

# Managing and producing services for theatre and dance groups

## Guidelines for proposals

This is an invitation to submit a proposal to the Australia Council and Arts Queensland to deliver managing and producing services to Queensland theatre and dance groups for the period 1 July 2008 – 30 June 2011.

### 1. BACKGROUND

The Australia Council and Arts Queensland acknowledge that the dynamism and vibrancy of the small-to-medium performing arts sector are essential to the cultural life of Australia. While both agencies currently support many theatre and dance organisations on an annual or triennial basis, we recognise that there are many more groups that regularly create high-quality theatre and dance work and which also need to be supported.

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

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

### 2. THE AIMS OF THE PROJECT

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

### 3. THE ROLE OF THE PRODUCER

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

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<sup>1</sup> [www.australiacouncil.gov.au/make\\_it\\_new](http://www.australiacouncil.gov.au/make_it_new)

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

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

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

The producer's job is to:

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

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

#### **4. THE WORK TO BE DONE**

You will be required to establish and deliver managing and producing services for theatre and dance groups working in Queensland. Your services will be allocated approximately equally between the artforms. While you are asked to nominate the groups you wish to work with, the final selection will be a matter for negotiation between the shortlisted applicant and the two funding agencies.

##### ***Producing***

To work with the selected groups to produce new projects, including:

- realisation of projects through associated project and financial management, within budget
- mentoring emerging groups and supporting them to establish their practice
- encouraging closer, more productive relationships between venues and artists, such as company residencies and co-productions
- encouraging co-producing relationships between the selected groups and established producing companies
- promoting and facilitating collaborative working through an extensive knowledge of other artforms

##### ***Management and administration***

To manage the work of selected groups, including:

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

- establishing management, financial and administrative support
- fundraising for projects through grants and other processes
- contracting artistic collaborators and other freelancers/staff
- developing strong relationships with venues and festivals to encourage the programming of the selected groups
- undertaking tour bookings, including contracts and all practical arrangements
- ensuring venues are provided with technical, marketing and other information necessary in good time
- representation within Australia and internationally.

### ***Audience development and marketing***

To support the work of selected groups by providing services including:

- working with the selected groups to create appropriate marketing plans (with audience targets) and including the production of appropriate marketing material, images and company information
- in collaboration with presenting partners, managing all press liaison to promote the groups and their projects
- developing productive relationships with all appropriate stakeholders, including state and local government agencies, venues, festivals and other cultural institutions to build knowledge of and support for the groups' work.

## **5. SKILLS AND EXPERIENCE**

You will bring to the project:

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

## **6. MANAGEMENT AND SUPPORT OF PROJECT**

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

## **7. FUNDING AND AGREEMENT**

The funding for this project is a total of \$300,000 over three years. The Australia Council and Arts Queensland will together provide \$100,000 per

year for three years. Funding beyond the initial three years is possible but cannot be assumed. It will be the subject of further negotiations.

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

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

Our agreement with you will also include a stipulation that you must in turn have a service agreement with each of the groups you represent.

## **8. ELIGIBILITY**

Only legally constituted organisations may apply.

## **9. WHAT YOU NEED TO SUBMIT**

Your submission should include the attached application form as well as the following information in your own format:

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

### ***Your vision***

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

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

### ***Your services***

Your proposal will need to demonstrate how the services outlined above will be provided.

### ***Your track record***

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

### ***Your people***

This should include biographical information about the people involved in delivering the services, and the roles they will take.

### **Your budget**

Your budget may be in your own format, provided it includes the source and application of all funds. It should cover in detail the first 12 months of your proposed activities, and give an overview of the subsequent two years.

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

## **10. SELECTION CRITERIA**

Proposals will be assessed against the following criteria:

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

## **11. ASSESSMENT**

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

## **12. TIMELINE**

Proposals submitted	20 March 2008
Proposals assessed	by 18 April 2008
Results notified	by 30 April 2008
Project starts	1 July 2008
Project ends	30 June 2011

Proposals must be emailed with the subject heading "Managing and Producing Services" to [theatre@australiacouncil.gov.au](mailto:theatre@australiacouncil.gov.au) as an attached document that can be opened with Microsoft Word 2000.

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

For further information contact:

John Baylis (Director, Theatre, Australia Council)

[j.baylis@australiacouncil.gov.au](mailto:j.baylis@australiacouncil.gov.au)

02 9215 9192



## Managing and producing services

An initiative of the Australia Council for the Arts and Arts Queensland

### 1. NAME

Name of your organisation): \_\_\_\_\_

Your name or name of contact person:

Title:  Mr  Ms  Other (please specify) \_\_\_\_\_

Given names: \_\_\_\_\_

Family name: \_\_\_\_\_

### 2. ABN DETAILS

Your ABN:

In what name is the ABN registered? \_\_\_\_\_

What is your trading name or professional name  
(if relevant) \_\_\_\_\_

### 3. CONTACT DETAILS

Street address: \_\_\_\_\_

Suburb/Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Postal address: \_\_\_\_\_

(if the same as your street address, write 'as above')

Suburb/Town: \_\_\_\_\_ State: \_\_\_\_\_ Postcode: \_\_\_\_\_

Telephone:

Work ( ) \_\_\_\_\_ Home ( ) \_\_\_\_\_ Fax: ( ) \_\_\_\_\_

Mobile: \_\_\_\_\_ Email \_\_\_\_\_

Website address: \_\_\_\_\_

### 4. SUMMARY INFORMATION

What amount of money are you requesting? (AUD)\$ \$300,000 (\$100,000 per year for three years)

What is the start date for this activity? 1 July 2008

What is the end date for this activity? 30 June 2011

Briefly describe your activity **Management and producing services for project-based theatre and dance groups**

Where will you undertake your activity? **Queensland**

## 5. CERTIFICATION

### Privacy and Freedom of Information

The information you provide in your request or funding submission is used when processing and assessing your request or submission. To help promote Australia's contemporary arts, the Australia Council distributes information concerning successful requests and submissions to the commonwealth and state or territory governments, national and local media and the general public. It also publishes this information in the Australia Council's *Annual Report* and on the Australia Council web site. The Council will not use personal information for any purposes other than those consented to below and will not make further disclosures without consent.

The provisions of the *Freedom of Information Act 1982* apply to documents in the possession of the Australia Council.

#### I, the undersigned, certify that:

- I have read the relevant information provided for this funding request or submission and meet the general eligibility criteria.
- I note that in line with the National Aboriginal and Torres Strait Islander Arts Policy, the Australia Council requires that applications and requests with artistic content and/or stated intended outcomes relating to Aboriginal or Torres Strait Islander artists, communities or their activities, must provide letters of support from relevant Aboriginal or Torres Strait Islander artists and/or communities.
- The statements in this request are true to the best of my knowledge and any supporting material is my own work or the work of the artists named in this application.
- I acknowledge that this request may not be funded, or it may not be funded at the amount requested.
- I consent that information provided in this application may be used for training and testing purposes by Australia Council staff only.
- If this request is approved, I consent to the media or members of parliament being given information about the funded project and I may be contacted directly by them.
- I understand that any information given to applicants by a Council, Board or staff member should be seen as information only and that I should not alter my circumstances or act upon expectations arising from such information.

**NB: As this is an email submission, please include in the body of your email a statement that indicates that you have read section 5 (above) and certify completing the actions it requests. Your application must also be sent from your email address.**

## 6. ADDITIONAL MATERIAL

Please include with this form the additional material requested in **section 9** of the *Guidelines for Proposals*.

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

Proposals must be emailed with the subject heading "Managing and Producing Services" to [theatre@australiacouncil.gov.au](mailto:theatre@australiacouncil.gov.au) as an attached document that can be opened with Microsoft Word 2000 and can be printed out on white, single-sided A4 paper.

**Applications must be received by mail no later than  
5 pm on Thursday 20 March 2008.**