

2 Project management

Planning and managing your project

Once you have defined your project concept you will need to develop a detailed plan to bring your project to completion. A project plan is basically putting your ideas on paper in a structured format, and then testing them in the marketplace.

It's necessary to identify your project needs and put them into achievable tasks and stages. There are many resources available, including planning templates to help you. It's best to find a template you understand and can adapt to your needs, deleting areas that are not relevant to your project. Refer to our links and resources section – some websites have helpful fact sheets and free templates you can download. The Department of Employment, Economic Development and Innovation also offers an activity based workshop series that covers aspects of planning and management for a small cost.

Things you may want to consider:

What – What is the idea? Can you summarise it in three lines or less?

Who – Who can assist to make it happen? Do you have the team you need or can you create the team? Do – you have the necessary skills? Can you get the right support people on board?

How – How would you finance this project? Is funding available? Are you eligible to apply?

Where – Where would you locate your project? Is there an appropriate venue/site to hold it?

When – When do you need to have tasks completed? Have you got a realistic time frame? Can you meet deadlines?

Think about things like; developing a work or operational plan or how you plan to implement your project plan, about teamwork and how your project team will collaborate and cooperate, and how you will manage your physical resources in terms of workplace health and safety, providing copyright advice to artists; monitoring your income and expenditure and coordinating and presenting project documentation.

It's also important to 'map' your environment. This involves looking more broadly at stakeholders and potential future opportunities. This can help you keep a bigger picture in mind. 'Mapping' can also help with project milestones – being able to look back at your original plan and compare your progress and achievements. This can boost confidence and help you identify weak areas which you can develop and improve.

It's worthwhile to show the plan to a mentor or colleague. Arts Nexus can assist with providing advice and guidance related to your project plan.

Plan into action

Moving your project from idea to action involves implementing your plan. You will need to manage and administer tasks, organise meetings, consult with groups and organisations, monitor progress and quality and evaluate.

The Funding Application

The funding application is the best planning tool. Everything assessors ask for in a funding application is what you need to have thought about. You need to be able to:

- Summarise your project (this will help later for your promotional material)
- Decide on key members of your project team
- Determine your project timeline (it should be flexible to account for changes and external factors)
- Illustrate demonstrated support for your project – it's a good way to market research your product and be sure there is a need for it – therefore letters of support are vital and need to be representative. They can also back up your general research and become your stakeholders
- Detail your budget – include quotes, confirm suppliers, detail artists fees and all expenses and income
- Detail how you will record successes and failures (what will you do to improve certain areas of your project for increased success?) This project monitoring can assist you with reporting and acquitting.
- Include a section on alternatives in case something doesn't go according to plan. This can be linked to your risk assessment ideas (see Arts Nexus: *Sheet 6 Risk Management and Compliance*)
- Be prepared to report and acquit your project. Before you start, it's important to know what you have to do at the completion of your project. Reporting includes statistics, support, audience and attendance numbers, media coverage, marketing, visitor's books, sales, and any other feedback you receive.

Contract Agreement

Once you have secured your funds, it's essential to have a signed contract in place between yourself and your lending venues or locations, regarding the nature and details of your tour. Think about things like condition reports, standards of care and insurance if you have works of art or costumes that are freighted to each venue. Have some systems in place in case items need replacing due to being damaged, lost or stolen during transit or while on display.

Marketing and promotion

How will you promote your project? Who will fund marketing costs? Consider:

- Catalogues
- Invitations
- Flyers
- Posters
- Merchandise



- Web site
- Email
- Radio
- Official Opening

Links and resources

- ArtsLaw www.artslaw.com.au
- ArtsYakka www.artsyakka.com/
- Australia Council www.australiacouncil.gov.au/ Publication: *H2W2, How to do an arts project – Where to get help*, Australia Council, 2005
- Australian Copyright Council www.copyright.org.au
- Department Employment, Economic Development and Innovation www.deedi.qld.gov.au
- Events Queensland www.qldevents.com.au/
- Our Community www.ourcommunity.com.au
- Queensland Government Business Advisory Services www.business.qld.gov.au
- Viscopy www.viscopy.com.au

Checklist

- Do you have your project idea in a succinct format to communicate it to others?
- Have you determined which parts of your project are intellectual property that should not be publicly shared? Have you considered whether you need an 'in confidence' clause to protect your intellectual property when discussing your project in the first stages? Most people do not need the entire details to be able to understand your project. The tendency is for artists to reveal too much of their project unnecessarily due to their passion.
- Have you tested your idea with others to gain feedback and measure responses?
- Have you researched the originality of your idea? Is anyone doing something similar? You may complement what they are doing. It is very rare that anything is truly original so don't be discouraged by similar products/projects – learn from them.
- Have you sought advice from organisations like ArtsLaw to see if you need any contracts in place?

Telephone Advisory Service

Got a creative idea? Looking for help to grow it? Arts Nexus can assist you to develop your creative ideas into real ventures, find funding, write grants and manage your project. Contact us today on 07 4051 4433 or admin@artsnexus.com.au