

# Self Evaluation Toolkit

This version of the toolkit is for individuals wishing to evaluate a completed project or service.

## Quality and impact

### Vision

Does your work contribute to your vision of where you'd like to be in five years?

A vision helps people work towards goals. Do you have a vision that adds to your overall purpose as a practitioner, professional or artist?

#### Activities to help improve your evaluation

##### NHS Scotland

Work to consider your stakeholders using stakeholder mapping.

[http://www.isdscotland.org/About-ISD/About-Our-Statistics/\\_docs/PHI-Guidance-on-Consulting-v0-3-20151203.pdf](http://www.isdscotland.org/About-ISD/About-Our-Statistics/_docs/PHI-Guidance-on-Consulting-v0-3-20151203.pdf)

##### University of Warwick

Work to consider your stakeholders using stakeholder mapping.

[https://www2.warwick.ac.uk/services/ldc/leadership/change/toolkit\\_4\\_stakeholder\\_mapping.doc](https://www2.warwick.ac.uk/services/ldc/leadership/change/toolkit_4_stakeholder_mapping.doc)

##### CIPD

Work to consider the context using PEST (Political, Economic, Sociological, Technical, Legal and Environmental analysis).

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet>

##### Open University

Work creatively on a 'rich picture' vision.

<http://systems.open.ac.uk/materials/T552/pages/rich/richAppendix.html>

##### Better Evaluation, Australia

Work creatively on a 'rich picture' vision.

[www.betterevaluation.org/en/evaluation-options/richpictures](http://www.betterevaluation.org/en/evaluation-options/richpictures)

##### NCVO

Think about campaigning and communications in developing a vision.

<https://knowhownonprofit.org/campaigns>

## Quality and impact

### Impact

How confident are you that your work has an impact?

Your work should make a difference to your stakeholders, should not negatively impact the environment, and should not exclude people.

Does your work:

- make a difference to your audiences, participants or more widely?
  - avoid negatively impacting the environment - better still, does it promote better care of the
- environment?
  - include rather than exclude people - even better, does it actively promote diversity, for example
- ethnicity, faith, age, socio-economic groups, disability, sexual orientation and gender.

### Activities to help improve your evaluation

#### NPC

Use a self assessment tool specifically to review your impact practice.

<http://inspiringimpact.org/measuringup/>

#### NCVO

Work on an overview of your impact.

<https://knowhownonprofit.org/organisation>

#### Happy Museum

Work to plan impact in a more creative and flexible style using a Story of Change.

<http://happymuseumproject.org/story-of-change/>

#### MLA

Use cultural sector expertise on Generic Learning and Social Outcomes

<http://www.artscouncil.org.uk/measuring-outcomes/generic-learning-outcomes#section-1>

#### Make Culture Work

Work to develop evaluation practice by sharing with others.

<http://www.makingculturework.org.uk/>

#### NPC

<http://www.thinknpc.org/our-work/our-services/theory-of-change/>

### **Culture Case**

Use cultural research for general evidence of impact.

[www.culturecase.org](http://www.culturecase.org)

### **Happy Museum**

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<http://happymuseumproject.org/resources/tools/>

### **Social Value UK**

<http://www.socialvalueuk.org/>

### **NEF, Charities Evaluation Service.**

<http://www.proveandimprove.org/>

### **Arts Enterprise with a Social Purpose (Aesop)**

<http://www.ae-sop.org/>

## **Quality and impact**

### **Quality**

How confident are you about the quality of your work?

Your work should be of the best quality possible to meet the needs of the people involved.

Was the quality of the process you used and the finished product right for all your stakeholders?

### **Activities to help improve your evaluation**

#### **ACE**

Work systematically on quality across the organisation using a quality framework.

<http://www.artscouncil.org.uk/quality-metrics/quality-metrics>

#### **ACE**

Work systematically on quality for young people using Quality Principles.

<http://www.artscouncil.org.uk/cultural-education-challenge/cultural-education-challenge-resources#section-4>

## Quality and impact

### Repeat audiences

How well do you serve your regular audiences, participants, clients, funders or community?

Regular relationships provide support and a reliable income stream. In return, they must be able to progress.

#### Activities to help improve your evaluation

##### **DCMS, ACE, Historic England, Sport England**

Use cultural sector data to inform audience decisions.

<http://www.artscouncil.org.uk/taking-part-survey>

##### **Audience Agency**

Use cultural sector market segmentation to inform audience decisions.

<https://www.theaudienceagency.org/>

##### **Arts Marketing Association**

Sign up to cultural sector marketing expertise.

<http://www.a-m-a.co.uk/>

##### **Arts Marketing Association**

Use cultural sector case studies for shared practice.

<http://www.culturehive.co.uk/>

##### **Office for National Statistics**

Use national, regional or local data to inform audience decisions.

<https://www.ons.gov.uk/>

##### **Public Health England**

Use national, regional or local data to inform audience decisions.

<http://fingertips.phe.org.uk/profile/health-profiles>

## **Quality and impact**

### **New audiences**

How well do you reach and secure new audiences, participants, clients, funders or communities?

New audiences are essential for future income and artistic development.

Consider how well you reach new audiences or funders. Do new relationships fall within the groups you want to target?

#### **Activities to help improve your evaluation**

##### **NHS Scotland**

Work to consider your stakeholders using stakeholder mapping.

[http://www.isdscotland.org/About-ISD/About-Our-Statistics/\\_docs/PHI-Guidance-on-Consulting-v0-3-20151203.pdf](http://www.isdscotland.org/About-ISD/About-Our-Statistics/_docs/PHI-Guidance-on-Consulting-v0-3-20151203.pdf)

##### **University of Warwick**

Work to consider your stakeholders using stakeholder mapping.

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##### **Arts Marketing Association**

Use cultural sector case studies for shared practice.

<http://www.culturehive.co.uk/>

##### **Office for National Statistics**

Use national, regional or local data to inform audience decisions.

## **Public Health England**

Use national, regional or local data to inform audience decisions.

<http://fingertips.phe.org.uk/profile/health-profiles>

## **CIPD (Ansoff)**

Use risk management expertise whilst deciding how to develop new audiences.

<http://www.conceptdraw.com/examples/marketing-matrix-and-schedules>



## **People development**

### **The team**

Are you working with the right teams to deliver your vision and reach regular or new audiences authentically?

You might need to work with a team to deliver quality and impact.

Teams need to reflect existing and new audiences and communities, and include a range of learning methods to meet different needs. Do the people you work with have the right skillset, experience, diversity and style?

### **Activities to help improve your evaluation**

#### **NCVO**

Audit the skills in your team.

<https://knowhownonprofit.org/people/staff/managing-performance-learning-and-skills-development/development>

#### **Office for National Statistics**

Use data from the Office of National Statistics to understand your local population.

<https://www.ons.gov.uk/>

#### **NCVO**

Use established expertise for recruiting and managing staff and volunteers.

<https://knowhownonprofit.org/people>

## **People development**

### **Roles and performance**

Do you know your role, your relationship to others and how well you are performing within teams?

People need up-to-date information about where their role sits within a team; more so as team working becomes more common.

Consider whether your teams have the right people involved at all levels.

#### **Activities to help improve your evaluation**

##### **NCVO**

Audit the skills in your team.

<https://knowhownonprofit.org/people/staff/managing-performance-learning-and-skills-development/development>

##### **CIPD**

Use established expertise for making sure good people management leads to excellence.

<https://www.nsai.ie/NSAI/files/7f/7f6730e9-d0df-4231-ab1e-76b6aa26e035.pdf>

##### **NCVO**

Use established expertise on leadership and managing change.

<https://knowhownonprofit.org/leadership>

##### **Belbin**

Work with the team to understand different team working styles and strengths.

<http://www.belbin.com/>

##### **Myers Briggs**

Work with the team to understand different team working styles and strengths.

<http://www.myersbriggs.org/>

## **People development**

### **Professional development**

Do you get the training, professional development and on-the-job support you need for your role and to achieve your potential?

Professional development should inspire as well as deliver your work. When resources are short, in-kind support may make up for formal training.

#### **Activities to help improve your evaluation**

##### **NCVO**

Audit the skills in your team.

<https://knowhownonprofit.org/people/staff/managing-performance-learning-and-skills-development/development>

##### **CIPD**

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<https://www.nsai.ie/NSAI/files/7f/7f6730e9-d0df-4231-ab1e-76b6aa26e035.pdf>

##### **GROW model**

Work with individuals in a coaching style to support their development.

[https://www.google.co.uk/#safe=active&q=grow+coaching+model&\\*](https://www.google.co.uk/#safe=active&q=grow+coaching+model&*>)

##### **CIPD**

Use a 360 degree review approach for a team perspective on people's performance.

<https://www.cipd.co.uk/knowledge/fundamentals/people/performance/feedback-factsheet>

##### **Gallup**

Work with people's strengths.

<http://strengths.gallup.com/110440/About-StrengthsFinder-20.aspx>

##### **Quick MBA**

Work with practical guidance on effectiveness.

<http://www.quickmba.com/mgmt/7hab/>

##### **School for Social Entrepreneurs**

Use entrepreneurial CPD

## **ACEVO**

Sign up to leadership support.

<https://www.acevo.org.uk/>

## **People development**

### **Wellbeing and job satisfaction**

Do you enjoy your work and find it satisfying?

Whether people enjoy their work is one of the best indicators of success in a sector which depends on its workforce.

#### **Activities to help improve your evaluation**

##### **Happy Museum**

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<http://happymuseumproject.org/resources/tools/>

##### **Wellbeing at work (CIPD)**

<https://www2.cipd.co.uk/NR/rdonlyres/DCCE94D7-781A-485A-A702-6DAAB5EA7B27/0/whthapwbwrk.pdf>

##### **NICE guidance**

<https://www.nice.org.uk/guidance/ph22>

## People development

### Partnerships

Do you have the right partnerships to deliver your vision?

Collaboration with partners will be a feature of the future funding landscape and it's also good for staff and audiences.

Think about the strength of partnerships, including depth and breadth, and the ability of partnerships to improve diversity, capability or capacity.

#### Activities to help improve your evaluation

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##### Big Lottery

Use expertise on working in partnership generally.

[http://www.biglotteryfund.org.uk/pub\\_good\\_practice\\_guide.pdf](http://www.biglotteryfund.org.uk/pub_good_practice_guide.pdf)

##### NCCPE

Use expertise on working in partnership with HE.

<https://www.publicengagement.ac.uk/do-it/working-partnership>

## **Process development**

### **Planning and monitoring**

Do you have plans for cultural or artistic, social, financial and environmental sustainability?

While the arts and culture sectors must be responsive and seize opportunities, reliable planning and delivery provide the secure base from which to launch innovation.

Think about plans for cultural and artistic, social, financial and environmental areas. Do you have plans that are relevant and that you monitor and update?

### **Activities to help improve your evaluation**

#### **Tutorials Point**

Use expertise from many years of project management experience.

[http://www.tutorialspoint.com/management\\_concepts/project\\_management\\_triangle.htm](http://www.tutorialspoint.com/management_concepts/project_management_triangle.htm)

#### **NVCO**

Use expertise on non-profit project management.

<https://knowhownonprofit.org/people/your-development/professional/projectman>

## **Process development**

## **Information management**

How well do you collect, catalogue, store, retrieve and share information?

Effective information collection, storage and sharing can really inform the way projects work and can help them run smoothly.

Think about whether your information management supports efficient, ethical and effective working practice, and whether it helps you in a local context.

### **Activities to help improve your evaluation**

#### **NPC**

Use a self assessment approach to planning your use of evidence.

<http://inspiringimpact.org/measuringup/>

#### **Collections Trust**

Use expert guidance on collections management.

<http://collectionstrust.org.uk/product/collections-management-a-practical-guide/>

#### **HM Govt.**

Use data protection legislation to ensure information is safe.

<https://www.gov.uk/data-protection/the-data-protection-act>

#### **Arts Professional**

Use a box office system that meets your needs. There are many on the market and this comparison may help.

<http://www.artspromotional.co.uk/taxonomy/term/699/all>

#### **Online Sharing: Dropbox**

<https://www.dropbox.com/home>

#### **Communications: Mailchimp**

<https://mailchimp.com/>

#### **Online Sharing: Box**

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<https://www.box.com/home>



<https://www.surveymonkey.co.uk/>

**Database: Artifax**

<http://www.artifax.net/>

**Database: CivicCRM**

<https://civicrm.org>

**Database: Lamplight**

<http://www.lamplightdb.co.uk>

**Online Conferencing: Skype**

<https://www.skype.com>

**Online Conferencing: Google Hangout**

<https://hangouts.google.com/>

## **Process development**

### **Communications**

How well do you communicate?

A communication plan should start with the target market and their needs, but also be clear on your key message.

Think about both audiences and funders, and the use of digital channels.

#### **Activities to help improve your evaluation**

##### **NCVO**

Work on a broad communications strategy using non-profit expertise.

<https://knowhownonprofit.org/campaigns/communications/communications-strategy>

##### **IPA**

Work on campaigning communications specifically.

<http://www.ipa.co.uk/Document/communication-strategy-best-practice-guide>

##### **Government Communication Service**

Work on internal communications specifically.

<https://communication.cabinetoffice.gov.uk/ic-space/strategy-and-internal-communications/developing-an-internal-communications-strategy/>

## **Process development**

### **Resources and facilities**

Do you use your physical and other assets creatively, sustainably and to achieve value for money?

Maintaining physical assets like a record of your work, and intangible assets like intellectual property is an ongoing task.

Do you consider different types of assets in making sure your work achieves the best value for money and the most creative results? Do you safeguard assets for the future, including protecting your intellectual property (if relevant)?

### **Activities to help improve your evaluation**

#### **Julie's Bicycle**

Work to ensure the sustainability of your venue and approach.

<http://www.juliesbicycle.com/services>

#### **BREEAM**

Use a recognised model of sustainable practice for building.

<http://www.breeam.com/>

#### **Intellectual Property Office**

Use guidance on your intellectual property approach.

<https://www.gov.uk/government/organisations/intellectual-property-office>

#### **Ethical Property Foundation**

Use guidance from experts in managing property for charities.

<http://www.ethicalproperty.org.uk/content.aspx?CategoryID=246>

## Process development

# Financial management

How effective is your financial planning and monitoring?

Financial management has a role at every stage of your work and more sophisticated financial management should also account for social and environmental assets and impact.

Think about all these elements regularly; before, during and after you spend.

### Activities to help improve your evaluation

#### **Big Lottery.**

Use guidance on Full Cost Recovery for managing finances as well as fundraising.

<https://www.biglotteryfund.org.uk/funding/funding-guidance/applying-for-funding/full-cost-recovery>

#### **Association of Chartered Certified Accountants.**

Use the Cost Volume Profit analysis approach to manage a portfolio of projects.

<http://www.accaglobal.com/uk/en/student/exam-support-resources/fundamentals-exams-study-resources/f5/technical-articles/CVP-analysis.html>

#### **Chartered Institute of Public Finance & Accounting.**

Sign up to CIPFA newsletters for regular updates on the public finance.

<https://www.cipfa.org/>

#### **NCVO**

Use guidance on non-profit financial management.

<https://knowhownonprofit.org/organisation/operations/financial-management>

## Process development

### Technical systems

Do your technical systems allow you to work smoothly, safely and effectively, both in teams and and in your own work?

Good processes make a huge difference to productivity, from speeding up administration to capturing learning for the future.

Think about whether your processes and systems are efficient, up to date and enabling, both within teams and in your own work.

#### Activities to help improve your evaluation

Sign up to membership organisations especially for technical staff, so they can stay up to date with new developments.

#### AmbITION

Work on an overview of your digital transformation.

<http://www.getambition.com>

#### Online Collaboration: Google

<https://www.google.co.uk/docs/about/>

#### Online Sharing: Box

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<https://www.box.com/home>

#### Online Sharing: Dropbox

<https://www.dropbox.com/home>

#### Meeting management: Doodle Poll

[http://doodle.com/en\\_GB/](http://doodle.com/en_GB/)

#### Project Management: Teamwork

<https://www.teamwork.com/>

#### Communications: Mailchimp

<https://mailchimp.com/>

#### Communications: Survey Monkey

**Project Management: Basecamp**

<https://basecamp.com/>

**Project Management: SmartSheet**

<https://www.smartsheet.com/>

**Database: Artifax**

<http://www.artifax.net/>

**Database: CivicCRM**

<https://civicrm.org>

**Database: Lamplight**

<http://www.lamplightdb.co.uk>

**Database: Tessitura**

[http://welcome.tessituranetwork.com/?gclid=Cj0KEQjwiI3HBRDv0q\\_qhqXZ-N4BEiQAOTiCHgNrms6zFcazGaRIB3A6wKH\\_mVv6C9nm5UPw9S1gLBYaArNS8P8HAQ](http://welcome.tessituranetwork.com/?gclid=Cj0KEQjwiI3HBRDv0q_qhqXZ-N4BEiQAOTiCHgNrms6zFcazGaRIB3A6wKH_mVv6C9nm5UPw9S1gLBYaArNS8P8HAQ)

**Online Conferencing: Skype**

<https://www.skype.com>

**Online Conferencing: Google Hangout**

<https://hangouts.google.com/>

## **Process development**

### **Legislation**

How up to date is your understanding of the legislation that affects you?

Legislation is a huge and varied issue, ranging from equality and diversity to child protection, financial management and environmental obligations.

Are you aware of and up-to-date with the legislation that affects you?

#### **Activities to help improve your evaluation**

##### **Charity Commission**

Use free resources from the Charity Commission.

<https://www.gov.uk/government/organisations/charity-commission>

##### **NCVO**

Use free resources from NCVO.

<https://www.ncvo.org.uk/policy-and-research/charity-law-and-regulation>

##### **HM Govt**

Use free resources from the Department for Business, Energy & Industrial Strateg.

<https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy>

##### **Legal Advice Centre**

Use free resources from the Legal Advice Centre

<http://www.legal-advice-centre.co.uk/>

##### **LASA**

Use free resources from LASA

<http://lasa.org.uk/>

##### **Copyright User**

Use free resources from Copyright User

<http://copyrightuser.org>

##### **LMSC**

Use free resources from The Legislation Monitoring Service for charities.

## **FSB**

Sign up to the Federation of Small Businesses.

<http://www.fsb.org.uk/>



## **Business development**

### **Internal alignment**

Is your work aligned and consistent with your goals?

Over years administrative approaches tend to multiply and diverge. Making sure that plans and processes are consistent with your goals makes your work more efficient and effective.

Consider how well these things link: the needs of repeat or new audiences, the needs of partners, your vision and intended outcomes, 'stewardship' obligations and your training and development.

#### **Activities to help improve your evaluation**

##### **NPC**

Work to plan and review using a Theory of Change.

<http://www.thinknpc.org/our-work/our-services/theory-of-change/>

##### **Happy Museum**

Work to plan impact in a more creative and flexible style using a Story of Change.

<http://happymuseumproject.org/story-of-change/>

##### **Association of Independent Museums**

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<http://www.aim-museums.co.uk/>

##### **NCVO**

<https://www.ncvo.org.uk/practical-support/quality-and-standards/pqasso>

##### **Inspiring Learning for All**

<http://www.artscouncil.org.uk/advice-and-guidance/inspiring-learning-all-home-page>

##### **Cabinet Office**

<http://vcsestrengthchecker.org.uk/>

##### **British Library**

<http://www.bl.uk/business-and-ip-centre>

##### **Social Enterprise UK**

<https://www.socialenterprise.org.uk/>

Work in a large organisation towards international standards.

[https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso\\_9000\\_selection\\_and\\_use-2009.pdf](https://www.iso.org/files/live/sites/isoorg/files/archive/pdf/en/iso_9000_selection_and_use-2009.pdf)

### **Mindtools**

Use systematic approaches to decision making.

[https://www.mindtools.com/pages/main/newMN\\_TED.htm](https://www.mindtools.com/pages/main/newMN_TED.htm)

## **Business development**

### **National context**

How up to date is your knowledge about your wider context?

If awareness of the wider world is important to your work, think about your political, funding, cultural, social economic and environmental context. Consider how your work feeds back into your learning.

#### **Activities to help improve your evaluation**

##### **CIPD**

Work to consider the context using PEST (Political, Economic, Sociological, Technical, Legal and Environmental analysis).

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet>

##### **Wikipedia**

Sign up to think tanks and institutes that are relevant to you.

[https://en.wikipedia.org/wiki/List\\_of\\_think\\_tanks\\_in\\_the\\_United\\_Kingdom](https://en.wikipedia.org/wiki/List_of_think_tanks_in_the_United_Kingdom)

## **Business development**

### **Local context**

How well do you understand your local role and 'markets'?

Knowledge of the locality in which you work and how your work fits into it is central to a successful project. Children, young people and those who are socially disadvantaged may be especially important, along with other groups, like older people.

Consider whether local audiences, partners and stakeholders feel inspired and involved in your work.

### **Activities to help improve your evaluation**

#### **Office for National Statistics**

Use data from the Office of National Statistics to understand your locality.

<https://www.ons.gov.uk/>

#### **ACE**

Use Arts Council England cultural education data.

<http://www.artscouncil.org.uk/research-and-data/children-and-young-people>

Use data from local partnerships and forums, like Health and Wellbeing Boards, Local Enterprise Partnerships (LEP), Chambers of Commerce and local Councils for Voluntary Service (CVS).

## **Business development**

### **Research & evaluation**

How well do you reflect, evaluate, research and innovate?

Research and evaluation take many forms and are essential for improvement. However, without intentional planning, you risk evaluation getting side-lined.

How well does your evaluation assess your cultural and artistic, social, financial and environmental performance? How well does it get people's genuine views?

How well does it lead to learning and improvement?

#### **Activities to help improve your evaluation**

##### **NCVO**

Work on an overview of your impact.

<https://knowhownonprofit.org/organisation>

##### **Happy Museum**

Work to plan impact in a more creative and flexible style using a Story of Change.

<http://happymuseumproject.org/story-of-change/>

##### **MLA**

Use cultural sector expertise on Generic Learning and Social Outcomes

<http://www.artscouncil.org.uk/measuring-outcomes/generic-learning-outcomes#section-1>

##### **NPC**

Work to plan for impact and then review using a Theory of Change.

<http://www.thinknpc.org/our-work/our-services/theory-of-change/>

##### **NPC**

Use a self assessment tool specifically to review your impact practice.

<http://inspiringimpact.org/measuringup/>

##### **Culture Case**

Use cultural research for general evidence of impact.

[www.culturecase.org](http://www.culturecase.org)

##### **Make Culture Work**

<http://www.makingculturework.org.uk/>

## **Happy Museum**

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<http://happymuseumproject.org/resources/tools/>

## **Arts Enterprise with a Social Purpose (Aesop)**

<http://www.ae-sop.org/>

## **Social Value UK**

<http://www.socialvalueuk.org/>

## **NEF, Charities Evaluation Service.**

<http://www.proveandimprove.org/>

## **Business development**

### **Income generation**

How effectively do you generate income?

You can generate income in many ways, either on your own or in partnership.

#### **Activities to help improve your evaluation**

##### **NCVO**

Use national income generation guidance.

<https://knowhownonprofit.org/funding>

##### **Arts Fundraising**

Use national funding-raising guidance.

<http://artsfundraising.org.uk/>

##### **Artwork, ROH Bridge, KentCC**

Use commissioning guidance for the cultural sector.

<http://www.artscommissioningtoolkit.com/>

##### **Beehive**

Use a funder finder.

<https://www.beehivegiving.org/>

## **Business development**

### **Risk**

How well do you plan your work so that you have a balance of risky and safe work?

Diverse projects can create a more interesting mix and help to spread risk.

Consider developing range of entrepreneurial and reliable ventures and a range of delivery relationships and structures.

#### **Activities to help improve your evaluation**

##### **Tutorials Point.**

Work through established risk management processes with your team.

[http://www.tutorialspoint.com/management\\_concepts/project\\_risk\\_management.htm](http://www.tutorialspoint.com/management_concepts/project_risk_management.htm)

##### **IRM**

Sign up to the Institute of Risk Management.

<https://www.theirm.org/>



## **Business development**

### **Future plans**

How good are you at 'horizon scanning' and assessing your performance over time?

You will need to plan for what is a very changeable future in terms of creativity, politics, economics, society, technology, the law and the environment.

Think about how your work is developing over time as well as the bigger external picture.

### **Activities to help improve your evaluation**

#### **Local Enterprise Partnership network**

47

<https://www.lepnetwork.net/>

#### **Local Authorities**

none

#### **NCVO**

Work with your team to agree a business plan, however short.

<https://knowhownonprofit.org/tools-resources/business-plan-template>

#### **CultureCase**

Sign up to cultural data and research.

<http://www.culturecase.org/>

#### **CIPD**

Work to consider the context using PEST (Political, Economic, Sociological, Technical, Legal and Environmental analysis).

<https://www.cipd.co.uk/knowledge/strategy/organisational-development/pestle-analysis-factsheet>

#### **TED Talks**

Get inspired!

<https://www.ted.com/>