



Northern  
Territory  
Government

DEPARTMENT OF  
NATURAL RESOURCES, ENVIRONMENT AND THE ARTS

# Key Arts Organisations

Funding Framework 2009

# Contents

---

<b>Program overview and objectives</b> .....	3
<b>Principles of operation</b> .....	4
<b>Eligibility</b> .....	5
<b>Annual</b>	
Application process .....	6
Assessment.....	7
Eligibility Criteria.....	7
Assessment Criteria .....	8
Reporting.....	8
Acquittal.....	9
<b>Triennial</b>	
Application process .....	10
Assessment.....	12
Assessment Criteria .....	12
Reporting.....	13
Acquittal.....	13
<b>Strategic Arrangements</b> .....	14
<b>Appendix 1 –</b>	
Annual Program Eligibility Criteria Indicators .....	15
<b>Appendix 2 –</b>	
Triennial Program Eligibility Criteria Indicators .....	17
<b>Appendix 3 -</b>	
<b>Key Arts Organisations Program ‘At a Glance’ Annual calendar</b> .....	20

## Program overview and objectives

---

The objective of the Northern Territory's Key Arts Organisation Program is:

*To support key arts organisations in contributing to the Northern Territory's cultural, social and economic development*

Funding is offered to support both operational capacities (including staffing and administration costs) and core program activity. Organisations are offered a contribution towards the expense of delivering an identified and agreed program and outcomes. Funding and Performance Agreements under this category reflect this intent, detailing minimum performance levels.

Service organisations and/or producers and/or exhibitors of arts product are eligible for support under this program.

Non arts organisations running arts programs are not eligible for support through this Program, but may seek support through Project Rounds.

Further direct funding and in-kind support for arts and cultural development in the Northern Territory is offered through:

- Other categories of the Arts Grants Program including Project Rounds, Scholarships and the Quick Response Scheme;
- The arts infrastructure program which offers arts organisations supported accommodation and associated services in designated Northern Territory Government buildings; and
- Strategic and policy initiatives managed by Arts NT.

Government is seeking six outcomes from the Key Arts Organisation category:

1. Excellent and innovative artistic work;
2. Strong organisations which display active leadership within the arts and cultural sector;
3. The nurturing of the Northern Territory's creative capacity;
4. Community engagement through attendance, participation and appreciation in arts and cultural activities;
5. A positive contribution to Government's cultural, economic and social policies; and
6. Enhancement and promotion of the Northern Territory's distinctive identity locally, nationally and internationally.

## Principles of operation

---

The principles which underpin the Northern Territory Government's funding arrangements for Key Arts Organisations are that:

1. Government can only successfully implement its arts policies and strategies in partnership with strong and successful arts organisations;
2. Strong arts organisations require more than funding – they also require advice, guidance and relevant and timely information;
3. High standards of management and governance are to be expected from organisations enjoying significant public funding;
4. Multi-year funding enables arts organisations, and Government, to plan more effectively and to implement initiatives which require long lead times;
5. Multi-year resources devoted to Key Arts Organisations should also, where possible, benefit other Northern Territory arts organisations and artists, through cooperative working arrangements, mentoring and in other ways; and
6. Application, management and reporting procedures should be kept to a minimum, consistent with necessary accountability, and should, as far as possible, be harmonised with the arrangements of other funding agencies.

# Eligibility

---

## Annual Funding

The Annual Funding Program is open to competitive applications from all Northern Territory not for profit arts organisations, unless engaged in the Triennial or Strategic Funding Program. Organisations must have formal legal status in the Northern Territory, ie an incorporated association or company limited by guarantee.

Applicants must demonstrate a satisfactory history of project funding, performance and acquittal. Applicants must be operating at, or above the eligibility benchmark for entry.

Support for twelve months of activity only will be offered to those applicants achieving the highest total score against the assessment criteria and offering the strongest Program Plan for the following year.

## Triennial Funding

The Triennial Funding Program is open to annually funded arts organisations, which can demonstrate performance at, or above, the eligibility benchmark. *Performance at this level does not indicate automatic entry.*

Entry to the program is by means of negotiation with Arts NT, invitation to apply and submission of a successful application.

Triennial clients must have an adopted three or five-year business plan for the period of application.

The Triennial Program is a limited program. Triennial status is not reflected by the funding amount.

## Strategic Arrangements

Strategic arrangements, including Tripartite Agreements, are not open to general application, but are a reflection of Government priorities and include arrangements between different levels of government (eg. Federal and Territory, Territory and Local).

Entry to the program is by means of invitation and negotiation with funding partners. Formal applications are a part of such negotiations.

Tripartite arrangements may be Multi-year, Triennial, or Annual and reflect those Programs' funding conditions.

# Annual Funding

---

## Application Process

Northern Territory legally constituted, not for profit arts organisations, with a history of successful project funding, performance and acquittal may submit an application for annual funding. The Annual Funding Program is an open Program subject to competitive assessment.

Annual funding will be offered for one calendar year of activity to organisations, based on an assessment of the annual program plan and accompanying application.

Whilst it is not a requirement of funding that organisations operate under a strategic plan, plans are welcome as support material to the application.

Applications close annually on 15 October with notification planned by mid December and funding agreements issued in December and January.

Annual applications must be approved by the applicant organisation's Board or Management Committee prior to submission and must include the following components:

1. About the applicant
  - General information about the applicant organisation including vision, purpose, legal structure and board/management committee details.
2. Annual program plan
  - The core component of the application – this is a detailed plan and accompanying artistic rationale for the year of activities applied for.
3. Annual budget
  - An operational budget (template available). If an organisation is a client of the Australia Council this is preferred to be presented in the Australia Council required format for the sake of consistency. Notes to the budget that clearly indicate confirmed/unconfirmed income are required. Supplementary project/event budgets should be included as relevant. Deficit budgets are not acceptable.
  - If in your application you are requesting a substantial increase in funding a clear rationale and prioritised allocations for increases should be included.
4. Statement addressing funding framework eligibility criteria.
  - This is an opportunity to highlight your program's relevance to the criteria if you consider that your Program Plan and support material do not do this clearly.
5. Operational support material
  - Includes business, strategic, marketing or other plans, annual report, procedure manuals, constitution, certificate of incorporation.
  - For existing clients it provides an opportunity to present an operational update beyond those details included in the acquittal for the previous year. For new clients more comprehensive information is required.
6. Promotional and/or artistic support material
  - This material should be of direct relevance to the Program Plan and can include samples of previous materials created, CVs of key artistic personnel, documentation of work.

7. Statistics
  - Data relevant to your organisation can include:
    - Membership details
    - Audience details
    - Community partners
    - Activity levels (eg no of performances and attendees, workshop numbers and participants etc)
  - NB This material is preferred to be presented in Australia Council format where applicable.
8. Supplementary requirements – statements to policy priorities
  - Contact Arts NT for information on any relevant Northern Territory Government Priorities.

## **Assessment**

From 2008, this will be a two stage process:

1. Eligibility assessment - which will be conducted by Arts NT staff; and be largely based on previously submitted materials for existing clients or application support material for new clients.
2. Application assessment - which will be carried out by a small panel drawn from senior staff and members of the NT Register of Peers. Peers selected for the panel will be chosen for their relevant experience and expertise.

## **Eligibility Criteria**

All applications for annual funding will be assessed against the **entry benchmark eligibility criteria**:

1. A clear sense of direction
2. High standards of artistic achievement
3. Sound management and financial planning
4. Strong governance
5. Commitment to continuous improvement and professional development of the organisation
6. Responsiveness to Northern Territory Government's policy priorities
7. A minimum of 25% of funding and/or income generation from other sources

## **Existing Clients**

Whereas existing clients of the Annual Program may wish to provide information on any significant or recent changes relating to eligibility criteria, the primary source of information will be previously submitted materials including annual and project acquittals. These materials and other information available as relevant to eligibility will be used by Arts NT staff to assess continued eligibility.

## **New or first time applicants**

Organisations must demonstrate a track record of successful project funding, performance and acquittal. Where this track record is with Arts NT, the project funding history will automatically form part of the assessment process.

Applicants should ensure they adequately demonstrate their ability to meet the eligibility benchmark criteria by using the indicators (See Appendix 1). This can be

done by reference to documents within the application or accompanying support material, such as audited financial statements and by specifically addressing each criterion.

## **All applicants**

All eligible applications will be assessed on the merit of the annual program plan submitted and the strength of the accompanying application material.

## **The Program Plan**

Depending on the nature of your organisation the structure of the Program Plan may vary, however all applicants should ensure that the Program Plan contains:

- A strong artistic rationale for the component parts
- A list and description of each component part eg. event/performance/exhibition, strategy or core project
- Details of key artistic personnel
- Detail of other stakeholders and partners to the Plan

## **Assessment Criteria**

Each application will be assessed according to the following criteria:

1. Artistic merit and innovation of the Program Plan
2. How clearly the Program Plan relates to the organisation's sense of direction and contributes to the continuous improvement and professional development of the organisation
3. Calibre of skills and experience of key artists and art workers
4. Demonstrated relevance to relevant arts industry sector and /or art form development within a Territory context
5. Evidence of sound management and program planning
6. A balanced budget which demonstrates that a minimum of 25% of funding and/or income generation is from sources other than the NT Arts Grants Program. Deficit budgets will not be accepted.
7. Strong governance framework to support implementation of the Program

## **Reporting**

If application is successful and funding is confirmed, the following will be required by Arts NT (to accompany the signed Funding Agreement or be forwarded by week six of the funding period):

**1. Adopted budget** for forthcoming year

**2. Adopted annual program**

By Adopted Arts NT is referring to documents that have been presented to and agreed upon by the Board or Management Committee. An extract from the minutes documenting the decision to adopt should accompany this material. If there are no changes to the budget and program presented at application you may prefer to simply confirm that the previously submitted documents remain current.

Any significant subsequent changes to program or budget will be regarded as variations to the Agreement and must be notified and agreed in writing by Arts NT prior to implementation.

**3. Mid Year Report** due by **1 August** to include:

- Adopted statement of income and expenditure for the period 1 January to 30 June of the Funding Period;
- An Exceptions Report (no longer than one page) outlining any issues and/or changes that may affect the Organisation in achieving the Agreed Program. A nil report will be accepted.

**4. The Evaluation Report** due within **18 weeks** of the conclusion of the Funding Period to include:

- Program/Artistic report
- Management issues
- Marketing issues
- Financial reports
- Report against agreed Key Performance Indicators
- Other things to consider (outlining any artistic, management and financial issues and/or changes affecting the Organisation during the period)

**5. Annual Report** including the audited accounts:

- Due within **28 days** of the organisation's Annual General Meeting

**6. New Board Details** due within 28 days of each Annual General Meeting and all changes to be notified as they occur.

**Acquittal**

The Evaluation Report and the Annual Report, if satisfactory, will be used together to acquit the Funding for the reporting year.

# Triennial Funding

---

## Application Process

Key Arts Organisations in receipt of Arts NT annual funding may be invited to apply for Triennial Funding. Applicants for triennial funding need to meet the entry benchmark and eligibility criteria before further assessment.

Discussions regarding entry to the Triennial Program can be initiated by either Arts NT or the organisation. Discussions should occur in the year before that in which the application will be submitted (ie. at least 12 months prior to the commencement of any triennial funding period). Expressions of Interest are usually invited in May of the year preceding funding. An organisation should be well prepared and have already discussed its intent with Arts NT prior to submitting an Expression of Interest.

Organisations submitting successful Expressions of Interest will be invited to submit full applications for Triennial funding by 31 July of the year preceding commencement of the term (ie July 2008 for 2009 -2011). Where relevant, applicants are encouraged to submit Triennial applications to Arts NT at the same time as applying to the Australia Council, in order to increase the possibility for complementary arrangements between the two funding bodies.

Unsuccessful Triennial applications will be automatically referred to the Annual Funding Program for assessment and consideration under annual criteria.

Where time permits, applicants will have the opportunity to revise triennial application materials before consideration through the Annual Funding Program, however this opportunity is not guaranteed.

The Triennial Application will be based around the organisation's Strategic Business Plan. There is a set framework for triennial business plans. The Northern Territory adopted framework is the same as the Australia Council's.

Triennial clients, whilst remaining eligible for project funding, should build in capacity to maintain a full core program of activity without further NT arts grants project funding.

## 1. Step One – Expression of Interest

The Expression of Interest is a two part brief form application against the eligibility criteria and rationale for triennial funding.

### A. Eligibility Criteria

Applicants should ensure they adequately demonstrate their ability to meet the eligibility benchmark criteria by referring to the indicators provided as a guide (Appendix 2). At Expression stage only statements against criteria are required – assertions must be able to be confirmed by your full application and support material.

The eligibility criteria are listed below:

1. Clear sense of strategic direction
2. Sound management and financial planning
3. High standards of artistic achievement
4. Leadership within the arts and cultural community
5. Strong governance
6. Responsiveness to Northern Territory Government's policy priorities

7. A minimum of 40% funding and/or income generation from sources other than the Northern Territory Arts Grants Program per annum.

## **B. Rationale for Triennial Funding**

Briefly articulate a rationale as to why triennial funding for your organisation would be of particular benefit/importance to the Northern Territory and to the organisation.

If your Expression is successful you will be invited to submit a full Triennial application by 31 July.

## **2. Step 2 - Full Application**

The full Triennial Application which must be endorsed by the organisation's Board or Management Committee prior to submission will comprise:

1. Business/Strategic Plan
2. About the applicant
  - o General information about the applicant organisation if it is not already included in the Business/Strategic Plan.
3. Budget
  - A detailed budget for year one of the triennium and a provisional overarching budget for each following year of the Triennium is required. If the applicant organisation is a client of the Australia Council this budget must be presented in the Australia Council required format for the sake of consistency. Notes to the budget that clearly indicate confirmed/unconfirmed income are required for year one. Supplementary project/event budgets should be included as relevant. Deficit budgets are not acceptable.
  - If in your application you are requesting a substantial increase in funding a clear rationale and prioritised allocations for increases should be included.
4. Statement addressing funding framework eligibility and assessment criteria.
  - This is an opportunity to highlight your Business/Strategic Plan's relevance to the criteria if you consider that your Plan does not do this clearly.
5. Operational support material
  - Can include procedure manuals and operational policies; Board CVs and key position descriptions, annual reports etc.
6. Promotional and/or artistic support material
  - This material should be of direct relevance to the Business Plan and can include samples of previous materials created, CVs of key artistic personnel, documentation of work etc.
7. Statistics
  - Data relevant to your organisation can include:
    - i. Membership details
    - ii. Audience details
    - iii. Community partners
    - iv. Activity levels (eg no of performances and attendees, workshop numbers and participants etc)
  - NB This material is preferred to be presented in Australia Council format where applicable.

8. Supplementary requirements – statements to policy priorities and detailed Program plan for Year One (if not contained within the Business/Strategic Plan)
  - Contact Arts NT for information on any relevant Northern Territory Government Priorities.

## **Assessment**

Due to the strategic importance of Triennial organisations and the partnership approach fundamental to success of the program, applications will be judged against the assessment criteria by Arts NT and decisions will be made by the Minister for Arts and Museums.

The assessment team may meet with the organisation as part of the assessment process.

In assessing Triennial applications, consideration will also be given to across art form representation to ensure that the Funding Framework does not eventuate in a bias towards any particular art form; and to the extent to which an organisation can demonstrate that it operates **above** the benchmark.

## **Assessment Criteria**

Triennial applications will be assessed against the following assessment criteria:

1. The merit and innovation of the artistic program as defined in the application.
2. Calibre of skills and experience of key artists and art workers
3. Demonstrated relevance to relevant arts industry sector and /or art form development within a Territory context
4. How clearly the Plan delivers on the organisation's stated sense of direction and contributes to leadership within the arts and cultural community.
5. Evidence of sound management and program planning
6. A balanced budget which demonstrates responsible financial operations in which three-year budget projections reflect future operating assumptions as well as past performance and that a minimum of 40% of funding and/or income generation is from sources other than the NT Arts Grants Program. Deficit budgets will not be accepted.
7. Strong governance framework to support implementation of the Plan

## **Reporting**

If the application is successful and funding is confirmed, the following will be required by Arts NT (to accompany the signed Funding Agreement or be forwarded by week six of the funding period):

### **1. Adopted final budget and updated program for year one of the triennium and updated adopted Strategic Plan**

By Adopted Arts NT is referring to documents that have been presented to and agreed upon by the Board or Management Committee. An extract from the minutes documenting the decision to adopt should accompany this material

The provision for revised documents acknowledges that Organisations may request funds from numerous sources and approvals are not always at the level of request, or may not be successful resulting in the requirement for budget and plan modifications. If there are no changes to the budget, program and Plan presented at application you may prefer to simply confirm that the previously submitted documents remain current.

Any significant subsequent changes to program or budget will be regarded as variations to the Agreement and must be notified and agreed in writing by Arts NT prior to implementation.

**2. A revised budget and Mid Year Report due by 1 August** to include:

- Adopted financial report for the period 1 January to 30 June,
- Revised Budget highlighting any variances,
- An Exceptions Report of no more than one page outlining any issues and/or changes affecting the Organisation
- An extract from Minutes document the decision to adopt Financial report and Budget revisions.

**3. Progress Report due by 31 December** to include:

- Updated adopted Strategic Plan to include a detailed Program plan for the following year's activities
- Updated adopted projected budget and variances
- Data report

**4. Evaluation Report due by 31 March** following each completed year of the Triennium.

- Report against agreed Key Performance Indicators
- Other things to consider (outlining activity to date and major artistic, management, marketing and financial results, issues and/or changes affecting the Organisation during the period)
- Supplementary information against policy priorities
- Updated organisational details including staff and board details

**5. Annual Report** including Audited Accounts

- Due within 28 days of the organisation's Annual General Meeting

**6. New Board Details** due within 28 days of the organisation's Annual General Meeting annually and all changes to be notified as they occur

**7. Acquittal**

The third year's Evaluation Report, which should include an assessment of the triennium, and the final Annual Report, if satisfactory, will be used together to acquit the Funding for the triennium.

## Strategic Arrangements

---

In certain circumstances the Northern Territory Government may enter into strategic partnerships with Northern Territory arts organisations. These circumstances can include partnerships with Australian, Local or other government bodies regarding funding arrangements for specific organisations.

Such arrangements may further joint policy priorities and outcomes and confirm minimum agreed levels of funding.

In such circumstances, funding arrangements will reflect category guidelines as closely as possible for the appropriate funding period (annual/triennial) but may include additional or different considerations.

Current Tripartite arrangements include funding to 24HR Art, ANKAAA and Desart under the national Visual Arts and Crafts Strategy.

Significant Festivals are funded under multi year Key Arts Organisation agreements but are considered separately as strategic Northern Territory Government investments through the Festivals Development Fund.

## **Appendix 1 – Annual Funding Program Eligibility Criteria Indicators**

To assess compliance with Eligibility Criteria, Arts NT will use the following indicators:

### **1. Clear sense of direction**

The organisation has a clear sense of direction both organisationally and artistically.

#### Indicators

- An explicit mission statement and documentation showing that the organisation's mission is broadly owned by staff and its board;
- Description of programs/services and relevant promotional materials over the last three years that shows consistency between the organisation's mission and its programming/services.

### **2. High standards of artistic achievement**

The organisation has established high artistic/cultural standards and exhibits commitment to maintaining quality and is developing work that acknowledges the distinctive arts and cultural contexts of the Northern Territory.

#### Indicators

- Proven track record in delivering high quality programs and/or services.
- Clearly articulated philosophies and values underpinning the work
- Innovation and exploration in working processes and/or product
- Demonstrated written goals and objectives for program/service development and enhancement.
- Evidence of how the organisation assesses progress toward its goals and improves the quality of its programs/services.
- Information on how the organisation benchmarks its own performance relative to peer groups and competitors.
- Leadership and participation in cultural debate, within the Territory and nationally

### **3. Sound management and financial planning**

The organisation demonstrates responsible financial operations in which budget projections reflect future operating assumptions as well as past performance.

#### Indicators

- Evidence of processes which provide for financial reporting documents that include:
  - adopted annual budget,
  - a cash flow statement, that is updated monthly,
  - and a monthly variance report.
- Demonstrated organisational and management processes that include performance appraisal and professional development for staff.

### **4. Strong governance**

The organisation has the leadership and capacity to implement and carry through the necessary tasks.

### Indicators

- Evidence that the organisation complies with the new Northern Territory Associations Act and adheres to the laws of the Northern Territory and Australia.
- Evidence that the mix and make-up of the board is appropriate to the needs of the organisation.
- Evidence that the board appropriately reviews management and board performance.
- Evidence of an annual budget that has been reviewed and approved/adopted by the board.
- Evidence of audited financial statements that have been reviewed and accepted by the board.
- An established risk management plan in place that also deals explicitly with issues of succession at both the board and staff level.

## **5. Commitment to continuous improvement and professional development of the organisation**

The organisation is an active participant in the Northern Territory and national arts and cultural sector.

### Indicators

- Demonstrated board and staff memberships, service and affiliations in arts and cultural forums and discussions.
- Evidence of a track record of information sharing and alliance building with other organisations in the arts and cultural community.
- Evidence of partnership initiatives with other arts and cultural organisations
- Active participation in appropriate professional bodies in the art form or cultural discipline, as reflected by organisation memberships and affiliations.

## **6. Responsiveness to Northern Territory Government's policy priorities**

The organisation engages with Northern Territory Government policy priorities

### Indicators

- The organisation includes priorities, where appropriate, in their operational strategies
- The organisation actively engages in discussion on policy development and implementation.

## **7. A minimum of 25% of funding and/or income generation from sources other than the Northern Territory Arts Grants Program**

### Indicators

- The organisation has a proven record of securing other sources of income in order to maximise the leverage from Arts NT funding
- The organisation has demonstrated its ability to mitigate risk by developing a range of income sources.

## Appendix 2 – Triennial Funding Program Eligibility Criteria Indicators

To assess compliance with eligibility criteria, Arts NT will use the following indicators:

### 1. Clear sense of strategic direction

The organisation has a clear sense of strategic direction both organisationally and artistically, demonstrating a comprehensive approach to planning that includes ongoing assessment of artistic, human and financial resources.

#### Indicators

- An explicit mission statement and documentation showing that the organisation's mission is broadly owned by staff and its board;
- A current written strategic/business plan extending for at least three years approved by the organisation's board and including the following:
  - Information about how the organisation periodically reviews its ongoing operations and programs against its plan;
  - Discussion of the organisation's long-term and short-term objectives;
  - Evidence that the organisation has developed expected measurable outcomes for all principal activities;
  - Information on how the organisation has assessed its ability to raise revenue;
  - Projections of human resource needs based on anticipated changes as well as past performance; and
  - Evidence that the organisation collects and utilises historical data about its operation, its constituencies, its competitors and the wider environment in its goal-setting and planning.
- Description of programs/services and relevant promotional materials over the last three years that shows consistency between the organisation's mission and its programming/services.

### 2. Sound management and financial planning

The organisation demonstrates responsible financial operations in which three-year budget projections reflect future operating assumptions as well as past performance.

#### Indicators

- Evidence of processes which provide for financial reporting documents that include:
  - adopted annual budget,
  - a cash flow statement, that is updated monthly,
  - and a monthly variance report.
- Demonstrated capacity to build reserves to 20% of annual turnover by the end of the triennium.
- Demonstrated organisational and management processes that include performance appraisal and professional development for staff.

### 3. High standards of artistic achievement

The organisation has established high artistic/cultural standards and exhibits commitment to maintaining quality and is developing work that acknowledges the distinctive arts and cultural contexts of the Northern Territory.

#### Indicators

- Proven track record in delivering high quality programs and/or services.
- Clearly articulated philosophies and values underpinning the work
- A visible contribution to building the identity of the Northern Territory
- Innovation and exploration in working processes and/or product
- Demonstrated written goals and objectives for program/service development and enhancement.
- Evidence of how the organisation assesses progress toward its goals and improves the quality of its programs/services.
- Information on how the organisation benchmarks its own performance relative to peer groups and competitors.
- Leadership and participation in cultural debate, within the Territory and nationally

#### **4. Leadership within the arts and cultural community**

The organisation is an active participant in the Northern Territory and national arts and cultural sector and contributes to the identification and sharing of exemplary practices.

#### Indicators

- Demonstrated board and staff memberships, service and affiliations in arts and cultural forums and discussions.
- Evidence of a track record of information sharing and alliance building with other organisations in the arts and cultural community.
- Evidence of partnership initiatives with other arts and cultural organisations
- Active participation in appropriate professional bodies in the art form or cultural discipline, as reflected by organisation memberships and affiliations.

#### **5. Strong governance**

The organisation has the leadership and capacity to implement and carry through the necessary tasks.

#### Indicators

- Evidence that the organisation complies with the new Northern Territory Associations Act and adheres to the laws of the Northern Territory and Australia.
- Evidence that the mix and make-up of the board is appropriate to the needs of the organisation.
- Evidence that the board appropriately reviews management and board performance.
- Evidence of an annual budget that has been reviewed and approved by the board.
- Evidence of audited financial statements that have been reviewed by the board.
- An established Risk management plan in place that also deals explicitly with issues of succession at both the board and staff level.
- Evidence that the board is an effective advocate for the organisation and actively supports its activities.

#### **6. Responsiveness to Northern Territory Government's policy priorities**

The organisation engages with Northern Territory Government policy priorities

### Indicators

- The organisation includes priorities, where appropriate, in their strategic plan and operational strategies
- The organisation proposes programs and initiatives, which assist in fulfilment of the priorities
- The organisation actively engages in discussion on policy development and implementation.

### **7. A minimum of 40% of funding and/or income generation from sources other than the Northern Territory Arts Grants Program**

- The organisation has a proven record of securing other sources of income in order to maximise the leverage from Arts NT funding
- Demonstrated and ongoing engagement in the development of partnerships with other agencies.
- The organisation has demonstrated its ability to mitigate risk by developing a range of income sources.

## Annual calendar

The calendar below aims to present an overview of key dates for easy reference:

Month in current year	Materials relating to Previous Year	Materials relating to Current year	Materials relating to Following Year
JAN		Application Feedback Report due <b>31 January</b>	
FEB		<b>Adopted Budget and Revised Program</b> due by <b>Week 6</b> (or within 10 working days of first Board meeting following execution of Agreement)	
MARCH	<b>Arts NT Key Arts Organisations annuals meeting</b>		
APRIL			
MAY	<b>Evaluation Report</b> due <b>Week 18</b>	Previous year acquittal report – see left	
JUNE			<b>Triennial Funding Applications</b> close on <b>30 June</b>
JULY	Written acceptance/ feedback on <b>Evaluation Report</b>		
AUGUST		<b>Mid Year Report</b> due to Arts NT by <b>1 August</b>	
SEPT			<b>Annual Funding Applications</b> close on <b>1 Sept</b>
OCT			
NOV			<b>Funding Advice</b> due by <b>30 November</b>
DEC			Agreement negotiation
<b>ADDITIONAL</b>	<b>Annual reports including audited financial statements due within 28 days of Annual General Meeting (where possible by Week 18)</b>		