CONCEPT

# Cultural Projects Management: Arts Programming, Funding and Impact Evaluation



**Cultural Projects Management: Arts Programming, Funding and Impact Evaluation**

## Introduction:

Cultural projects management often breaks down between vision and delivery: a season is programmed before funding is secured, artist fees and rights are agreed on a handshake, venues are booked without a production schedule, and funders ask for evidence of cultural and social impact that nobody planned to collect. This Core Concept course gives culture agencies, cultural centres and creative organisations one working method for arts programming, grant and sponsorship funding, artist commissions, production, audience development and impact evaluation. Participants build a Cultural Programme Proposal and Impact Framework for a case initiative.

## Course Objectives:

- Translate broad cultural policy aims of excellence and wider access into programme goals, selection criteria and a cultural project life cycle with stage gates
- Build a season or project programme through curatorial rationale, artist selection and a balanced mix of disciplines, formats and audiences
- Assemble a funding mix of public grants, sponsorship, philanthropy and earned income and prepare a costed project budget with cash-flow phasing
- Agree artist fees, commissions, intellectual property and performance rights and coordinate venues, technical riders and production schedules
- Plan audience development and community engagement activity with partners and manage risk across artistic, financial, reputational and delivery areas
- Design an evaluation approach with a theory of change, logic model and indicators that report cultural and social impact to funders and boards

## Target Audience:

- Cultural centre programming functions that plan seasons, exhibitions, performances and talks across several art forms
- Arts production and producing functions that turn artistic ideas into budgeted, scheduled and staffed projects
- Culture agency project functions that design grant schemes, oversee funded initiatives and report on public cultural objectives
- Development and partnership functions that secure grants, sponsorship and co-producing partners for creative organisations
- Audience, learning and community engagement functions that widen participation and gather feedback from visitors and residents

## Course Outline:

### Day 1: Cultural Policy Aims and the Cultural Project Life Cycle

- Cultural Policy Objectives: Excellence, Access, Identity and Creative Economy at Overview
- Cultural Organisation Types: Arts Councils, Cultural Centres, Independent Companies and Creative Collectives
- Cultural Project Life Cycle: Idea, Feasibility, Development, Production, Presentation and Legacy
- Stage-Gate Criteria for Approving, Pausing or Dropping a Cultural Project
- Current Programme Portfolio Review Using an Artistic Ambition and Reach Grid

### Day 2: Programming, Curation and Funding Models

- Curatorial Rationale Statement and Artistic Selection Criteria
- Season Programming Matrix: Disciplines, Formats, Emerging and Established Artists
- Cultural Funding Mix: Public Grants, Arts Council Schemes, Philanthropy and Earned Income
- Sponsorship Proposal Structure: Brand Fit, Benefits Package and Activation Plan
- Grant Application Anatomy: Need Statement, Activity Plan, Budget Narrative and Outcomes

### Day 3: Artists, Rights, Budgets and Production

- Artist Engagement Letter and Commission Agreement: Fees, Milestones and Deliverables
- Intellectual Property, Moral Rights, Image Rights and Performance Licensing at Overview
- Cultural Project Budget Template: Artistic, Technical, Marketing and Contingency Lines
- Venue Selection and Hire Terms for Theatres, Galleries, Public Spaces and Touring Venues
- Production Schedule, Technical Rider Review and Get-In and Get-Out Planning

### Day 4: Audiences, Partnerships, Risk and Impact Evaluation

- Audience Development Plan: Segmentation, Barriers to Attendance and Access Measures
- Community Co-Creation and Participatory Arts Engagement Methods
- Partnership and Co-Production Agreements with Cultural, Education and Civic Bodies
- Cultural Project Risk Register: Artist Withdrawal, Funding Shortfall, Reputational Controversy and Low Attendance
- Theory of Change, Logic Model and Cultural and Social Impact Indicators

### Day 5: Case Study: Cultural Programme Proposal and Impact Framework

- Case Initiative Briefing: Multi-Venue Arts Programme for a Mixed Urban and Rural Community
- Programme Proposal Build: Curatorial Rationale, Activity Plan and Partner Roles
- Funding Plan and Costed Budget Build for the Case Initiative
- Impact Framework Build: Outcome Indicators, Data Collection Tools and Reporting Calendar
- Proposal Pitch to a Mock Funding Panel and Peer Feedback

## Skills You Will Gain:

- Cultural Programme Planning
- Curatorial Decision-Making
- Grant Writing
- Sponsorship Negotiation
- Artist Contracting
- Cultural Budget Control
- Audience Development
- Impact Evaluation

## Why Attend This Course:

- Leave with a Cultural Programme Proposal and Impact Framework built on a case initiative and tested before a mock funding panel
- Stop late funding gaps and fee disputes by fixing budgets, commission terms and rights before artists start work
- Answer funders and boards with evidence of cultural and social value gathered from the first day of a project
- Compare programming, funding and engagement practice with peers from performing arts, visual arts, literature, film and community culture

## Conclusion:

Cultural projects succeed when artistic ambition, money, rights, production and evidence are planned together rather than in separate silos. The one week move from cultural policy aims and the project life cycle, through curation, programming and funding models, to artist commissions, rights, budgets and production, then to audience development, partnerships, risk and impact evaluation. The final day applies the method to a case initiative and produces a Cultural Programme Proposal and Impact Framework ready to present to funders and boards.