to by Arts Tasmania

and in the case of organisations:

- warrant that the organisation is financially solvent. The onus is on applicants to satisfy Arts Tasmania of their financial viability to meet the contractual obligations. Applicants should not proceed with an application if they are unable to provide acceptable evidence of their organisation's financial viability.

Terms of Guarantee Against Loss

Payment of any Guarantee Against Loss is dependent on the applicant's acceptance of formal conditions which are contained within the deed that successful applicants sign prior to holding the event. The Conditions that apply to the Guarantee Against Loss are the same as those that apply to grants (see Conditions of Grant, above).

TAXATION IMPLICATIONS

Assessable Income

Grants approved by Arts Tasmania may be assessable as taxable income and may need to be included in your income tax return. Arts Tasmania strongly advises that you consult a financial advisor

or the Australian Taxation Office (ATO) if you are unsure whether your grant is assessable as income.

Withholding Tax

The ATO requires Arts Tasmania to deduct withholding tax from grant payments at the rate of 48.5 percent, unless you provide us with your Australian Business Number (ABN) before each payment is made. Accordingly, if you do not have an ABN and are successful in your grant application, we suggest that you apply to the ATO for an ABN. If you have applied for an ABN and can provide written evidence from the ATO that it has refused your application on the basis that you are not carrying on an enterprise, then we will not be required to deduct withholding tax.

GST-Registered Applicants Only

Grants paid to individuals that are registered for Goods and Services Tax (GST) are subject to GST. If you are registered for GST, Arts Tasmania will gross up your grant by the amount of GST payable on your grant.

If GST applies to a grant that you receive, it will be your responsibility to account to the Australian Taxation Office for an amount equal to 1/11th of the funds received.

If you **are** registered for GST the figures in your budget should be GST **exclusive**. Arts Tasmania will gross up your grant by the amount of GST payable. If you **are not** registered for the GST, your budget should be **GST inclusive**.

For further information, contact your financial adviser or tax agent or contact the ATO's Business Info line on 13 28 66 or visit the ATO's website at www.ato.gov.au.

ARTS TASMANIA APPLICATION FORM ASSISTANCE TO ORGANISATIONS

1 Organisation's Details													
Name of Organisation:													
Organisation Chair:													
Operational Contact:						Position:							
Work Phone:						Mobile:							
Email:						Website:							
Street address:													
City / Suburb:						Postcode:							
Postal address:													
City / Suburb:						Postcode:							
2 ABN & GST													
A											Have you applied for an ABN and are waiting for an	Yes	No
B													
Are you registered with the Australian Tax Office for the GST?										Y	No		
Organisation's legal status:										Appointed auditor:			
I declare by ticking this box that my organisation's legal status (as above) is current and valid													
3 Amount Requested from Arts Tasmania													
Project		\$	<i>NOTE: Figures should be GST exclusive if your organisation is registered and inclusive of GST if not registered.</i>										
or One-Year Program		\$											
or Multi-Year Program		\$											
If eligible for Multi-Year funding, you do have the opportunity to make a request up to five years; however, you should only fill out a request for those years that are covered by your business plan and budget. Requests for years that are not covered in your plan or budget will not be considered. You can check your eligibility for Multi-Year funding on page 1 of this Application Toolkit.													
4 Project Details													
Title:													
Outline:													
Start Date:						Finish Date:							
5 Disability Participants													
I am an artist with a disability													
This application involves work by an artist with a disability													
This application involves participants with a disability													
6 Cultural Content													
This project involves Aboriginal or Torres Strait Islander cultural content.													
This project involves Aboriginal or Torres Strait Islanders.						Name:		D.O.B:					

Please provide an attachment if you require more space.	Name:	D.O.B:
	Name:	D.O.B:
	Name:	D.O.B:

This project involves people from a non-English speaking background. Please specify:

If you are ticking any of the boxes in section 6, you should provide written evidence that you have consulted with an appropriate representative of the relevant cultural group.

7 Category (tick one only)

Administration & Education	Music
Community Cultural Development	Music Theatre & Opera
Dance	New Media
Drama	Other Performing Arts
Literature & Print Media	Performing Arts Venues
Museums & Art Galleries	Visual Arts, Craft and Design

8 Student Participation

There are no students participating in this project / program.

There are students participating in this project / program and I/we have provided a letter from their supervisor stating that no part of the student's involvement will be assessed for their degree.

9 Authority

I plan for my project to be auspiced by another organisation and that organisation is aware of their role in this application.

Name of Organisation:

Contact Person: Phone Number:

10 Consent

If successful, we give Arts Tasmania permission to profile us and/or our project for promotional purposes.

We give permission for Arts Tasmania to give out our contact details.

11 Check List

We have read the *Organisations Toolkit* and **confirmed my/our eligibility** for this funding opportunity.

We have completed all applicable sections of this **Application Form**.

We have provided a **budget**.

We have included copies of **artistic material** and **supporting documentation** that supports my/our application.

If applying for a **publishing application**, I/we have requested and attached the additional **Publications Form**

I/we have **confirmed the availability** of key artistic (volunteer or paid), technical or management personnel and have provided a one page CV and a letter of confirmation for each participant.

12 Certification

I certify that all details supplied in this application form are correct and, if successful, agree to abide by the Conditions of Grant (See Page 9). Electronic submission of this form has the same effect as a signature.

Signed:	Dated:
---------	--------

PERSONAL INFORMATION PROTECTION STATEMENT

Personal information collected in applications to Arts Tasmania will be used by the Tasmanian Arts Advisory Board and the Minister for the purpose of managing, assessing, advising upon and determining the relevant application and may be used for other purposes permitted by the Tasmanian Arts Advisory Board Act 1975 and regulations made under that Act. Failure to provide the information may result in the application not being considered. All personal information will be managed in accordance with the Personal Information Protection Act 2004 and may be accessed by the individual to whom it relates on request to the Board.

RIGHT TO INFORMATION (RTI)

The provisions of the Right to Information Act 2009, as amended, apply to documents in the possession of Arts Tasmania and its business unit arts@work. Under some circumstances documents held by Arts Tasmania and arts@work may be subject to disclosure in response to a request made in accordance with the Act.

APPLICATIONS ARE DUE: 30 April 2011

Arts Tasmania will not accept applications that are received or postmarked after this date.

SUBMITTING YOUR APPLICATION

By Email - apply@arts.tas.gov.au

By Post - Arts Tasmania, 146 Elizabeth St, Hobart, TAS 7000

In Person - 146 Elizabeth St, Hobart

Business Plan Template

IMPORTANT: A business plan will form the core of your application to Arts Tasmania. This template has been provided to guide you through the process of developing a plan for your organisation. There are many different approaches to the development of a business plan and Arts Tasmania will accept variations on this model. It is recommended, however, that you refer to this example as an indication of the minimum amount of detail required. You may wish to delete template instructions (*in italics*) and work directly into this document if appropriate for your planning needs.

BUSINESS PLAN SUMMARY

The summary should encapsulate your program in one page or less. It should be the last thing you write and it should engage and inspire the assessment panel. While the Assistance to Organisations Panel will read your whole plan, write your summary in a way that will allow someone to understand your program even if this is the only part they read. It is advised that within your summary you clearly summarise the activities that will be funded by the Arts Tasmania Assistance to Organisations Grant. A great summary will leave the reader feeling compelled to read on.

PURPOSE

Your Purpose will include your organisation's Vision and Mission. These are simple statements that are inspiring and concisely outline your organisation's key reason for existing. As an indication, they should each be one or two sentences, totalling five lines or less.

Your Vision Statement will articulate what success looks like for your organisation – it describes the 'dream state' that would exist having achieved all your goals.

Your Mission Statement describes what it is you do. It will define your purpose, describe your core activities and provide an indication of your values.

CONTEXT OF YOUR ORGANISATION

HISTORY

(Recommended length - half to one page)

This should be a brief overview summarising when your organisation was set up, for what reason and the impact of significant achievements, events and milestones that your organisation instigated or reacted to over the years.

INTERNAL SITUATION

(Recommended length - up to half a page)

This should be a concise evaluation of your organisation as it is now. It should highlight strengths while acknowledging weaknesses or challenges. It could include a couple of stories that highlight the real impacts you have made in recent years (e.g. an international conference or tour, unexpected national exposure, discovering emerging talent etc). You should also consider the human, physical and financial resources that are available to you or that will be needed to deliver your program.

EXTERNAL SITUATION

(Recommended length - up to half a page)

This may be one to two paragraphs about your external situation as it is now – concentrating on positive opportunities while remembering potential threats. This section also articulates the key trends and issues effecting the environment in which your organisation exists – now and in the immediate future. This will probably include any social, technical, environmental, economic, political, legal, or arts sector trends.

Within this section, you may find it helpful to conduct a SWOT analysis. This is a process of identifying your organisation's strengths and weaknesses, opportunities and threats. A simple format like the one below (Figure A) is often used for this purpose.

Figure A SWOT Analysis

	Helpful	Harmful
Internal Factors (attributes of your organisation)	Strengths: <ul style="list-style-type: none">•••	Weaknesses: <ul style="list-style-type: none">•••
External Factors (attributes of your environment)	Opportunities: <ul style="list-style-type: none">•••	Threats: <ul style="list-style-type: none">•••

ARTISTIC PROGRAM

(Length will vary significantly depending on the nature of the organisation. As a general rule, this section should be the most significant part of your business plan.)

When applying to an arts funding body, this is potentially the most important section of your plan. Your Artistic Program will not only describe the artistic activities you will be undertaking, it will inspire and excite an Assessment Panel and give them confidence in the strength of your vision.

When describing your Artistic Program you should include the following information:

- *a broad opening statement about the artistic rationale of the program, that provides a context for the details to follow and underpins your artistic choices*
- *a breakdown of the program for each year of the business plan, including details of your exhibitions, tours, special projects, residencies, performances, creative developments, workshops, commissions, publications, etc.*
- *the time frame for your programmed activities*
- *an indication of the ways you will measure artistic success (e.g. visitor feedback, critical reviews, audience reviews, media reportage and peer feedback)*
- *a listing of key personnel who will play a significant role in your program or particular projects (see Figure B below). If there are staff who are employed on a regular basis by your organisation (for example, a manager or a co-ordinator), they generally don't need to be listed at this stage. You can provide information about these people in your Management Plan (see page 20).*

Figure B: Key Project Participant Details & Confirmation (not core staff)

IMPORTANT: *For each of the personnel listed here you will need to provide (as an attachment to your application) a brief bio (half page max) or a CV (one page max) and a letter confirming their involvement. If you are unable to provide confirmation, you should indicate why.*

Name	Role	Confirmation and bio/CV are attached
		Yes / No
		Yes / No
		Yes / No
		Yes / No
		Yes / No
(Insert rows above as required)		

GOALS

(Recommended length – five or six goals)

Keeping in mind the ‘big picture’ you described in your organisation’s Vision and Mission, your Goals should describe what you would like your organisation to be achieving within the time frame covered by this plan. When it comes to setting your Goals, stay focussed and don’t set too many at the same time. A business plan will usually have no more than five or six Goals.

- *Each of your Goals should be **specific**, outlining one clear objective.*
- *Your Goals should be **measurable**; you should be able to identify when you have achieved your goals and set down key performance indicators (KPIs) to keep track of them.*
- *Your Goals should be **achievable** with the skills and resources available to you.*
- *Your Goals should be **relevant** to your organisation’s purpose, your current situation and the environment in which you operate.*
- *Your Goals should be **time-bound**; they should indicate the point at which you would expect to achieve them, which will generally fall somewhere within the time frame covered by this plan.*

As an arts organisation, your Goals may cover the areas of Artistic/Cultural Program, Operations and Governance, Financial and Audience/Access.

STRATEGIES

Strategies are the steps you will take or the things that you will do to achieve your Goals. Your Strategies are not a statement of your day-to-day activities and they are different to your Artistic Program. In terms of your organisation’s development, you could think of a strategy as an activity that will bring about a change or a benefit.

Look back to the information you provided about your organisation’s context. Use the SWOT analysis (Figure 1) to help identify possible strategies that will build on your strengths, help to resolve weaknesses, exploit opportunities and avoid threats.

As an example, strategies could include:

- *develop partnerships or collaborations,*
- *pursue new sources of income,*
- *collect data and/or conduct research,*
- *implement new technologies, or*
- *target new audiences / markets.*

For the purposes of this plan, it may be useful to first outline a strategy in a simple statement and then provide further details that describe why it is important and what key actions you might undertake as part of this strategy.

For example:

- 1) *Develop partnerships with interstate venues to grow the national market for our products.*

KEY PERFORMANCE INDICATORS (KPIs)

There are many ways to measure the progress of an organisation and its achievements. Arts Tasmania requires you to identify and set targets for your organisation, but will accept different models for implementing and documenting this process. For the purposes of this Business Plan Template you are asked to develop a set of Key Performance Indicators that identify the success factors for your whole organisation or for specific activities that you will focus on throughout the time frame covered by this plan.

KPIs are often quantitative figures that can be defined in numerical terms. Although it can be more difficult to track qualitative performance indicators (such as 'positive feedback' or 'artistic success'), effective measures for this kind of information are certainly appropriate and may be very important for your organisation.

How to identify your KPIs:

- Identify those things (processes/products/services) that are critical to your success.
- Then work out how you can measure those things.
- Look at how you have achieved in these areas to date. Then assign targets for those areas that are in line with your future plans (so they are measurable and achievable goals.)
- Then monitor and manage them to then track the progress of your business in those key areas. Eg: have monthly reporting of your KPIs.

Figure C: Suggested format for Key Performance Indicators

KPI	Current Situation	Targets				
		2012	2013	2014		
For Example: Increase attendances by 10% each year	5 000	5 500	6 050	6 655		
For Example: Increase earned income from 20% to 25% of total income by third year	20%	21%	23%	25%		

MARKETING PLAN (OR PROMOTIONAL PLAN)

The depth of information provided in this section will depend on the nature of your project or program and your request of Arts Tasmania.

An organisation requesting funding for an extensive multi-year program, for example, will require a well thought out Marketing Plan that demonstrates a thorough understanding of target markets, an explanation of your marketing goals and the strategies that will be used to achieve your KPIs.

An organisation requesting funding for a more contained project over a shorter period of time might not require an extended marketing document but should develop a promotional plan. They could, for example, identify the social or professional networks they will use to promote their event or work along with a description of the tools that they will use for this purpose (flyers etc.).

Your marketing plan should flow logically from and expand on the analysis within the Context section.

Markets/Audiences

A market is any broad collection of people who share common characteristics, values, behaviours or needs. You can have potential markets (people you would like to have a relationship with) or existing markets (people who already share an interest in, or a connection with, your organisation). These may include visitors, ticket buyers, workshop participants, clients, referrals, members, volunteers, funding bodies, sponsors and philanthropists.

Define your current markets

This should be based on research or facts. Describe your market in terms of the key common factors that bind each group (e.g. young adults who respond to the latest trends in new media). It may be that demographic factors such as education level, income and age are not as important as other factors such as hobbies or attitudes.

Clarify what you offer your markets

To encourage regular engagement with your organisation, people need to feel welcomed and benefit from their experience of your organisation. Your particular environment and internal strengths must be exploited to give your market(s) an experience, service or an object that they feel no other organisation can offer. Pinpoint the experience that your organisation offers and how it is unique from your markets' perspective (i.e. the emotional, physical, social benefits and value you deliver to them).

Choose the strategic direction your organisation wishes to take with regard to markets

Consider whether you want to strengthen relationships with existing markets (e.g. those people who usually come once a year to coming three times per year instead). Or do you want to develop new markets (e.g. attracting people over 60 years of age)? This direction should take into account what is feasible within the resources available. Consider which partners you will work with to move in this direction (e.g. like-minded organisations, local businesses, international organisations and sponsors, etc).

Competitors

Consider who, or what else, competes for your markets' time, attention, interest and money (e.g. other forms of entertainment such as watching television or playing sport, on-line communities, hobbies). What prevents your organisation from achieving its goals? Are current funding partners directing their money elsewhere? Use research that you may already have. Bear in mind that other arts organisations may help increase the local desire for art, rather than compete for your markets' time.

Your marketing plan should demonstrate:

- an understanding of target markets (current and potential)
- the responsiveness of programming to target markets (and where relevant, segments)
- evidence of market research.

If applicable, you may need to develop separate action plans for communications or promotion, sponsorship and philanthropy.

FINANCIAL PLAN

Before completing your Financial Plan, you should first complete your organisational or project budget. A **Budget Template, in Microsoft Excel format**, is available for download from <http://www.arts.tas.gov.au/organisations>. Project and One-Year Funding applications should include income and expenditure for 2011 only. Multi-Year applicants should also include a forecast of income and expenditure for each year covered in this application.

The Financial Plan should flow logically from the conclusions drawn about your organisation's financial situation within your 'Context'. It should open with:

- an assessment of your organisation's current financial situation (where are we now); and
- a vision of the financial situation at the end of the period covered by the business plan (where do we want to be).

This section can include your 'notes-to-budget' and information about how you will manage your project or program budget.

MANAGEMENT PLAN

ORGANISATIONAL STRUCTURE

Include an organisational chart or provide information that describes roles and responsibilities for each position and to whom they report.

BOARD AND GOVERNANCE

This will be a list of your Board members, the skills they bring to the Board and specific role(s), if any, that they have on the Board. It should give a clear indication of the demarcation between the Board and executive staff and detail any delegations of responsibility.

Figure D: Suggested format for Board information

Name of Director or Committee Member (list all members)	Special Responsibilities, Qualifications and Experience	Years on Board	Terms Ends
Person A	Special responsibilities: Chairperson	5	2010
Person B	Special responsibilities: Company Secretary	3	2012

RISK MANAGEMENT PLAN

Identify the major obstacles to achieving your plan and your organisational Goals. Consider what could go wrong and whether you are making assumptions that could be proven to be incorrect. Provide a plan that demonstrates:

- probability of potential risks
- impact of potential risks
- Strategies to mitigate potential risks.

Figure E: Suggested format for Risk Management

Risk What and how can it happen.	Consequence	Probability	Controls What you will do / have done.
Marquee collapse	Event Evacuation Local paper coverage Legal action instigated Injury to staff or patron	Medium	Employed a hire company to install marquee. Obtained structural certification from installation company.

As a guide, some risks to consider include:

- *Environmental/external risks (that is, beyond the control of your organisation) – consider whether any of your income sources have the potential to be affected by significant economic changes (eg international performance fees declining due to rising \$AUD). Think about whether your funding is likely to be affected by changes in government or government policy.*
- *Financial risks – consider whether your organisation can afford the Goals and/or Strategies and look at your organisation’s level of exposure or financial commitment.*
- *Marketing and reputation risks – consider whether your organisation has adequate safeguards in place to monitor impacts on credibility and maintain positive stakeholder relationships.*
- *Management risks – consider whether your organisation has the expertise to manage new strategies and what would happen if key people left your organisation.*
- *Operational risks – consider whether your organisation can implement the changes in the business plan.*

SUCCESSION PLAN

Multi-Year Funding applications will be expected to provide this information. It may not be necessary for a Project Funding applicant to develop a Succession Plan.

An effective succession plan is proactive, ensuring that your organisation continues to have the skills and expertise necessary to achieve your Goals. Ideally, your plan should contain strategies to:

- *Address any issues identified with the Context section (Consider if there any gaps in your organisation’s skill set)*
- *Recruit or develop Board members and staff with any new skills and expertise required to achieve your Goals*
- *Ensure that your Board has the necessary marketing, legal, financial, fundraising, business, government and community relations skills and expertise*
- *Ensure a regular turnover of Board members (longstanding Boards can stagnate even though their corporate knowledge may seem invaluable – times, contexts and environments change and personnel need to change with them)*
- *Minimise the disruption caused by the sudden or planned departure of key artistic staff, Board members and other management.*

Support Material Cover Page: Assistance to Organisations

Name of Applicant:

Important:

- While all due care will be taken, Arts Tasmania takes no responsibility for damage or loss that may occur to support material. Do not send original material.
- **ONE COPY** of your artistic material, such as CDs, videos, brochures & booklets must be provided.
- Only **ONE COPY** of electronic images, letters, résumés, sample writing or other A4 paper material is required.
- If you want your artistic support material returned, tick the relevant items in the return column. Supporting documents (ie, letters and résumés etc.) will not be returned.
- Where appropriate, it is recommended that you provide some brief information about the context – so the Panel can understand why you are submitting these examples. (Eg: “This is an example of my experimentation and the new direction I wish to develop through my application.”)

Full details about the submission of support material are available on page 5 of this Application Toolkit.

	Type	Description	Return
	<i>For example: CD ROM, CVs, brochure, book, letter.</i>	<i>Include details such as: author and title, CD and artist listing, image listing and descriptions, or other information as required.</i>	<i>Only artistic materials.</i>
Attachment 1			
Attachment 2			
Attachment 3			
Attachment 4			
Attachment 5			
Attachment 6			
Attachment 7			
Attachment 8			
Attachment 9			
Attachment 10			
Insert new rows above as required.			