



# Creative Steps for Organisations Guidelines



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## Accessibility

Arts Council of Wales is committed to making information available in large print, easy read, braille, audio and British Sign Language and will endeavour to provide information in languages other than Welsh or English on request.

We operate an Equal Opportunities Recruitment Policy and welcome applications from all sections of the community in Welsh or English. There will be no delays in correspondence due to language preference.



## Welcome

Welcome to Creative Steps for Organisations – one of our National Lottery funding programmes. This information sheet will tell you about applying to Creative Steps as an organisation.

If you think Creative Steps for Organisations is for you the most important thing to do is to talk to an Arts Council Officer. This will help us work with you to find out whether this scheme is right for your organisation and will help us meet your needs. If it is, then we'll support you as best we can to apply for Creative Steps funding.

[To find out if your organisation is eligible to apply, more information can be found here.](#)

Please note, Creative Steps is not available to support the development and delivery of artistic programmes. Please see the following sections to see what sort of activity we can fund. [We have other Lottery funding available to support artistic programmes, and more information can be found here.](#)

## About Creative Steps for Organisations

Some organisations are far more likely to have experienced barriers to accessing resources and opportunities, such as funding from Arts Council of Wales.

As well as working to make all our other funds more accessible, Creative Steps for Organisations aims to address this by supporting these organisations to develop their creative journey.

Creative Steps for Organisations is about supporting the development of arts organisations that are led by **ethnically and culturally diverse people, Deaf, disabled or neurodivergent people, or people who have experienced racism or discrimination**. This scheme focusses on these particular groups because research, both internally and externally, tells us that we are not engaging widely enough with organisations from these backgrounds. It also tells us that people from these backgrounds and lived experiences have not been able to access our funding easily and have faced barriers and/or discrimination. Support for these organisations is vital to help increase the range of high-quality artistic work being created and presented in Wales by diverse artists. We want to champion people with these lived experiences.

We define ‘ethnically and culturally diverse’ as:

- Anyone from the African, Asian, Caribbean, Hispanic, Latino, Eastern European or Middle Eastern diaspora in Wales
- Anyone who identifies as being from an ethnic group that is **not exclusively White**
- Anyone from **Gypsy, Roma and Traveller Communities**

We also want to support your organisation to overcome any barriers to receiving funding that you may have experienced. We will do this by providing more flexible support throughout the application process.



We define 'disability' using the Social Model of Disability:

- The social model of disability is a framework that was developed by disabled people to identify and take action against their oppression and the framework states that people are disabled by barriers in society and not necessarily by their impairment. Barriers could be physical such as a lack of disabled toilets or they can be attitudinal such as assuming disabled people can't do certain things.
- The social model of disability was developed to directly counter the traditional, medical model of disability which perceived disabilities and impairments to be a medical problem to be prevented, cured or contained, making the disabled person feel like the problem instead of society

We define 'neurodiverse' or 'neurodivergence' as:

- Viewing neurodevelopmental differences as a natural and normal variation of the human genome which urges society to reject any entrenched negativity associated with those that learn things in a certain manner or those that experience life in a different manner from a neurological perspective
- We all have unique nervous systems with a unique combination of abilities and needs
- We recognise that there is no 'right' way of thinking, learning and behaving and these differences should be celebrated rather than be perceived as deficits

## How can we help and what can I apply for?


Through Creative Steps, we can be more flexible in the way we help you with your ideas and we can also guide you through the application process. We can also be more flexible about the type of proposal we fund and how much funding we can offer.

We can help you apply for our funding by:

- Helping you shape your proposal to best meet your organisation's needs
- Supporting you to partner with someone who will be able to work things through with you such as an Arts Council Officer, an Arts Associate or we may be able to cover the cost of getting a professional from outside of the Arts Council to help you. We will also provide applicants with a list of potential consultants that may be able to assist you with your application and provide you with support and guidance. For example, these consultants could help you with your business development or marketing strategy, amongst other things.
- Providing support as you write your application. For example, we can provide support for you if you would like to submit your application in a different format such as a video instead of a written application.

Your project could include but is not limited to the following:

- Working with someone with similar experiences to you to help you work out what steps you need to take next if you're unsure
- Developing the resources and the skills you need such as a website, marketing materials, using spreadsheets and budget management, fundraising or social media presence
- Training courses relating to your organisation's development (but not formal education such as degree courses)
- Setting up groups with other organisations to learn together and from each other
- Working with someone with professional experience to support you as you take next steps in your organisation's journey (sometimes called a mentor)
- Making your organisation more professional (accessing business development advice on areas such as setting up as an organisation for example)



We can also be more flexible with our funding, and will consider supporting:

- Applications that request up to £250,000 over 3 years (plus access costs)
- Applications that request up to 90% of the total eligible cost of the proposal
- Applications that request funding for the salaries of core staff (whose posts are not supported by other sources) if you can demonstrate that this would help the organisation on its business development journey

Please note Creative Steps funding is not available to support the development and delivery of artistic programmes alone as these are supported by our other Lottery Funding programmes. Your application can include elements of artistic activity if, for example, these are clearly to test out how a new business model might work for you, but we would expect these to have a clear rationale and explanation as to how they tie into your organisational development. An Officer will be able to guide you with this.

Please remember that these are just examples of how Creative Steps could help your organisation. We will work with you to tailor our support to best meet your organisation's needs.

## Who can apply?

Creative Steps is open to organisations that are led by **ethnically and culturally diverse people, Deaf, disabled and neurodivergent people**, or people who have **experienced racism or discrimination**.

You will either aspire to, or currently deliver, arts activity for audiences and participants.

With reference to ‘led by’ we mean that at least 51% of an organisation’s senior managers, management committee, board, governing body or council identify as being from those aforementioned groups.

To be able to apply, organisations must be at a tipping point in terms of their performance. We use the term ‘tipping point’ to mean that the organisation is ready to move onto the next stage of its long-term development. We would expect that any Creative Steps funding you receive would make a substantial contribution towards helping your organisation achieve this breakthrough.

Your organisation must be based in Wales.

If you’re not sure if your organisation is at a ‘tipping point’, don’t worry. Our discussions with you will help us identify if your organisation is at the right point in its development for support from Creative Steps.

We will not accept applications from current members of our Arts Portfolio Wales.



## How much can I apply for?

You can apply for funding between £500 and £250,000.

You can apply for a **Small Grant of up to £10,000** to cover the costs of a consultant to work with your organisation to identify next steps in terms of business development.

You can apply for further Small Grants if you need to commission more preparatory research or have additional targeted support to enable you to proceed to a Large Grant level.

Once this review has been completed, we can support you via a **Large Grant of up to a further £250,000 over a maximum of three years** to drive forward on building organisational resilience and stability.

Please note that if you apply to us for a period of more than one year, we will need to monitor what you've achieved in your first year before we agree to fund the next year. We will set clear targets for each year and discuss whether you have met these before we can move on.

Staff costs can be included in your application, but this will only be eligible when tied to delivering specific business development tasks. We cannot support other core staff costs.

Please note, we cannot guarantee long-term Arts Council of Wales financial support once your project has ended. You must develop a sustainable business model which does not rely solely on this funding to support your ongoing development.

We cannot fund the total costs of your proposal. The maximum percentage of your total eligible project costs that we can fund is 90%. The remainder of your income must come from a non-Arts Council of Wales or National Lottery source. This can be 'in-kind' support or cash, or a combination of both. If this is a barrier, in exceptional circumstances we will fund up to 100%.

Support in kind can be a non-cash contribution to your project. For organisations, you can include up to 10% of support in-kind in your budget. Please note that support in-kind cannot be from your own resources. It can be for example, donated rehearsal or studio space or loan of equipment.

## Application deadlines

The deadline for submitting applications to the Creative Steps programme is the last day of each month. The first closing date will be 31 December 2022 and following this, it will be on a monthly basis.

If your application is up to £10,000, please bear in mind that you need to allow a minimum of 6 working weeks between the deadline date and the start date for your project.

If your application is over £10,000, please bear in mind that you need to allow a minimum of 8 working weeks between the deadline date and the start date for your project.

We cannot fund proposals that are already happening so we won't accept your application if your proposal's start date will come before we've had the opportunity to assess your application.

## Next steps

If you think Creative Steps for Organisations could help you, please contact us so we can work together on the next steps.

- Once you're in touch with one of our Officers, they will:
- Discuss your ideas and plan how to best meet your creative needs.
- Work out with you what level of funding is appropriate.
- Provide guidance and assistance to partner you with someone to work through this with you and help shape your 'next steps' into a project.
- Provide support to put your application together (this might come from an Arts Council Officer, an Arts Associate or we may be able to cover the cost of getting a professional from outside of the Arts Council to help you).
- Support you to apply in a different medium such as by video.
- When relevant – and if it's of interest to you – invite you to take part in learning opportunities with other Creative Steps awardees.

**If you're successful**, we'll be on hand to support you. We hope things go well but we also want you to be honest and open if things do not go so well so that we can help. At the end we'll discuss what happened and future options including further funding. We will ensure that communication is always open and transparent.

**If you're unsuccessful**, we'll still be on hand to support you. We will work through the reasons why, and what you can do next to take things forward and possibly reapply. This isn't pass or fail, but a process. Again, we will ensure that communication is always open and transparent.

## Contact us

Here are the ways you can get in touch. One of our officers will introduce themselves and start conversations in your preferred medium.



Telephone: 03301 242733



Email: [creativesteps@arts.wales](mailto:creativesteps@arts.wales)



Hours: 9.00am-5.00pm Monday to Thursday, 9.00am-4.30pm Friday



Website: [www.arts.wales/about-us/contact-us](http://www.arts.wales/about-us/contact-us)



Facebook: [Cyngor Celfyddydau Cymru | Arts Council of Wales](https://www.facebook.com/Cyngor-Celfyddydau-Cymru)



Twitter: [@Arts\\_Wales](https://twitter.com/Arts_Wales)



Instagram: [celfcymruarts](https://www.instagram.com/celfcymruarts)