

SERVICE NEEDS Strategic Fund Guidelines

REQUEST **FOR** PROPOSALS 2021



MESSAGE FROM THE **MINISTER FOR THE ARTS**

The Create NSW Review of Arts and Cultural Service Needs brought into sharp focus what artists and arts organisations say are their most pressing needs for capacity building and professional development.

The extensive research undertaken for the Review, including direct consultation with service organisations funded by Create NSW, identified priority needs for the sector, the gaps between demand for services and their delivery, and what needs to change to address these gaps. The Review highlighted the need for greater collaboration, partnerships and innovation in six key areas across arts and cultural service provision to assist artists and arts organisations to:

- Access and develop high quality web-based digital resources
- Manage, produce and market their work and attract funding and different forms of investment, including philanthropy
- Develop career pathways through mentoring, entrepreneurship and business skills development
- Find affordable space to make and present work
- Have greater engagement with artists, arts organisations and communities from the NSW Government's priority regions and populations: Regional NSW, Western Sydney, people from Culturally and Linguistically Diverse (CaLD) backgrounds, people with disability and young people, and notably,
- Build the capacity of, and deliver services to, First Nations artists, arts organisations and communities

The Review acknowledged the strengths, skills and expertise of NSW arts and cultural service organisations and the significant benefits they deliver. It confirmed that service organisations are an essential part of the NSW Government's support for the State's arts and cultural ecosystem, providing high value professional and business development services. It also recognised that service organisations assist artists and arts and cultural organisations to build capacity by providing advice, training, advocacy, production, management and networking services that help individual artists and arts organisations to perform well - to grow and thrive.

The review confirmed that core funding for service organisations is best determined by the Artform Advisory Boards through the Arts and Cultural Funding Program, but that specific gaps in service delivery may be addressed through a targeted process.

To this end, the NSW Government is offering a Service Needs Strategic Fund of \$300,000 per annum from 2021 for three years to address areas of specific need. These guidelines will assist organisations to prepare competitive proposals to deliver services to the NSW arts and cultural sectors.

The Hon. Don Harwin MLC
MINISTER FOR THE ARTS



OBJECTIVES & REQUIREMENTS

The purpose of the Service Needs Strategic Fund is to:

- meet demand for additional professional development and capacity-building services across the arts and cultural sector, as prioritised by the Service Needs Review,
- encourage innovative approaches to delivering these services with a view to promoting best practice models for future delivery of services,
- evaluate the impact on service provision for these areas and on the arts and cultural sector each year.

Proposals are invited that design and deliver strategic support programs and activities to address the following priority areas of need identified by the Service Needs Review:

- 1 Digital Resources:** Economically efficient ways of developing high quality web-based digital resources and services that meet business, practice and professional development needs.
- 2 Practical Facilitation:** Strategic programs that enhance Service Organisations' capacity to assist artists and arts organisations to manage, produce and market their work and attract funding and different forms of investment, including philanthropy.
- 3 Careers Development:** Strategic approaches to better collaborate with State Cultural Institutions, major performing arts companies and festivals, State Significant Organisations and relevant NSW Government agencies, to develop partnerships that generate career development pathways. This includes mentoring, entrepreneurship and business development for NSW artists and arts organisations.
- 4 First Nations Engagement:** Strategic programs that engage with First Nations artists, arts organisations and communities to build capacity and deliver services. These must include one or more partnerships with Aboriginal led organisations.
- 5 NSW Priority Areas:** Programs that provide support for and engagement with artists, arts organisations and communities from the NSW Government's other priority populations:
 - people living and/or working in regional NSW
 - people living and/or working in Western Sydney
 - people from culturally and linguistically diverse (CaLD) backgrounds
 - people with disability
 - young people.
- 6 Spaces for Art:** Strategic programs and activities that assist artists and arts organisations to find affordable space to make and present work.

WHO CAN SUBMIT A PROPOSAL?

The following organisations are eligible to submit proposals to the Service Needs Strategic Fund:

- NSW arts and cultural sector Service Organisations,
- NSW arts, screen and cultural organisations,
- Organisations from the NSW creative industries sector, and
- NSW tertiary institutions currently delivering programs for the arts and cultural sector.

Organisations must benefit NSW by either providing services to the NSW arts and cultural sectors, and/or employing NSW artists or arts and cultural workers. The funding should not be used for an organisation's general business operations or administration unrelated to the service being provided.

You are not eligible to apply if you are:

- a local, state or federal government department or agency,
- an educational institution (including preschools, primary and secondary schools) other than NSW tertiary institutions specified above,
- a screen production company or film festival, unless you can demonstrate how you can deliver services to the arts and cultural sectors.

ASSESSMENT CRITERIA

Proposals must include a description of the proposed program of activities, be able to demonstrate the applicant's experience, provide measurable outcomes, describe ways to assess and evaluate impact and respond to the essential criteria below.

Please note that where appropriate, proposals should also demonstrate understanding and practical application of the elements that the Service Needs Review recognised as key strengths of well performing service organisations in your response to the assessment criteria. Applicants are strongly encouraged to refer to the **Service Needs Review Report**.

Assessment Criteria

Successful proposals will be those that best demonstrate:

- 1 Relevant experience and track record for delivering proposed programs and activities;
- 2 Strategic quality of proposed approach and methodology including partnership development, reporting and measurable outcomes;
- 3 Understanding of the service needs of specific artforms and how to meet them;
- 4 A sound evaluation plan, including a proven methodology to demonstrate outcomes and impact;
- 5 Overall value for money.

Organisations providing services to any of the identified NSW Priority Areas are encouraged to apply with proposals to deliver services to the Priority Area.

PROPOSAL SUBMISSION

The Service Needs Strategic Fund has been allocated \$300,000 per annum from 2021 for three years. Multiple programs may be funded in any single year. A maximum of \$300,000 may be awarded to any single project or program.

If projects or programs are planned to occur over a period greater than one year, Create NSW will enter into a multi-year contract with applicants. The panel may choose to fund proposals from separate applicants or it may choose to award it to one applicant.

In year one, the proposed program must start between 01/07/2021 and 31/12/2021 and may end between 01/07/2022 and 31/12/2024.

Proposals must respond to the assessment criteria and include the information as requested in the application form on SmartyGrants, which includes:

- Strategic approach, proposed program of activities and delivery plan
- Samples of your previous service delivery programs and their impact
- Short bios of key project managers, creatives and collaborators delivering the services
- Confirmation letters and/or letters of support from partners, if appropriate (including letters from NSW Local Aboriginal the Land Councils, or NSW Aboriginal Corporations or NSW Aboriginal Organisations, and the relevant Aboriginal Elders and community members that supports the project, if working with Aboriginal communities)
- Program Logic Template if applying for funding over \$100,000
- Budget and financial statements

Please note that the fund will support only activities delivered in NSW.

OUTPUTS

Successful proposals will be expected to deliver:

- Activities and outcomes that address one or more of the six areas of need outlined above for artists and arts organisations based in NSW.
- Reports, including detailed evaluations that describe the activities and outcomes, who participated and assessments of the creative and economic impact.

ASSESSMENT OF PROPOSALS

Proposals will be evaluated against the assessment criteria by a panel drawn from NSW Artform Advisory Boards and Create NSW staff.

Timetable

MILESTONE	KEY DATES
Deadline for submission of proposal	18 May 2021 (5pm)
Project start period	July – December 2021
End of project reporting	January 2025

ARTFORM FOCUSED EXAMPLES

Proposals should not be limited to the following examples of activities, but instead, seek to innovate new approaches to problem solving the provision of services for the arts and cultural sector.

Proposals may be tailored towards specific artforms or facilitate capacity building across artform. Programs that build expertise and capacity to develop learning/practical advice and support material using digital resources for online delivery are encouraged. This may assist service organisations to expand their reach across NSW, particularly in the post COVID-19 context.

Programs and partnerships that build capacity to enhance service organisations' communication of the cultural, social and economic impact outcomes of programs are encouraged. This may enable access to diverse forms of government and non-government funding beyond the provision of core funding from Create NSW.

Approaches that enable service organisations to seek partnerships with other organisations, local councils and landholders to find affordable spaces for artists to work in are encouraged.

Artform specific examples encouraged include:

- Partnerships and programs that build capacity for service organisations to offer managing and producing services for dance, theatre and music clients, and respond to opportunities for professional development, partnerships, tours, sourcing funding and philanthropy and brokering spaces are encouraged.
- Programs that enable literature service organisations to increase focus on facilitating partnerships and assisting writers to develop regional, national and international engagements.
- Programs designed to assist artists to understand and manage critical career stages – from early to late – through professional development opportunities, such as mentoring and profile-raising programs, that especially include collaborations with State Cultural Institutions, major performing arts companies and festivals, State Significant Organisations, and relevant NSW Government agencies.
- Programs that build capacity and increase participation by First Nations' artists and arts workers in all strategic and operational planning, governance and operation of service organisations.

CONTRACT MANAGEMENT, REPORTING & EVALUATION

The programs and activities will be delivered by the successful applicant. Contract management will be undertaken by Create NSW.

Subject matter experts including Create NSW employees and members of the Artform Advisory Boards, will monitor progress, review project reporting and ensure completion in the desired timeframe.

For more information or to discuss your proposal prior to submitting please contact:

Rebecca.Dean@create.nsw.gov.a