

# MODULE 6

## Strategic Action Planning & Measurable Implementation

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# 1. Opening Scenario – From Ideas to Action

**After six months of reflection, diagnosis and redesign thinking, Anna has:**

- Identified transport as her largest emission source
- Recognised the lack of a quiet space
- Understood weaknesses in accessibility budgeting
- Experienced some team resistance

She now faces a new problem: **"How do I turn all this into a realistic plan?"**

Ideas are powerful. But without structure, they remain intentions.

**This module focuses on:**

01

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**Prioritisation**

02

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**SMART goal setting**

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**Timeline structuring**

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**Assigning responsibility**

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**Defining measurable indicators**

## 2. Why Action Planning Matters

### Without planning:

Improvements are inconsistent

Responsibilities are unclear

Results cannot be evaluated

Sustainability becomes symbolic

### Policy Reference

The Erasmus+ Programme Guide emphasises planning, monitoring and impact evaluation as core elements of quality projects:

<https://erasmus-plus.ec.europa.eu/programme-guide>

**Strategic planning is not bureaucracy. It is clarity.**

# 3. Step One – Select 3 Strategic Priorities

Do not attempt to improve all 21 areas at once. From Module 2 diagnosis:

## Select:

1 Environmental Priority

1 Inclusion Priority

1 Organisational Priority

## Example:

**Environmental** → Reduce transport emissions

**Inclusion** → Create sensory-friendly space

**Organisational** → Introduce sustainability clause in supplier contracts

☐ Limiting priorities increases success rate.

# 4. Step Two – Define SMART Objectives

Each priority must become a SMART goal.



**S — Specific**



**M — Measurable**



**A — Achievable**



**R — Relevant**



**T — Time-bound**

# Example 1 – Environmental

## Weak goal:

"Improve transport sustainability."

## SMART goal:

"Reduce audience car arrivals by **15%** in the next edition by introducing public transport incentives and carpool communication."



## Example 2 – Inclusion

### Weak goal:

"Make event more accessible."

### SMART goal:

"Establish **one clearly marked sensory-friendly quiet area** and train all volunteers on its purpose before the next edition."



# 5. Step Three – Define Indicators

**If you cannot measure it, you cannot improve it.** Indicators should be simple and realistic.

## Environmental

- % visitors arriving by car
- kWh consumed
- Litres diesel used
- kg waste separated

## Inclusion

- Number of reduced tickets used
- Number of accessibility measures implemented
- Feedback from attendees with disabilities

## Organisational

- Number of supplier contracts updated
- Number of volunteers trained

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This aligns with the EU's monitoring logic under the European Green Deal and sustainable governance frameworks: [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en)

# 6. Step Four – Build a Timeline

Divide implementation into phases:

## Phase 1 – Preparation

*6–12 months before event*

- Contract clauses
- Budget allocation
- Infrastructure booking

## Phase 3 – On-Site Implementation

- Volunteer training
- Sensory mapping setup
- Waste monitoring



## Phase 2 – Communication

*3–6 months before event*

- Transport incentives promotion
- Accessibility information online

## Phase 4 – Post-Event Evaluation

- Emission estimation
- Feedback collection
- Team debrief

 Planning reduces last-minute chaos.

# 7. Step Five – Assign Responsibility

Every action must have an owner.

## Avoid:

| "Team will manage."

## Instead:

| "**Volunteer coordinator** responsible for inclusion briefing."

| "**Technical manager** responsible for energy data collection."

☐ **Responsibility prevents diffusion.**

# 8. Mini Applied Case – From Plan to Measurable Result

## Anna selects:

**Priority** → Reduce generator emissions

**SMART Goal:** "Replace diesel generator with grid connection in next edition."

## Indicators:

- Litres diesel used (baseline 180L)
- Emissions (baseline 480 kg CO<sub>2</sub>)
- Noise complaints

## Implementation:

- Negotiation with municipality
- Budget adjustment
- Communication to team

## After next edition:

**0L**

**Diesel used**

Energy cost reduced.

**0**

**Noise complaints**


 **This success builds credibility.**

# 9. Action Plan Template

Create a simple table:

Priority	Objective (SMART)	Indicator	Responsible person	Timeline	Budget impact
Environmental	—	—	—	—	—
Inclusion	—	—	—	—	—
Organisational	—	—	—	—	—

A **Status** column should also be included to track progress.

 Keep it simple. Keep it realistic.

# 10. Risk Anticipation

For each action, ask: **What could prevent implementation?**

## Examples:

Budget cut

Supplier refusal

Weather conditions

Volunteer shortage

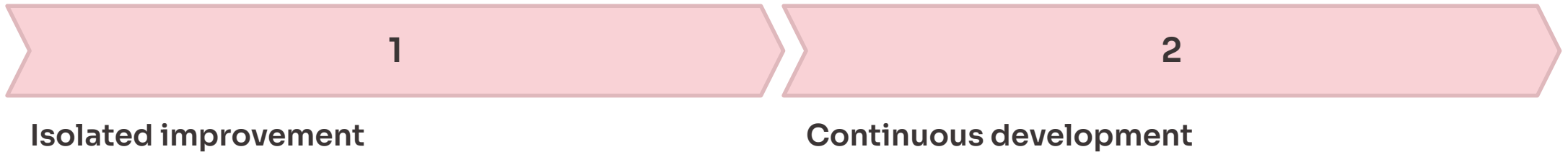
## Response:

Define **one backup strategy** for each identified risk.

 **Risk planning increases resilience.**

# 11. From Event Improvement to Long-Term Strategy

Strategic action planning transforms:



Over **3 years**, small improvements compound.

This approach reflects sustainable governance principles embedded in EU cultural policy frameworks.

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EU Work Plan for Culture 2023–2026: <https://www.consilium.europa.eu/en/documents-publications/publications/eu-work-plan-for-culture-2023-2026/>

## 12. Guided Practical Exercise

### Complete your Action Plan Draft:

- 1 Write 3 priorities.
- 2 Define SMART objectives.
- 3 Identify indicators.
- 4 Assign responsibility.
- 5 Set timeline.
- 6 Identify one risk per action.

Keep this document. You will refine it in **Module 7** during monitoring and evaluation.



CLOSING REFLECTION

## 13. Closing Reflection

Sustainability and inclusion become real only when they are scheduled, budgeted and assigned.

A plan is not a document. It is a commitment.

In **Module 7**, we will focus on monitoring, feedback and long-term legacy.