

## Core Workshop 2 Project Management

Mo Lovatt - link to [Prezi](#)

Artist Roles Within Participatory Arts projects (cf Prezi) (5mins)

One of the roles artists in participatory settings are often asked to perform is that of project manager.

*Link to Prezi diagram of the roles artists are expected to play in participatory settings and that highlight how it's not one of the preferred roles!*

What is a project manager? (10mins)

The aim of this part of the course is to give you an overview of the sorts of things you might be expected to do as a project manager. Or, if you're engaged on a project where there is an existing project manager, or you have the budget to source one, what sort of things you might expect *from* this person. (Also acknowledge there will be experienced project managers in the room, and explain that this is an interactive course so there will be different approaches and different models for project management which will be useful in terms of peer to peer learning.)

Introduce myself and explain I've been a project manager for 15 years. I learnt "on the job" and my own practice has evolved to incorporate the learning I've gained along the way.

So, what is the role of the project manager? Well let's say we start with a project brief, or even simply an idea for a project. From this initial starting point, to get us to the end of the process or the "outcome" we need to do two main things a) to creatively conceive and make the project and b) practically make it happen or deliver it. And, in broad terms, that's how I tend to think of the role of the project manager – to manage all of the practical things, to create the space in which the artist and participants are able to creatively conceive and achieve their goal (s). If the dynamic is right, in an ideal world, the artist and the project manager, the director and the producer, the left and the right hemispheres are working in tandem to achieve the overall aim of the project.

But of course we don't live in an ideal world and sometimes, as an artist, you'll need to take on the management of the project as well as the creative realisation.

If we refer back to the Artworks Scotland research and look at the Quality Factors that artists identified; on the left the pink stars represent what artists suggested were the essential factors in guaranteeing quality, purple represents "important" and grey "not important". That's the picture in an ideal world. If we then look at the graph on the right, this represents how often these factors were in place, with pink stars indicating "often", purple "sometimes" and grey "rarely" (the turquoise is "don't know").

We can look at this research in more detail later, but if we just take a cursory glance and compare the “ideal scenario” on the left with the “what actually happens” on the right, you can see where the pink stars suddenly diminish and the gray stars grow larger! So, for instance.

- Realistic expectations of what can be achieved in the time and the resources (fourth down/first)
- Adequate resources financial and other – to support planning, delivery and evaluation (fourth down/last)
- Numbers of participants are realistic in terms of time, budget and aims (third down/last)

There are others, but – for me – these three examples of the variance between “ideal scenario” and “what actually happens” in achieving QUALITY point to planning and project management.

What are some of the tasks you’d be expected to undertake, or expect from your project manager?

*Draw basic timeline on the flipchart or point to headings on prezzi. Let’s imagine we have a very basic timeline for our project.*

There’s:

Stage one	the Planning	(the idea)
Stage two	the Delivery	(making and presenting the product/idea)
Stage three	the Evaluation	(the legacy)

If I ask you to work in groups now, on the table, can we begin to plot a basic timeline of what you might need to consider in the overall managing of your project. (30mins)

*Compare everyone’s answers, cross reference with Prezi. Add some additional remarks to individual pointers...and room for Q & As along the way.*

- i. Planning (the idea) (25 mins)
  - The project brief
  - Stakeholder consultation
  - Aims & objectives (cf evaluation and marketing strategy)
  - Plan and agree roles & responsibilities (reference the “contract” / depersonalisation of responsibilities)
  - The timeline (this is for your use / keeps you on track / your checklist)
  - Appoint team
  - Long range paperwork such as DBS checks, Visas (international), parental consent
  - Agreements & contract
  - Fundraising – handout – funders want to fund, what makes a good letter etc
  - Budget (and VAT and a contingency) - handout
- ii. Delivery (making the product) (presenting the product) (10 mins)
  - Organising workshops/rehearsals
  - Venue booking
  - Infrastructure (set, equipment etc)
  - Production meetings
  - Marketing & PR
  - Monitoring progress (capturing) and stakeholder meetings

- Invoicing & budget management
  - Risk assessments, insurance and H&S requirements
  - Copywriting and ownership
- iii. Evaluation (the legacy) (5mins)
- What information do you want to assess?
  - Whose opinion do you want to capture?
  - How are you going to do it? (what types of evaluation are there)
  - Why? - repeat project - funding in the future - progression routes for artists, participants
  - Who wants to see it? Funders, stakeholders.

The best laid plans (Robert Terry, “Authentic Leadership – Courage in Action” Action Framing Tool - cf Powerpoint) (5mins)