

**CREATIVE FUNDING  
FRAMEWORK  
2019-24**





## **Acknowledgement of Traditional Owners**

The City of Melbourne respectfully acknowledges the Traditional Owners of the land, the Boon Wurrung and Woiwurrung (Wurundjeri) people of the Kulin Nation and pays respect to their Elders, past and present.

For the Kulin Nation, Melbourne has always been an important meeting place for events of social, educational, sporting and cultural significance.

Today we are proud to say that Melbourne is a significant gathering place for all Aboriginal and Torres Strait Islander peoples.

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Cover image: Hostile Infrastructure, Bruno Booth. Photo: Keelan O’Hehir  
Insider cover image: Yenbena Lotjpa: Ancestors Speak Out, Lee Darroch.

## Disclaimer

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# FOREWORD FROM THE LORD MAYOR OF MELBOURNE AND COUNCILLOR



Melbourne is renowned for the diversity and boldness of its creative community, attracting, supporting and presenting creative work that reveals, reimagines and enriches our city. Whether emerging or established, creative people find many opportunities to develop and apply their talents in Melbourne.

The City of Melbourne is committed to supporting independent creatives and organisations through grants, partnerships, commissions and high quality programming and spaces. We aim to do this nimbly, through long-term and quick response grants and by regularly reviewing our investment in the sector.

This framework flows from our ten-year Creative Strategy that seeks to integrate the work of our creative practitioners into our city's fabric. The City of Melbourne currently allocates \$4.34 million to a wide range of funding programs for creative people and creative work. As our city grows and more demands are made on resources, this framework will help us articulate how to target our funding most effectively; and how to prioritise relevance, equity and access.

In developing this framework we sought feedback from Melbourne's creative people. They told us our funding programs were well understood and they welcomed our encouragement of risk and innovation.

We will build on these strengths to reaffirm Melbourne as a place where creative work and ideas are valued and respected. The City of Melbourne looks forward to walking in step with the creative community as it leads us into the next decade and beyond.

A handwritten signature in black ink, reading 'Sally Capp'.

**Sally Capp**  
Lord Mayor  
City of Melbourne

A handwritten signature in black ink, reading 'Rohan Leppert'.

**Rohan Leppert**  
Councillor  
Chair, Arts, Culture and  
Heritage Portfolio

# INTRODUCTION

Melbourne is a proud cultural capital, with a national and international reputation for its vast array of high quality and stimulating arts and creative productions, exhibitions and events. The city is well known as a place that inspires experimentation, innovation and creativity.

Melbourne is home to Aboriginal people whose unique culture has been unbroken for more than 70,000 years. Their continuous artistic and cultural practice provides deep foundations for the city's creative heritage.

Many local and Victorian independent artists, small-to-medium-sized creative organisations and iconic arts organisations explore, develop and/or present work here. Artists and creatives from across Australia and internationally are also attracted to this vibrant cultural scene, our fantastic venues and spaces across the city, adding to Melbourne's creative offer and brand as a creative city.

The City of Melbourne has a history and commitment to supporting artists to test, develop and realise ideas and for its people to participate in the creative life of the city. The city's investment complements that of Creative Victoria and the Australia Council in Melbourne's creative sector but, as the demand on funding continues to expand, available resources do not. Melbourne has a rapidly growing and diversifying population, raised consumer expectations, and a growing need to address issues of relevance, equity and access.

For new creative ideas, new connections and new thinking to keep flowing, this requires ongoing investment into the creative sector and a realignment of how we invest to get the best return for the city.

We need a holistic approach to strategic investment in the arts and creative works that clearly articulates our investment priorities, encourages collaboration and achieves the greatest impact within our limited resources.

This framework outlines our approach for enabling Melbourne to continue to draw on the full potential of its extraordinary creative community for the benefit of all those who live, work in and visit the city.



Image: World Problems, Emma Hall. Photo: Bryony Jackson

# STRATEGIC CONTEXT

The Creative Funding Framework 2019–24 draws inspiration from three key documents.

**Future Melbourne 2026** is the second 10-year community plan developed by the people of Melbourne through an extensive engagement process. This engagement generated thousands of contributions and included a Citizen's Jury and six prominent Melburnians as ambassadors. Importantly, the people of Melbourne voted, once again, to make creativity one of their top order goals for the city.

**Council Plan 2017–21** is the City of Melbourne's response to Future Melbourne. It outlines the Council's four-year priorities for achieving the community's vision against these nine goals:



**A city that cares for its environment**



**A city for people**



**A creative city**



**A prosperous city**



**A knowledge city**



**A connected city**



**A deliberative city**



**A city planning for growth**

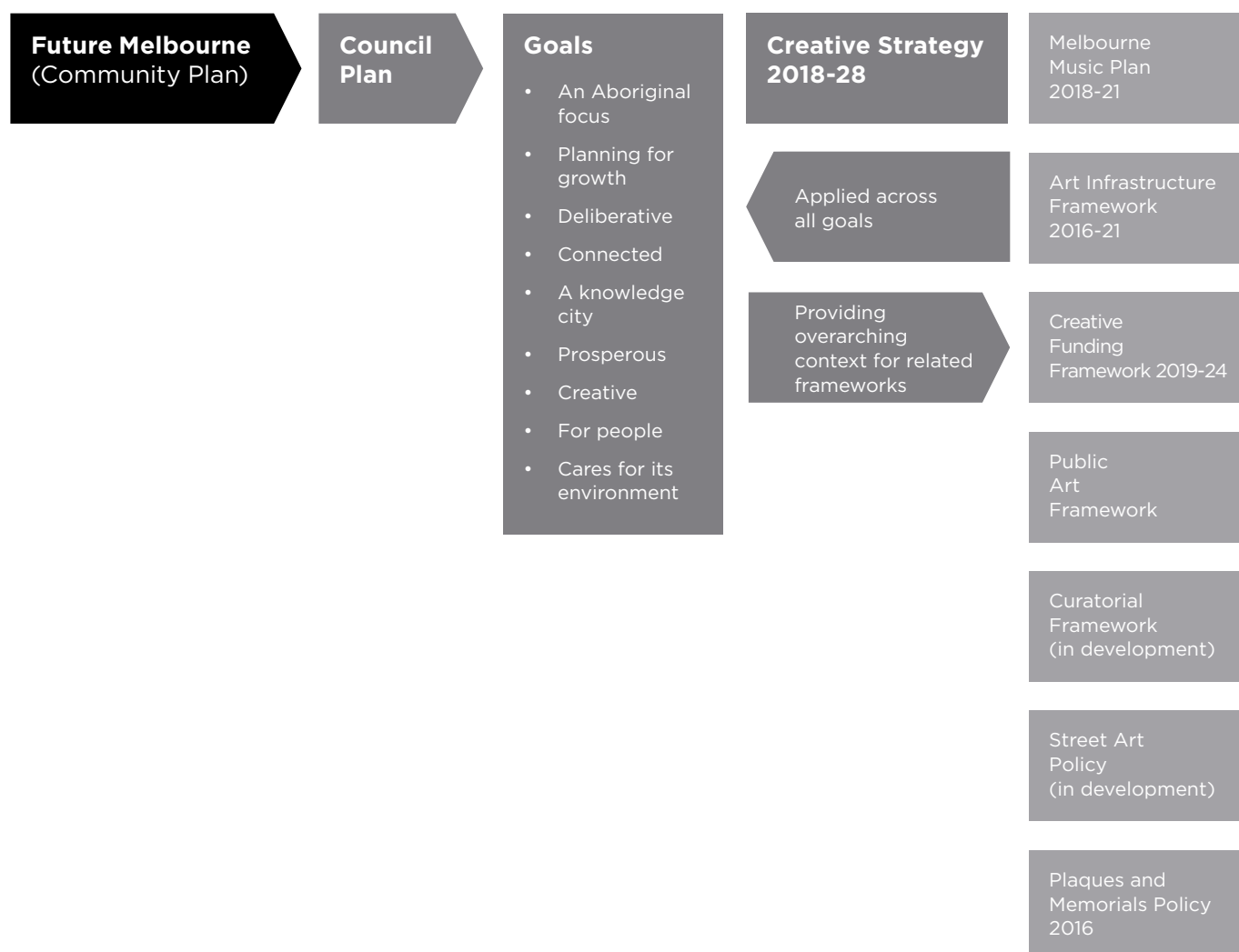


**A city with an Aboriginal focus**

**Creative Strategy 2018-28** outlines the City of Melbourne's rationale for and commitment to involving creative practitioners in the challenges and opportunities inherent in each of the city's nine goals and in the development of bold new thinking and activities that respond to them. Month by month, year by year, over a decade we will challenge people to imagine how Melbourne might respond to these challenges if it were the most creative city in the world.

**Creative Funding Framework 2019-24** is one of a series of documents that translate the strategic direction and ambition of Future Melbourne, Council Plan and the Creative Strategy into the operational detail required for every-day decision making and action.

## Our road map



(Completed documents featured on this diagram can be obtained by searching [melbourne.vic.gov.au](http://melbourne.vic.gov.au))



# A CHANGING MELBOURNE – THE CONTEXT FOR ARTS AND CREATIVE WORKS

The city Melburnians know and love is changing at an unprecedented pace.

Our population is booming with over 169,000<sup>1</sup> residents and a weekday daytime population of over 900,000. Nighttime is booming too! We are more diverse than ever – 56 per cent of our residents were born overseas and we are much younger than the rest of Australia. The median age is 28 years and almost half our population is aged between 15 and 29 years old.

The city's fabric is transforming before our eyes, with scores of high-rise developments and mammoth rail and road projects under construction. Climate change is resulting in more very hot days in the city and less but more intense rainfall, changing the way we live. Many people are thriving, but others risk being left further behind as cost of living pressures grow, reducing discretionary spending and challenging the ability to participate in the creative life of the city. Things are changing for artists too. The city

is home to a large number of small to medium sized arts organisations and independent artists who reside and/or make work here. They make an important and unique contribution to the creative vibrancy of Melbourne but many are struggling to make ends meet and be sustainable long-term.

Living or residing in the City of Melbourne is becoming beyond the financial means of many artists and arts organisations. Venues for developing and presenting creative work are becoming scarcer, compliance costs are rising, and technological changes are rapid as are effective means to engage audiences in a crowded market place.

This means how we invest in arts and creative works must also keep pace with and reflect these changes as we look to support creative people of all kinds to reach our diverse populations.

<sup>1</sup> City of Melbourne website Population Forecasts 2018



Image: When the Light Leaves, Rory Godbold. Photo: Stu Brown

# SCOPE OF FRAMEWORK

The City of Melbourne invests circa \$4.34 million into arts and creative works each year through annual grants, triennial grants, strategic partnerships, quick response grants and commissions of temporary public artwork and creative work at Arts House, Signal and ArtPlay. This framework covers all these activities and will influence the shape and structure of future programs.

## Why do we need a creative funding framework?

The framework sets out a clear purpose and principles to guide our future investment into arts and creative works in Melbourne up to 2024. The rationale for developing City of Melbourne’s creative funding framework is outlined in the following points.

<b>Provide a clear purpose</b> The framework establishes a clear purpose that aligns high level objectives and creative funding activity.	<b>Make better decisions</b> Strategic choices on future funding will be made in the context of our principles, clear priorities, deliverables and outcomes we are seeking to achieve.
<b>Provide clarity of the role we will play</b> The distinctive role for City of Melbourne is established that aligns with our funding purpose.	<b>Target our resources more effectively</b> We aim to invest our funding where we can make the greatest impact on the shifts we want to see.
<b>Deliver effectively to the diverse communities of Melbourne</b> The framework makes explicit our priority to increase accessibility to reach Melbourne’s diverse communities.	<b>Provide a focus for Aboriginal and Torres Strait Islander arts and creativity</b> The framework makes explicit our commitment to support Aboriginal and Torres Strait Islander arts and creativity.

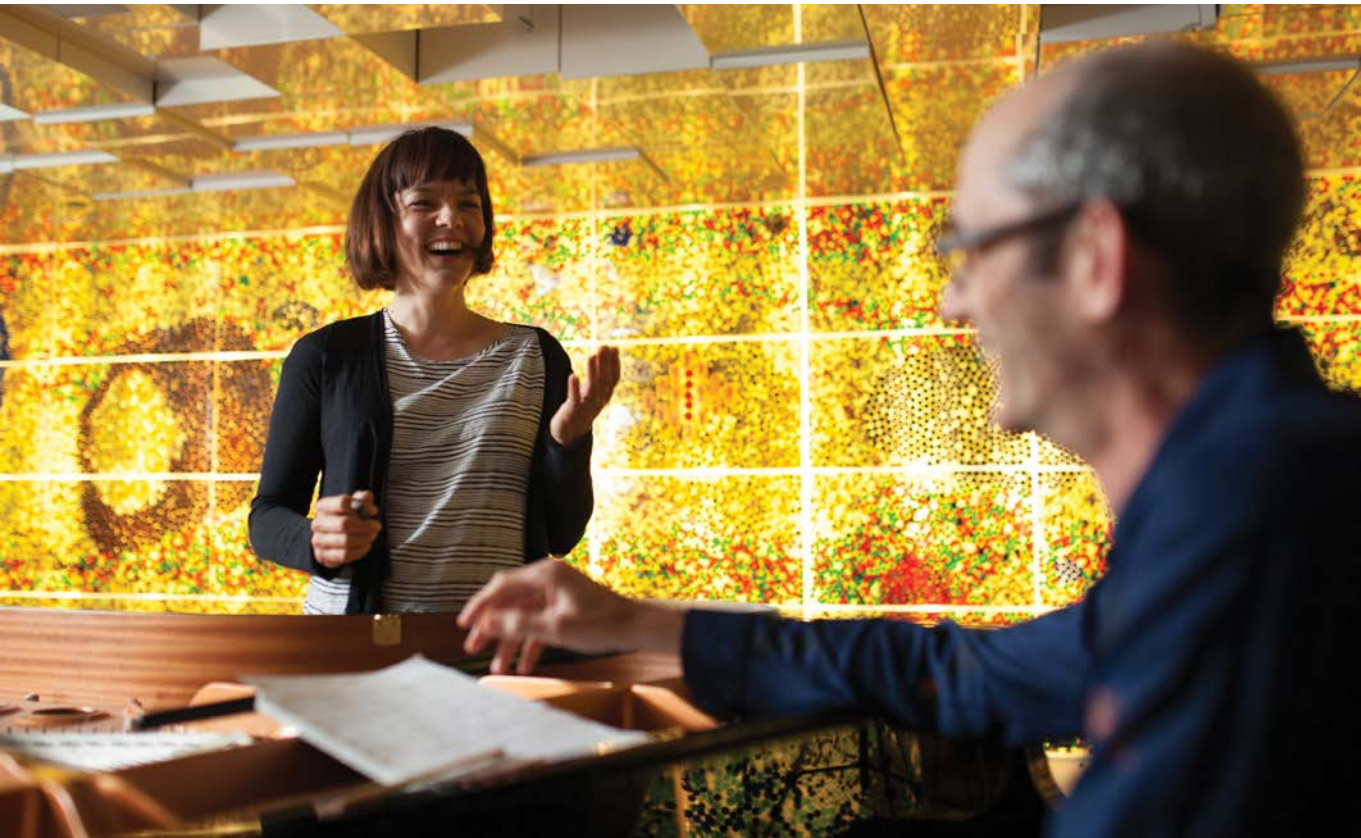


Image: Little Operations: The lost art of listening, Hilary Kleinig & Erik Griswold, Chamber Made. Photo: Image Pier Carthew





Image: Why Listen To Plants, Liquid Architecture. Photo: Keelan O'Hehir



# OUR PURPOSE

Through the City of Melbourne’s funding of arts and creative works we want to:

**ensure creativity is intrinsic to the fabric of Melbourne, its culture, economy and daily life – for everyone who lives, works or visits here**

We want to see:

A SHIFT FROM	A SHIFT TOWARDS
<ul style="list-style-type: none"><li>• Creativity in the usual places</li><li>• Creativity for the usual audiences</li><li>• Creativity in silos</li><li>• Creativity on repeat</li><li>• Creative input as an after-thought</li><li>• Low risk or constrained creativity</li><li>• Creativity only from a Eurocentric perspective</li></ul>	<ul style="list-style-type: none"><li>• Creativity throughout our city</li><li>• Creativity for everyone</li><li>• More creative connections and collaborations</li><li>• New creative ideas and practices</li><li>• Creative input included at the start of projects</li><li>• More bold and ambitious creative works</li><li>• Creativity informed by an Aboriginal world view</li></ul>
Investment for all/sub-optimal investment Rigid, lengthy funding formats	More targeted investment to increase our impact Increased flexibility in funding formats



Image: Gender Euphoria, Mama Alto. Photo: Alexis Desaulniers-Lea



Image: Gender Euphoria, Mahla Bird and Quinn Eades. Photo: Alexis Desaulniers-Lea

# OUTCOMES WE WANT TO ACHIEVE

The City of Melbourne supports creative endeavour through arts grant funding, commissioning of creative works, programming creative works, provision of presentation venues and creative spaces for making works and marketing support. Collectively we want to measure the impact of these activities and, in the case of creative funding, the contribution funded or commissioned works make to what we want to achieve.

WHAT WE WANT TO ACHIEVE <sup>2</sup>	HOW COULD WE MEASURE SUCCESS?
<b>Creativity stimulated</b>	<ul style="list-style-type: none"><li>• The extent to which creativity and imagination are stimulated</li></ul>
<b>Aesthetic enrichment</b>	<ul style="list-style-type: none"><li>• The extent to which a sense of aesthetic enrichment (beauty, discomfort, wonder, awe) is stimulated</li></ul>
<b>Sense of belonging to culture/heritage</b>	<ul style="list-style-type: none"><li>• The extent to which a sense of connection to history and insight for the present/future are stimulated</li></ul>
<b>New knowledge, ideas and insight</b>	<ul style="list-style-type: none"><li>• The extent to which new perspectives, knowledge, ideas or insight are stimulated</li></ul>
<b>Diversity of cultural expression</b>	<ul style="list-style-type: none"><li>• The extent to which appreciation or understanding of different forms of cultural expression is stimulated</li></ul>
<b>Networks and resources increased</b>	<ul style="list-style-type: none"><li>• Increase in access to beneficial networks and other resources</li></ul>
<b>Creative practitioner prosperity</b>	<ul style="list-style-type: none"><li>• Improved professional and/or practice capability</li><li>• An increase in the creative workforce</li></ul>
<b>Audience participation</b>	<ul style="list-style-type: none"><li>• More participants at City of Melbourne funded activities</li></ul>

<sup>2</sup> The measures framework is based on the Cultural Planning Framework and Cultural Outcomes Measures developed by the Cultural Development Network (CDN) in close consultation with capital cities and local governments from every state and territory in Australia. The Cultural Outcomes Measures are in the process of being embedded in government departments and arts organisations around the country and internationally.

# PRINCIPLES

We will use our principles to guide the strategic choices we need to make in who and what we fund.

- 1** We honour and promote Aboriginal and Torres Strait Islander arts and creativity
- 2** We foster new connections, thinking and activities
- 3** We strive for excellence that generates critical success within and beyond our borders
- 4** We prioritise bold ideas and creative ambition
- 5** We inspire participation by encouraging creativity in new and unexpected places
- 6** We intend our funding to make a profound impact on the ability to deliver a creative project
- 7** We prioritise creative projects that contribute to the transformation of Melbourne
- 8** We support projects and creatives that reflect the diverse<sup>3</sup> demographic mix of the people of Melbourne
- 9** We support artists and small to medium sized and independent arts organisations

<sup>3</sup> By diverse we mean people of different backgrounds, ages, cultures, languages, abilities, gender and socio-economic circumstances



# ROLE

The City of Melbourne as a capital city has a distinctive and unique role to play in the creative funding landscape complementing other funding organisations. We are not a funding agency and do not provide core organisational operational funding. Where Australia Council has the national interest first, and Creative Victoria has the state's interest first, we put our city first.

We support through arts grants, residencies and creative commissions the investigation, development and presentation of creative work within the boundaries of the City of Melbourne and by doing this, enable artists and arts organisations to build their capabilities, skills and knowledge.

## What is the role we play?

- We ensure everyone can benefit from creative experiences.
- We help creative practitioners inspire us with new perspectives.
- We build Melbourne's capability as a creative capital city.

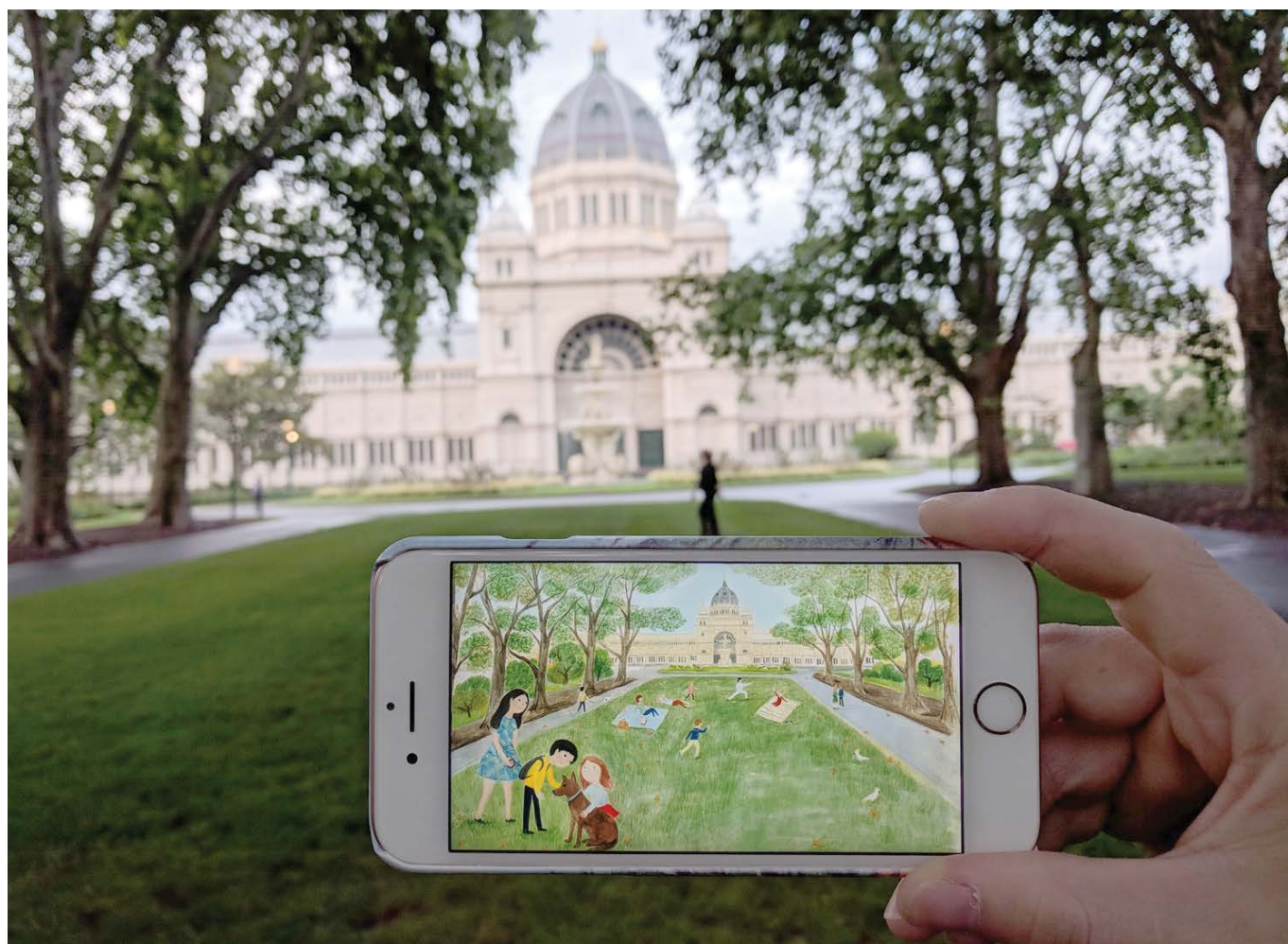


Image: Found in Melbourne, Joanne O'Callaghan. Photo and illustration: Kori Song

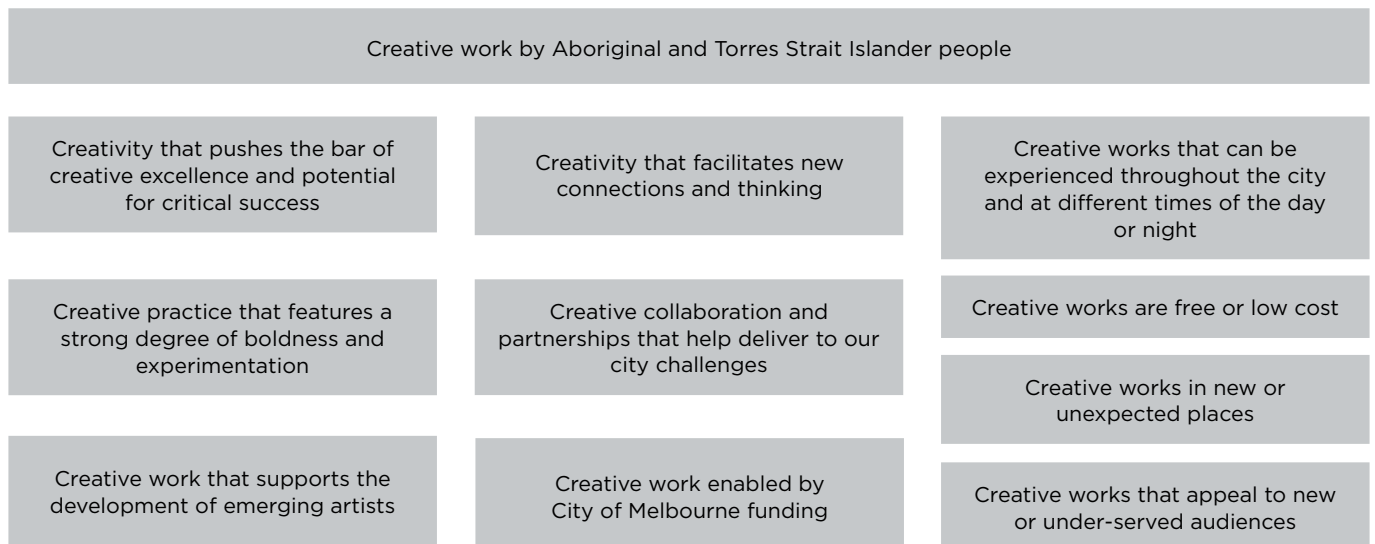
# PRIORITIES AND KEY DELIVERABLES

Our priorities and deliverables make clear where the City of Melbourne wants to target its creative funding to make the greatest impact on what it wants to achieve and signal the shifts we want to make. The principles, priorities and deliverables will be reflected in all of the City of Melbourne's arts grants and creative commissioning programs.

## Priorities



## Key Deliverables



# HOW WILL WE MEASURE SUCCESS?

As a result of investment in creative works we want to measure the direct impact of their activity on the deliverables we have set ourselves to achieve our purpose.

The success measures are not funding criteria but will help to indicate if our principles, priorities and key deliverables are being met.

A greater amount of creative work funded by the City of Melbourne.

## Report on Progress and Review

Data will be collected for all outcome and output measures in year one of the Creative Funding Framework implementation and baselines and targets set for the outputs.

Outcome data and progress against the output targets will be measured and reported on annually from year two to five of the framework implementation period.

There is however a recognition that in seeking works with a degree of boldness and experimentation, some may take some time to manifest into a successful outcome, others may change shape as they develop and some may fail. This will be recognised in our reporting.

The framework will be revised in 2024 at the end of the five year period.

## Priorities

### Creative Excellence

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- was produced by Aboriginal people and Torres Strait Islanders
- went on to achieve critical acclaim such as positive reviews and/or awards
- later went on tour or was presented elsewhere
- supported diverse and/or emerging artists
- was bold and/or involved a degree of experimentation

### Collaboration

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- was developed through genuine engagement with Aboriginal people and Torres Strait Islanders
- was generated by new partnerships
- contributed to city challenges or priorities
- resulted in funding of \$1 or more for every dollar provided
- would not have proceeded without City of Melbourne funding

### Access

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- resulted in growing audiences for work by Aboriginal people and Torres Strait Islanders
- occurred in under-activated neighbourhoods
- occurred at different times of the day or night
- had an element of being free or low cost
- occurred in new and unexpected places
- reached new or under-served audiences



## Implementation Programme

Implementation of the Creative Funding Framework (CFF) will progressively roll-out over three years starting in 2019 through to 2021, whilst the 2018-20 triennial arts grant agreements remain in place until 2020.

Creative Programs such as Arts House Culture Lab, Signal Young Creatives Lab, ArtPlay New Ideas Lab and Test Sites may attract additional funding from external parties to complement that of the City of Melbourne.

All projects, programs and investments must result in a public outcome within the City of Melbourne boundaries. Creative Funding Framework priorities and deliverables are used to guide assessment and decision-making in each program.

### Program streams

ARTS GRANTS, INVESTMENTS AND COMMISSIONS	YEAR ONE FUNDING	VALUE	APPLICATION OR COMMISSION	FOCUS AREA
<b>Quick Response Arts Grants</b>	\$100,000	Up to \$4,000	Open year round or until funds exhausted. Assessed monthly.	Support for unforeseen or unexpected opportunities arising at short notice.
<b>Arts Grants</b>	\$710,400	Up to \$20,000	Annual or Biannual. Trial two rounds per year.	Development and presentation of creative ideas and works by individual artists and small to medium sized arts organisations. Annual priority areas included in guidelines.
<b>Aboriginal Arts Grants</b>	\$90,000	Up to \$20,000 for one year or over two years.	Annual applications. Invite proposals (open year round).	Development and presentation of creative ideas and works by Aboriginal and Torres Strait Islander artists and organisations. Projects over one or two years.
<b>Awards - Arts Excellence</b>	\$90,000	Up to \$35,000 per annum.	3 yearly call for proposals.	Celebration and recognition of excellence (Melbourne and Victoria).

ARTS GRANTS, INVESTMENTS AND COMMISSIONS	YEAR ONE FUNDING	VALUE	APPLICATION OR COMMISSION	FOCUS AREA
Arts and Creative Investment Partnerships	\$3,000,000	Minimum \$30,000 and up to up to \$100,000 per annum for two year and \$50,000 and up to \$350,000 per annum for four year investments.  Amounts may vary annually.	2 yearly call for proposals.  2 yearly commissioning of partnerships.	Investigation, development and presentation of new creative ideas, work, programs and projects.  <b>Call for proposals</b> open to medium to large sized organisations but not government-owned agencies, organisations and institutions.  <b>Commissioned partnerships</b> open to medium to large sized organisations as well as government-owned agencies, organisations and institutions, with total partnerships not exceeding \$300,000 per year. Additional in kind support from Council may be provided in addition to cash grants (e.g. the waiving of permit fees for a supported public event.)".
Arts Residencies	\$40,000	Up to \$10,000 plus studio space in-kind or access to the Art and Heritage Collection.	Annual	Boyd Garret: 12 month residency for writers. Boyd Studio 1: Two six month residencies for all artists and arts organisations. Art and Heritage Collection: Up to 12 month residency. May vary year to year dependent on availability of spaces.
Arts House Culture Lab	\$80,000	Up to \$10,000	Annual expression of interest process or by invitation.	Research and creative development of projects led by independent artists and created on site at Arts House.
Signal Young Creatives Lab	\$28,000	Between \$5,000 and \$8,000	Annual expression of interest process.	Supports emerging creatives 18 to 25 to develop an idea from concept to fruition, through mentorship and support.

ARTS GRANTS, INVESTMENTS AND COMMISSIONS	YEAR ONE FUNDING	VALUE	APPLICATION OR COMMISSION	FOCUS AREA
<b>ArtPlay New Ideas Lab</b>	\$115,000	Between \$10,000 and \$20,000	Annual expression of interest process.	New ideas (new topic of artistic enquiry) - open to artists of all disciplines for creative projects where children and/or families are co-creators.
<b>Test Sites – temporary public artwork</b>	\$90,000	Up to \$10,000	Annual expression of interest process.	Supports artists to explore and experiment with creative ideas for temporary projects within the public realm. The program focuses on areas of interest in the city to engage artists in a civic dialogue in response to a specific site brief.

The assessment of Arts Grants, Aboriginal Arts Grants, Arts and Creative Investment Partnerships (applications made to calls for proposals) and Arts Residencies will be conducted by an independent panel of peers.

While the budgets submitted with Arts Grants may be queried and/or amended during the application and assessment process by City of Melbourne staff and the assessment panel, and except where an application is seeking funding from multiple arts funding bodies, Arts Grants projects recommended for support will generally be funded in full.

The City of Melbourne will review its application processes to reduce unnecessary burden to the applicant and to consider different levels of application obligations depending on the size of the grant being applied for.



## Roll-out of Framework

	2019	2020	2021
<b>Quick Response Grants</b>	Guidelines and priorities aligned to CFF. Evaluation of pilot complete	Budget in place	Budget in place
<b>Arts Grants</b>	Guidelines and priorities aligned to CFF for 2020 round	Trial two rounds of applications for 2021	Revised program and budget in place
<b>Aboriginal Arts Grants</b>	Guidelines and priorities aligned to CFF for 2020 round Change to one or two year funding and inviting proposals		
<b>Awards – Arts Excellence</b>		Begin implementation of new program and budget for 2020-21	New program and budget in place
<b>Arts and Creative Investment Partnerships</b>		Begin implementation of new program and budget for 2020-21	New program and budget in place
<b>Arts Residencies Arts House Culture Lab Signal Young Creatives Lab ArtPlay New Ideas Lab Test Sites – Temporary Public Artwork</b>	Guidelines and priorities aligned to CFF for 2020 round		

# Decision tree - for implementation

Each proposal for investment in a funding or creative commissioning program will go through the following transparent decision making process.

### Step 1

Does this align broadly with our Purpose?  
Identify alignment with City Goals.  
Does the application/proposal meet the program eligibility criteria?

### Step 2

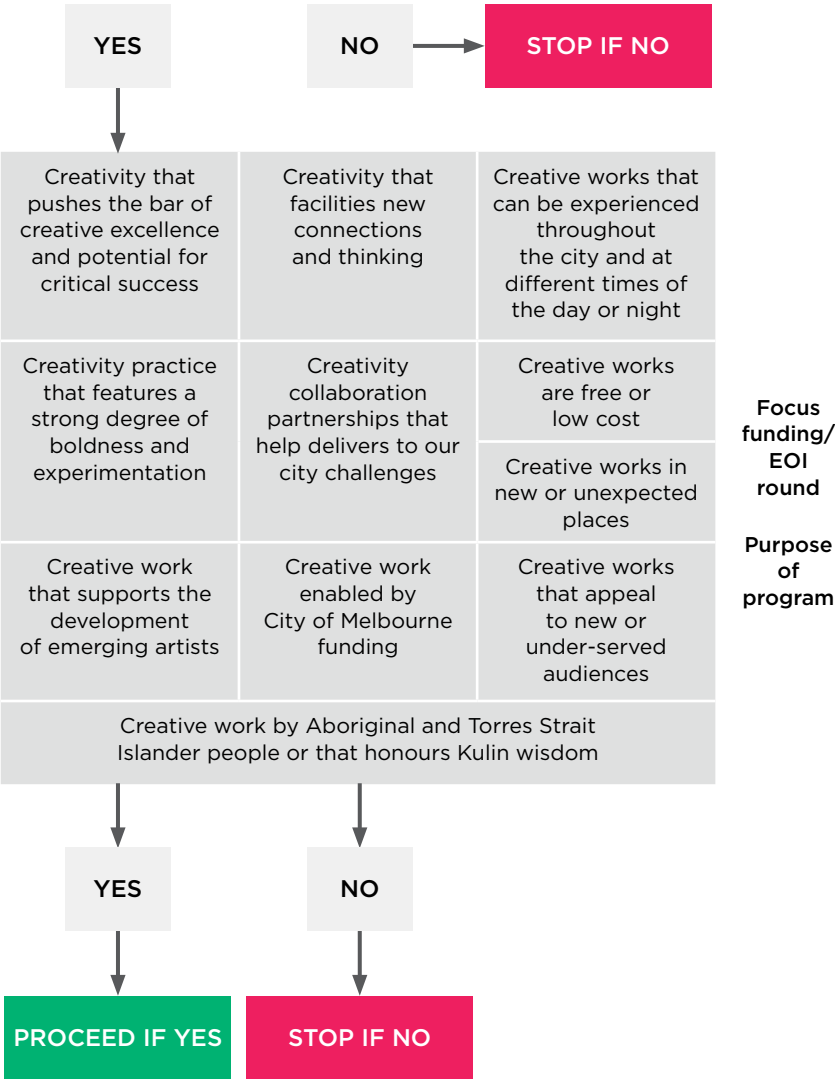
Assess for strong fit with the deliverables aligned to funding mechanism and purpose of programme.

### Step 3

Assess for viability.

### Step 4

Moderation  
Assess for diversity (e.g. genre, demographics, geographic) and impact.



## Creative funding purpose

To ensure creativity is intrinsic to the fabric of Melbourne, its culture, economy and daily life—for everyone who lives, works or visits here.

## Our principles

We honour and promote Aboriginal and Torres Strait Islanders' arts and creativity	We intend our funding to make a profound impact on the ability to deliver a creative project
We foster new connections, thinking and activities	We prioritise creative projects that contribute to the transformation of Melbourne
We strive for excellence that generates critical success within and beyond our borders	We support projects and creatives that reflect the diverse demographic mix of the people of Melbourne
We prioritise bold ideas and creative ambition	We support artists and small to medium sized and independent arts organisations
We inspire participation by encouraging creativity in new and unexpected places	

## Priorities

Creative Excellence	Collaboration	Access
Enable creativity and creative excellence to flourish	Encourage connections between artists and others	Ensure art and creativity permeates Melbourne life

## Key Deliverables

Creative work by Aboriginal and Torres Strait Islander people		
Creativity that pushes the bar of creative excellence and potential for critical success	Creativity that facilitates new connections and thinking	Creative works that can be experienced throughout the city and at different times of the day or night
Creative practice that features a strong degree of boldness and experimentation	Creative collaboration and partnerships that help deliver to our city challenges	Creative works are free or low cost
Creative work that supports the development of emerging artists	Creative work enabled by City of Melbourne funding	Creative works in new or unexpected places
		Creative works that appeal to new or under-served audiences

## How to contact us

### Online:

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)

### In person:

Melbourne Town Hall – Administration Building  
120 Swanston Street, Melbourne  
Business hours, Monday to Friday  
(Public holidays excluded)

### Telephone:

03 9658 9658  
Business hours, Monday to Friday  
(Public holidays excluded)

### Fax:

03 9654 4854

### In writing:

City of Melbourne  
GPO Box 1603  
Melbourne VIC 3001  
Australia



### Interpreter services

We cater for people of all backgrounds  
Please call 03 9280 0726

03 9280 0717	廣東話
03 9280 0719	Bahasa Indonesia
03 9280 0720	Italiano
03 9280 0721	普通话
03 9280 0722	Soomaali
03 9280 0723	Español
03 9280 0725	Việt Ngữ
03 9280 0726	عربي
03 9280 0726	한국어
03 9280 0726	हिंदी
03 9280 0726	All other languages

### National Relay Service:

If you are deaf, hearing impaired or speech-impaired,  
call us via the National Relay Service: Teletypewriter (TTY)  
users phone 1300 555 727 then ask for 03 9658 9658  
9am to 5pm, Monday to Friday (Public holidays excluded)

[melbourne.vic.gov.au](http://melbourne.vic.gov.au)



CITY OF MELBOURNE