



Sustained Theatre Fund Guidance for applicants

Below is an outline summary of key information. Please see [Section three](#) for full eligibility criteria.

Summary of key information	
What is the focus of the fund?	<p>The aim of the Sustained Theatre fund is to support the development of established and emerging Black and minority ethnic theatre makers and to increase the representation of Black and minority ethnic theatre makers across the wider theatre sector in England.</p> <p>It supports our aim of strengthening the Black and minority ethnic theatre sector and responding to development opportunities and needs identified by Black and minority ethnic theatre makers to invest in talent and skills development, support R&D, create stronger career pathways for these theatre makers in the wider theatre sector and support the commissioning and production of new work by Black and minority ethnic theatre makers.</p> <p>The Sustained Theatre fund will support partnerships and consortia that can demonstrate meaningful collaborative working that brings together Black and minority ethnic theatre makers, the wider theatre sector and other suitable development partners or agencies in an equitable relationship.</p>

	Partnerships and consortia applications must also demonstrate an active involvement and leadership role by and for Black and minority ethnic theatre makers in the development of funding applications.
Who can apply?	Partnerships and consortia – to include but not limited to Black and minority ethnic theatre makers, National portfolio organisations, theatres and theatre companies, other arts organisations and professional development schemes or agencies.
Who cannot apply?	<ul style="list-style-type: none"> • Individuals • Individual organisations • Major partner museums • Music education hubs • Local authorities • Museums • Libraries
When is the deadline for applications?	5pm on Thursday 9 June 2016
How much can be applied for per application?	Between £200,000 - £500,000
When must the activity take place?	<p>Activities must start no earlier than 1 October 2016</p> <p>Funded activities must end no later than 31 December 2019</p>
Minimum match funding from other sources	20 per cent of total project budget

	At least 20 per cent of the total cost of the activity to come from sources other than the Arts Council, of which at least 10 per cent should be cash match funding.
When will we make our decision?	We will aim to notify applicants of our decision no later than 30 September 2016

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Section one – introduction

Welcome

Thank you for your interest in the Sustained Theatre programme. This guidance gives you information on how to apply for funding.

The fund will support partnerships and consortia that demonstrate how they will support the development of Black and minority ethnic theatre makers with the aim of strengthening the Black and minority ethnic theatre sector and increasing opportunities for Black and minority ethnic theatre makers and the Black and minority ethnic theatre sector across our theatres and theatre companies.

The Sustained Theatre fund will support development programmes that address talent and skills development, create opportunities for research and development (R&D), and identify and develop career progression pathways for established and emerging Black and minority ethnic theatre makers.

Development programmes should also open up access for Black and minority ethnic theatre makers to decision makers, spaces and theatre-making resources to support such theatre makers develop their creative practice and new work.

The Sustained Theatre fund has been developed in response to conversations between Arts Council England and Black and minority ethnic theatre makers. Its aim is to repurpose the remaining £1.68 million of Sustained Theatre capital funds as revenue funds to support development opportunities for Black and minority ethnic theatre makers.

We anticipate making four to six awards through the Sustained Theatre programme.

We believe that our national diversity is one of our great resources and we expect that the work that we fund will reflect this and will be alive to the opportunities that diversity offers.

Arts Council England strives to comply with the public Sector Equality Duty and to promote equality in relation to the characteristics protected by the [Equality Act 2010](#). We are also committed to promoting equality across differing socioeconomic groups.

By diversity we mean the multitude of ethnicities, faiths and socioeconomic classes which reflect contemporary England. Our concept of diversity includes disabled people, older people, and people of all genders and sexual orientations. It also recognises the breadth of England's regions, from the most rural to the inner city.

Our arts-driven concept of diversity as opportunity represents a shift in perspective, from regarding diversity as a prescriptive aspect of equality legislation to understanding its creative potential and the ways in which it can promote long-term organisational resilience. We call this the [Creative case for diversity](#). In preparing their application, applicants should find opportunities to tell us how their work will support this progressive and positive perspective.

About Arts Council England

Arts Council England champions, develops and invests in artistic and cultural experiences that enrich people's lives. We support a range of activities across the arts, museums and libraries – from theatre to digital art, reading to dance, music to literature, and crafts to collections.

Great art and culture inspires us, brings us together and teaches us about ourselves and the world around us. In short, it makes life better. Between 2015 and 2018, we plan to invest £1.1 billion of public money from government and an estimated £700 million from the National Lottery to help create these experiences for as many people as possible across the country.

On behalf of the Department for Education, we are investing over £75 million between 2015 and 2016 in a network of 123 music education hubs across England.

For more information about the Arts Council visit www.artscouncil.org.uk

About Arts Council England's strategic funds 2015-18

Our Strategic funds help us to target particular challenges, opportunities or gaps, creating the environment for further development to take place in the arts and culture sector. Ultimately, they help us meet the goals set out in our strategy, [Great art and culture for everyone](#). Our goals, for reference, are as follows:

Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries

Goal 2: Everyone has the opportunity to experience and be inspired by the arts, museums and libraries

Goal 3: The arts, museums and libraries are resilient and environmentally sustainable

Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled

Goal 5: Every child and young person has the opportunity to experience the richness of the arts, museums and libraries

All of these goals are important, but we expect successful applicants to the Sustained Theatre fund to make a strong case under Goal 1: Excellence is thriving and celebrated in the arts, museums and libraries and also make a contribution to Goal 4: The leadership and workforce in the arts, museums and libraries are diverse and appropriately skilled.

Section two – purpose of the Sustained Theatre fund

Aims and outcomes

The aim of this fund is to support the development of established and emerging Black and minority ethnic theatre makers. This will be achieved by supporting programmes of activity that provide opportunities for talent and skills development, R&D, the creation of career pathways into the wider theatre sector and support for the commissioning and production of new work by Black and minority ethnic theatre makers.

For the purposes of the Sustained Theatre fund we are defining theatre makers to include, but not be limited to, writers, producers, directors, designers, technical and backstage as well as marketers and fundraisers. We want to support the professional development of and investment in creative talent across this broader definition of theatre makers.

We want to support partnerships and consortia that demonstrate a strong understanding of the development needs of Black and minority ethnic theatre makers and the barriers they face in developing, producing and presenting work, including by reason of restricted access to spaces and resources. We want to ensure that partnerships and consortia applying for Sustained Theatre funding can support the development needs of Black and minority ethnic theatre makers but also facilitate access by Black and minority ethnic theatre makers to decision makers, spaces and theatre making resource to ensure that their work is supported appropriately.

The Sustained Theatre fund has been developed in response to conversations between Arts Council England and Black and minority ethnic theatre makers. Its aim is to create a step change in the theatre sector that both recognises and invests in the talent and development of Black and minority ethnic theatre makers, and ensures that they have equitable access to opportunities across the wider theatre sector.

The Sustained Theatre fund also recognises the importance of consortia and partnership applicants proposing development programmes that are focused on increasing opportunities for Black and minority ethnic theatre makers.

The central aims of the fund are:

- to invest in the talent and skills development of established and emerging Black and minority ethnic theatre makers
- to provide Black and minority ethnic theatre makers with opportunities for R&D, residencies, commissions, production, access to decision makers, spaces and theatre making resources to support the development of their creative practice and new work
- to support professional development and career progression pathways for Black and minority ethnic theatre makers at all levels through offering relevant training opportunities, mentoring support and access to on the job opportunities
- to create a lasting legacy of both strengthening the Black and minority ethnic theatre sector and increasing the visibility and presence of Black and minority ethnic talent and leaders across theatres and theatre companies in England and encouraging greater collaborative working

How much funding is available?

A total budget of up to £2 million is available through the fund. Applicants can apply for between £200,000 and £500,000 for activity to be delivered over a period of up to three years.

Geographical focus

The Arts Council intends to ensure that a minimum of 75 per cent of all Lottery funding is spent outside London for the 2015-18 period. However for this fund we also recognise the high concentration of Black and minority ethnic-led organisations and artists in London.

Section three – eligibility

Please read the eligibility requirements for the fund carefully. If you do not meet any of these requirements we will be unable to consider your application for funding.

Who can apply?	<ul style="list-style-type: none">• Partnerships and consortia – to include, but not be limited, to Black and minority ethnic theatre makers, National portfolio organisations, theatres and theatre companies, other arts organisations and professional development schemes or agencies <p>All partnerships and consortia applications must demonstrate an active involvement and leadership role by and for Black and minority ethnic theatre makers in the development of funding applications</p>
Who cannot apply?	<ul style="list-style-type: none">• Individuals• Individual organisations• Major partner museums• Music education hubs• Local authorities• Museums• Libraries
What activity can be supported?	<p>Examples of the type of activity that can be supported include:</p> <ul style="list-style-type: none">• development programmes designed to improve opportunities and enhance talent and skills development for Black and minority ethnic theatre makers• R&D, commissioning and production support including opening up access to decision makers, spaces and theatre making resources to support Black and minority

	<p>ethnic theatre makers with the development of their creative practice and new work</p> <ul style="list-style-type: none"> initiatives supporting career progression pathways for established and emerging Black and minority ethnic theatre makers through offering relevant training opportunities, mentoring support and access to on the job opportunities
What activity cannot be funded?	<ul style="list-style-type: none"> activities that are not related to the arts activities that do not benefit or engage people in England (in the short or long term) or that do not help artists and arts organisations in England to carry out their work activities (including buying goods or services) that have started, been bought, ordered or contracted before we make a decision about your application. This is because we cannot fund activity retrospectively costs that are already paid for by other income including your own funds or any other funding
How much can be applied for per application?	Between £200,000 and £500,000
How much match funding from sources other than Arts Council England is required?	<ul style="list-style-type: none"> At least 20 per cent of the total cost of the activity to come from sources other than the Arts Council of which a minimum of 10 per cent must be cash
Delivery timetable	<ul style="list-style-type: none"> Activities must start no earlier than 1 October 2016 Funded activities must end no later than 31 December 2019

	Activities can be any length up to three years. They must end no later than three years after their start date.
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Consortia and partnership agreements

One organisation must act as the lead organisation and submit the application.

All partners within the consortium must show a firm commitment to joint working.

Your application must show the benefits and rationale of working as a consortium.

If we decide to fund your project we will enter into a legally binding grant agreement with the lead organisation. This organisation must accept our terms and conditions of grant and will be solely accountable to us for all monitoring information, how all the money is spent and for the full and successful delivery of the project.

One of our standard terms and conditions of grant is that the organisation we enter into a grant agreement with cannot subcontract any of the project to other organisations without our prior agreement in writing. So if we award a grant, before the project can start, we must approve a partnership agreement between the lead organisation and the other partners involved in the project.

There is further guidance about [Partnership agreements](#) on our website.

Section four – what you will be expected to deliver

We welcome applications that will make a contribution to achieving the aims and outcomes outlined in [Section two](#) above.

The proposal should include/demonstrate:

- The Black and minority ethnic theatre makers involved in the development, leadership and delivery of the proposed activity
- A genuine understanding of the development opportunities and needs for Black and minority ethnic theatre makers and how the proposed activity of your consortia/partnership addresses these
- The track record of your partnership/consortia in supporting professional development for theatre makers, talent and skills development and contributing to the Creative case for diversity
- How you intend to open up access to decision makers, spaces and theatre making resources to support Black and minority ethnic theatre makers develop their creative practice and new work
- How your activity will have a significant long-term impact on increasing the opportunities open to and involvement of Black and minority ethnic theatre makers and leaders across the wider theatre sector
- Your plans for undertaking a full independent evaluation of your proposed activity to demonstrate delivery against the aims and outcomes identified in Section two of the guidance.

Section five – experience needed to deliver against the fund's aims

Successful applicants must be able to demonstrate that they have the skill and capacity to deliver the proposed programme. They must show that they have appropriate governance arrangements in place, including in relation to how partners are engaged.

Key skills/experience required for delivery against this fund's aims include:

- a demonstrable understanding, knowledge and experience of working across the theatre sector and with theatre makers
- a track record of commissioning, producing and presenting high quality work that reflects the diversity of contemporary England
- a track record of delivering or being involved in activity that has led to successful outcomes and increased opportunities for Black and minority ethnic theatre makers
- a track record of working collaboratively and in partnerships to achieve shared aims
- having well established financial management and reporting systems in place

To be eligible to apply to this programme the lead applicant must be properly constituted as an organisation and be able to make available copies of their governance documentation. This includes:

- limited companies registered at Companies House
- community interest companies (CIC) registered with the CIC regulator
- charities or trusts registered with the Charity Commission
- limited liability partnerships registered at Companies House
- partnerships established under a Deed of Partnership
- industrial and provident societies or community benefit societies subject to regulation by the Financial Services Authority
- Royal Charter companies
- statutory bodies

Section six – how to apply

Talking to us about your application – the ‘mandatory conversation’

Once you have read the guidance and started to think about your application, you must speak with an Arts Council England Theatre or Diversity Relationship Manager in the area where you are based about your proposal in detail. We use the term ‘mandatory conversation’ to describe this scheduled, structured conversation, which often takes place by telephone. You must have this mandatory conversation before submitting your application to the Sustained Theatre fund. Please contact our Customer Services team to find out more about this.

We will arrange a time to speak with you. As a general guide, we would aim to cover the following points:

- how your activity will strengthen the Black and minority ethnic theatre sector, in line with the programme’s aims
- membership of your partnership or consortia and how Black and minority ethnic theatre makers are involved in the leadership and delivery of the proposed activity
- how relationships will be sustained and developed beyond the life of the activity to increase opportunities open to Black and minority ethnic theatre makers across the wider theatre sector
- how the project will be evaluated, and how learning from the project will be shared across all partners as well as more widely across the arts sector
- finance and management of the project
- whether other funding programmes are more appropriate for the activity

Once you have had this conversation with the designated member of staff, we will send you an email to confirm that the mandatory conversation has been completed. You can then submit your application at any time, uploading a copy of the email we have sent you as supporting information (see the Attachments section of the online application form for instructions on where to do this).

We will not be able to read or provide written comment on, draft applications

It is your responsibility to develop and write the application, including what you feel to be all the relevant information. We will talk with all potential applicants but cannot guarantee success for any applicant.

Making an application

When to apply

The online application form will open on **12pm (midday) on Thursday 14 April 2016**. Applications must be submitted by **5pm on Thursday 9 June 2016**.

Applications submitted after this time will not be considered.

Application process

1. Read this guidance carefully and contact us

This guidance gives you information on how to apply and answers some common questions. If you have any further questions you can contact our Customer Services team at enquiries@artscouncil.org.uk

2. Prepare your application

You must apply through our [online application portal](#) using the **Standard application** form:

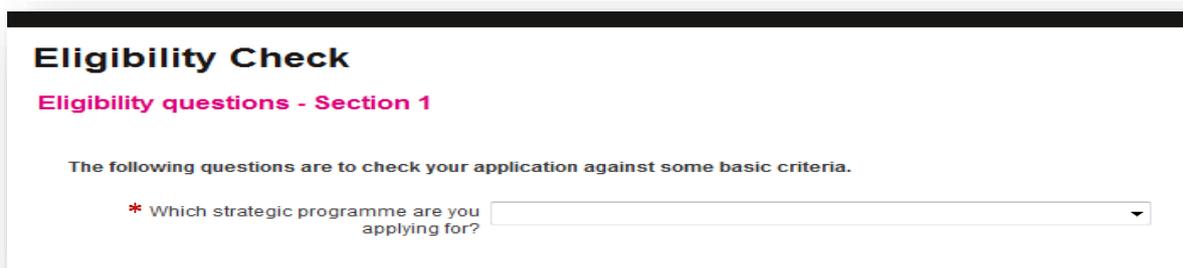
- i. Once you have logged in (or created a new user account if you have not used the online portal before) you will see the Welcome screen. On this screen, select '*Standard application*' from the dropdown list:



Select the programme you wish to apply to: ▼

Start Application

- ii. When you press 'Start Application', you will be taken to the Eligibility Check section where you should select the name of this fund from the dropdown list:



Eligibility Check

Eligibility questions - Section 1

The following questions are to check your application against some basic criteria.

* Which strategic programme are you applying for?

- iii. When you have completed the Eligibility Check you will be taken to the full application form which includes questions about you (or your organisation) and the activity you are applying for, and a section called 'Response to the brief' which gives you space to provide a full proposal for your activity. There is also a section where you can upload the mandatory attachments that we need, and any other supporting information:

iv. Proposal

3. The proposal can be a maximum of 6,500 words, divided into three sections: 'Meeting the brief' (3,000 words), 'Governance and management of activity' (2,000 words) and 'Financial viability' (1,500 words). You do not need to use the full word count if you do not feel it is necessary. Use the criteria/prompts in Section seven of this guidance to help you structure your proposal.

i. Attachments

<i>You <u>must</u> upload the following mandatory attachments on the 'Attachments' screen:</i>	
Detailed budget	A detailed budget for the activity showing proposed income and expenditure (as an Excel sheet or similar)
Work plan	A work plan for the proposed project, including milestones and key review dates
Mandatory conversation email	The email we sent confirming that you had a mandatory conversation with an Arts Council Relationship Manager

Financial statements	Financial statements for your previous financial year, prepared to the relevant legal standard for an organisation of your size and status (non-National portfolio organisations only)
Management accounts	Your latest management accounts (non-National portfolio organisations only)
Governance documents	Your governance documents (non-National portfolio organisations only)
List of partner organisations with contact details	A list of all partner organisations [in the consortium] giving their organisation names, address information and contact details for a main contact person
<i>You may also upload the following optional attachments</i>	
	Up to three other relevant attachments. These must each be a maximum of five pages in length.

The combined limit on file size for all the attachments taken together is 10 megabytes.

We will use the information you give us in your application form and any attachments to decide whether your application is eligible and whether we will offer you a grant. If your application does not contain the information we need in the format we ask for it to be in, we might not be able to consider your application. After you have read this guidance, if you have any further questions please contact us.

Assistance with your application

We are committed to being open and accessible, and want to make the Sustained Theatre fund application process accessible to everyone.

If you experience any barriers within the application process or require help to make an application, our enquiries team can be contacted by:

- Telephone on: 0845 300 6200

- Text phone: +44(0) 161 934 4428
- Email: enquiries@artscouncil.org.uk

After you submit your application

You will receive an acknowledgement email confirming that we have received your application. This will be sent to the email address which you used to log into the portal. The email will include a PDF copy of your application for your reference.

We will conduct an eligibility check within ten working days of the deadline for applications. If your application is not eligible, this means that we cannot process it any further and it will not be considered for funding. If your application is not eligible we will write to you to let you know, and will explain our decision.

Section seven – how we will make our decision

We will aim to notify applicants of our decision no later than 30 September 2016.

We will check your application to ensure that you have provided all the information we have requested.

We will make our decision based on the information you provide in your application, any further information that we request and, where relevant, data and information from the Charity Commission and Companies House websites relating to your constitution and financial statements from the past two years.

Each criterion ('Meeting the brief', 'Governance and management of the activity', and 'Financial viability') will be assessed using a five-point word scoring:

- **Not met**
The application does not meet the criteria
- **Potential**
The application does not meet the criteria but shows potential to do so
- **Met**
The application meets the criteria
- **Met (strong)**
The application meets the criteria and shows strong qualities
- **Met (outstanding)**
The application meets the criteria and shows outstanding qualities

On the basis of these ratings we will recommend whether an application is suitable for funding. Applications that do not achieve at least 'met' under all three criteria will not be recommended for funding.

We will assess each application against the following criteria, using the assessment prompts below:

Criteria
<p>Meeting the brief Word count: up to 3,000 words</p>

- Clear and convincing plans to deliver on the fund's [aims and outcomes](#) and achieve all the objectives outlined in [what you will be expected to deliver](#), as described in this guidance
- Demonstrate a track record of developing and delivering programmes that address professional development opportunities and needs of artists and creative practitioners
- Demonstrate a track record of contributing to the Creative case for diversity
- Details of any proposed partnerships/consortia
- Robust plans for resourcing the activity effectively
- Details of any proposed outcomes and measures of success
- Activity that builds on and does not duplicate activity funded by other Arts Council grants

Management of the activity

Word count: up to 2,000 words

- Clear and convincing plans to deliver the requirements described in the guidance
- Demonstration of skill and capacity to deliver the proposed programme across the partnership/consortia
- Demonstration of the involvement of and leadership role for Black and minority ethnic theatre makes in the proposed delivery of your programme
- Appropriate governance arrangements in place and/or planned, including how partners are engaged
- Does the diversity of the workforce, leadership and governance of your partnership/consortia reflect the diversity of contemporary society
- Demonstrates how equality and accessibility will be addressed

Financial viability

Word count: up to 1,500 words

- Financial viability of the lead applicant and of the project
- Demonstration of appropriateness of proposed budget
- Evidence of organisational buy-in by partnership/consortia applicants, as cash investment and/or in-kind support

In assessing the application we will also consider these balancing criteria:

1. relative strength of the application compared to other applications received
2. balanced portfolio by art form and geography

These balancing criteria will be used in addition to the main criteria to ensure a good spread of funded projects according to each balancing criterion, and to differentiate between a number of proposals that are considered strong.

Decision making

Once we have scored your application and a recommendation has been made whether to fund it, we will make our decision. To do this we will consider how strongly your activity scored against our criteria, any balancing criteria we have outlined above, and will also consider your activity alongside other applications to the fund.

Complaints procedure

If you are not happy with the way we have dealt with your application, please contact us and we will discuss this with you. If you are still unhappy, you can ask us for a copy of our complaints procedure.

Details can be found in [Making a complaint](#), which is available on our website, www.artscouncil.org.uk, or by contacting our enquiries team by email to enquiries@artscouncil.org.uk or by phoning 0845 300 6200.

Please note that you can only complain if you believe we have not followed our published procedures when assessing your application. You cannot appeal against the decision.

Section eight – Freedom of Information Act

The Arts Council is committed to being as open as possible. We believe that the public has a right to know how we spend public funds and how we make our funding decisions.

We are also listed as a public authority under the Freedom of Information Act 2000. By law, we may have to provide your application documents and information about our assessment to any member of the public who asks for them under the Freedom of Information Act 2000.

We may not release those parts of the documents which are covered by one or more of the exemptions under the Act. Please see the Freedom of Information website at www.ico.gov.uk for information about freedom of information generally and the exemptions.

We will not release any information about applications during the assessment period, as this may interfere with the decision-making process.

Contact us

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