

Request for Proposals (RFP)

ARTS COUNCIL OF NEW ZEALAND TOI AOTEAROA



Toi Tōtara Haemata (Arts Leadership)
Investment Programme

2016

Contents

Ngā ihirangi

INTRODUCTION	1	How our funding guidelines work	9
GENERAL CONDITIONS OF THIS RFP	2	Multidisciplinary arts – Funding guidelines	9
OVERVIEW OF THE TOI TŌTARA HAEMATA PROGRAMME	3	Guideline for ‘Multidisciplinary Services Organisation’ key role	9
The purpose of the Tōtara programme	3	Guideline for ‘Multidisciplinary Arts Festival’ key role	9
Is the Tōtara programme right for your organisation?	3	Theatre – Funding guidelines	10
Which organisations are eligible for Tōtara funding?	3	Guideline for ‘Main Centre Theatre’ key role	10
Creative New Zealand’s standard requirements	3	Guideline for ‘Māori Theatre’ key role	10
Your activities and legal status	3	Guideline for ‘Theatre in Te Reo’ key role	10
Governance and accounts	3	Guideline for ‘Theatre for Young People’ key role	10
Your past and current funding arrangements	3	Guideline for ‘Theatre Development’ key role	10
		Guideline for ‘Creative Development Services’ key role	10
KEY ROLES AVAILABLE IN 2016	5	THE APPLICATION AND ASSESSMENT PROCESS	11
Multidisciplinary arts	5	Timeline	11
‘Multidisciplinary Services Organisation’ key role: Arts participation and access for excluded communities	5	How to apply	11
‘Multidisciplinary Arts Festival’ key role	5	Step 1. Expression of interest and checking your eligibility (if applicable)	11
Theatre	6	Step 2. Submitting your application	11
‘Main Centre Theatre’ key role	6	How we assess and decide on your application	12
‘Māori Theatre’ key role: Theatre by Māori, for Aotearoa and the world	6	1. Assessment by Creative New Zealand staff	12
‘Theatre in Te Reo’ key role: Developing and nationally presenting high-quality theatre in te reo for young audiences.	6	2. Independent assessment	12
‘Theatre for Young People’ key role	7	3. Preliminary recommendations	12
‘Theatre Development’ key role	7	4. Review by the Investments Advisory Panel	12
‘Creative Development Services’ key role	7	5. Final recommendations	12
		6. Decision-making	12
FUNDING GUIDELINES FOR TŌTARA KEY ROLES IN 2016	9	Application guide	13
		Part A: Track record	13
		Part B: Future programme	15
		KEY TERMS AND DEFINITIONS	18

Introduction

Creative New Zealand is requesting applications from arts organisations to fill key roles under our Toi Tōtara Haemata (Arts Leadership) investment programme.

This document:

- announces and explains our request for proposals (RFP)
- describes the key roles and activities for which we're seeking applications
- provides guidelines for organisations that are interested in applying.

We will only consider providing funding to arts organisations that:

- are financially sound and well-run
- can provide leadership within the arts sector
- can collaborate with other arts organisations
- can deliver benefits to the arts and to audiences or participants
- can achieve high standards while making careful use of resources
- can obtain income from sources other than Creative New Zealand.

General Conditions of this RFP

Creative New Zealand isn't required to fill any of the key roles offered in this Toi Tōtara Haemata RFP and we may decide to leave some key roles unfilled.

If we fund you to fill a key role, you'll be offered a funding agreement that starts on 1 January 2017, for a period of between two and five years. We don't provide any guarantee of funding beyond the term of the agreement.

If you're unsuccessful, we may offer to fund you under the Toi Uru Kahikatea (Arts Development) investment programme or another of our funding programmes.

For definitions of the terms used in this document, please see the "Key terms and definitions" section on page 18.

Overview of the Toi Tōtara Haemata programme

The purpose of the Tōtara programme

The Toi Tōtara Haemata programme supports arts organisations that:

- create, present and distribute high-quality New Zealand arts
- provide opportunities for New Zealanders to participate in the arts
- support the development of artform practices and the arts sector.

We want to see arts organisations take a collaborative, sector-wide approach to developing New Zealand arts and to delivering high-quality arts experiences for New Zealanders.

You can find a list of organisations already in the Tōtara programme on our website at: www.creativenz.govt.nz/whogotfunded

Is the Tōtara programme right for your organisation?

When considering whether Toi Tōtara Haemata is right for your organisation you need to be aware that:

- you'll be expected to offer all the activities we've specified for the key role you intend to apply for (these key role activities are listed from page 5 of this document)
- you'll be expected to operate within our funding guidelines for the particular key role (these guidelines are set out from page 9 of this document)

- you won't be able to get any additional funding from Creative New Zealand through our Toi Uru Kahikatea (Arts Development) investment programme, our Arts Grant and Quick Response funding programmes, or the Creative Communities Scheme.

Which organisations are eligible for Tōtara funding?

Your organisation has to meet these requirements:

Creative New Zealand's standard requirements

- You must meet our general eligibility criteria. See [Toi Tōtara Haemata \(Arts leadership\) investment programme](#) under Eligibility, and also any requirements specific to your organisation's particular artform. See [Application requirements and guidelines for specific activities](#).

Your activities and legal status

- You must be based in New Zealand and offer a regular or continuous programme of arts activity that directly benefits New Zealand arts, artists or practitioners.
- You must be a trust or an incorporated body (such as an incorporated society or company), and your governing document (for example a Trust Deed or Constitution) must allow you to carry out artistic activity.

Governance and accounts

- You must have effective governance arrangements to make sure that how you use and distribute funding is transparent, and you must have safeguards against self-interested decisions.
- You must have a set of audited accounts for at least the last two financial years.

Your past and current funding arrangements

- Your organisation must have:
 - successfully delivered and reported on at least one investment grant (either Tōtara or Kahikatea) in the last three years, or
 - at least three recent Creative New Zealand project grants.

- You must not be in “default” or “on notice” with Creative New Zealand. Please see the “Key terms and definitions” section on page 18 for what we mean by those terms.
- You can’t be a tertiary education organisation seeking funding for its core business, or an institution mainly funded by another central or local government agency (like an art gallery or museum) that’s seeking funding for its core business.

Key roles available in 2016

This section sets out the key roles available under the Tōtara programme in 2016.

For each key role we list the activities ('key role activities') we expect an organisation to deliver in filling that key role.

Multidisciplinary arts

'Multidisciplinary Services Organisation' key role: Arts participation and access for excluded communities

This role consists of providing opportunities and services that promote participation in the arts and experience of the arts for excluded communities – that is, people who would otherwise not have access to the arts because of their special needs or situation (for example, a physical disability, or being in prison).

An organisation proposing to fill this key role will need to show how their annual programme of activity will provide specific services in each of the following areas:

- Capability-building and professional development for arts practitioners and arts organisations that work with excluded communities – such as mentoring programmes and specialist workshops
- Working with arts organisations to deliver access to arts experiences – for example, developing accessibility plans and putting them into effect, and using communication technologies for people with sensory impairments, such as seeing or hearing difficulties

- Providing specialist advice and expertise to relevant non-arts organisations on how to provide access to the arts and develop arts programmes
- Providing training opportunities for members of excluded communities on how to advocate for the arts and improve access to the arts for their communities
- Providing career guidance to exceptionally talented artists from excluded communities.

For more information about the Multidisciplinary Services Organisation key role, and to discuss your intention to apply, please contact:

Briar Monro

Senior Advisor, Community Arts

briar.monro@creativenz.govt.nz

'Multidisciplinary Arts Festival' key role

This key role can be filled by three organisations – two in the North Island and one in the South Island.

A multidisciplinary arts festival supported through the Tōtara programme will be expected to deliver all the following activities:

- Commissioning and developing excellent and innovative new New Zealand work across a range of artforms
- Presenting a diverse programme of excellent and innovative New Zealand art and New Zealand work across artforms and cultural traditions, including Māori arts and Pacific arts
- Community arts projects and events
- Working in collaborative partnerships with other arts organisations and arts festivals, nationally and/or internationally.

For more information about the Multidisciplinary Arts Festival key role, and to discuss your intention to apply, please contact:

Rose Campbell

Senior Advisor, Dance, Inter-arts and Multidisciplinary Arts

rose.campbell@creativenz.govt.nz

Theatre

‘Main Centre Theatre’ key role

Support is available for three theatre companies to fill the Main Centre Theatre key role – one in each of Auckland, Christchurch and Wellington.

A theatre organisation filling a Main Centre Theatre key role will be expected to deliver all the following activities as part of an annual programme:

- A continuous programme of consistently high-quality theatre productions for audiences in Auckland, Christchurch or Wellington
- Programmes and events that increase audiences and public appreciation for New Zealand theatre
- Investment in the creation and presentation of Māori and Pasifika theatre works
- Outreach programmes, including workshops, forums and activities that connect with a diverse range of communities and audiences
- Providing the resources needed to realise consistently high production values (for example through the resourcing of design, stage management, lighting, sound, costumes, prop-making and set construction)
- The development and presentation of a regular programme of new New Zealand theatre work
- Opportunities for creative and professional development for New Zealand theatre practitioners, both emerging and established
- Collaborations with a range of New Zealand theatre organisations and practitioners and broader arts organisations.

For more information about the Main Centre Theatre key role, and to discuss your intention to apply, please contact one of the advisers below:

Catherine Nola

Senior Arts Adviser, Theatre

catherine.nola@creativenz.govt.nz

Simon Vincent

Arts Adviser, Theatre

simon.vincent@creativenz.govt.nz

‘Māori Theatre’ key role:

Theatre by Māori, for Aotearoa and the world

An organisation filling the Māori Theatre key role will be expected to deliver all of the following as part of an annual programme:

- The creation and presentation of high-quality Māori theatre for targeted audiences
- Programmes and events that increase audiences and public appreciation for New Zealand theatre
- Collaborations with a range of Māori theatre organisations and practitioners to develop and present work
- Collaborations with partners who can increase the distribution of high-quality Māori theatre work
- Providing the resources needed to realise consistently high production values (for example through the resourcing of design, stage management, lighting, sound, costumes, prop-making, and set construction)
- Maintaining and developing networks and links with a range of iwi, hapū and Māori organisations throughout New Zealand
- Programmes and activities where Mātauranga Māori will be evident (for an explanation of Mātauranga Māori please see the “Key terms and definitions” section on page 26).

For more information about the Māori Theatre key role, and to discuss your intention to apply, please contact:

Haniko Te Kurapa

Pouarahi Toi, Tikanga Maori

haniko.tekurapa@creativenz.govt.nz

‘Theatre in Te Reo’ key role:

Developing and nationally presenting high-quality theatre in te reo for young audiences.

An organisation filling the ‘Theatre in Te Reo’ key role will be expected to deliver all of the following as part of an annual programme:

- Commissioning and presenting consistently high-quality theatre productions in te reo that are suitable for audiences up to the age of 18

- Developing tour-ready productions in te reo that can be easily presented in a range of venues suited to young audiences, including marae and community venues
- Successful touring to multiple regional centres outside the Wellington and Auckland CBD, including centres in the South Island
- Maintaining and developing the people and resources required to realise consistently high production values
- Maintaining and developing networks and links with a range of iwi, hapū and Māori organisations throughout New Zealand
- Programmes and activities where Mātauranga Māori will be evident in the practice and the results of the organisation's work (for an explanation of Mātauranga Māori please see the "Key terms and definitions" section on page 18).

For more information about the 'Theatre in te reo' key role, and to discuss your intention to apply, please contact:

Haniko Te Kurapa

Pouarahi Toi, Tikanga Maori

haniko.tekurapa@creativenz.govt.nz

'Theatre for Young People' key role

An organisation filling the 'Theatre for Young People' key role will be expected to deliver all of the following as part of an annual programme:

- The creation of high-quality New Zealand theatre for New Zealand young people up to age 18
- At least two national tours of New Zealand work
- Programmes and events that increase audiences and public appreciation for New Zealand theatre
- Collaborations with a range of New Zealand theatre organisations and practitioners, resulting in the creation and/or presentation of New Zealand theatre targeted at New Zealand young people.

For more information about the Main Centre Theatre key role, and to discuss your intention to apply, please contact one of the advisers below:

Catherine Nola

Senior Arts Adviser, Theatre

catherine.nola@creativenz.govt.nz

Simon Vincent

Arts Adviser, Theatre

simon.vincent@creativenz.govt.nz

Theatre Development' key role

An organisation filling the 'Theatre Development' key role will be expected to present, as part of their annual programme:

- A regular programme of New Zealand theatre
- New, innovative work by New Zealand theatre practitioners
- Work by emerging theatre practitioners, including work by emerging Māori and Pasifika practitioners and practitioners from New Zealand's diverse cultures
- Work that supports the creative and professional development of New Zealand theatre practitioners
- Work that increases audiences and public appreciation for New Zealand theatre.

For more information about the Main Centre Theatre key role, and to discuss your intention to apply, please contact one of the advisers below:

Catherine Nola

Senior Arts Adviser, Theatre

catherine.nola@creativenz.govt.nz

Simon Vincent

Arts Adviser, Theatre

simon.vincent@creativenz.govt.nz

'Creative Development Services' key role

- An organisation filling the 'Creative Development Services' key role will be expected to deliver all the following as part of an annual programme:
- High-quality script advisory services that support the creative development of all forms of contemporary theatre, including devised and physical theatre and music/theatre

- Developing and distributing best-practice resources related to the creative development of contemporary theatre
- Promotion, distribution and agency services for playwrights and other theatre makers
- Facilitation and support for critical discussion and debate about contemporary New Zealand theatre practice – for example, regional and national forums and symposiums and the publication of critical writing
- Publishing and distributing high-quality New Zealand theatre work in print and/or digital formats.

For more information about the Creative Development Services key role, and to discuss your intention to apply, please contact one of the advisers below:

Catherine Nola

Senior Arts Adviser, Theatre

catherine.nola@creativenz.govt.nz

Simon Vincent

Arts Adviser, Theatre

simon.vincent@creativenz.govt.nz

Funding guidelines for Tōtara key roles in 2016

How our funding guidelines work

Our funding guidelines show the funding range that Creative New Zealand will consider providing for each key role. A funding range may be expressed as a percentage of an organisation's total revenue or as a dollar range amount.

For the purposes of the funding guidelines:

- A theatre or multi-disciplinary service organisation's total revenue is the average revenue recorded in its last three sets of audited annual accounts
- A multidisciplinary arts festival's total revenue will be the average revenue recorded in its last two festival presentation years as shown in last two sets of audited accounts.

As well as our investment, we expect organisations in the Tōtara programme to obtain financial and in-kind support from a range of other sources. This may include:

- local authority grants and other forms of public subsidy
- philanthropic support or other investments
- sponsorship or corporate partnerships
- donations, fundraising, gifts or patron income
- general revenue (other than box office, sales of art works, and fees for services)
- accurately valued in-kind support.

For what we mean by 'in-kind support' and 'accurately valued', see 'In-kind support' see 'Key terms and definitions', at page 18 of this document.

Multidisciplinary Arts – Funding guidelines

Guideline for 'Multidisciplinary Services Organisation' key role

We expect that a service organisation will receive financial and in-kind support from a range of supporters other than Creative New Zealand. We also expect that they will earn revenue through providing the relevant services.

The level of funding Creative New Zealand will provide for this key role will depend on the costs of the subsidised services that we want to be provided for the arts sector.

We will usually contribute towards the organisation's infrastructure costs, as well as towards the costs of providing specified services.

We expect that we will contribute up to \$300,000 per year to an organisation filling the Multidisciplinary Services Organisation key role.

Guideline for 'Multidisciplinary Arts Festival' key role

Creative New Zealand may offer funding from 5% to 12% of the festival's total revenue, depending on the funded activity.

At the lower end of this range, activities will include:

- community arts projects and events
- presenting (new or remounted) excellent and innovative New Zealand art and/or New Zealand work, including contemporary Māori arts and Pacific arts
- the presentation and transmission of Māori heritage arts and Pacific heritage arts.

At the higher end of the range, activities will include:

- developing and presenting large-scale innovative community arts projects and events
- presenting excellent and innovative New Zealand art and/or New Zealand work (including contemporary Māori arts and Pacific arts) in two or more centres within the region of the festival

- commissioning, developing and/or remounting excellent and innovative New Zealand work across arts disciplines and cultural traditions in collaboration with other arts organisations and/or arts festivals (nationally and/or internationally). This may include contemporary Māori and Pacific work.

Creative New Zealand will usually contribute towards the organisation's infrastructure costs, as well as towards the costs of providing specified services.

Creative New Zealand expects to contribute up to \$380,000 per year to an organisation filling the Creative Development Services key role.

Theatre – Funding guidelines

Guideline for 'Main Centre Theatre' key role

For a theatre in a large population centre of more than 1 million, Creative New Zealand may contribute between 15% and 20% of the company's total revenue.

For a theatre in a medium-size population centre (between 420,000 and 1 million), Creative New Zealand may contribute between 17% and 23% of the company's total revenue.

Guideline for 'Māori Theatre' key role

Creative New Zealand may contribute between 48% and 56% of the company's total revenue.

Guideline for 'Theatre in Te Reo' key role

Creative New Zealand may contribute between 48% and 56% of the company's total revenue.

Guideline for 'Theatre for Young People' key role

Creative New Zealand may contribute between 30% and 35% of the company's total revenue.

Guideline for 'Theatre Development' key role

Creative New Zealand may contribute between 36% and 44% of the company's total revenue.

Guideline for 'Creative Development Services' key role

We expect that a service organisation will receive financial and in-kind support from a range of supporters other than Creative New Zealand. We also expect that they will earn revenue through providing the relevant services.

The level of funding Creative New Zealand will provide for the Creative Development Services key role will depend on the costs of the subsidised services that we want to be provided for the arts sector.

The application and assessment process

By 5.00 pm, Friday 8 April 2016	Expressions of interest and eligibility check (if applicable)
By 5.00 pm, Friday 20 May 2016	Deadline for submitting your application
May – July 2016	Creative New Zealand assesses eligible applications – this involves: <ul style="list-style-type: none">▪ assessment by our staff and by independent external assessors▪ our staff developing preliminary recommendations▪ a meeting of the Investment Advisory Panel▪ consideration of our Chief Executive's recommendations by the Arts Council.
By Friday 29 July 2016	The Arts Council makes final decisions and you are notified of the decision.
By Friday 25 November 2016	Funding agreements are negotiated with the successful organisations.
From 1 January 2017	The funding term begins.

How to apply

Step 1. Expression of interest and checking your eligibility (if applicable)

By Wednesday 13 April 2016 you need to contact the Creative New Zealand Arts Adviser that works in your area of arts practice to tell us that you are interested in applying under the Tōtara programme.

The arts adviser will work through our eligibility checklist with you, if this is applicable to you (for the Tōtara eligibility requirements, see page 6 of this RFP).

You may need to provide evidence that you meet our eligibility criteria if we don't already have that information on file.

Step 2. Submitting your application

Submit your application using our online portal.

We'll send you instructions on how to apply using the portal, and the log-in details you need, after you've contacted us to express your interest and after you've completed the eligibility check (if applicable).

You must submit your application by **5:00 pm on Friday 20 May 2016**.

Please see the Application Guide at page 13 in this document for what you'll need to include in your application.

How we assess and decide on your application

1. Assessment by Creative New Zealand staff

Creative New Zealand staff will assess your application. This will include:

- your organisation's ability to meet our 'Track record' requirements, if these apply to you (see the Application Guide on page 13)
- your organisation's performance over the last two years
- how strongly your proposal delivers to the key roles you're applying for and the required key role activities
- the strength of your future programme (your activities for 2017 to 2019)
- budgets and financial information.

2. Independent external assessment

We get independent external assessors to assess:

- how strongly your proposal delivers to the key roles you're applying for and the required key role activities
- the strength of your future programme (your activities for 2017 to 2019).

3. Preliminary recommendations

Creative New Zealand staff develop a preliminary set of recommendations based on:

- the results of the assessments done by us and by the independent assessors
- the funds we have available
- how strongly your proposal delivers to the key roles you're applying for and to our investment programmes generally
- how your organisation has performed under any previous funding agreements you've had with Creative New Zealand.

4. Review by the Investments Advisory Panel

The role of this panel, which is made up of independent assessors, is to:

- review and provide advice on our preliminary recommendations
- review the assessment process that was followed to make sure of its integrity and effectiveness.

5. Final recommendations

Creative New Zealand staff then develop a set of final recommendations, based on the preliminary recommendations, the feedback from the Investment Advisory Panel, and the funds we have available. These final recommendations, once approved by our Chief Executive, then go to the Arts Council for a decision.

6. Decision-making

Final investment decisions are made by the Arts Council.

To make sure we have a consistent approach to assessing proposals, we use a set of indicators, guidelines and scales. These are set out in the Funding Guidelines at page 9 of this document.

Application guide

Part A: Track record

If you're a current Toi Tōtara Haemata organisation with a track record of satisfactorily delivering a key role you don't need to complete this part of the application (Part A, 'Track record').

All other organisations **must** attach the following Part A information to their application.

The information you provide for Part A is assessed only by Creative New Zealand's staff and isn't made available to the independent external assessors.

Information to include in your application

1. Well-run

Attach the following types of organisational documents to your application, unless you have confirmed that we already hold these on file:

- constitution or articles of association
- strategic plan
- business plan
- audience development and action plan
- Board minutes and papers from the last 12 months
- the last two annual reports
- job descriptions for the Chief Executive/Artistic Director
- an organisational chart showing the structure and positions within your organisation.

Our Assessment measures

The indicators we use when assessing whether your organisation is well-run are that it:

- has excellent governance and skilled managers
- has sound business and strategic plans that relate clearly to one another and that identify realistic development aims and KPIs

- has identified a range of audience-engagement activities and opportunities and has sound market-development plans for engaging with audiences
- regularly achieves or exceeds its performance targets (KPIs).

2. Financially sound

Attach the following documents as one combined PDF document:

- your last two sets of audited accounts, including any letters from your auditors
- your current (2016) annual budget
- six-monthly budget reports for the last 18 months.

Ideally your organisation will have an unqualified audit opinion for the past two financial years.

Our Assessment measures

These are the indicators we use to assess whether your organisation is financially sound:

- It is solvent.
- It has maintained a healthy net equity surplus over the last two financial years and its projected financial performance is not significantly impairing the net equity position.
- It has generated a positive net operating surplus over the past two financial years.
- Its projections are comparable and realistic, and its financial position and financial performance are not declining.
- It is a 'going concern'.
- It maintains an overview of its cash flow and its overall financial situation.
- Either: 1. It has systems and processes in place to make sure that it takes responsibility for financial monitoring and that it remains a solvent, going concern, or 2. the Board takes responsibility for financial monitoring and takes action as appropriate.

3. Stakeholder support

Attach a summary of your organisation's financial and in-kind stakeholder support in the last two years and its plans for the next two years. This support may include:

- local authority grants and other forms of public subsidy
- philanthropic support or other investments
- sponsorship or corporate partnerships
- donations, fundraising, gifts or patron income
- general revenue (other than box office, sales of art works, and fees for services)
- accurately valued in-kind support.

For what we mean by 'in-kind support' and 'accurately valued', see 'Key terms and definitions', on page 18 of this document.

Attach written confirmation of future financial or in-kind support (if available).

For each stakeholder or supporter please identify:

- who they are (for example, Foundation North, Gaming Trust, Society Friends, Patrons, City Council)
- the form of the support (for example, a rent or rate rebate, subsidy, donation, corporate sponsorship, in-kind or volunteer support)
- the monetary value of the support received.

Combine all this stakeholder support information and attach it as one PDF if possible.

[Maximum 500 words]

Our Assessment measures

The indicators we apply when assessing levels of support from other stakeholders and supporters are that the organisation will have:

- attracted investment from other funders (see our funding guidelines set out from page 9 of this document)
- established as diverse a range of financial support as possible from a range of public and/or private sources

- assigned responsibility for fundraising to a specific staff member
- confirmed that stakeholder support will be available in the future, preferably at increasing levels

4. Playing a leadership role

Attach a summary of how your organisation has provided leadership in the ways set out in Creative New Zealand's assessment measures and indicators (see below) over the last two years.

Describe any recent collaboration with other arts organisations and the outcomes of those collaborations.

[Maximum 750 words]

You can attach up to three letters of reference from other organisations or other evidence to support your statement.

Combine this information and attach it as one PDF if possible.

Our Assessment measures

We assess the extent to which your organisation has recently provided leadership and vision within its area of arts practice.

The indicators we apply are whether, over the last two years, the organisation has successfully:

- collaborated with other arts organisations and practitioners
- enabled New Zealand's diverse communities, including Māori and Pacific communities, to participate in high-quality arts experiences and/or services
- provided opportunities and/or services that strengthen and develop the practice of your organisation's particular artform in New Zealand
- contributed to the broader development of the arts sector and arts infrastructure in New Zealand.

5. Standard of programme delivery

Please attach:

- a recent programme schedule of activities your organisation has undertaken in the last two years that relate to the key role or roles you are applying for. Clearly identify:
 - what the activities were
 - who they were for (including whether they were for audiences or participants)
 - where and when each activity happened
- a written statement explaining:
 - how you monitored and evaluated the quality and success of this programme
 - the results of that monitoring and evaluation, and
 - any changes you're proposing in order to maintain or improve your standards of programme delivery.

[Maximum 500 words]

Combine and attach as one PDF if possible

Our Assessment measures

We assess how your organisation has monitored the quality of its programme delivery in the last two years.

The indicators we apply are whether the organisation regularly:

- monitors and evaluates its quality of programme delivery and/or standards of service delivery and seeks to continually improve them
- seeks the views of audiences, artists and the community about the quality of its work or services and about ways in which its work or services might be strengthened
- looks for new or innovative ways to improve how it develops, presents and/or distributes its work or services.

Part B: Future programme

You **must** attach the following information to your application.

Information submitted about your future programme in this Part B is assessed both by Creative New Zealand staff and by the independent external assessors.

By 'future programme' we mean the schedule of activities, events and services your organisation will develop and deliver in the 2017, 2018 and 2019 calendar years.

Information to include in your application

Attach your responses to the following as a Word or PDF document:

1. Summary information

- the key role or roles you're applying for
- total proposed investment to deliver each key role in the 2017, 2018 and 2019 calendar years

2. How you will deliver to the key role activities

Outline the programme of activities, events and services you will develop and deliver in 2017, 2018 and 2019, and show how it will successfully deliver to each key role activity.

In this section we use the term 'programme activity' to mean all the individual activities, events and services that make up your organisation's programme. 'Key role activity' means the activities an organisation needs to carry out for a particular Tōtara key role.

Your 2017 programme will need to clearly identify:

- the name and nature of each planned programme activity
- how many events will make up each programme activity and where and when they will occur
- who you expect will participate in or attend each programme activity
- who will provide the artistic leadership for the programme activity, and what the staffing needs will be
- how you will assess the quality and success of the programme activity.

If there are aspects of your future programme in 2018 or 2019 that are yet to be confirmed or are indicative only, please write 'TBC' alongside that aspect.

[Maximum 500 words per programme activity]

3. Strength of your future programme

Tell us how your organisation will deliver to our Strength of Future Programme assessment measures (see below).

[Maximum 2000 words]

Our Assessment measures

Delivery to Key Role Activities

We assess the extent to which your programme and/or services align to the key role activities described for the key role you are requesting funding for.

Strength of Future Programme

We also assess how your organisation will:

- provide leadership within and to the arts sector
- successfully collaborate with other arts organisations
- deliver specified benefits to the arts and to audiences or participants
- achieve the highest possible standards with careful use of resources
- develop markets and audiences for New Zealand arts
- enable New Zealand's diverse communities, including Māori and Pacific communities, to participate in high-quality arts experiences.
- strengthen and develop the practice of its artform in New Zealand
- contribute to the broader development of the arts sector and arts infrastructure in New Zealand through your future programme.

4. Activity budgets

Attach (in Microsoft Excel format):

- a detailed budget for your 2017 programme activities, and
- indicative budgets for your programme activities in 2018 and 2019.

Each activity budget needs to identify:

- revenue and expenses directly attributable to that activity
- any overhead and infrastructure expenses
- the total amount of Creative New Zealand investment for that programme activity
- revenue from other sources for that programme activity
- the number of paying audience members or participants you expect
- the total number of audience members or participants you expect, both paying and non-paying.

You should provide good explanatory notes to help Creative New Zealand's assessors understand your programme activity budgets.

If your organisation has previously carried out programme activities similar to those proposed in your future programme, please provide the actual revenue and expenses for those activities in 2015 and/or projected for 2016.

Those programme activity budgets can be presented in your organisation's own format.

5. Statements of financial performance and position

Using the template provided, attach the following information:

- a projected statement of financial performance for each of the years for which you're seeking to deliver the key role
- a projected statement of financial position as at 31 December 2016.

The Statement of Financial Performance & Position template can be downloaded from the 'Start' tab of the online application form.

Our Assessment measures

When we assess the credibility, completeness and accuracy of the financial information provided, we use the following indicators:

- The budgets and the future financial performance and position statements provide sufficient detail to understand the basis on which the financial information has been calculated.
- The budget categories and the future financial performance and position statements are complete and include all relevant figures.
- All the calculations in the budgets and future financial performance and position statements are accurate.
- The financial assumptions underpinning the budgets are valid and accurately reflect the likely revenue and costs of each proposed activity.
- The amounts requested are credible, given the organisation's funding history and/or Creative New Zealand's previous levels of grant for similar types of activity.

Key terms and definitions

In this section we explain what we mean by the various terms used in this Request for Proposals or in other publications about the Tōtara programme. For definitions of any other terms used by Creative New Zealand that aren't listed here, please visit:

www.creativenz.govt.nz/en/getting-funded/glossary

Active engagement is when Creative New Zealand becomes more closely involved with a funded organisation and its operations because we have concerns about the organisation's performance. Special provisions in Toi Tōtara Haemata and Toi Uru Kahikatea funding agreements allow us to do this.

Audience: An organisation's 'audience' will vary according to the nature of the particular organisation. It may include readers, viewers, artists and practitioners, or the people the organisation offers services to.

Collaboration: Collaboration may involve:

- collaborating in the development or presentation of a work
- sharing services or resources
- coaching and mentoring to help with the professional development of individual theatre practitioners.

An application that demonstrates strong collaboration will:

- identify the collaborating parties and the purpose and timeframe for the collaboration
- identify the financial, physical and human resources that each party will bring to the collaboration
- identify how any copyright, rights of attribution or intellectual property rights in a resulting work are to be treated.

Default status refers to where an organisation that's receiving funding from Creative New Zealand is overdue in its reporting or has seriously breached its funding agreement with us.

Future programme means the schedule of activities, events and services that an arts organisation will develop and deliver in the 2017, 2018 and 2019 calendar years.

In-kind support means goods and services provided at no cost to an organisation. We consider in-kind support to be 'accurately valued' when it's included in an organisation's audited financial statements in accordance with NZ GAAP. However, in some cases an organisation may be able to demonstrate that in-kind support is accurately valued by providing us with additional evidence instead.

You can find further guidance on recognition, measurement and disclosures of in-kind support in the accounting standard for not-for-profit entities, PBE IPSAS 23 Revenue from Non-Exchange Transactions.

Investment in the creation and presentation of Māori and Pasifika theatre works – This activity for the 'Main Centre Theatre' key role can include: providing financial investment; providing venues, rehearsal spaces, or production resources and materials; and providing marketing and promotion support or practitioner expertise.

Key roles refers to the key roles identified for the Tōtara programme from page 5 of this RFP.

Key role activities refers to the range of activities listed for each key role from page 5 on this RFP. An organisation applying for a key role is expected to develop and deliver all the key role activities associated with that key role.

Mātauranga Māori generally refers to Māori knowledge systems and values. It broadly includes traditions, values, concepts, philosophies, world-views and understandings derived from uniquely Māori cultural points of view. It takes account of customary and contemporary systems of knowledge. In everyday situations, Mātauranga Māori is an umbrella term that draws on knowledge systems such as whakapapa (genealogy), tikanga Māori (Māori protocol), manaakitanga (hospitality and consideration), and taonga tuku iho Māori (treasured arts and heritage).

An organisation that demonstrates Mātauranga Māori will usually have the following features:

- It is governed and managed by Māori.
- Māori elders are regularly engaged by and supportive of the organisation's work and practice.
- Tikanga is evident in the practice of the organisation.
- The activities the organisation proposes will be by Māori, for Aotearoa and the world.

Multidisciplinary arts means projects and activities that feature more than one main artform and that involve at least two different artforms of any cultural tradition. We currently support several types of arts activities in the multidisciplinary arts category – for example:

- community arts projects – like those of the Gap Filler Trust in Christchurch
- workshops and symposiums involving artforms of particular cultural traditions – for example, the Tafesilafa'i Samoa Culture Association
- touring – for example Arts On Tour NZ
- arts festivals – for example, the Auckland and Christchurch arts festivals and the New Zealand Festival of the Arts
- arts programmes specifically designed for excluded communities – for example, Arts Access Aotearoa.

On Notice is the status that Creative New Zealand assigns to an organisation that the Arts Council has decided to stop funding. Reasons for a client being placed 'On Notice' include a breach of funding agreement or a failure of the organisation to meet Active Engagement requirements. The intention of On Notice is to provide a way for the organisation to transition from receiving Creative New Zealand funding to no longer receiving Creative New Zealand funding.

Programme refers to a schedule of activities, events and services developed and delivered by an arts organisation. In this RFP we also frequently refer to 'future programme', which is the programme you will develop and deliver in the 2017, 2018 and 2019 calendar years.

Programme activities refer to the individual activities, events and services that make up an arts organisation's programme.

Toi Tōtara Haemata or Tōtara programme means Creative New Zealand's Toi Tōtara Haemata (Arts Leadership) investment programme.

Tōtara Haemata is a term that refers to a rangatira, or chief, with many qualities of leadership that help ensure the survival of the tribe. Rangatira are skilled in many areas, have a wide traditional knowledge base, and are always looking to improve, collaborate and work out strategies that will advance the tribe's resources.

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