

Strategic Assessment

Theoretical model and application

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Introduction

Article 3 of Law 6/2008, of 13 May, on the National Council for Culture and the Arts (CoNCA), states that its aim “is to advise the Government on cultural policy in general, to ensure support for artistic creation and to promote and assess it [...]”.

It must therefore focus its mission on the development of cultural activities, assist in the regulation of cultural policy regarding artistic creation, intervene in policies aimed at supporting and promoting artistic and cultural creation and **organize a cultural audit system for facilities** and public subsidies. For example, Article 4.k) of said Law, amended by Law 11/2011 of 29 December on the restructuring of the public sector to streamline administrative activity, states as follows:

“k) To carry out cultural audits of cultural facilities owned by the Administration of the Government of Catalonia (Generalitat) and of any public or private entities that ask it to do so, and also to carry out and publish a biennial audit of the cultural impact of subsidies awarded.”

Carrying out a **strategic assessment** in public institutions, as an expression of cultural auditing, involves monitoring and assessing the practical application of cultural policies defined by the public administration that are implemented using facilities charged with the end function. Strategic assessment is an instrument for determining the suitability of the activities of the organizations analysed, their implementation towards the proposed objectives and the assessment system that has been established to monitor them. Its conclusions should guide decision making in order to increase the suitability of the objectives and to attain efficacy in achieving them and efficiency in the use of resources.

The uniqueness of strategic assessment lies in the scale of its application at microeconomic level. It focuses on individual cultural facilities with the exclusive aim of optimizing management and social returns in the instrumental organizations charged with transmitting cultural policies and in private organizations with cultural aims. The purpose of the assessment report is to reflect the specific image of the organization as the implementer of a project and to suggest alternatives for areas that need improvement. The process valorizes cultural facilities, positively highlighting the efforts made towards their social and cultural objectives.

A standardized common methodology for gathering and interpreting information is applied to the different types of facility. Widely accepted systematics are adapted and developed with the basic premise that knowledge, analysis and evidence are the key to continuous improvement aimed at ensuring the constant and progressive optimization of the service to society.

To achieve a deeper understanding of the organizations assessed, quantitative and qualitative information is processed. The systematization and complementation of the two types of data adds value to the study and differentiates it from control systems that only use numerical indicators and subjective critical appraisals.

1.

Applying the assessment model: public vs. private

The present methodology of study and analysis of organizations was designed for application mainly in public-owned cultural facilities but it is also applied, by virtue of the functions entrusted to CoNCA by law, in non-profit private institutions that manage facilities. In target organizations of this type, the proposed model focuses on measuring the achievement of goals of interest to society based on parameters of economy, efficiency and efficacy.

The “public-private” duality of some organizations that depend on governments and others that depend on society implies antithetical conceptions.¹ In the liberal system of English-speaking countries, organizations and facilities emerge from civil society as commercial projects that offer a profit-making service according to the law of the market. In societies with greater involvement of the public sector, the public authorities apply cultural policies based on a major institutional participation in collective infrastructure and cultural organizations, which involves investment and expenditure in exchange for a social impact (Palma and Aguado, 2011; Varbanova, 2013). In the last few decades, the interaction between the public sector and the private sector has progressively created cultural activities through mixed models and collaboration. The most widespread, ranging from the closest to the public sector to the furthest from it, are presented below.

The first model of mixed participation is that of private law organizations that act functionally as companies in this sector but retain exclusive public ownership or, in some cases, co-ownership by civil society. These organizations can operate commercially with a specific and adaptable private-type management and varying degrees of public participation. The most commonly used legal formats are autonomous organizations, public law organizations, consortia (sometimes with other consorcial institutions or with private organizations), public foundations and corporations with public capital (Mallado, Lucuix and Franco, 2004). The application of the strategic assessment model is fully compatible with these organizations.

The second model of mixed participation is that of private organizations working under arrangements with the public sector; such relationships entail a reciprocal commitment of duties and rights between the parties, including public funding of the activities with aims considered to be of general interest (Harvey, 2005).² In practice, such arrangements are open to all types of organization—for profit or non-profit—that are required to manage public-owned facilities under defined conditions of funding and service for a specific period of time.

1. The Socratic view of culture places it in a social sphere, that of citizens, disconnected from public authority. In contrast, the Aristotelian view involves political control of culture as a means to ensure its dissemination to the entire population and the generation of a cultural offering without economic benefit. This model, taken to an extreme, corresponds to autarchic and authoritarian policies; however, with connotations of a mixed nature, it is associated with Western social democratic or Christian democratic traditions.

2. This arrangement system is defined and has been innovated in the French and Canadian cultural sectors. In the current Spanish model it corresponds to arrangements with private organizations to operate public facilities.

In public-owned organizations, the objectives for operating the facility are subject to the community goal, which is a binding obligation in the agreement between the parties. In this context, the effective implementation of the strategic assessment model is largely dependent on the characteristics of the management organization and the specifications and requirements of the agreement. The obligations thereunder, similar to those implicitly observed by a public organization, with the obligation to serve society (cohesion measures, educational plans, external promotion plans, service quality plans and exemplary management) are combined with the requirements of efficacy and operational efficiency. In non-profit organizations (associations and foundations), the validity of the strategic assessment model includes indicators of economic management and internal organization; on the other hand, in corporations, the economic and financial focus of the profit margin means that the indicators of benefit and use of economic and material resources and personnel are not applicable.

A variant of the model of public-private collaboration is found in the facilities and organizations that receive public support through regular subsidies and grants for activities and infrastructure which, by definition, are not stable and continuous in time. This type of cooperation involves public and private organizations that apply for financial support from public authorities. The granting of public aid involves the acceptance of certain conditions of action and particularly of public dissemination, in line with the objectives of cultural policy (Harvey, 2005-2006). The strategic assessment model can be usefully applied when a facility is exploited for non-business purposes.

The last type of cultural facility is that of private projects arising from society and disconnected operationally and economically from the public administration. These are established by commercial companies that operate a cultural business or non-profit organizations based on patterns or associated with specific objectives that are not strictly social or do not coincide with those of the public sector (Muñoz-Seca and Riverola, 2011). In these cases, the strategic aims that articulate and support the strategic assessment are not applicable and cannot be used to justify the appropriateness of the actions and the management.

2.

Methodology and assessment strategies

The methodologies related to the control, impact and outcomes of public policies and services have a long tradition in studies on the optimization of the public administration.

In order to evaluate the social return of expenses and investments for public benefit, a variety of concepts are analysed, some of them intangible and associated with community perceptions and opinions. However, it is difficult to identify and objectify the results, and to culminate the process with indications and recommendations for improving them.

In the cultural sector, the actions carried out by public facilities are based on the conceptualizations of objectives. Whether or not they are achieved will depend on an assessment of the social return of the proposed activities; if the objectives have been carried out by the facility, the results can be assessed and, if necessary, the suitability of the methods used or the validity of the original policies can be reconsidered.

The objectives that define the actions of public sector organizations, including those in the cultural sphere, are expressed through the following channels:

- The initial legal regulation or regulations, which express the initial objectives and goals: they include the reasons for the creation of the facilities or the assignation of functions considered of interest, and may include a new function that is added to, or different from, those drawn up in the founding regulation. The objectives are based on a social need that the administration must meet under its powers and in fulfilment of its obligation to provide services to all citizens.
- The departmental action plans, in which the political will laid down in programmes is expressed in priorities, goals and objectives to be carried out by public means.
- The strategic plans, in which the facilities develop their medium- and long-term strategies for achieving the objectives laid down by the regulations and those arising from them.
- Independently of the above, the administration and the facilities establish agreements, generally in the form of performance contracts, in order to link the commitment to carry out activities and meet objectives with the corresponding budget.

Measuring the achievement of objectives depends on their initial and final specifications. The systematization must enable them to be quantifiable and measurable, and therefore comparable. With the objectifiable data and references available for interpretation, the assessment stage includes qualitative analysis of the evidence. In this stage the added subjectivity helps to contextualize and motivate the results in a framework for understanding the reasons for the functioning of

the institutions, the effects of their activities, how they operate to achieve the objectives, where inefficiencies lie and, finally, what tools, strategies and actions will improve them.

Independently of the measurement of the objectives, the purpose of all evaluation and assessment methodologies is to check the suitability of the strategies and actions for achieving them (effectiveness) and to optimize their execution with the available resources (efficiency).

The theoretical basis should develop procedures to identify the key elements of the institution, establishing a model of indicators that quantifies and systematizes the information to be analysed and interpreted.

2.1. Selection of methodologies

The direct transmission of services or products is the main feature that determines the operation of cultural facilities. Subject to the administrative procedures of the public sector, the operations of institutions linked to the public administration vary according to the discipline or disciplines that they foster or promote and are determined in relation to their functions (production, exhibition, conservation, etc.). Much of the modus operandi of the institution, particularly with regard to logistics, is associated with what it offers to the public and to society in general.

Thus, the systematization of a common model for gathering information and analysing the wide variety of organizations is the methodological aim of strategic assessments. In order to bring out these features, the most interesting sections of several theoretical academic essays on business administration were collected. Their conceptual bases include several options for systematization.

In order to establish a broad basis for a comprehensive microeconomic model that could be used for strategic assessment of cultural facilities, the methodologies were divided into generic ones that are applicable to a wide range of organizations but can be adapted to the situation of cultural facilities, and ones that are specific to the culture sector.

2.1.1. Generic methodologies for assessing organizations

The methodology of quantifying social return (Eusko Jaularitza, 2013; SROI Network, 2012)

The SROI method quantifies the net present value (NPV) of a social investment based on the principles of recognition, measurement and communication of social values that are not expressed financially and may be included in intangible parameters. The assessment is made objective through the conversion of this information into homogeneous economic units.

The methodology compares the value generated by an initiative and its cost, or the investment made by the organization or administration that promoted it. In conclusion, it establishes a ratio of value created in monetary units for each unit invested, although the main focus is on the procedures of measurement, synthesis and conversion into numbers of the outcomes of the intervention.

A chain of creation of impact is established, with different stages or procedures that define the assessment process. Adapted to the assessment strategies of public organizations, this chain is structured as follows:

- Cost of the facility: budgetary resources included in income and representing the value assigned by the responsible authorities to enable the objectives of the facility.
- Activities carried out: actions carried out as part of the content intended for the public.
- Results: indicators of output, indicators of outcomes and measurement of data that estimate the results of the activities.
- Measurement of the change caused by the activities: quantification of the impact, after adjusting for displacement, deadweight,³ attribution and decreases.

The methodology for assessing public policies (Ivàlua, 2009-2011)

In the methodological synthesis models accepted by the Catalan Institute for Public Policy Evaluation (Ivàlua), the assessment of policies focuses on the approach previous to the implementation of the programmes or activities (ex ante diagnostic assessments to determine the social needs and indicate the starting point from which the strategy is to be developed); the designs of the structures, introducing the model of the theory of change of public interventions or policies to adopt, if applicable; and the implementation of the process and the external impact that it causes.

In the sections of analysis, the assessment of economic aspects of the activity involves certain parameters of conceptual interest that can be applied to cultural models:

- Determination of the assessment questions: the questions to be asked, why they are asked and the resources necessary and available for fully answering them must be defined.
- Alternatives for comparison, obtained by establishing the (external) models that can be attained and the (internal) target parameters showing the trend. This involves the description of key perspectives or criteria to be considered, clarifying or emphasizing indicators that are considered determining or important, such as costs and outputs, and qualitative indicators.

In an analysis of economic performance applicable to public institutions, emphasis is placed on interpreting certain items, such as cost-effectiveness (quantification of the value consumed to achieve the objectives), cost consequences (details of cost-effectiveness that extends the precise, individualized study of the actions or activities in order to identify weaknesses in the implementation), cost minimization (comparison of actions based on cost and results), cost-utility and cost-benefit.

The quality implementation methodology (I) (CDA, 2002; AENOR, 2008)

Models that have emerged from quality management provide elements that can be adapted to cultural situations, particularly in the field of organizational excellence.

ISO 9001/2008 introduces concepts of internal management based on the user/customer/target audience focus. To efficiently generate the service or product intended for the consumer, a process-based focus is articulated in which the entire organization is involved. The standard establishes the basic requirements of the system, in which the prevailing concept is a process-based focus:

3. Inefficiency inherent to the procedure.

- Management of the quality system: identification of processes, interaction, criteria, analysis and control, measurement, and continuous improvement.
- Responsibility of the management: customer commitment and focus, policies and objectives, responsibility and communication and review by management.
- Management of human and material resources.
- Carrying out the service: production, planning, customer-oriented processes, service delivery, control and monitoring of the actions.
- Measurement, analysis and improvement: monitoring of the service recipients, continuous improvement, corrective action and preventive action.

Quality indicators linked to the objectives of the organization are established and, in the framework of a process of continuous improvement, the PDCA (plan, do, check, act)⁴ philosophy is introduced in accordance with established stages of assessment:

- a) Initial diagnosis (diagnostic report): identification of processes, existing quality policies, training and resource needs, current objectives and compliance with the requirements of the standard.
- b) Establishment of the plan for development of the quality management system: scheduling, organization of the management committee and planning.
- c) Preparation of quality documents: manual, map of interrelated processes, procedures (with work instructions and other documents if needed) and logs.
- d) Introduction of the quality management system to generate records and knowledge of the system within the organization: implementing the plan, revising implementation, and checking resources and the rest of the system.
- e) Review and auditing: ensuring compliance with the requirements and carrying out regular monitoring of its assessment.

The quality implementation methodology (II) (EFQM, 2012-2014)

The EFQM system involves the concept of total quality. It considers that the satisfaction of those involved and the social impact are achieved by the leadership that promotes the policies and strategies, the management of staff and resources, and the processes directly aimed at achieving excellence. Its main objective is to improve the functioning, so it uses a process of constant self-assessment; it is understood as an improvement-oriented process which identifies the strengths and weaknesses and includes remedial actions through staff training linked to the concept of total quality.

The system needs a detailed knowledge of the previous situation and establishes guided planning to systematically examine the aspects (criteria) of operation of the organization, which will allow it to measure the performance and compare it with that of third parties. The system processes are oriented towards the recipients of the service, the association with suppliers and the participation

4. The Deming Cycle (AENOR, 2008).

of employees throughout the process: in procedures for implementing continuous improvement and innovation, in the promotion of proactive leadership and constancy of purpose, in ethics and accountability, and in results orientation.

The EFQM system develops the model by identifying the criteria that are considered characteristic and standardized:

- The agent criteria or “how to manage”: leadership, policy and strategy, personnel management, partnerships and resources and processes that are defined and under way.
- The results criteria or “what does the organization achieve”, which will be the basis for the subsequent improvement plan: results of user satisfaction, results of employee satisfaction, results of impact on society (social return), key results regarding strategy and expectations, etc.

2.1.2. Specific assessment methodologies for the cultural sector

Performance contracts of cultural facilities (Ribas and Vilalta, 2003; Rius, 2010)

Performance contracts formalize the relationship between administrations and cultural facilities with the aim of establishing a methodological framework for optimizing management, concentrating efforts on increasing the efficacy and efficiency of actions. They act as tool for measuring objectives by monitoring and controlling the management and bringing out the parameters that determine the functioning and the trend.

The Ministry of Culture of the Government of Catalonia applied unified control parameters in the Museum Plan (2012) and in certain performance contracts that reproduce the established model.⁵ In this methodology, the national museums that were included acquired a basic commitment to coordinate their own facilities and others in the region working in the same subject area.

Like the above institutions, the other organizations and facilities that depend largely on the public administration or its funding accept the status of core content providers in their areas and, in greater or lesser detail, define the goals in the form of activities to be carried out.

The measurement and control procedure established in the contract programmes is developed through the establishment of strategic objectives detailing the public commission accepted by the organization. These general objectives are translated in practice into actions considered as operational objectives; the indicators are the values, standards and ratios that measure the achievement and nature of implementation of the operational objectives.

The strategic objectives of the facilities are associated with the nature of the sector and the institution, the legal provisions affecting its constitution and governance, and the particular functions for which it was created. Common priority concepts are also defined and condition the strategic objectives of all public cultural facilities (Figure 1).

5. In the format of performance contracts or strategic agreements, the study sample included those of the following organizations: The Mercat de les Flors Consortium (2012-2015), the Museu de la Ciència i de la Tècnica de Catalunya (National Museum of Science and Technology of Catalonia, mNACTEC, 2012), the Museu d'Història de Catalunya (History Museum of Catalonia, MHC, 2012), the Museu d'Arqueologia de Catalunya (Archaeological Museum of Catalonia, MAC, 2012), the National Youth Orchestra of Catalonia Private Foundation (JONC, 2010-2013), the Teatre Nacional de Catalunya, S.A. (National Theatre of Catalonia. TNC, 2010-2013) and the Biblioteca de Catalunya (Library of Catalonia, 2013-2016).

In the case of museums, priority is given to the central role assigned to them and the measures are aimed at strengthening their leadership in the sector. With regard to public dissemination of the collections and activities and conservation, which is the leitmotif of museums, the strategic objectives place special emphasis on the efficient application of resources, focusing on external collaboration in shared activities and exhibitions and optimizing the structure through a greater volume of actions. In the remaining organizations and facilities, the promotion of activities and centralized management are also major features but particular emphasis is placed on the quality and dissemination of content.

Linked to the strategic objectives, the operational objectives and actions translate the general goals into measurable parameters. The number of operations depends on the results of the previous ones and the implementation of the strategy.

Following their implementation, the operational objectives are measured through indicators. Reference values and objectives are established, with a starting point and a target value. The quantitative indicators (numerical and percentages) are output and results indicators, mainly in reference to the objectives of dissemination, and efficiency indicators⁶ in the sections related to cost estimates and resource use. The qualitative indicators are used as evidence for all the operational objectives.

Monitoring committees are set up to supervise performance contracts and hold regular meetings to evaluate compliance with the objectives. However, they do not include tools of self-control that show the trend of indicators in the organization itself: balanced scorecards, periodic reviews, check lists, etc. Non-continuous assessment of actions means that no action is taken in cases of diversion from targets and there are no contingency plans to adapt the remaining variables.

Figure 1. Table summarizing standard objectives and indicators in the performance contract model for cultural facilities applied in the Museum Plan

Nature of strategic objectives	Standard operational objectives	Standard indicators
SECTORAL DEVELOPMENT POLICIES AND ACTIONS	<ul style="list-style-type: none"> - establishing (or increasing) inter-sectoral projects and programmes with other institutions - participating in and supporting projects of third parties - creating and/or consolidating the regional development and network - increasing programmed activities - reinforcing the profile and own brand 	<ul style="list-style-type: none"> - number of external cooperation activities led by the organization - number of networked actions and activities - percentage increase in new sectoral activities - number of travelling activities - number of participations in generic activities relating to the sector - number of transfers of own material

6. Efficiency indicators relate different values (usually internal ones and ones related to output) to give ratios, which offer relative values used as references to show the results. They are mainly used to measure and compare the use of resources.

Figure 1. Table summarizing standard objectives and indicators in the performance contract model for cultural facilities applied in the Museum Plan (cont.)

Nature of strategic objectives	Standard operational objectives	Standard indicators
<p>IMPROVING THE QUALITY OF CONTENT OFFERED</p>	<ul style="list-style-type: none"> - digitizing content and services - programming innovative proposals/artists - opening spaces to outside productions/collections - increasing the identification and cataloguing of new assets - increasing research activities - increasing prestige actions (publications, scientific activities) 	<ul style="list-style-type: none"> - percentage of digitization of the collection - number of research projects - percentage increase in collection materials - number of programmes/actions of outstanding value - number of conferences (participation), publications, etc.
<p>EFFICIENCY OF RESOURCES USED</p>	<ul style="list-style-type: none"> - increasing own income - improving return on current expenditure - improving efficiency in energy use - increasing co-production of activities 	<ul style="list-style-type: none"> - number of own production activities - ratio of non-structural expenditure to total expenditure - Percentage of self-financing to total income - percentage by type of own income (tickets, commercial activity, sponsorship, grants) - percentage reduction in energy expenditure
<p>COMMUNICATION AND MARKETING POLICIES</p>	<ul style="list-style-type: none"> - increasing and diversifying users - disseminating educational programmes and cultural activities - implementing loyalty actions and programmes - increasing user satisfaction - disseminating productions and activities - opening spaces for temporary exhibitions of the collection 	<ul style="list-style-type: none"> - number and type of users - number of digital visits/ consultations (web, social networks) - number of educational activities - number of cultural activities - number and type of loyal users - number of temporary exhibitions/activities - creation of dissemination tools on the web

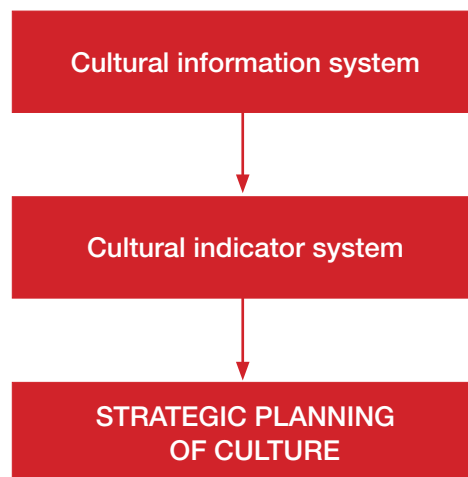
The methodology of cultural indicators for strategic planning (various authors, 2014; FEMP, 2009; UNESCO, 2009)

In a macroeconomic framework of interpretation of the design of cultural programmes and policies, supranational organizations (UNESCO, 2009) or regional organizations (FEMP, 2009) propose unified theoretical frameworks and methodologies aimed at optimizing strategic planning; they measure the impact, evaluate variables and establish synchronous actions to be applied to the programme or policy in order to adapt it to society.

The methodology has two basic objectives: first, to provide data and analysis relating to efficiency and efficacy in decision making; and second—no less important in public activities—to reinforce transparency and accountability. One consequence of the process is the quantification of returns of investment in culture, because the cost-benefit of public policies justifies their existence to society, even from the economic point of view.

The system is articulated on the basis of two consecutive processes aimed at achieving the objective (Figure 2). In a systematic format, the suitability of the system is based on the definition of variables, continuation of data collection in time and uniformity in processing in order to find answers and draw similar and comparable conclusions.

Figure 2. Basic phases of development of the methodology



The methodological unification of data collection in a cultural information system (CIS) is the premise for implementing the indicator system. In addition, the usefulness of the system is determined by the orientation of the indicator system towards evidence for strategic decision making.

The indicators used are mainly of the types used in other methodologies:

- Efficiency indicators: measure results and resources used.
- Efficacy indicators: relate results with planned objectives.
- Economic indicators: consider the adaptation of resources to the needs defined to achieve the objectives.
- Quality indicators: are designed to assess the capacity to meet users' needs.

The method aims to meet the need for tools for effective strategic planning. The indicators are grouped to provide data for decision making in two distinct stages in time:

- To enable short-term planning and facilitate daily management, certain indicators make up the basic system, including resource, process and product indicators (various authors, 2014).
- Through analysis, the strategic system can be used to set long-term actions and objectives and to detect the keys for achieving the objectives.

The combination of indicators and related matrices can be used to structure a system of operational, tactical and strategic objectives and the subsequent interaction between two systems of analysis: that of the logical framework (study of the programme in stages and comparison with planned objectives) and that of assessment matrices (process monitoring and continuous assessment).

The methodology of cultural assessment by control concepts (Gilhespy, 1999)

The model compiled by Gilhespy defines the objectives of the procedure for evaluating public facilities, which we present below. The system must do the following:

- Measure a broad range of strategic objectives.
- Use standards adaptable to changes in objectives.
- Combine the control concepts: efficiency, effectiveness, economy and equity.
- Be subject to review and validation.

For internal validation, in order to verify the application of the control concepts, five maximization goals (in the nomenclature used by the author) are determined and act as physical evidence of the operation of the organization; these goals are in turn articulated into indicators that show the aspects to be measured (Figure 3).

With the above, following the schema developed with indicators, ideological objectives are incorporated (Figure 4) and must be verified for the internal validation.

Figure 3. Table of maximization objectives

Maximization objectives	Result indicators	What is measured
Access to activities	Number of senior citizen visitors (or children, unemployed or students) / total attendees	Efficacy and equity
	Invitations / total attendees	Efficacy and equity
	New attendees / total attendees	Efficacy and equity
	Cost of improved performance / gross expenditure	Efficiency
	Increase in users / total attendees	Efficacy and equity
	Origin of visitors (local, regional, foreign) / total visitors	Efficacy and equity

Figure 3. Table of maximization objectives (cont.)

Maximization objectives	Result indicators	What is measured
Participation in activities	Total attendees	Efficacy
	Total attendees / gross expenditure	Efficiency
	Members (member's card) / total attendees	Efficiency and efficacy
	Total attendees / capacity	Efficiency
Economy of the activities	Advertising cost / income	Economy
	Infrastructure maintenance / income	Economy
	Cost structure / income	Economy
	Staff cost / income	Economy
	Expected costs (projects) / actual costs (average percentage deviation)	Economy
Ticket sales and other income	Income / expenses	Economy
	Ticket sales income / total income	Economy
	Patronage / total income	Economy
Quality of service	Perceived quality in the functionality and design of facilities (cafeteria, stage, merchandising, parking, etc.)	Efficacy
	Perceived quality of service (customer service, staff, cleaning)	Efficacy
	Overall perceived quality (environment, team cohesion)	Efficacy

Figure 4. Table of ideological objectives

Ideological objectives	Result indicators	What is measured
Diversity and multiculturalism	Number of diversity activities / total activities	Efficacy
	Expenditure on diversity / total expenditure	Efficacy
Education	Expenditure on education / total expenditure	Efficacy
Excellence	Quality ratios	Efficacy
Innovation	New companies in annual programme	Efficacy
Social cohesion	Expenses related to cohesion / total expenses	Efficiency
	Participants in cohesion activities / total attendees	Efficacy
	Increased attendance	Efficacy / equity
	Attendees from socially excluded (or ethnic) groups / total attendees	Efficacy / equity
	Senior citizens (children, unemployed, students) / total attendees	Efficacy / equity
	Number of volunteers	Efficacy / equity

For the external validation, the impact on society is grouped by cultural policy objectives (Figure 5).

Figure 5. Table of cultural policy objectives

Cultural policy objectives	Result indicators	What is measured
Economic impact	Volume of the facility sector	Efficacy
	Impact of the facility in the sector (audience of the facility / audience of the sector)	Efficacy
	Direct employment	Efficacy
	Induced employment	Efficacy
	Tourist ticket sales	Efficacy
Prestige	Civic prestige (survey)	Efficiency
	National prestige (survey)	Efficacy / equity
Quality of life	Willingness of local public to pay (survey)	Efficacy
	Culture perceived as a part of quality of life (survey)	Efficacy

The compilation of the results of the indicators generates a battery of objective references suitable for comparison.

The methodology of assessing cultural programmes by key indicators (various authors, 2012; Noguera i Ferrer, 2011; Willoughby i Benson, 2011)

The assessment of cultural programmes in the sections applicable to the operation of public facilities involves a procedure of consecutive stages that include quantitative and qualitative indicators considered key items. To put the assessment into practice, the following must be defined:

- a) The questionnaire for evaluating baseline characteristics, with indicators of objectives, activity design, planning, operational management, activity management, results and division of responsibilities.
- b) Diagnostic questions (25-30) divided into four sections: purpose and objectives (20%), strategic planning (10%), management (20%) and results (50%).
- c) Setting of an assessment parameter with a scale of points: the facility is effective, moderately effective, adequate or ineffective.
- d) The definition of evolutionary indicators by comparing the same organization over time. The ratios must establish a direct relationship with the stipulated objective; they must be prioritized by conceptual importance and the impact or relative importance in the set of indicators must be weighted. The review of future target values is associated with the actual results obtained.

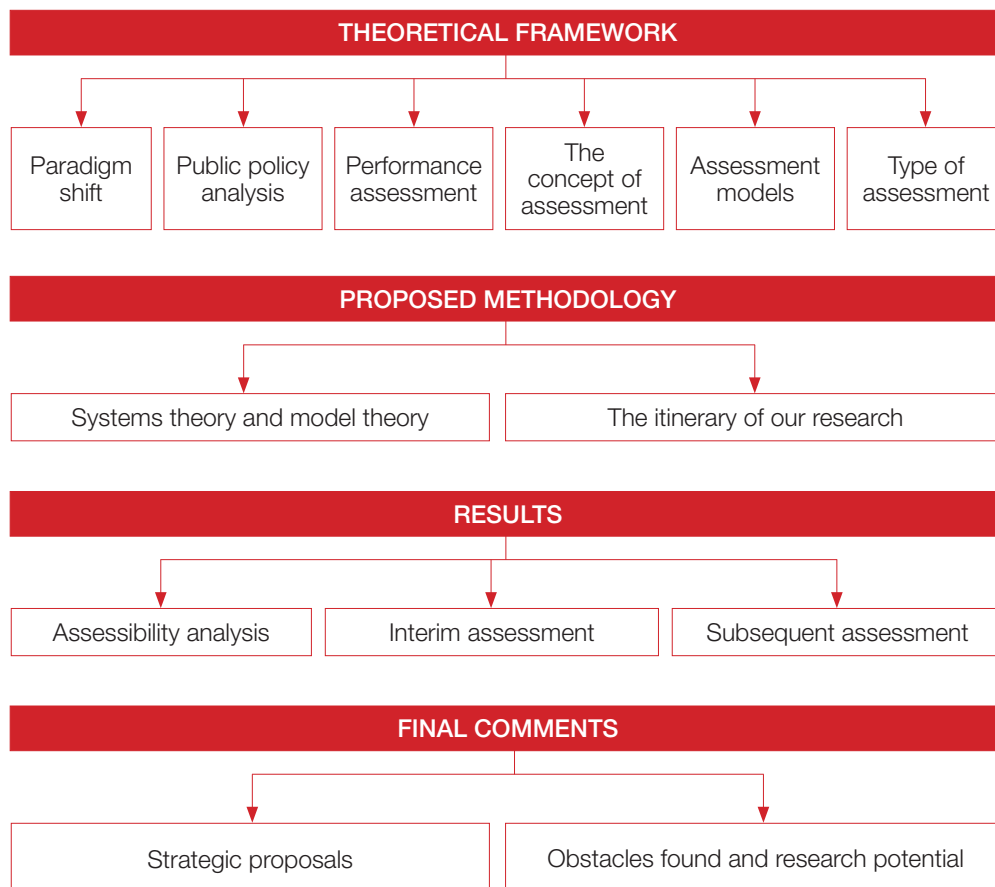
The methodology of assessment of public cultural policies: systems and models (Gascó, 2003)

From the viewpoint of management of public policies in the cultural field, the proposal establishes a logical system of development based on the definition of certain concepts that make the theoretical framework uniform, as well as a method and its application to obtain results for subsequent reflection (Figure 6).

The method proposes a concept of assessment based on the identification of features that characterize the assessed organization through two theoretical models:

- Systems theory, which defines assessment as a regulatory element of the actions to be carried out and thus works as a tool for strategic control. In the presentation of the system, the parts and elements that are interrelated are identified, so there is feedback during the implementation of related actions.
- Model theory, which allows the features of the assessment to be understood, transferring the information to a model structure and simplifying it for interpretation; the extrapolation of a model therefore depends on the definition of the system.

Figure 6. Stages in the development of the methodological proposal of systems and models (Gascó, 2003, p. 16)



From the systemic characterization of the policy assessed and the definition of its model, the result covers three aspects:

- The analysis of assessability, which basically consider qualitative factors relating to programmes and policies, strategic objectives and their link and consistency with the budgets.
- The intermediate assessment, which features the assessment of the implementation and monitoring.
- The subsequent assessment of the efficacy, equity, sensitivity and sustainability, which assess public cultural programmes in the model.

As an outcome of the model, the inefficiencies are used as a basis for specific proposals for improvement and the difficulties or changes in the system that they may involve.

Other methodologies of sectoral accreditation: museums (Arts Council England, 2011; Gillhespy, 1999)

The management of museums has been subject to control and accreditation by public and private organizations based on models from English-speaking and Central European countries.

The methodology employed in the sector incorporates various general applications (quality, social return, etc.), focusing on the self-assessment process and control by the external body regarding efficiency, efficacy, transparency, best practices, management planning and change for continuous improvement.

As a representative model, the British museum accreditation system establishes three basic areas of control that are subdivided into key aspects to be evaluated:

- Aspects of governance: the suitability of the architecture of governance, the definition of a strategic plan that responds to public needs, the suitability of management actions, future planning of resources, content security, financial stability, organizational structure, the environment, access to external advice, and the existence of contingency plans and environmental sustainability policies.
- Aspects related to content management (collections): efficiency in classification, conservation and documentation, planning of interventions, definition of security procedures.
- In connection with the public and the acceptance of the offering: aspects of quality and service aimed at consumers of the service (definition of the profile of the public, user needs, proposals for increasing the number of visitors, services and customer service), coordination with community interests, and educational offering.

2.2. A specific theoretical model

An assessment methodology for cultural facilities requires two initial assumptions that define and determine the design of the model: the specific parameters of all public management; and the microeconomic profile of the intervention. The application model was drawn up from the given framework and from the exemplary methodologies mentioned above.

The ex ante assessment involved the empirical representation of a preliminary formal model. It adapts several outstanding items from the previous methodologies:

- The existence and shaping of a preliminary ex ante model that represents the features of the subject being assessed and is interpreted in the specific methodology as an instrument for verifying and implementing the system based on the definition of identifying items and the introduction of efficiency and efficacy as comparative values.⁷
- The impact creation chain in the quantification of the social impact of the actions of the assessed organizations, with special attention to the link between economic costs, activities, results and the measurement of the change brought about.⁸
- The introduction of the classification by processes and procedures to structure comprehensive qualitative models dealing with responsibilities, resource management, service provision and measurement of all actions. In the application to the specific model, this leads to a format that integrates governance, internal organization and content management.⁹
- The orientation of processes towards the service to recipients (the public, customers, users, visitors), their satisfaction and their acceptance of the offering. The processes focus on strategies of continuous improvement and self-assessment as an adaptation of the organizations to the guidelines of the PDCA (plan, do, check, act) cycle.¹⁰
- The implementation of indicators compared to global investment-spending activities and results from the evidence concerning the efficiency, efficacy, transparency, social involvement and quantification of performance.¹¹
- The determination of a prototype of control concepts (efficiency, efficacy, economy and equity) that in the ex ante assessment fit the more explicit definition of cross-cutting aims, transferred to objectives that, as in performance contracts, link indicators to their measurement.¹²

The strategic assessment is the evolution of the ex ante assessment and incorporates specific instruments for completing an effective application model with internal control tools and continuous improvement processes:

- Measurement of the achievement of objectives. The methodology for performance contracts considers only operational objectives as evidence of strategies, whereas strategic assessment also includes foundational objectives and the objectives of strategic and action plans.¹³
- The consideration of key concepts as synthetic and identifiable parameters of complex realities, which are indicators of trends in internal monitored procedures.¹⁴
- Identification of comparative models by determining the parts and the interrelationship of each

7. The methodology for assessing public policies (Ivàlua, 2009-2011).

8. The methodology of quantifying social return (Eusko Jaularitza, 2013; SROI, 2012).

9. The quality implementation methodology (I) (CDA, 2002; AENOR, 2008). Sectoral accreditation methodologies (Arts Council England, 2011; Gilhespy, 1999).

10. The quality implementation methodology (I) (CDA, 2002; AENOR, 2008). The quality implementation methodology (II) (EFQM, 2012-2014).

11. The methodology of cultural indicators for strategic planning (various authors, 2014; FEMP, 2009; UNESCO, 2009).

12. The methodology for assessment by control concepts (Gilhespy 1999).

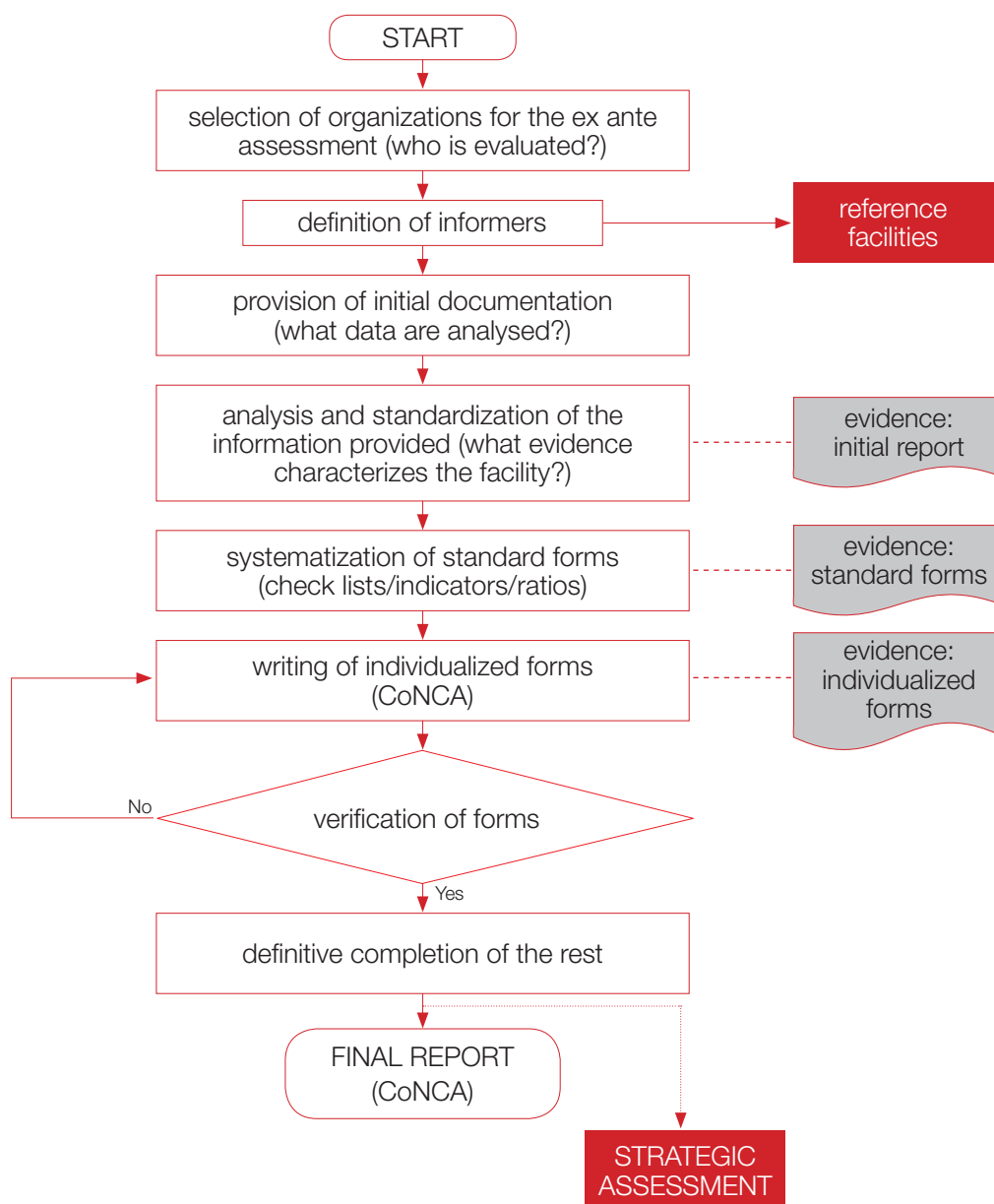
13. The performance contract methodology (Ribas i Vilalta, 2003; Rius, 2010).

14. The methodology of assessing cultural programmes by key indicators (various authors, 2012; Noguera i Ferrer, 2011; Willoughby i Benson, 2011).

system of organization and the models that this technique concludes on the features of the facilities assessed in order to reach a final analysis and make comparisons to discover inefficiencies.¹⁵

2.2.1. Ex ante assessment

Figure 7. Diagram of interaction of processes in ex ante assessment



15. The methodology of assessment of public cultural policies: systems and models (Gascó, 2003).

The implementation of a system of strategic assessments required a preliminary, prospective ex ante study aimed at defining the cultural assessment model. As a tool for defining specific objectives and horizons subject to evolutionary comparison, the ex ante assessment provided the empirical basis for identifying and planning future actions by predefining models to be implemented.

The ex ante assessment model was created as a result of the theoretical work mentioned above. It adapts the previous models to a specific microeconomic context and specifies key aspects of interest; it thus places the various proposals in a general synthesis suitable for practical application in the study of three facilities that are considered central to the cultural policy of Catalonia.¹⁶

In its functioning, the ex ante assessment methodology introduces the following objectives in the projects to be carried out:

- To adjust, adapt and evaluate the intervention in each organization, linking this action to the needs that gave rise to the intervention.
- To show the representative and generic items in the institutions, defining a map of key indicators.
- To provide an initial view of the facility, what it is and what it wants to be, systematizing the information in parameters for detecting the evolution towards its own objectives and those of the institution.

For the purposes indicated, the methodological corpus is formed by introducing a procedure of forms that combines the check list fields with the descriptive fields. These forms make up a homogeneous model of data management aimed at producing a final situation report with the possibility of subsequent interventions.

Five preliminary models of standard forms were designed to include the necessary content. When filled in, these forms articulate operating indicators (quantitative and qualitative, statistics and management ratios). The information is divided into sections that summarize the framework and family of processes that are carried out in any cultural institution:

- a) Governance: legal and regulatory issues, governing bodies and functions.
- b) Organizational structure: definition and characteristics of the organization, processes carried out and procedures involved.
- c) Activities and audience: statistical, quantitative and typological summary of activities, quantification of visitors and commercial policies.
- d) Financial and budgetary structure: economic breakdown of income and expenses, costing and budgetary analysis.
- e) Strategic planning: description of the strategic plan, performance contract and plan of operations.

16. The experimental model of ex ante assessment was applied to the identification and analysis of the Museu Nacional d'Art de Catalunya (MNAC) (2010-2012), the Mercat de les Flors – Centre de les Arts de Moviment (2010-2012) and the Grup Consorci de l'Auditori i l'Orquestra (2010-2012).

The information gathered forms the basis for defining the strategic assessment, which is articulated in the form of input and output indicators, quality indicators, results indicators and qualitative assessments. These indicators are interpreted using a structure of **cross-cutting aims** that were already defined for the macroeconomic measurement of culture¹⁷ and are adapted to the microeconomic reality of the institutions assessed individually:

1. Institutional coordination: actions and criteria of interrelation between the public sector organizations or with the public sector. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Coordination.
 - b) Governance.
 - c) Strategic planning.
2. Financing and expenditure management: characteristics of the economic and financial management of the organization and of the resources available. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Public financing.
 - b) Private spending on culture.
 - c) Patronage and self-financing.
 - d) Expenditure management.
3. Audiences and activities: aspects related to the product or service offered and the recipients. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Activities.
 - b) Users.
4. Structural consolidation of the sector: an aim related to the asset management of the facility, the physical resources available and the impact on the sector. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Economy.
 - b) Employment.
 - c) Offering.
 - d) Concentration.

17. The name "cross-cutting aims" refers to the common parameters that define and characterize the idiosyncrasies, operations and activities of public cultural institutions (ICC, 2013). The purpose of the aims is conceptually related to the themes or goals of maximization included in the control concepts (Gilhespy 1999) and in the groups of key indicators (Willoughby and Benson, 2011) and cultural indicators for strategic planning (UNESCO, 2009).

5. Social cohesion: compliance with the general public purpose that defines a place intended for social use. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Access to culture and dissemination.
 - b) Diversity.
 - c) Associations.
 - d) Culture as an engine of cohesion.
6. Education: implementation of actions towards training and educational proposals. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Educational level.
 - b) Arts education.
 - c) Educational emphasis in cultural action.
7. Internationalization: actions aimed at foreign markets with a global approach or linked to considering and importing international cultural or artistic trends. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Markets.
 - b) Creation and production.
 - c) Networks.
 - d) Permeability and attractiveness.
 - e) Intellectual and scientific prestige.
8. Excellence: parameters for measuring the internal quality of the product or service offered. In order to define the fields of interpretation, the aim is segmented into the following areas:
 - a) Knowledge and innovation.
 - b) External recognition.
 - c) Internal recognition.
 - d) Intellectual and scientific prestige.
 - e) Quality.
9. The digital paradigm: orientation of the organization towards the use and exploitation of digitization and information technologies. In order to define the fields of interpretation, the aim is segmented into the following areas:

- a) New models of consumption.
- b) Innovation in production.
- c) Presence - impact.
- d) Digitization to preserve and disseminate the heritage.

The ex ante assessment model developed by aims is fed by a volume of information that requires a previous data collection procedure. The need emerges to propose pilot experiences to provide the project with empirical bases. The implementation of these experiences in certain facilities would be used to create the definitive model.

The fieldwork for collecting information was articulated from direct meetings with the representatives of the facility, who handed over activity reports, financial reports and sundry dossiers relating to the management of the years studied; further data of interest were also obtained.

The precise information was gathered and organized by fields of interpretation and the indicators showing the status and evolution were obtained. The conclusions were drawn up, divided into organizational aspects, economic aspects, and aspects affecting the offer and the content. The conclusions led to comments and recommendations for opening channels of improvement of the assessed organization, in a process of continuous improvement.

2.2.2. Strategic assessment

When the ex ante assessment has defined the methodological needs, the **strategic assessment** determines the standard tool or means to check the processes and the results obtained by cultural facilities.

The strategic assessment assimilates in its theoretical model concepts borrowed from structured models, culture industry-specific models and general management models.

First, the logical argumentation of the assessment process adapts various parameters to be controlled in the measurable standards, especially those related to quality and social return. It also considers the actions related to monitoring compliance with the objectives laid down by law or by contracts and agreements with the public institutions responsible for the organizations.

Second, the methodology for articulating the procedures of the assessment incorporates the planning in consecutive stages for obtaining, verifying and interpreting the objectified information. The concept of indicators as elements for standardized measurement is introduced, and the models that relate these indicators to aspects identified by the indicators (key concepts and objectives) are defined.

Finally, the theoretical framework that defines the assessment is complemented with a process of continuous improvement, control and excellence as the primary goal, in addition to feedback.

The resulting methodology adapts to a microeconomic approach that, because of the nature of the organizations assessed, includes aspects related to private management and the particular features of the organization and operations of public institutions. The core features of this reinterpretation

refer to aspects of articulating the assessment process, the content to be managed and the interpretation system:

- A unified methodological proposal is articulated and concludes in reflections and recommendations.
- The strategic objectives are understood as commitments subject to assessment.
- A standardized basis or framework of information is designed as a premise that guarantees the accuracy of the results and the adaptation of the model to different contexts.
- The measurable concepts are divided into strategic aims which include basic concepts of control and key parameters for identifying the reality of each facility.
- The two basic concepts of analysis, efficiency and effectiveness are established:
 - The analysis of economic performance, in matrices combining the use of resources (cost) and results.
 - The definition of processes and articulation of procedures for acting effectively.
- The parameters of quality and excellence are included as structuring elements of the activities and of the operations of the assessed organizations.
- The use of quantitative indicators is defined as an objective measure of compliance with the objectives for evolutionary and comparative purposes.
- The concept of social return/social impact and its measurement is incorporated as a fundamental justification for the existence of the facility.
- The process of self-assessment is introduced as an internal tool for detecting areas of development and analysis of inefficiencies.
- The concept of continuous improvement is developed: the conclusions drawn will be applicable to the institution in subsequent years and will provide the empirical basis for planning and change.

The ultimate goal of the strategic assessment is to identify opportunities for improvement in any organization of the cultural sector, so that it can achieve a quality standard. An assessment composed of an interaction of processes is thus designed with the aim of achieving continuous improvement of the assessed organization (Figure 8).

Figure 8. Basic diagram of interrelation between the organizations involved.



With an overall goal common to all facilities, internally the assessment establishes a link between the set of tasks to be carried out, the areas affected by the analysis and the results that are to be obtained. What the assessment does, the focus of the study and the results obtained must also be made clear.

Thus, the following tasks will be carried out by the strategic assessment:

- Identifying the characteristics and functioning of the organization.
- Identifying the practices carried out.
- Checking compliance with the predefined strategic objectives.
- Analysing the management with objective parameters.
- Establishing the relation between the content offered, the social return, the investment and the management of resources.
- Identifying the strengths and weaknesses of the organization.
- Exploring channels and possibilities for improvement.

The following aspects are studied by strategic assessments:

- Compliance with the cultural and strategic objectives determined by the mission and the public interest.
- Management of the activities and the economic profitability obtained from the public funding.
- The offer of content and its adaptation to the strategic plan or programme.
- Estimation of the social and cultural impact of the actions and strategies undertaken.

From the tasks to be carried out and the previous aspects studied, the following results should be obtained from the assessments:

- The measurement of compliance with the predefined objectives using standards of efficacy and efficiency.
- The definition, with comparable and objectifiable parameters, of the management and execution of the operational objectives.

- The measurement of the social return of the facility.
- The definition of indicators that can be used to monitor the evolution of efficiency in coming years.
- Recommendations for optimization and continuous improvement.

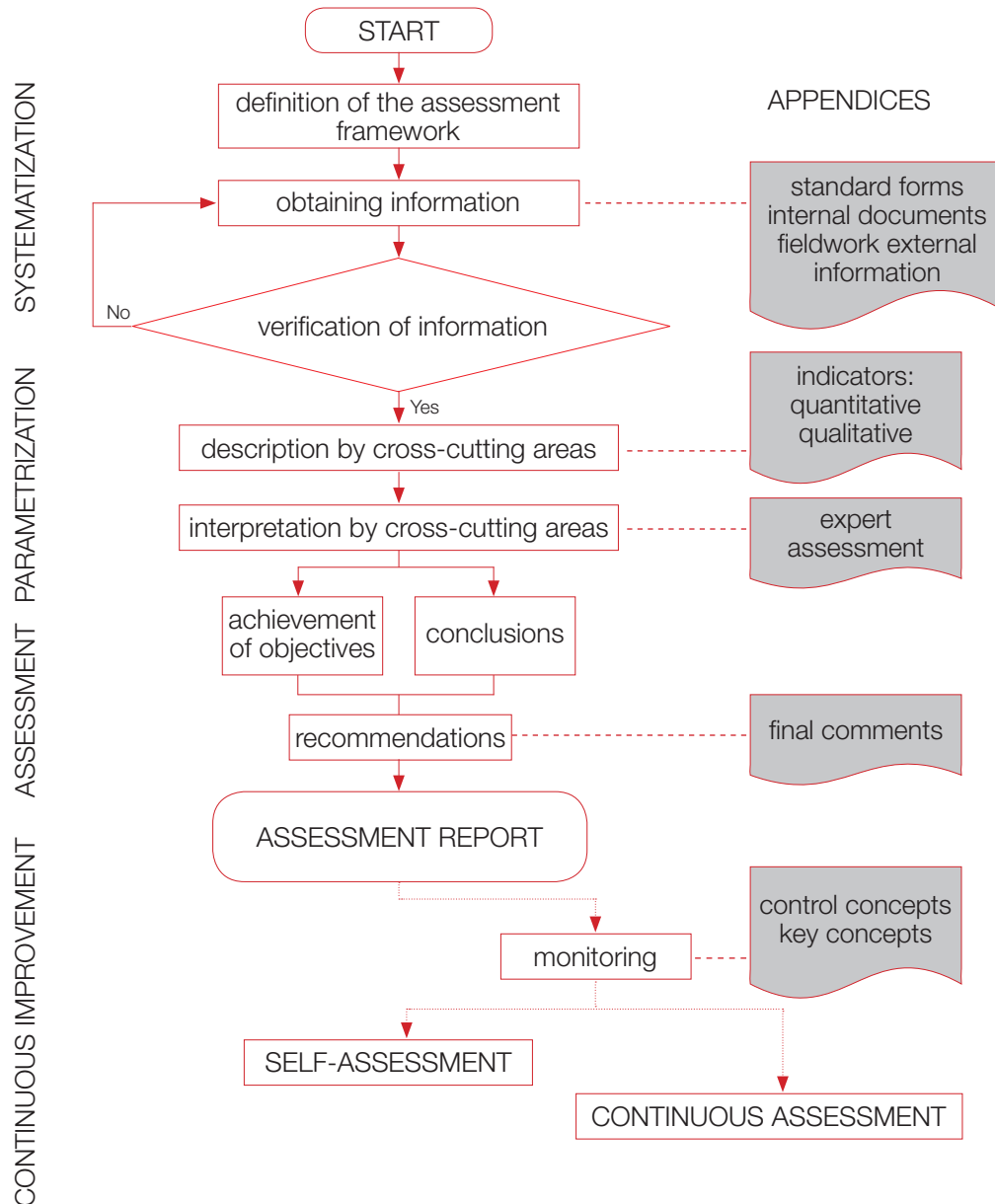
To achieve success in the areas specified, the assessment performs a quantitative and qualitative measurement of the parameters. A comparison is made with their evolution in the institution and with similar external models. The assessment acts as a tool for defining the evolution of cultural policies and strategies and the programming and execution of activities, establishing a value chain between resources and results obtained.

3.

Scope and content of the strategic assessment

The methodological corpus of the strategic assessment model defines the basic processes of action and development of the objectives (Figure 9).

Figure 9. Diagram of interaction between the processes involved in the strategic assessment model. The grouping by stages is schematic



Before the processes are carried out, an initial stage defines the scope of the project, including two variables that directly affect the objectives of the assessment.

First, the timing of the project, which establishes a standard period of three years of interest used in the comparative model to show the evolution or trend of the indicators obtained. The three most recent closed years should be used or the schedule for carrying out the study must be adapted to the years available. This will involve the audited financial information and reports on the content, impact and management of operations (reports on activities, studies on audiences, etc.).¹⁸

Second, the legal framework of the organizations, the legal personalities involved and the objectives determined by the governing actors must be determined.

The definition of the context of the assessment will determine the features of application of the processes, the results generated by the intervention, and the monitoring.

When the framework or context of assessment has been defined, the methodology is carried out in the following stages:

- a) **Systematization** of the information, including the processes for obtaining and verifying it.
- b) The **parametrization** of the systematized information, in which the processes included in the description of the assessed organization are related to the interpretation of data obtained previously.
- c) The **assessment** of the results and interpretations, including the degree of achievement of the strategic objectives of the assessed organization and the conclusions drawn from the previous parametrization.
- d) The stage of **continuous improvement**, based on the monitoring of the inefficiencies identified and the recommendations.

The contents of the processes are detailed in the themes of the standard forms and are described and analysed by thematic aims.¹⁹ In general, these contents affect all aspects of the organization and the services it produces. The following are the most important:

- legal architecture;
- internal management and its operational development;
- generation of the product or service offered;
- dissemination of the offer;
- impact achieved;
- general quality of the actions carried out by the organization.

18. In the case of facilities that programme the activity seasonally, usually from September to June, the timing of the activity does not coincide with the accounting year. The assessment is based on financial years, so the content must be broken down by months in order to fit the standardized criteria.

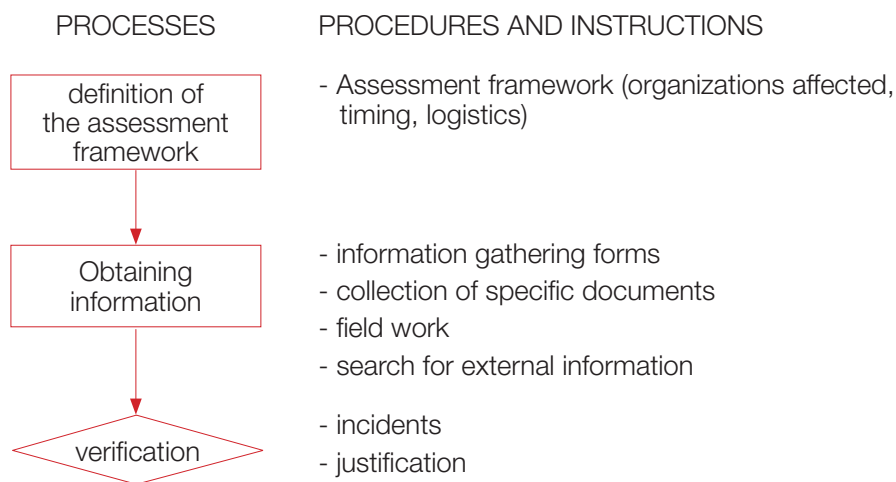
19. Further details are included in Chapters 4.1 Procedure and tools for obtaining information and 5.1 Cross-cutting strategic aims.

Regardless of the methodology used, the optimization of the strategic assessment model is based on the extrapolation of the individual results obtained and their application in different contexts, in a common process of learning and continuous improvement with a view to achieving excellence.

4.

Systematization of the information

Figure 10. Diagram of the systematization stage



The collection and systematization of information is aimed at obtaining data for analysing the facility.

The systematization stage begins with the definition of the framework of the assessment. In this preliminary stage, the limits of the process must be specified:

- The temporal scope or period of the study: methodologically, the analysis identifies trends by assessing the information generated in three consecutive years. In order to maintain the meaning and coherence of the assessment, the years should be the ones immediately before the assessment.
- The legal personalities affected by the study: for a wide variety of historical and other reasons, public and non-profit facilities may be composed of many different types of legal entities.²⁰ In order to bring out all aspects that affect and determine the facility and its social benefits, the assessed organization and the assessor must determine the organizations that are affected and the functions of these organizations that are involved.
- The operational aspects of the assessment, the monitoring and the continuous improvement

20. Several types of legal entity are commonly found under the umbrella of the great Catalan national facilities. The main type includes the public administrations and participates in other organization that are previous to the current status or were set up for tax reasons, to bring them under governance, or for purely operational reasons.

process: intervention methodology, responsibility, participants, logistics, setting a schedule, criteria and standards, etc.

Based on the framework established and agreed, the information for parametrization begins to be collected.

The volume and nature of the information collected should meet the following requirements:

- Providing explanatory information on each cross-cutting strategic aim.
- Providing the data measured by the quantitative indicators and suitable for the standard qualitative indicators.
- Describing the corpus of procedures and the internal organizational structures that define the character of the organization.
- Justifying the conceptual framework of the activities carried out.
- Identifying interactions with local stakeholders (public administrations, the sector, etc.) that affect the characteristics and actions of the organization.

The validity and usefulness of the information collected is subject to a unique context of action within the organization studied, in which variables outside the objective content may affect the study and collection of data.

With regard to the preliminary logistic requirements, the initial premise lies in the limitations of time and resources available to the assessors. The correct diagnosis of the facilities is based on full knowledge of the features that are expressed in documents and obtained from observation and study on site; lack of proximity involves lack of knowledge and the obtaining of decontextualized or incomplete information. Regarding the possible internal difficulties of the organization, the availability and suitability of the human and physical resources should be noted. Inappropriate document management or data logging involves difficulty in recovering information of interest. Parallel to the material constraints, the collaboration of the appropriate staff is decisive; success in obtaining the most representative and highest-quality data will depend on their dedication and cooperation.

It is important to have a broad selection of reliable information as a basis for the subsequent study. Therefore, the sources to be used and the collection methodology must be established.

The primary sources are those that provide the data at source, within the organization that generates them. They therefore need no preparation other than an inventory by the assessed organization. The correctness and accuracy of the information is directly linked to direct recording and is related to quantitative and numerical references (economic and financial data and records of attendees) and reference documents. The application of the methodology with respect to the primary sources involves a procedure of standardized forms and the selection of other original documents. Due to its characteristics, the main source is the institution studied, although institutional transparency policies have favoured the dissemination of information and its inclusion in documents drawn up by third parties: these become secondary sources.

Secondary sources are those that produce or analyse data and information and present it at a later date than the original documents. These source do not replace the original information, but provide comparisons, contextualization or reflections that may be of interest for defining the specificity and the framework of action of the studied organization.

4.1. Procedure and tools for obtaining information

One of the basic qualitative aims that form the basis for the strategic assessment process is the adoption and use of resources derived from digitization and use of the Internet as a tool for facilitating operations. When applied to strategic assessments, these resources can be used to collect information on the studied organization directly from the web and then parametrize it.

The process of obtaining the information for the strategic assessment is divided into four very different correlative procedures:

- a) filling in of the **assessment forms** by the assessed facility;
- b) provision of **other specific original documents** by the assessed facility;
- c) the **fieldwork** carried out by the assessor;
- d) the search for **external information** by the assessor.

a) The main procedure for obtaining information is the use of **forms**, which include check lists and descriptive fields. This simple tool is used to obtain the main quantitative and qualitative data from the primary source to feed the indicators; it is therefore the direct response of the studied organization to a uniform model of standard questions. The documents must be delivered to the assessed organizations and filled in without the participation of the assessor.

Five preliminary models of standard forms were designed, with the information grouped into thematic sections specific to the organizational framework and operations of cultural institutions (Annex I):

1. Governance: this includes legal and regulatory aspects, as well as the composition and functions of the governing bodies.²¹
2. Organizational structure: a list of the characteristics of the organization, its segmentation and operation, with a specific section on human resources, and a list of the processes carried out and the procedures involved.²²
3. Activities and audience: a form focusing on the content produced and/or transmitted to the end users, as well as the characteristics of the users; this includes a breakdown by type, nature and origin of the activity, its external impact, number of visitors and aspects of marketing and commercial policies.²³
4. Financial and budgetary structure: breakdown of the financial and economic section to the level required for the assessment, with income and expenditure, costing and budgetary analysis.²⁴

21. Sections: separate legal personality / legal form / public shareholders / private shareholders / legal standard / statutory objectives / statutory functions / statutory governing bodies / higher governing body / executive governing body / management / manager / other management and advisory bodies.

22. Sections: organization chart / real/current operation / transition from current operation to strategic organization chart / definition of areas of organization chart and assignation of staff / definition of employment positions / profile of internal staff / current quality systems / definition of processes / definition of procedures.

23. Sections: types of activities / users and audiences / prices / visibility and marketing plan.

24. Sections: own income / public contributions / expenditure / detailed budget / economic and financial details.

5. Strategic planning: a form on forecasting and lines of action, defining the strategic plan, the performance contract, the operations plan, the marketing plan and other annexed agreements.²⁵

b) Having the primary source means that one can ask the assessed organization to provide **specific documents** or documents for internal use on the operation of the organization, relationships with third parties, details of information of interest and reports or other secondary sources for evaluating this information. It allows the information of the assessment forms to be extended and other qualitative aspects to be described.

The documents involved are the following:

- Regulations and legal documentation: statutes, prevailing laws and regulations, performance contracts, strategic plan, agreements, service contracts, other major contracts, government concessions, etc.
- Economic reports: audits of financial years, closing balances, major accounting statements, statements of budget execution, etc.
- Descriptions of internal organization: action plans, list of processes commissioned and carried out, functional organization charts and interactions, lists of employment positions, job descriptions and workloads, procedures, quality manuals, certified management systems, etc.
- Records of attendees, users and capacity.
- Special reports: activity reports, studies of audience, ticket sales, marketing, commercial activity, etc.
- Recording methodologies: internal control systems (economic, activities, etc.), scorecards, etc.

c) The associated **fieldwork** involves the direct collaboration of the assessed institution to define the processes that take place, the procedures for achieving them, the type and characteristics of the activities and the efficiencies and inefficiencies of the organization. It is a fundamental link that allows the assessment team to obtain direct knowledge of the facilities.

The optimization of the results of the field work is related to the response to the aspects mentioned in the above document procedures (forms and other documents), to their revision and to the information gaps that are detected in them. A basic scheme of action by the assessed organization must be defined to allow particular features to be added and less developed areas of information to be investigated.

This scheme is developed in an action manual that determines the following tasks, which are not necessarily consecutive:

- Visit to the facility: observation of the general functioning of the areas and departments and the carrying out of key activities; to do this the assessment team must acquire objective references and subjective awareness of the reality of the organization.

25. Sections: current strategic plan / current performance contract / operational planning.

- Individual interviews with management and operational staff: a questionnaire and the induced conversation are used to identify views on the strengths and inefficiencies, the coordination and all internal operating parameters.
- Focus group²⁶ meetings to identify the modus operandi, define the know-how of the staff, determine the procedural competence and identify differences of opinion that can lead to inefficiencies.

d) The search for **external information** covers the data from secondary sources regarding the assessed organization and the study of environments in which it operates, including sectors, geographic areas, towns, etc.

The assessor performs the procedure laid out below, which is established on the basis of the information collected:

- Searching for information on the sector in which the facility operates: size of the sector, characteristics and concentration, audience and turnover, agents participating, profile of prescribers, role of the public administration, professional groups, etc.
- Reviewing the organization's website and social network: checking accessibility, content, participation and consultation, and interaction with users.
- References external to the facility: news in the media, comments on blogs and social networks, direct or indirect references by third parties on the organization and activities, bibliography, etc.
- Measuring social impact: documentation of the perception and impact that the organization's action generates in different areas (general public, cultural and scientific world, artistic sector, geographical area and sense of group belonging).
- Documented search for benchmark institutions other than the assessed one, with which parallels or thematic, institutional or other types of link can be established.²⁷

In the verification of all the information gathered, it may be found that the data are divergent or even contradictory, because of the diversity of sources consulted and the use made by the original sources and by the recipients of the information. Discrepancies may affect organizational issues, economic issues and matching of audiences and activities, and may mean that the results of the assessment must be questioned; an analysis based on incorrect data results in an erroneous diagnosis and specific recommendations that are not suited to the situation of the organization, so the measures taken may be counter-productive.

It is therefore necessary to identify the differences between the information obtained and its justification and origin by establishing any adjustment mechanisms that are necessary.²⁸ The assessed

26. Internal discussion groups on a point of interest. These may be held with different groups of the organization's staff without a formal procedure or may deal with internal perceptions and possibilities for improvement, following the LEAN management methodology.

27. In the previous contacts with the assessed organization, the benchmark model for the facility is expressed: what organization or institution would it like to resemble and in what ways, what procedures are considered indicative of good management or performance, etc. These benchmark institutions and others that the assessor considers of interest because of their uniqueness, prestige or features are documented, paying special attention to the most representative indicators for comparison and assessment. The validity of use will depend on the breadth of this collection, the correct interpretation of its features and the updating of the information.

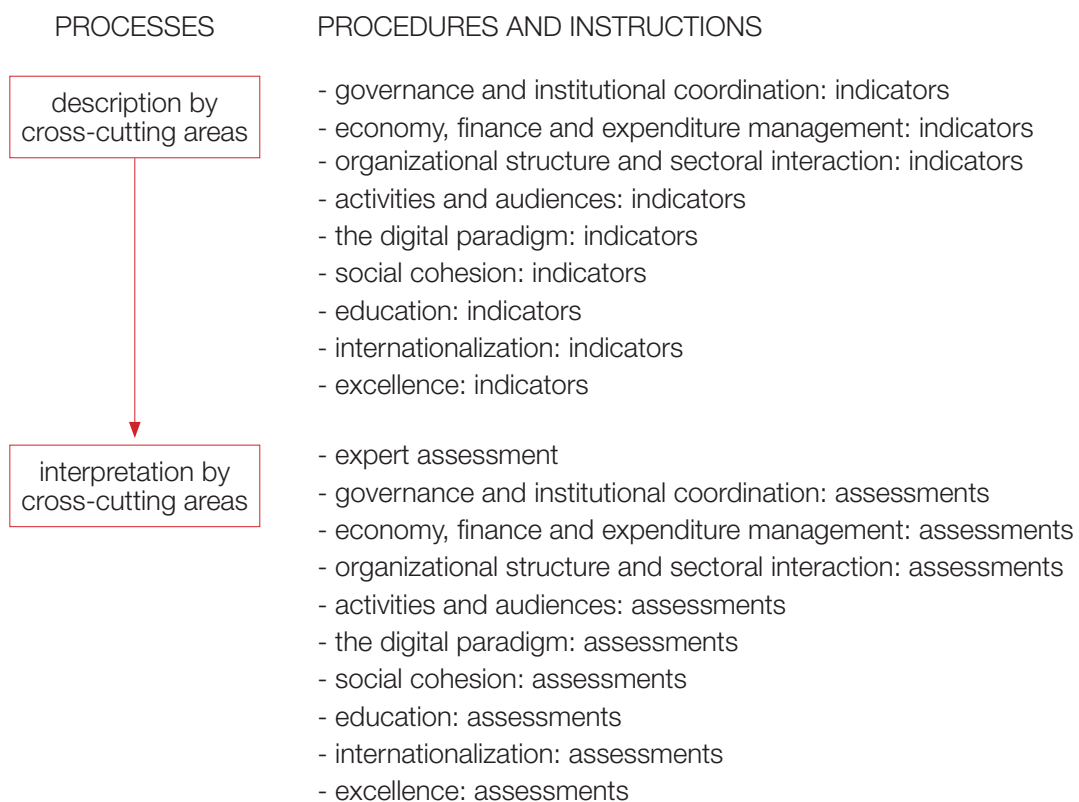
28. In cultural facilities dedicated to the performing arts and music, a common distortion factor is the structuring in seasons, usually similar to the school year, which is at odds with the financial years and causes differences in the segmentation and recording of activities.

facility must verify and certify the correctness of the information available, which should correspond to that expressed in official documents and records: audited accounts, data approved by the governing bodies, government records, etc.

5.

Parametrization of information

Figure 11. Diagram of the parametrization stage



The main methodological requirement of the strategic assessment model is the need to objectify the information and data obtained from the studied facility. As a logical consequence of the preliminary systematization, a standard parametrization model provides the diagnosis of the assessed organization. This model should generate possibilities for reform or development in areas for improvement and provide conclusions of intrinsic value that can be compared with and applied in other facilities.

The parametrization stage is the second basic link for the strategic assessment of cultural facilities. The initial step is applied in the organization and design of the forms for obtaining information, and is related to the collection of data and its articulation in formats suitable for partial study.

With the data articulated thematically by the forms, the management and interpretation of the concepts are structured into **cross-cutting aims** that have been organized and defined in the past for macroeconomic measurement of culture (CoNCA, 2013; ICC, 2013). These aims have been adapted to the microeconomic reality affecting the assessed institutions.

5.1. Cross-cutting strategic aims

The cross-cutting aims are identified as thematic concepts that are common to cultural facilities and that show defining aspects of the nature and activities of the assessed organization. They must therefore organize and classify the measurement of the aspects that characterize the institution, its internal organization, its activities and the management of its resources.

The cross-cutting aims are classified by the nature of the objectives.

The **aims of efficiency** or optimization of the management include those that focus on measuring the evolution of the internal management of the organization with regard to consumption of physical, human and economic resources, in order to improve the performance of the various operations and activities. This parametrization identifies the following:

1. Governance and institutional coordination.
2. Economy, finance and expenditure management.
3. Organizational structure and sectoral interaction.
4. Activities and audiences.
5. The digital paradigm.

The **aims of efficiency** or achievement of objectives are defined as those that measure success in the implementation and the results obtained in relation to the goals laid down in the regulations that govern the organization, for which it was created and receives public funding. This parametrization identifies the following:

6. Social cohesion.
7. Education.
8. Internationalization.
9. Excellence.

5.1.1. Aims of efficiency

1. Governance and institutional coordination

The design and governance of the institution determines the management of the facility and its ability to fulfil its explicit goals and any strategic objectives that are set.

Governance involves several aspects relevant to the assessment: the interrelations and mutual obligations between the organization and the related administrative body or bodies, as well as with third parties outside the public sector; the regulation that allows or limits the organizational actions; and the responsibility for the project and its financing as detailed in the regulation, which acquires structure in the strategic plan or in the regular commitments laid down in performance contracts until the governance is transferred to the operational level.

The development of the facility and the social function that justifies it can be hindered or driven by the suitability of its governance. Efficiency should be a criterion for guiding the coordination between institutions and facilities.

In order to define the characteristics and assessments of the aim, three subsections are established:

- a) Coordination
- b) Governance
- c) Strategic and operational planning

2. Economy, financing and expenditure management

The economic dimension of culture is important because of the contribution it can make in its economic environment and because it indicates the degree of development of the industrial structures of the sector.

Financing has always been a central issue in the cultural development of Catalonia. However, today this preponderance has been accentuated with the basic requirement of economic sustainability for all projects in the sector. Many public facilities depend mostly on institutional support, and the fees for consumption by persons make up a smaller percentage of the income. This profile shows the degree of centrality of culture in the strategy of Catalonia and the involvement of the private sector in the construction of the national identity through patronage and sponsorship.

Internal management, cost efficiency, the financial control procedure and optimization of operations are the most direct aspects of intervention by the executive management of the organization.

In order to define the characteristics and assessments of the aim, four subsections are established:

- a) Public financing
- b) Assets

- c) Patronage and self-financing
- d) Expenditure management

3. Organizational structure and sectoral interaction

The definition and implementation of an internal organization that is sufficiently efficacious to meet the objectives and sufficiently efficient to do so with the right means in the right amount is the basic tool for implementing public policies and bringing culture closer to users.

In addition to contact with the end consumer, the function of all facilities includes acting as a hub for the sector. Sectoral interaction is a dimension of culture related to the agents of creation and cultural production. The creators, participants and companies that make up the entire value chain form a structure that must be consolidated for the development of national culture.

Sectoral concentration is positive because it allows cultural clusters to be created, but it is negative in that it limits diversity. It is a key element in the sectoral analysis.

In order to define the characteristics and assessments of the aim, two subsections are established:

- a) Internal organization
- b) Sectoral interaction

4. Activities and audiences

Reaching different audiences is the main objective of all cultural creation and production. The level of cultural consumption is a clear indicator of the cultural development of the country. Having citizens who are interested and active in their role as audiences of culture is the best guarantee that they will be educated and have a critical capacity.

Information regarding activities and audiences may be the broadest and most interpretable volume of information managed in the assessment. The data on the facility's production may deal with generation of activities, presentation of activities to end consumers, or both. These data must refer to the material process of production, to the logistical variables and resources involved,²⁹ and to the content of the offer. The activities involve two types of information that will be studied with different methods in the parametrization. The audiences show the acceptance and social impact of the offer, so information on their number, nature, motivations, opinions and changes over time must be obtained; the study of users can also be used to shape marketing policies and strategies to make the offer more attractive.

In order to define the characteristics and assessments of the aim, two subsections are established:

29. This section of operations includes planning of activities (procedures, timing, operating plan and forecast of resources) and resource management (quantification, definition of production units and compliance with the parameters of legality and accountability).

- a) Offer and activities
- b) Users

5. The digital paradigm

The current transformation of the models of cultural production and consumption is a clear expression of a new era. Of these major transformations, only one thing is certain: nothing is as it was before, nor will it be again. We must consider whether Catalan society has the capacity to adapt to these changes and whether the world of culture is adapting the traditional instruments to the new reality.

The digitization of assets, especially documents, has been a breakthrough in guaranteeing the conservation of knowledge and the study and dissemination of the heritage. Growing the digital heritage means growing culture and the constant possibilities for analysis.

Cultural consumption through digital media is becoming increasingly important and indicates a change of model. How are we to measure the evolution of this change, where its limits are placed and who has access to it? We must also guarantee that we have sufficient means to optimize its performance.

The new formats have led to a revolution in the way we produce cultural content. The new digital paradigm is an invitation to creativity and innovation that far surpasses the limits that previously hindered development. This change is not limited to innovative business models but offers opportunities for creativity and innovation in formats and distribution models.

The digital world opens new windows in which Catalan facilities have opportunities for a presence beyond the physical limits. Internet is an opportunity to gain presence in the world by linking innovation and new forms of cultural production and consumption. It is an opportunity for talent, ingenuity and innovation, as well as a platform for artistic production and service provision to gain a greater and better presence beyond the physical or territorial limits.

In order to define the characteristics and assessments of the aim, four subsections are established:

- a) New models of consumption
- b) Innovation in production
- c) Presence/impact
- d) Digitization to preserve and disseminate the heritage

5.1.2. Aims of efficacy

6. Social cohesion

Culture plays an important role as a generator of social cohesion. This role, which has always been essential in diverse societies like Catalonia, is even more necessary at a time of economic difficulty and rapid changes in an increasingly complex situation. Culture provides tools for reflection, understanding, adaptation and creativity. Social diversity, which is expressed in many ways, must be approached through culture, and especially through cultural facilities. This must be done by giving people access to culture regardless of their personal circumstances or social group, and through structures of civil society, which organizes itself and creates a cohesive social fabric.

The guarantee of access to culture is one of the basic indicators for verifying its role in promoting social cohesion. If culture is understood as a right, then priority measures must be taken to help citizens who find access to it more difficult. A major challenge for cultural policies is to ensure that the social diversity of audiences and consumers of culture reflects the social diversity of the target population. Achieving this is the best indicator that culture is reaching the entire population equally.

Cultural associations have a long tradition in Catalonia and are one of the country's greatest cultural assets. The active citizenship shown through the creation of associations plays a basic role of social cohesion in Catalonia and is added to the dynamic force of Catalan cultural life.

In order to define the characteristics and assessments of the aim, four subsections are established:

- a) Access to culture and dissemination
- b) Diversity
- c) Associations
- d) Culture as an engine of cohesion

7. Education

Education and culture are two sides of the same coin. The ultimate goal is to make citizens more receptive and to improve their reflective and critical capacity. The cultural development of a country is directly related to its educational development. All statistics on cultural consumption and habits of citizens show that educational level is the main explanatory variable. An increase in educational level should cause an increase in consumption of culture.

The level of development of arts education in a country is an indicator of the importance that citizens give to this type of language in education. In addition, a population with arts education is more likely to consume and create more culture. Therefore, a commitment to this type of education has positive repercussions in the future.

Cultural activity as a whole can be understood as an educational activity. Many cultural institutions have developed specific programmes with a greater emphasis on education. The uniqueness

and predominance of educational products and services in the activities of the facility largely determines the social return.

In order to define the characteristics and assessments of the aim, three subsections are established:

- a) Educational level
- b) Arts education
- c) Educational emphasis in cultural action

8. Internationalization

The internationalization of Catalan culture is understood as a positive element of progress and cultural development. In a globalized world where cultural markets and cultural flows cross borders, an international presence is more necessary than ever, especially considering the small size of the domestic market. The growth and consolidation of the Catalan culture sector, enhanced by public facilities, requires an increased presence in international culture markets.

The presence of Catalan production and creation in international markets contributes to the economic feasibility of projects and is an indicator of quality and talent. Internationalization today involves not only market penetration but also exchanges, flows and presence in international networks and in cultural debates.

Internationalization can also be understood as the permeability of culture to the artistic expressions of other countries, which enriches the local culture and the offer to citizens. This permeability, with an open culture rich in dialogue, can also increase the attractiveness of Catalonia both for professionals of the cultural world and for tourism.

The internationalization of culture is also related to having one's own voice in the intellectual and scientific debates of the time. This is a qualitative view of the Catalan presence abroad, but it also affects the external image that is projected.

In order to define the characteristics and assessments of the aim, four subsections are established:

- a) Markets
- b) Creation and production
- c) Networks
- d) Permeability and attractiveness

9. Excellence

Being demanding with regard to professionalism and excellence is a responsibility towards the sustainability of the cultural system and the commitment to citizens, who contribute to the maintenance of the cultural system through their taxes and by purchasing a ticket or a cultural product.

Excellence is a horizon that should guide cultural activities in order for cultural development to be beneficial to people.

The commitment to knowledge and innovation should be reflected in a cultural context of appreciation for what is produced. There are instruments for meeting this commitment through academia, private initiatives and the public sector. It must be expressed in all areas of management of cultural facilities, including the continuous improvement of the quality perceived and expressed in the inner functioning and excellence in research, scientific production and dissemination of this great body of knowledge to the wider public.

The users value the degree of excellence of the cultural offer that Catalonia is able to produce, and the cultural activity generated in Catalonia is recognized through its attraction for creators and artists.

The internationalization of culture is also related to having one's own voice in the intellectual and scientific debates of the time. This is a qualitative view of the Catalan presence abroad, but it also affects the external image that is projected.

In order to define the characteristics and assessments of the aim, five subsections are established:

- a) Knowledge and innovation
- b) External recognition
- c) Internal recognition
- d) Intellectual and scientific prestige
- e) Quality

5.2. Model of indicators

The cross-cutting aims are understood as the expression of the thematic aspects that characterize the facilities. However, their identifying features must be defined for the purpose of comparison and as evidence of the activities that they represent. The indicators can be considered as any element that informs about the assessed organization through a quantity, a ratio, a measure or a perceptive value.

The information provided by the indicators must meet certain conditions to be used in the interpretation:

- It must be useful: it must correspond to the situation to be identified.
- It must be accessible: it must be obtained directly from the technical information used in the assessed organization or the secondary sources.
- It must be understandable: the concept of interest must be recognized clearly and unambiguously.
- It must be specific and concrete: it must have a direct and fairly restricted relation to the concept to be identified.

- It must be reliable: the results provided must be consistent with reality and match only the circumstances to be studied.
- It must be accurate and sensitive: with a verified and adjusted margin of error, it must allow any relative or absolute changes to be perceived.

The indicators are grouped and organized by areas, in such a way that relationships and linkages are established between the various types of information provided (forms, other primary sources and secondary sources). The indicators can be used to express the simple evidence of conclusive values or the drafting of tables, charts or any graphic expression that synthesizes the meaning of the determining information. By interpreting the objective results from the application of the standardized model, it is possible to draw conclusions that can be extrapolated to all facilities.

In order to establish the procedure that standardizes the individual analysis of the different aims, two main types of indicator are used: **quantitative** and **qualitative indicators**. Their function is to specify the identifying information of the organization in the years assessed (the three most recent closed years) and to answer the questions generated by the management and the activities.

Regarding the methodological aspects, the cross-cutting aims are described on the basis of the response to the qualitative indicators and the results of the quantitative indicators. The indicators transform the information obtained from the assessed organization into a set of systematically standardized statements and values that can be interpreted.

5.2.1. Quantitative indicators

The **quantitative indicators** correspond to the ratios and numerical evidence obtained from the quantifiable values; they provide objective expressions of the situations assessed.

These indicators may deal with *input* (internally generated), *output* (the external impact) and *outcome* (the effect of the measure); the combined data are used to obtain indicators on the level of quality and compliance with the institution's target results (Government of Catalonia, 2011).

A generic battery of quantitative indicators applicable to cultural facilities is defined to measure activities, audiences, operational resources, financing and expenditure management (Appendix II). The quantitative indicators are used for interpretation based on the following:

- The intrinsic representativeness of the existing value in the form of economic data (monetary units, ratios/relative values) or the actual number of units, projects, visitors, etc.
- Individualized evolution: comparison of the indicators in the organization by years; in order to justify the related increases and decreases, the data for the last three closed financial years (year n , year $n-1$ and year $n-2$) are included.
- Comparison with external models: comments based on indicators of the same nature obtained from other organizations; some types of indicator (those related to economy, governance and internationalization) are comparable with different types of organizations; the indicators may also be comparable with those of organizations with similar institutional goals that operate in close or distant environments.

The evolution of the activities of national cultural facilities points to a multiplicity of tasks. The social needs that the facilities must currently meet are gradually moving away from the classic patterns that placed them in a single area of specialization with limited room for manoeuvre. Organizations are adapting to social change by providing services that they see as a public demand and that often generate synergies with the core activity of the institution. In the current common model of service provision, public organizations are adding a series of complementary and compatible tasks to the basic function defined by law. They are broadening the offer to increase the attractiveness and, if possible, increase the resources obtained.³⁰

In these multifunctional facilities, some of the indicators are common to most situations (those referring to economy, the organization, the audience, marketing, digital presence, etc.) and some are specific, being associated with unique characteristics and specific cases.

In order to assign specific indicators and express the versatility of the more generic indicators, they are segmented by types of cultural activities that can be carried out by the cultural facilities, on the condition that they are compatible. These are defined as follows:

- Performing arts: programming.
- Performing arts: production.
- Museum and exhibition activity.
- Music: programming.
- Music: production.
- Library and archive activities.
- Film libraries and film screening.
- Research.
- Restoration/conservation.
- Educational activities and vocational training.
- Social activities.
- Activities to promote critical thinking.

5.2.2. Qualitative indicators

The **qualitative indicators** are also articulated in the cross-cutting aims and provide information on aspects that are hard to discern from the quantitative ratios. First, these indicators show

30. For example, the country's main national museum facilities are complementing their core activity with educational services (workshops and courses), specialized libraries, document archives, research (research projects and publications), talks, seminars and panel discussions, restoration of heritage, etc. To complement income from ticket sales and other habitual sources of income, they may add rental of spaces and concession of services (bookshops, cafeterias, restaurants, etc.).

information of a legal, regulatory, contractual nature, etc., which need explaining in more detail than is provided by the numerical synthesis. Second, they describe comprehensively, in free text, all the relevant singularities, preconceptions and circumstances that can explain the daily workings of the facilities. The theoretical subjectivity of specific descriptions is offset by the wealth of information, which complements the numeric data and places them in context.

A series of inputs have been defined in order to complement the qualitative information not specified by numerical indicators. They therefore act as a reminder of important aspects of each aim and describe the functioning of the facility; they are like a questionnaire with responses developed in each situation (Appendix II).

5.3. Expert assessments

The strategic assessment includes the aspects defined by the cross-cutting aims. Among them, content is differentiated from the institutional architecture and the management of operations and resources. The assessment of content considers the suitability of the offer to the public in accordance with the objectives laid down by the law governing the organization, the strategic plan and the performance contracts that link projects tasks and financing in public facilities.

The measure of activities is considered a factor of specific interest in the strategic assessment. In the regular use of cultural facilities, the regulatory framework leaves the decision on the nature of the activities to the manager, who periodically validates the management of the project with the highest governing bodies of the organization.³¹

To add elements to the discourse, it is considered of interest, first, to add comments on the management of logistics and procedural quality of the activities, which can be quantified or qualified using standardized indicators; second, to assess the design and development of content, external specialists in the field must be consulted. The assessment of these specialized opinions meets two objectives:

- With regard to the activities, it provides a critical viewpoint of the strategic strengths and weaknesses in concept or execution in order to focus the self-assessment and quality improvement on specific aspects.
- With regard to the activities to be carried out, it shows different scenarios and visions of the situation that provide new approaches for future content or storylines.

In a restricted application of the group-based *Delphi* forecasting methodology (Landeta, 1999), the opinions of between three and five experts are gathered. The number may vary according to the situation studied; the experts should be chosen to permit a range of internal views of contents and external views of content users.

31. The managers' responsibility begins with the artistic project, which identifies them and is generally one of the reasons for their appointment. When the project has been accepted, it is taken on by the institution and is accepted and renewed periodically through strategic plans or action plans for variable time periods. In the same order, as in the management model of public facilities in French and English-speaking countries, the roles and functions of the artistic director (commonly called the director) are differentiated from those of the manager, who is in charge of the logistic and administrative management but has no conceptual responsibility for the content.

The expert assessment must be limited to certain aspects of the content:

- The quality of the offer: the product or service offered must fall within the parameters considered acceptable for the ranking of the facility in terms of artistic quality and the production and logistics arising from the content offered.
- Uniqueness: the product or service must be unique in terms of theme, presentation, audience or geographical distribution; the offer must not be redundant in relation to the offer existing in the market niche.
- Innovation: the activities and the project carried out should represent a breakthrough in the national cultural production in their format, creative content, reinterpretation of tradition or classicism, or in the dissemination methodology.
- Cultural or educational values: the facility's offer of activities expresses local or global ethical and humanistic aspects, is of social content or interest, involves cultural dissemination, or is of an educational nature.
- The implicit value of the offer: it should generate prestige for domestic production, involve Catalan culture or lead to its large-scale consumption, act as a vehicle for current and contemporary issues, or deal with everyday realities.
- The impact abroad: capacity for internationalization of cultural products and the importance and common interest of the proposal.

Regarding the methodological development of the expert assessment, in line with the general model applied, the procedure consists of three consecutive stages:

- a) An initial stage consisting in asking experts for their opinions through a standard report on the activities of the facility, with special reference to the main activities and those defined by law as the purpose of the facility. The information is classified into basic levels for the subsequent interpretation:
 - Generic and common aspects: comments on the functioning and objectives of cultural policy that may affect the public facility.
 - Aspects specific to the sector: comments on goals and objectives shared in current practice by the facilities associated with the sector or discipline.
 - Aspects of content and current situation: a critical review of the development of earlier programmes, with a comparative evolution of recent years.
 - The proposed improvement and reasoned alternatives, from which conclusions for future practice are drawn.

With the premise that each facility has a unique artistic project and carries out main activities that are inherent to it and others that are complementary, the systematization of the expert assessment consists of a single questionnaire for each assessed organization, detailing the specific aspects discussed.

This document for obtaining information from experts includes check lists and guided questions with open answers in which the experts can provide their subjective and critical views of the content and the activities of each facility.

- b) The second stage consists of the systematization of the information received and the analysis of the different contributions. The analysis is used to organize personal interviews, in which the experts are questioned about their assessment and those of other experts are presented in order to seek common positions. Optionally, joint meetings and panel sessions may be held, in which the experts can discuss the interpretations and alternatives considered.
- c) The assessor uses the expert opinions to parametrize and interpret the information received in order to circumscribe the subjectivity and establish the agreed issues and discordant views. The format used is a matrix identifying strengths and weaknesses, with aspects for specific attention and suggestions for improvement. The culmination of the procedure lies in a chart of agreed views and personalized and/or dissenting views that creates a rich, multifaceted vision with common points and alternatives to the facility's current proposal.

5.4. Interpretation and assessment by strategic aims

The culmination of the stage of identifying the assessed organization, which in this methodology consists of the processes of systematization and parametrization, is the assessment of the information provided (Figure 12). This final procedure is carried out through the segmentation of the aims of interest, followed by synthesis and processing using different indicators.

Figure 12. Schematic index of the information required in the cross-cutting aims and the tools for obtaining the information

Aims	Tools	Scorecards					Specific documents	Fieldwork	External documents
		Form 1	Form 2	Form 3	Form 4	Form 5			

1. Governance and coordination of sector

Coordination	p. 3	p. 7-9	p. 1		p. 5	agreements, statutes	personal interviews	
Governance	pp.1-13				p. 2	statutes, legal regulation		
Strategic planning					pp. 1-4	strategic plan, performance contract, action plan	interviews with management	external expert assessment

2. Economy and financing

Public financing				p. 2		executed budget		executed budget of public administrations
Assets				pp. 4-5		balance sheets, closing balances, audits, internal control systems		
Patronage and self-financing			p. 3	p. 1		executed budget, balance sheets, administrative concessions,	interviews with management	research with stakeholders
Expenditure management				p. 3		executed budget, balance sheets, service contracts, scorecards	personal interviews	

3. Organizational structure

Internal organization		pp. 1-6, 8-9				process manual, organization chart, employment positions	focus group meetings, observation	
Sectoral interaction					p. 5	agreements		external expert assessments, sectoral websites

Figure 12. Schematic index of the information required in the cross-cutting aims and the tools for obtaining the information (cont.)

Aims	Tools	Scorecards					Specific documents	Fieldwork	External documents
		Form 1	Form 2	Form 3	Form 4	Form 5			

4. . Activities and audiences

Offer and activities			p. 1			pp. 3-4	activity reports, action plan, activity cost forms	observation	external expert assessments, generic research and cultural websites
Users			pp. 2-3				record of audiences, studies of audiences, marketing plan		generic research and cultural websites

5. The digital paradigm

New models of consumption							action plan, marketing plan		external expert assessments, own website, generic research,
Innovation							action plan		external expert assessments, own website, generic research
Presence/impact			p. 4				activity reports		media study, external references
Digitization							activity reports, recording systems, internal control systems	personal interviews, observation	own website

6. Social cohesion

Access to culture			p. 4				activity reports, action plan		media study, external references
Diversity			p. 1				activity reports	observation	external references
Associations						p. 5	agreements, activity reports		sectoral websites
Motor for cohesion			p. 1				activity reports		generic research, external references

Figure 12. Schematic index of the information required in the cross-cutting aims and the tools for obtaining the information (cont.)

Aims	Tools	Scorecards					Specific documents	Fieldwork	External documents
		Form 1	Form 2	Form 3	Form 4	Form 5			

7. Education

Educational level			p. 1			activity reports, studies of audience	observation	generic research and cultural websites
Arts education			p. 1		p. 5	activity reports		generic research and cultural websites
Accent on education			p. 1			activity reports		generic research and cultural websites

8. International

Markets			p. 4			marketing plan, studies of audiences		generic research, external references, sectoral websites
Creation/production			p. 1			activity reports	observation	
Networks					p. 5	agreements, legal regulation		sectoral websites
Permeability			p. 1			activity reports		

9. Excellence

Knowledge			p. 4			activity reports	personal interviews, observation	
External recognition			pp. 1, 4			activity reports		generic research, external references, sectoral websites
Recognition Internal						audits, process manual	personal interviews, observation	
Prestige			p. 4			activity reports, executed budget, action plan	observation	external references, sectoral websites
Quality		pp. 7-9	pp. 1, 4			quality manual, management certificates	focus group meetings, observation	

The assessment involves the collection and interpretation of the data provided. In relation to each cross-cutting strategic aim, it must include the following:

- The simplification of the information collected.
- The significance of the results concerning ratios and relative values.
- The interpretation of the absolute values.
- The incidence of the values obtained in the description of the organization.
- The evolutionary meaning of the values in the three years analysed.
- The conceptualization of the information generated by the response to the qualitative indicators.
- The most important shortcomings observed and documented, with full details regarding the origin or cause and the way in which the facility is affected.
- The most important strengths demonstrated and documented, with positive consequences in relation to other indicators, to the management, and to the outcomes.

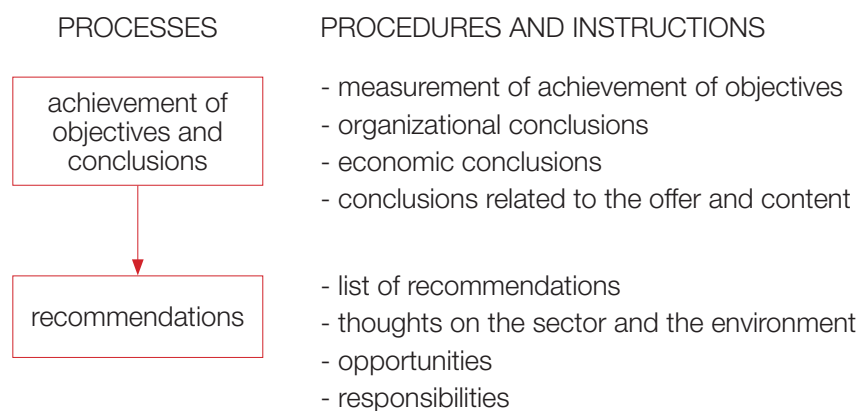
The meaning of the indicators is limited by the fact that some results can be only interpreted partially. In order for the assessment to provide information that identifies the situation of the assessed organization, it must be contextualized and compared.

The comparison of the evolution of the information over several years is considered a central feature of the assessment and interpretation. Observation in a time period of at least three years establishes a framework of action of the facility: the parameters within which it works, the real dimensions, the audience and market segments, etc. The self-comparison model with the temporal variant shows the trend (improvement or worsening) marked by the indicators; the partial nature of the information provided by each indicator may be compensated if they are used in combination as a battery for explaining different aspects of the organization.

6.

Analysis and assessment

Figure 13. Diagram of the assessment stage



The analysis stage is consecutive to the systematizing and parametrizing of the information of the assessed facilities. The conceptualization and interpretation of the data allow the indicators to bring out specific meanings, revealing a scenario of characteristics and features that is divided into cross-cutting aims with an established chronological framework. The assessment is made from the sum and interrelation of the data collected.

The assessment stage focuses on the information and interpretation in a diagnosis of the facility. The results of the organization and the resources allocated for obtaining them are related in order to demonstrate and highlight areas of excellence that can be exemplified and areas of inefficiency that indicate possibilities for improvement. The assessment aims to determine the aspects that need attention in a framework of continuous improvement.

The study of the information interpreted involves intrinsic assessments, noted in the parametrization, regarding the nature of the results: first, the meaning of the references and what they involve for the organization studied; second, the assessment of trends from the interpretation of data of the same nature over several successive years.

In addition to the above estimations, the assessment stage contextualizes the information provided and includes the analysis of extrinsic variables. The extrapolation of the results to external examples involves several levels of analysis according to the particular features of the organizations used for comparison.

Partial matching with organizations belonging to the same sector may lead to conceptual similarities in quantitative and qualitative indicators that are useful and have common meaning. This is the

case of the data relating to the content, the activities and their management. Though they may belong to the same thematic family, the socio-political and economic environments define institutional models that are too different to be directly comparable. The application of an assessment model with sectoral comparisons involves a broad discrimination and filter of identifying parameters in virtue of the different realities of the facilities.³² It is therefore necessary to obtain detailed knowledge of the organizations used as models and their factors and characteristics in order to establish the limitations in the interpretation of the variants.

In addition to the sectoral comparison, several variables regarding the present situation in the geographical, cultural or economic environment are comparable in the form of indicators. In the Catalan system, the implementation and execution of the same model of strategic assessment makes it possible to obtain a set of generic data relating to organizational aspects, internal management and social impact, in addition to data from other cultural facilities or organizations in the country that help to understand and weight the values obtained.

In order to articulate the results of the diagnosis, the parameters assessed are grouped by the achievement of objectives and the conclusions, which result in recommendations for the problems detected and reflections linking the situations observed to the environment and the context.

6.1. Achievement of objectives

Cultural facilities determine their configuration and the corresponding action plan by setting strategic objectives. These are defined generically as wills and goals, and become public commitments between the promoting administration or administrations and society; the organizations depend for their existence on meeting these objectives.

The objectives of cultural organizations are specified through the following channels:

- Legal regulations, laws, decrees, statutes and powers, which state why the facility was created, its characteristics and the goals that it should pursue.
- Strategic plans which, in addition to other considerations, state the current commitments acquired by the facility in the medium and long term.
- Performance contracts, by which the facility and the administration to which it is linked establish a relationship that commits the allocation of funding to the carrying out of functions and activities, in accordance with a series of objectives agreed between the two parties.

Setting a specific time frame allows the objectives defined in the strategic plans and performance contracts to be developed as operational objectives that delimit the previous objectives and specify the purposes, projects and aims that the facility agrees to carry out. By methodological definition, the operational objectives include indicators that quantify or scale them.

In reference to the objectives, the analysis of the strategic assessment consists in measuring their achievement in order to objectify the degree of accomplishment of the facility's goals. With the identification of the commitment, the procedure assesses the strategic objectives based on the

32. Among cultural institutions in the same public sector, within the same geographical context, or others, there is great diversity in key aspects: in the legal design (legal architecture and internal organization), in the model of governance (involvement and participation of members, articulation of control over the organization, and participation of the private sector) and in the objectives (scope, areas of action, etc.).

results of the above indicators or any that can bring out related items. If operational objectives have been specified, they can be used to draw up an internal check list on their achievement, including assessments of the related indicators.

The interpretation and analysis of information relating to objectives³³ should deal with the following aspects:

- Checking the validity of the foundational purposes, their adaptation to the present context and the value and timeliness of the proposal.
- Viability in the management of strategies, the suitability of the structure in relation to its purposes, and the ability to carry them out.
- Effective translation into operational objectives and consistency with the current course of action.
- The degree of pursuance and achievement of the objectives according to standards of efficacy and efficiency.

6.2. Conclusions. Strengths and weaknesses

The conclusions should summarize the information gathered and the evidence identified in the assessment, in order to convert the study into a true picture of reality, properly classified and interpreted under objective parameters or with criteria relating to the foundational strategies or the general policies to which the facility is connected.

They are grouped into three general types: organizational conclusions, economic conclusions and conclusions relating to the offer and content.

Organizational conclusions

These include aspects related to governance, institutional relations, strategy and objectives, or the design of the organization and internal management. They consider the impact of these aspects on the reality of the facility and whether they act as a catalyst for the management and the activities or hinder the administration and the achievement of objectives by the organization. The factors to assess are the following:

- The simplicity, efficacy and efficiency with which the architecture of the processes offers the most direct routes of operation possible and with which the relations of dependency are profiled to consume the smallest possible amount of resources.
- Convergence of objectives and actions shared by all members of the organization.
- Transparency, in which the flows of decision or information are governed by traceability and at all times allow the stage and situation to be identified, thus avoiding “dark areas” or ambiguities.

33. Information compiled on the assessment forms 1. *Governance* and 5. *Strategic Planning* in Appendix I, *Guide to the strategic assessment forms*.

- Accountability, or the ability to identify the person responsible for carrying out each stage of action or project.

Economic conclusions

These are the conclusions regarding the assets, financing and management of income and expenditure, evidencing the economic situation of the facility (the size and value of the collections, infrastructure, liability structure, etc.).

These conclusions must make clear that the public funding is used with maximum efficacy to achieve the objectives and with economic efficiency. It is also considered essential to focus on the use of the funds allocated to indicate the relationship between funding and efficacy in achieving the objectives, the possible limitation of funding and the prospects or potential for possible increases in funding.

The economic analysis of the assessed organization must make special mention of self-financing through users and audiences, by exploiting the premises, or through sponsorship and patronage. Cost dynamics and optimization of expenditure should also be included in the economic conclusions, as should the implementation and use of warning and control mechanisms as habitual management tools.

Conclusions relating to the offer and content

This section of the conclusions includes recapitulations concerning the activities undertaken, the audiences and the social acceptance of the proposal, assessing the social profitability of the facility and the aspects involved. Though they are inseparable, the major issues on which conclusions must be drawn are the following:

- The product or service offered: the justification of the service as a potential of the institution and a social demand, its design, the diversity of the offer, the operations and technology upgrades to produce it, the nature of its content, the timeliness and appropriateness, the interaction with the recipients and the quality generated. The aspects to be assessed embrace several criteria, including identification with the objectives of the organization and of the strategic framework of the administration on which the organization depends, the feasibility and appropriateness of the operational management, the execution and quality compatible with the capabilities of the organization, the adaptation of the product to the requirements of society, the potential market segmentation, the positioning of the offer and the definition of target audiences.
- The dissemination of the service offered or the strategies used to transmit the offer to the audience. The policies of communication and marketing of the offer, its effectiveness and its impact on the range of similar cultural proposals must be assessed. The actions must be contextualized according to the environment and the competition that the other cultural and leisure offer represents for the facility.
- The target audiences and users of the offer; the valuations that can be deduced in reference to the features detected and the objectives of the institution; and the diversity of the types most represented, quality management (information, treatment, conflict resolution, etc.), market segmentation and positioning techniques (Muñoz-Seca and Riverola, 2011), and loyalty.³⁴

34. Customer relationship management (CRM) policies: application of efforts to increase loyalty.

The strategic assessment is carried out through a comprehensive analysis of the facility; the overall observation distinguishes the positive and beneficial aspects within its particular features and those that are considered functionally harmful or superfluous for efficiently achieving the objectives. The conclusions thus compare the strengths and weaknesses of the model analysed.³⁵

6.3. Recommendations

The recommendations are the logical follow-up to the presentation of conclusions. Once the strengths and weaknesses of the assessed organization have been presented, the effect on the optimization and continuous improvement focus on the inefficiencies detected and their causes, including defects in the original relationship with the institutions, governance and organization, aspects inherent to the service production or dissemination, or evidence of inappropriate use of resources.

The definition of the recommendations is one of the key links in the assessment process. It summarizes the most significant problems and suggests possible solutions or the direction that the facility should take. This section is the most explicit, expressing the inefficiencies detected by the assessor that most influence the work of the facility and making specific recommendations for correcting them.

For methodological purposes the recommendations are divided into points. Each concept in which the problem is detected is differentiated and the corresponding recommendation is made. Also, in order to maintain the coherence of the model, the concepts are grouped on the same basis as in the conclusions, which are divided into organizational conclusions, economic conclusions and conclusions relating to the offer and the content.

Regarding the contents that must be reviewed in the recommendations, the following parameters for optimization and quality improvement should be promoted:

- Adding of value through uniqueness, innovation, creativity, prestige or maximizing functionality.
- Impact in the immediate context, understood as the capacity for dissemination, communication and participatory integration of citizens in the actions and activities of the organization.
- The international impact of national culture and of all contemporary expressions of historical interest that give prestige to the country.
- Diversity in the content, the thematic variety, the number, multiculturalism and the focus of the activities.
- Transparency in management, including economic management and all management relating the facility with third parties or private stakeholders, including suppliers, employees, residents, participants and the general public.
- Objective-oriented organization, with the leadership of the management and the involvement of staff.

35. Adaptation of the SWOT matrix for use in marketing (various authors, 2003).

- Efficiency in operational management, definition of processes, procedural quality,³⁶ control of activities, resource management and marketing policies.
- The implementation of internal control measures, regarding concept-based performance and any aspect of daily management.

6.4. Final comments

The final comments are conceived as the epilogue of the strategic assessment. This section is freely written and includes all the internal information and characteristics and the external features that affect the future of the assessed organization. The aim is assess its role and the social expectations that it generates. In this regard, in order to embrace the multiplicity of elements studied, a section on the opportunities to be taken advantage of and the division of responsibilities is added.

The final comments bring together sectoral or social data and estimates that contextualize the daily work of the facility and relate it to its external impact. Based on the strengths and weaknesses and the recommendations made from them, this section should point to the trends and perspectives, their relation to the characteristics of the institution (strategies, organization, service, communication) and its ability to deal with the possible scenarios.

The subsection on opportunities should refer to the internal and external circumstances that can be taken advantage of. The internal opportunities may be potential of the facility itself that is not fully exploited (underused areas, departments of special interest to be developed), themes or aspects of content that can be included (more activities, greater diversity in programming), or commercial skills (renting, outsourcing, merchandising, commercial management of infrastructure and spaces, etc.). Other internal circumstances are reflected in the major internal strengths that have emerged during the assessment. The situations in the sectoral, socio-economic or geographical context also provide the facility with a framework for action.

From the interactions between the internal and external characteristics, the assessment must point to the opportunities available.³⁷ It is especially useful to summarize them in a list.

The final section of the thoughts should indicate who is responsible for implementing and developing these recommendations. It should state how responsibility is distributed between the actors involved in the management and assessment of the organization. The feasibility of increasing the facility's value to society will depend on the coordination and action taken in this regard.

In the case of facilities dependent on the public authorities, a large share of responsibility must lie with the institutions to which they are linked or their highest governing body, which provide the organization with resources and therefore largely determine their success in achieving the objectives. In the case of private organizations, the responsibility lies with the members of the highest governing body, patrons or shareholders, or those who provide the funds. One of the objectives of the strategic assessment process is for institutions to give priority and offer explicit support to facilities that transmit cultural policies.

36. This point includes the concept of administrative quality in the sense of regulating processes and continuity and consistency in their management.

37. As in the section on the strengths and weaknesses, the opportunities analysis is carried out with the SWOT methodology.

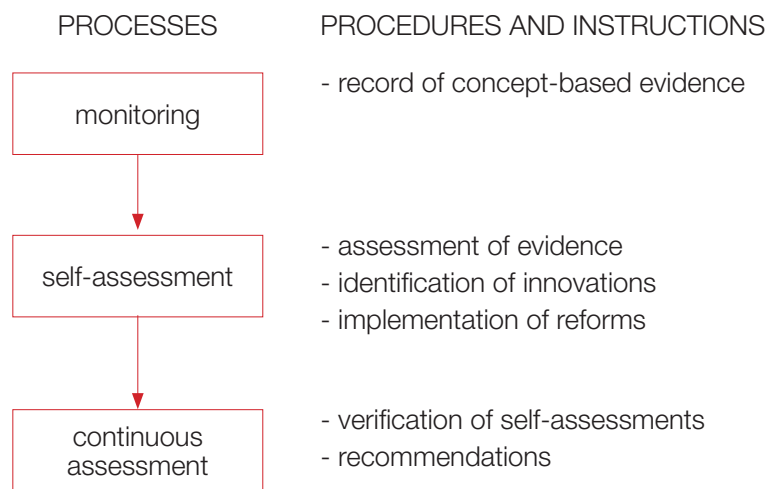
In keeping with the organization's role as an executor of public policies, the management and executive bodies of the facility must accept the recommendations and the actions associated with them to the extent that is determined.

The assessment body, the CoNCA by virtue of the powers conferred on it by law, has its share of responsibility and must promote and verify the continuous improvement model to enable progress in service excellence and quality and in the results of the organization.

7.

Continuous improvement process

Figure 14. Diagram of the continuous improvement stage



The continuous improvement process is the result of the strategic assessment. The systematization, parametrization and conclusion of an assessment study can only be understood if the recommendations for the functional improvement of the facility analysed are revised by monitoring to check their implementation and evolution in the management of the organization.

However, in order to check the changes and improvements that have been made, it is proposed that a monitoring procedure or time control of the aspects affected should be introduced. This procedure should be understandable and compatible in relation to the tools applied for the strategic assessment.

The recommendations and reflections made at the end of the strategic assessment form the starting point for the continuous improvement. The monitoring observes the different aspects studied and focuses on the indications for remedying the inefficiencies that were considered weaknesses in the conclusions, and their causes. Based on a unified methodology structure, the monitoring makes an individualized definition of each assessed organization, introducing the specific and exclusive indicators derived from its particular features.

Methodologically, the continuous improvement of the strategic assessment model is in line with quality management systems. When aspects to be improved have been detected and recommendations have been made, they are adapted through the application of changes and qualitative

reforms corresponding to the fourth stage of the Deming cycle.³⁸ The process consists of the implementation of the proposals and any intervention to correct deficiencies.

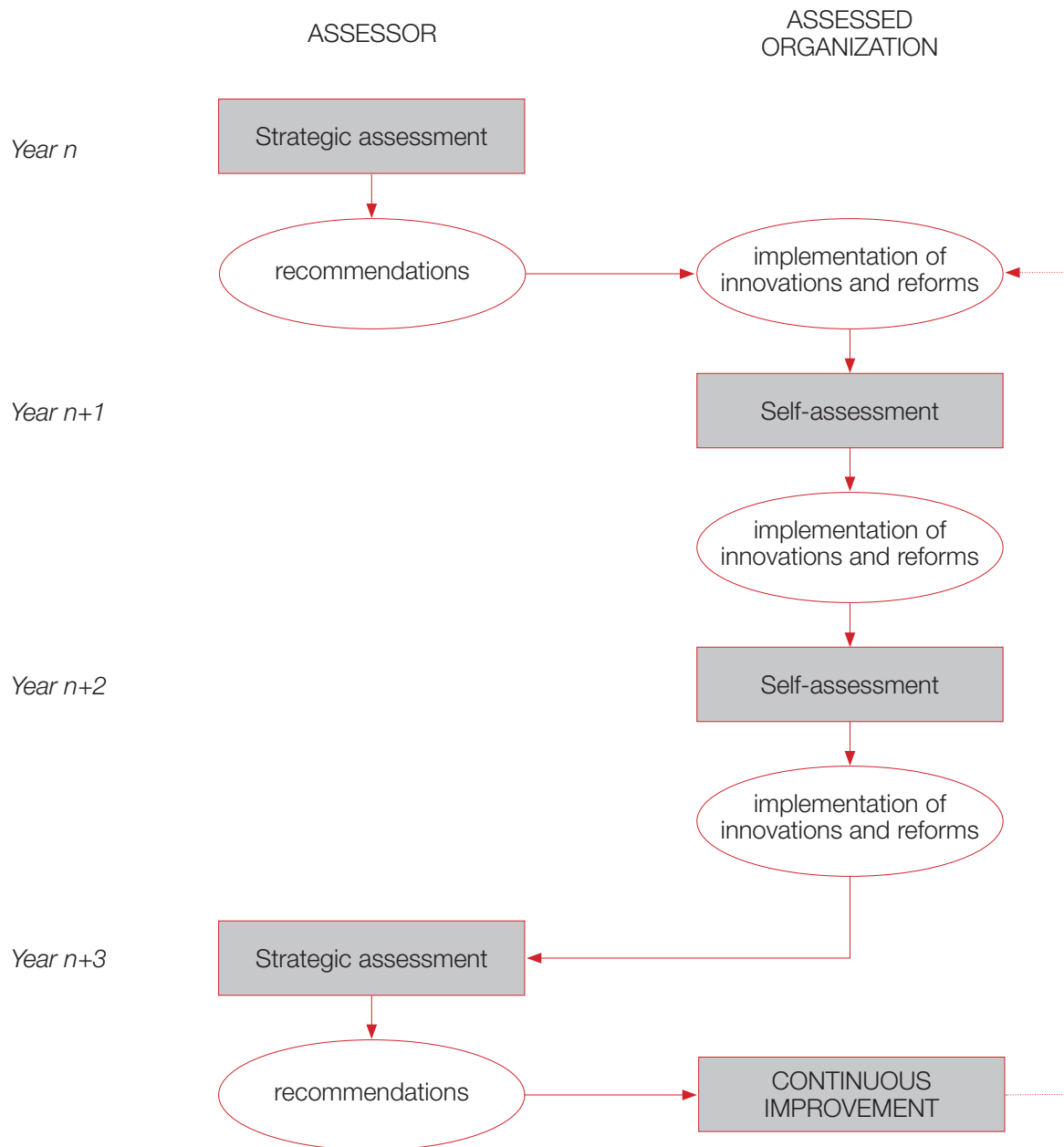
To monitor the facility and its temporal evolution, in formal terms the model uses the following instruments:

- Control concepts and key concepts, defined on the basis of the recommendations and articulating the other tools used.
- Specific quantitative and qualitative indicators arising from the factors identified as inefficient in the parametrization and analysis of information.
- Detection of new evidence for analysis.
- Actions and proposals for continuous improvement and definition of internal control measures.
- Monitoring of the dynamics of change.

For operational purposes, continuous improvement requires planning agreed between the organization and the assessor in order to specify the characteristics of application of the instruments described and the logistics. The logistics is a process of monitoring goals by periods: the timing of the internal monitoring of the control measures adopted and the implementation of the appropriate proposals; and, parallel to the action and internal verification of the results of the identifying items, a programme of observation by the assessing organization, which corresponds to the continuous assessment process (Figure 15).

38. *Op. cit.* 4.

Figure 15. Diagram of actions and participation of actors in the continuous improvement process, by periods



The continuous improvement process requires the digitization of the related procedures and the linking of the actors involved through the corresponding application on the assessor's website.

7.1. Evidence from monitoring

The concept of improvement is translated into an established and executive procedure by means of the tool for indicators and the evidence used to monitor the assessed organization sustainably. In the functional aspect, the monitoring model can be compared to the scorecard used in systems for controlling management in the private sector.

The difficulty of standardizing a format lies in adjusting it to the individual characteristics of each assessment. In the stage of implementation of the continuous improvement process, these characteristics need a procedure that includes certain exclusive factors and indicators. Regardless of the profiles of the assessed organization, the monitoring procedure is determined by the use of an instrument based on three aspects of revision of the management and activities of cultural facilities:

- a) control concepts
- b) key concepts
- c) identification of innovations and implementation of reforms.

a) Control concepts

The control concepts are the operational objectives of the facility, expressed in legal regulations, strategic plans and performance contracts in public organizations; in private organizations they correspond to the goals and objectives outlined in the articles of association. The recommendations presented in the conclusions of the strategic assessment are added to these concepts.

Concepts are considered control concepts insofar as they are fulfilled by carrying out the operational objectives or carrying out tasks that are related to the specific goals determined by the objectives. To measure this, a correspondence is established with the indicators or the evidence that indicate compliance, trends or evolution.

The recommendations expressed in the conclusions of the strategic assessment summarize the most decisive weaknesses detected and add any countermeasures that are later contextualized to the final comments; this summary justifies the creation of a discourse for monitoring the adoption of the proposals. Verification is based on the following items:

- A check list to be filled in individually.
- Qualitative indicators or related diagnostic questions.
- Quantitative indicators focusing on the recommendation and the proportion of execution carried out.

b) Key concepts

The key concepts identify information of generic value or of particular interest to the assessed cultural facilities. They correspond to quantitative indicators from the strategic assessment and are divided into two groups: generic and cross-cutting concepts and concepts affecting the characteristics of the organization.

The following key concepts are generic to all assessed organizations and are therefore standards of the model:

- Number of visitors (ref. 65).³⁹

39. The reference numbers correspond to the quantitative indicators listed in Appendix II.

- % of self-financing (ref. 2): proportion of own revenues (not government contributions) with respect to total income.
- Total cost per user (ref. 11): cost of the facility per visitor.
- Structural cost per user (ref. 12): cost of the structure (fixed costs) per visitor.
- % of expenditure on activities (ref. 15): proportion of expenditure on activities with respect to total expenditure.
- Number of major activities (ref. 66).
- Number of entries on the website (ref. 36).
- % of activities with international impact (ref. 59): proportion of activities with international impact with respect to total activities.
- Number of procedures in the quality manual (ref. 27).

Among other key concepts related to the features of the assessed organizations, the following could be included by way of illustration:

- % of occupation of activities (ref. 24): proportion of audience to capacity (for facilities that programme performing arts or music).
- % of own production activities (ref. 68): proportion of own productions to total productions (for facilities generating activities).
- Profitability of productions (ref. 99): number of sessions or repetitions to number of productions (for exhibiting facilities).

Methodologically, these are a chronological battery of indicators, in which the reference value is the last year assessed and new comparative values are incorporated on the date of monitoring.

c) Identification of innovations and implementation of reforms

Initially, the conclusions stage includes the summary of the evolution of the control concepts and key concepts as evidence of the state of the institution and the measures that were considered suitable for its continuous improvement.

In connection with the above, certain variables must be identified with respect to the results of the assessment and the recommendations generated:

- What innovations and changes were proposed by the strategic assessment and have been implemented as reforms?
- What proposals have not been implemented and why? Reforms of the structure of the organization or its activity that have led to the introduction of innovations.
- What structural areas or procedures will vary as a result of the reforms?

- Considerations and evolution of the results of the reforms undertaken.

The main value of continuous improvement lies in the ability to implement innovations that respond to the contingencies detected by analysing the evidence shown in the monitoring. As for the assessment, the following variables are included in the monitoring:

- What innovations are proposed in this procedure?
- What structural areas or procedures will vary as a result of the reforms?

From the implementation of the reforms stemming from the monitoring, the qualitative cycle continues until it culminates with the self-assessment and the measurement of the results of the innovation applied. The continuity of the process and the control of innovations and reforms will guide subsequent actions towards excellence, under the criteria of efficacy and efficiency and through compliance with the strategic objectives.

7.2. Self-assessment

The self-assessment uses the monitoring procedure to implement a policy of continuous improvement. Unlike the strategic assessment, in which the process is managed by an external assessor, self-assessment involves only the existence of an internal committee, which should be composed of the participants in the strategic assessment because of their access to information and knowledge and their prior involvement. In parallel to the functioning of the internal assessors of the quality management systems, this work involves participation in the design and drafting of the personalized section of the monitoring procedure

The self-assessment should be carried out on a yearly basis as of the completion of the strategic assessment conducted at the facility. The validity of the process lies in the systematization and updating of its implementation through the implementation of a regulated self-assessment discipline each calendar year.

The programming of self-assessment depends on the feasibility of obtaining the information necessary to carry out the monitoring procedure. The usual factors that affect the scheduling are the following:

- Having strategic plans or performance contracts up to date or under application in the organization.
- Having the financial year closed and, if possible, audited.
- Having the annual report closed: because the seasons do not coincide with the financial years, it is advisable to carry out self-assessment when the last programme of activities has concluded.

The result of the self-assessment is the updating of the above indexes and the creation of a report of evidence and commitments. The evidence reviews the degree of compliance and the status of the foreseen control concepts and key concepts, with which the current picture of the facility is obtained.

7.3. Continuous assessment

The assessor should perform continuous assessment to guarantee the procedural and quality standard. This procedure is understood as a periodic strategic assessment that verifies the self-assessments and checks the effect of the innovations and reforms implemented by the assessed organization as a result of the monitoring procedure, in a strict application of the continuous improvement cycle.

The continuous assessment model proposed by the assessing organization is divided into the observation and action stages. In the observation stage, the following actions should be carried out:

- Collection of the current recommendations of the previous strategic assessment.
- Compilation of modifications, listing chronologically and by themes the innovations, changes and reforms arising from the self-assessment.
- Review of the self-assessments: analysis of the procedure, the results obtained and the conclusions, innovations and reforms that have been proposed.
- Basic updating of the content of the annualized cross-cutting aims of the assessed facility, with special attention to the programmed content and activities.

With the above information base, the implementation of the action stage consists of the following actions:

- Verification of the efficacy and efficiency of the reforms introduced by the self-assessment, with comments on the difference from the previous situation.
- Verification of the harmonization between the activities and innovations incorporated and the strategic objectives of the organization.
- Detection of any related inefficacies or inefficiencies.
- Recommendations: proposed improvements and corrective action.
- Setting of potential targets or partial objectives to check the optimization and application of the measure.

For the purposes of planning, the time frame of the continuous assessment is three years, as in the original process. Therefore, on the date of implementation of the new diagnostic process, the strategic assessment and two self-assessments will be available and will show the evolution of the facility since the qualitative intervention.

Acronyms

AENOR: Asociación Española de Normalización y Certificación (Spanish Association for Standardization and Certification)

CDE: Centre de Desenvolupament Empresarial (Business Development Centre)

CoNCA: Consell Nacional de la Cultura i de les Arts (National Council for Culture and the Arts)

EFQM: European Foundation for Quality Management

FEMP: Federación Española de Municipios y Provincias (Spanish Federation of Municipalities and Provinces)

Ivàlua: Institut Català d'Avaluació de Polítiques Públiques (Catalan Institute for Public Policy Evaluation)

PECCat: Pla d'Equipaments Culturals de Catalunya (Catalan Cultural Facilities Plan)

SROI: Social Return on Investment

Glossary

Action Plan: A scheduled commitment to activities, usually annual or short-term, with no compensation from third parties.

Content: Cultural and artistic knowledge that comprises the activities of the facility. This scientific, cultural and artistic know-how forms the basis for the establishment of facilities.

Continuous assessment: A procedure included in the continuous improvement and developed as the periodic verification of the self-assessments and the updating of parameters representative of the strategic assessment. Methodologically, it is programmed on a three-year basis.

Continuous improvement: A process maintained over time that consists of the strategic assessment of a facility, application of the resulting recommendations, self-assessment and external assessment (continuous assessment). It involves the procedural structuring of an optimization and value-adding cycle.

Control concept/indicator: A parameter set as a strategic or operational objective related to a standard of verification and compliance.

Cross-cutting strategic aim: An element for parametrizing the information provided by assessed facilities, corresponding to an aspect or set of concepts that is common to and comparable with any kind of cultural facility.

Delphi method: A methodology of knowledge organization and management based on responding to and resolving questions through subjective interpretation. A group of experts is consulted and responds in successive stages and alternate formats to problems presented in a single common format in order to analyse a subject.

Deming cycle: A strategy for planning and implementing quality and continuous improvement. It consists of the following sequence of stages: plan, do, check and act.

Departmental plan: An expression of the medium- and long-term programme of cultural policies and strategies, promoted in Catalonia by the competent ministry.

Economy: The actual cost compared to the expected cost. It is based on the controlled minimization of the cost of resources or means whilst maintaining the quantitative and qualitative characteristics of the service offered.

Efficacy: The measure of the closeness of the output to the expected objective. The assessment considers the degree of achievement of the objective laid down in the legal regulation, the strategic plan, the performance contract and the action plan.

Efficiency: The best possible relationship between inputs and outputs. It consists in measuring the achievement of results with the least use of resources.

Equity: An equal distribution of resources, products or services that creates social cohesion. It may be inter-social (distribution of opportunities between social groups), inter-spatial (distribution of opportunities in the region) and inter-generational (distribution of opportunities between generations).

Ex ante assessment: A prospective assessment of public facilities. It is previous to the strategic assessment and it consists of the empirical application of a theoretical model and the verification of its suitability.

Focus group: A methodology for obtaining and managing information by conducting meetings with groups on an established set of subjects. It is linked to quality management systems and improving efficiency.

Governance: A model of relationship and connection between the actors involved in the government of a public or private institution. The assessment mentions the highest governing bodies of the cultural facilities.

Indicator: An item or evidence in the form of a ratio, percentage, value or concept that is interpreted as representative of the functioning or the structure of an organization.

Input indicator: An indicator referring to internal generation (activity and structure). It corresponds to the factors and resources (characteristics and cost) necessary for the creation of any service offering.

Key concept/indicator: An item, value or parameter considered as evidence that indicates and summarizes the situation of a cultural facility.

Marketing plan: A set of strategies designed to present, disseminate and—if necessary—market the services offered.

Outcome indicator: An indicator of social impact that demonstrates the economic and social effects of implementing the programmes and activities or the services offered by the cultural facility.

Output indicator: An indicator related to the product or direct response generated by transmitting the service offered to the recipients.

Parametrization: A process of converting the information obtained into parameters and idealizations that can be assessed and interpreted.

Performance contract: A strategic tool for the management of organizations associated with public institutions, in which objectives are agreed in exchange for budget allocations over a period of several years (usually medium-term). A review of objectives is determined according to the results and the control measures aimed at verifying the achievement of the above objectives.

Primary sources: Sources that generate information prior to any parametrization.

Procedure: A specific description of the method and the actions for carrying out the tasks laid down in the processes.

Process: An activity or set of activities that is managed, with means and resources, in order to allow the inputs to be transformed into results.

Process indicator: A measure of the actions planned on the basis of the available resources.

Product indicator: A measure of the quantity and quality of the service generated by the actions implemented.

Qualitative indicator: Descriptive evidence based on the conceptualization of an identifying aspect of the organization without a numerical estimate.

Quality indicator: An indicator of acceptance of a service and a quantification of measures of excellence.

Quantitative indicator: Objectifiable evidence based on quantification or measurement of representative values of the organization.

Resource indicator: A measure of the nature and quantity of factors involved in an action.

Result indicator: A combination of various indicators designed to obtain a total or partial identifying parameter, usually in the form of a ratio, percentage or monetary value.

Secondary sources: Sources that prepare information from the original sources or from third parties, or simply repeat the original information.

Self-assessment: A procedure that consists in monitoring the evolution of the parameters and indicators assessed by the facility. Methodologically, it is programmed on an annual basis and includes data from the previous year.

Social efficiency: Conceptualization of what is socially desirable with respect to resource allocation.

Stakeholders: A term used to encompass in a single category all external participants involved in the management and activities of any organization and its area of influence: customers, visitors, users, creditors, suppliers, employees, etc.

Strategic assessment: The set of processes for studying and analysing cultural facilities, their structural characteristics and the dynamics of action. It is understood as the introductory stage in the process of continuous improvement by the assessed organization.

Strategic plan: The definition of the mission of the organization and the programme of action related to long-term objectives. This is the reference document for the goals of the organization or facility.

Systematization: The process of gathering information and adapting it to standards that allow it to be managed.

The digital paradigm: A framework of adaptation of cultural facilities to new technologies and new formats, in terms of both internal management and communication with the general public and the recipients of the offer.

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APPENDIX I: GUIDE TO THE STRATEGIC ASSESSMENT FORMS

DESCRIPTION OF THE FORMS

The five standard forms group the information into sections that summarize the framework and the processes that take place in all cultural facilities:

1. Governance: legal and regulatory issues, governing bodies and functions.
2. Organizational structure: definition and characteristics of the organization, processes carried out and procedures involved.
3. Activities and audience: statistical, quantitative and typological summary of activities, quantification of visitors and commercial policies.
4. Financial and budgetary structure: economic breakdown of income and expenses, costing and budgetary analysis.
5. Strategic planning: description of the strategic plan, performance contract and plan of operations.

The information to be entered is detailed on each form.

1. Governance

1. Own legal personality (yes/no with text box): Does the assessed organization have its own legal personality or is it included in the budget of another institution? If the organization is dependent, please state the parent organization.

2. Legal status (options and text box): Different types of organization in the public and private sectors; choose the legal status and fill in the text box in for *Other public law organizations (European System of Accounts)* and *Trading company*.

3. Public shareholders (options and text box): The four most common budget-controlling government bodies in the context of strategic assessments are indicated; if the shareholder is not mentioned (other local authorities, EU, etc.), please state it in the text box. A free text column is included for the % shareholding in the organization; please state the shareholding laid down in the regulations. If there is no public shareholding, this point should be left blank.

4. Private shareholders (options and descriptive field): The categories are *Patrons* (contributors or granters of funds for altruistic purposes), *Sponsors* (private companies that provide funding in exchange for compensation), *Individual persons* (sponsoring individuals providing purpose-based funding), *Non-profit organizations* (charitable associations and private foundations), *Owners* (private or semi-private foundations) and *Partners* (participants in associations and in trading companies). Please state whether they are included in the legal regulation governing the organizations (*Consortial and Non-consortial*) and make any necessary comments.

5. Legal regulation (options, descriptive field and attachment): If the organization has its own legal personality, please state whether it is laid down in a law, statutes or both. Write the legal reference in the descriptive field: number of law/decreed/agreement, publication (official gazette/official journal), publication number, legal date and date of publication. A copy of the publication of the related legal regulation(s) in the gazette must be attached (Attachment 1).

6. Statutory objectives (descriptive field): Summarize the objectives described in the legal regulation.

7. Statutory functions (descriptive field): Summarize the functions described in the legal regulation.

8. Statutory governing bodies (options and text boxes): Choose the governing body of the organization from the options. Each option includes a text box for the name and the date when the governing body was last appointed.

9. Higher governing body (text box, numeric field and descriptive fields): Please enter the name of the governing body on the first line.

In the *Composition* section, please write the number of members of the higher governing body according to the legal regulation, and the current number if different. Also state the type of representation of these members, the number of representatives from each founding institution and other participants included in the legal regulation.

In the *Functions* section, please summarize the statutory functions of the body.

In the *Internal functioning* section, please summarize the internal regulations for management of the body.

10. Executive governing body (text box, numeric field and descriptive fields): Please enter the name of the governing body on the first line.

In the *Composition* section, please write the number of members of the higher governing body according to the legal regulation, and the current number if different. Also state the type of representation of these members, the number of representatives from each founding institution, and other participants included in the legal regulation.

In the *Functions* section, please summarize the statutory functions of the body.

In the *Internal functioning* section, please summarize the internal regulations for management of the body.

11. Director (descriptive fields): In the first box, list the functions of the director as laid down in the legal regulation.

In the second box, describe the procedure for appointing the director.

12. Manager (descriptive fields): In the first box, list the functions of the manager as laid down in the legal regulation.

In the second box, describe the procedure for appointing the manager.

13. Other management and/or advisory bodies (descriptive fields): In the first box, please list and describe any other bodies providing advice and support on technical subjects (content, financial management, marketing and promotion, legal, etc.).

In the second box, enter any additional information of interest relating to the governance of the organization.

(NAME OF ASSESSED ORGANIZATION)	<h1 style="margin: 0;">STRATEGIC ASSESSMENT</h1> <h2 style="margin: 0;">1. GOVERNANCE</h2>	<p style="font-size: 1.2em; font-weight: bold; margin: 0;">Co NCA</p> <p style="font-size: 0.8em; margin: 0;">Consell Nacional de la Cultura i de les Arts</p> <hr/> <p style="margin: 0;">Date:</p>																												
<p>1. Own legal personality</p>	<p>Yes <input type="checkbox"/></p> <p>No <input type="checkbox"/> Organization depending on</p>																													
<p>2. Legal status</p>	<p><i>Public sector</i></p> <p>Public foundation <input type="checkbox"/></p> <p>Consortium <input type="checkbox"/></p> <p>Public company <input type="checkbox"/></p> <p>Other public law organizations (European System of Accounts) <input type="checkbox"/> Please specify</p> <p><i>Private sector</i></p> <p>Association (non-profit) <input type="checkbox"/></p> <p>Private foundation <input type="checkbox"/></p> <p>Trading company <input type="checkbox"/> Please specify</p>																													
<p>3. Public shareholders</p>	<p>Government of Catalonia <input type="checkbox"/></p> <p>Barcelona City Council <input type="checkbox"/></p> <p>Barcelona Provincial Council <input type="checkbox"/></p> <p>General Spanish Administration <input type="checkbox"/></p> <p>Others <input type="checkbox"/></p>	<p style="text-align: center;">%</p> <p>Participation</p>																												
<p>4. Private shareholders</p>	<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="width: 15%; text-align: center;">Consortial</th> <th style="width: 15%; text-align: center;">Non-consortial</th> <th style="width: 10%;"></th> </tr> </thead> <tbody> <tr> <td>Patrons</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Sponsors</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Single individuals</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Non-profit organizations</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Owners</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> <tr> <td>Partners</td> <td style="text-align: center;"><input type="checkbox"/></td> <td style="text-align: center;"><input type="checkbox"/></td> <td></td> </tr> </tbody> </table>		Consortial	Non-consortial		Patrons	<input type="checkbox"/>	<input type="checkbox"/>		Sponsors	<input type="checkbox"/>	<input type="checkbox"/>		Single individuals	<input type="checkbox"/>	<input type="checkbox"/>		Non-profit organizations	<input type="checkbox"/>	<input type="checkbox"/>		Owners	<input type="checkbox"/>	<input type="checkbox"/>		Partners	<input type="checkbox"/>	<input type="checkbox"/>		<p>Comments</p>
	Consortial	Non-consortial																												
Patrons	<input type="checkbox"/>	<input type="checkbox"/>																												
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Single individuals	<input type="checkbox"/>	<input type="checkbox"/>																												
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Owners	<input type="checkbox"/>	<input type="checkbox"/>																												
Partners	<input type="checkbox"/>	<input type="checkbox"/>																												
<p>5. Legal regulation (Attachment 1)</p>	<p>Law</p> <p>Statutes</p>	<div style="border: 1px solid black; padding: 5px; min-height: 30px;">REFERENCES</div>																												
<p>6. Statutory objectives</p>	<div style="border: 1px solid black; padding: 5px; min-height: 40px;">DESCRIPTION</div>																													
<p>7. Statutory functions</p>	<div style="border: 1px solid black; padding: 5px; min-height: 40px;">DESCRIPTION</div>																													
<p>8. Statutory governing bodies</p>	<p>Higher body <input type="checkbox"/></p> <p>Executive body <input type="checkbox"/></p> <p>Director general <input type="checkbox"/></p> <p>Management/administration <input type="checkbox"/></p> <p>Others: <input type="checkbox"/></p>	<p style="text-align: center;">please specify</p> <p style="text-align: right;">Date of last appointment</p>																												

(NAME OF ASSESSED ORGANIZATION)	STRATEGIC ASSESSMENT	Co NC A Consell Nacional de la Cultura i de les Arts
	1. GOVERNANCE	Date:

9. Higher governing body:

Composition	Total members	DESCRIPTION OF THE REPRESENTATION OF MEMBERS
Functions	DESCRIPTION	
Internal functioning	DESCRIPTION	

10. Executive governing body:

Composition	Total members	DESCRIPTION OF THE REPRESENTATION OF MEMBERS
Functions	DESCRIPTION	
Internal functioning	DESCRIPTION	

11. Management:

Functions	DESCRIPTION
Appointment system	

12. Manager/administrator

Functions	DESCRIPTION
Appointment system	

13. Other management and/or advisory bodies:

Other management and/or advisory bodies	DESCRIPTION
Comments	

2. Organizational structure

1. Organization chart (options, with text box, descriptive field and attachment): Please mark the option of strategic organization chart (HR coordinated with the strategic planning) or operational organization chart (HR associated with the existing situation), or both if they are the same. State the date of approval.

State the type of organization chart (*Functional, Hierarchical or Mixed*) and add any useful comments.

Please attach the current organization chart (Attachment 1).

2. Real/current functioning (yes/no, descriptive field and attachment): Are there any differences between the organization chart in force and the one described as strategic?

Describe the current general functioning and attach the real organization chart (Attachment 2).

3. Transition from current functioning to the strategic organization chart (text box and descriptive field): If the current organizational structure and the strategic one are not the same, state the period of transition from one model to the other. Also list the measures to be carried out in order to complete the transition.

4. Definition of areas of the organization chart and staff allocation (text boxes and numeric field): List the areas that make up the strategic organization chart, the staff associated with each one and the sub-areas or sections into which each area is divided.

5. Definition of employment positions (options, numeric fields and attached document): Please state whether there is a list of employment positions.

State the number of staff for each internal hierarchy (*Managers, Middle managers, Specialized staff and Assistants*) and the total number of employment positions.

Please attach the list of employment positions (Attachment 3).

6. Profile of internal staff (numeric fields and descriptive field): The number of workers should be distributed according to the category (*A: senior officer; B: officer; C: clerk; D: assistant; E: junior employee*) and the type of contract: a public service employment contract or statutory employment contract of the institution, of the associated public administration or of subordinate public organizations that provide services to the organization under the legal regulation.

The sum of subtotals must correspond to the total number of internal staff.

The characteristics of the above group can be defined in a comments field: number of employees on assignment from other organizations, internal employees on assignment to other organizations, division of the staff between contracting bodies, etc.

Please state the number of employment positions that appear in the list in Section 5 of this form that are covered by staff subcontracted to third parties. Also describe the reasons for the situation.

7. Current quality systems (options and descriptive field): If you have an integrated quality management system, please mark the standard that it follows (*ISO 9001/2008, ISO 14001*). If it is not

included in the options, state the name in the *Other (please specify)* field and describe the competencies.

8. Definition of processes (yes/no, numeric field, descriptive field, attachment): Please state whether you have a process map and quantify the number of processes performed and related (include only those that have been documented). In the descriptive field, list the quantified processes.

If you have a current process map, please attach it (Attachment 4).

9. Definition of procedures (yes/no, numeric field, descriptive field and attachment): Please state whether you have a procedure map and quantify the total number of related procedures (include only those that have been documented). In the descriptive field, list the quantified procedures, indicating the process to which they are linked.

If you have a procedure manual, please attach it (Attachment 5).

1. Organization chart *(Attachment 1)*

Strategic
Operational

Date of approval: _____

Type of organization chart

Functional
Hierarchical
Mixed

COMMENTS

2. Real/actual functioning *(Attachment 2)*

Differences from the approved organization chart:

Yes
No

DESCRIPTION OF DIFFERENCES

3. Transition from current functioning to strategic organization chart

Foreseen timing: _____

DESCRIPTION OF MEASURES

4. Definition of organizational areas and staff allocation

	Areas	Related jobs	Subareas
1			
2			
3			
4			
5			

5. Definition of jobs *(Attachment 3)*

Is there a list of employment positions? Yes No

Is there a catalogue of employment positions? Yes No

	n-2	n-1	n
- Number of managerial staff			
- No. of middle manag. staff			
- Number of specialized staff			
- Number of assistants			
Total number of jobs			

6. Profile of internal staff

Categories of internal staff	Total number	Distribution of job category				
		A	B	C	D	E
Senior management or similar						
Tenured civil servants						
Non-civil service staff on Open-ended contracts						
Non-civil service staff on						
Non-civil service staff on temporary contracts						
Total						

COMMENTS

Number of jobs not covered by internal staff _____

DESCRIPTION

(NAME OF ASSESSED ORGANIZATION)	STRATEGIC ASSESSMENT	Co NCA Consell Nacional de la Cultura i de les Arts
	2. ORGANIZATIONAL STRUCTURE	Date:

7.	Current quality systems	ISO 9001/2008 <input type="checkbox"/> ISO 14001 <input type="checkbox"/> Other (please specify) <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<div style="border: 1px solid black; height: 80px; width: 100%;"></div>
8.	Definition of processes <i>(Attachment 4)</i>	Is there a process manual? Yes <input type="checkbox"/> No <input type="checkbox"/> Number of processes defined	<div style="border: 1px solid black; height: 60px; width: 100%;"></div>
9.	Definition of procedures <i>(Attachment 5)</i>	Is there a procedure manual? Yes <input type="checkbox"/> No <input type="checkbox"/> Number of procedures defined	<div style="border: 1px solid black; height: 60px; width: 100%;"></div>

STRATEGIC ASSESSMENT

3. Activities and audience

1. Types of activities (text boxes, options, numeric fields, descriptive fields and attachment): Define the information in *List of activities*, *Activities by type*, *Activities by source of production* and *Activities by type of dissemination*.

- *List of activities*: This section differentiates core activities (as defined in the regulatory objectives of the organization) from others; the core activities are divided into permanent ones (continuous exhibition of the collection and programming [stable seasonal cycles], fixed educational activities, dissemination, etc.) and temporary ones (exhibitions [temporary productions with own or outside materials that are not on permanent display], specific proposals and activities, guest events outside regular programming, etc.). All activities of the last year must be included (mainly individually) (year *n*).
- *Activities by type*: This section classifies the activities by type according to the following definitions: *Stage*, *Exhibition*, *Education*, *Research*, *Publications*, *Meetings/conferences* and *Others*. If available, please attach the report of activities for the years in question (Attachment 1). Please differentiate the activities by years (years *n-2*, *n-1* and *n*) and state whether they are permanent or temporary, or both. The information requested includes the number of activities of each type and the number of times they have been repeated (number of repetitions, sessions, etc.). Details of the above information can be added in a comments section.
- *Activities by source of production*: In this section the following definitions are used: *Own production*, *Outside activities* and *Co-produced activities* (*Catalan*, *Rest of Spain*, *International*). As in the previous section, please differentiate the activities by years and state the number per type and the number of repetitions. Details of the above information can be added in a comments section.
- *Activities by type of dissemination*: The activities are classified by the real impact they have had over the three years and are divided into three groups: *International impact* (activities that have circulated outside Spain), *Networked* (their itinerary is limited to associated centres articulated by the organization) and *Travelling* (activities circulating in Catalonia and Spain). As in the previous section, please differentiate the activities by years and state the number per type and the number of repetitions. Details of the above information can be added in a comments section.

2. Users/audiences (by type) (yes/no, numeric fields with text box, descriptive fields and attachment):

- *Report*: State whether there are periodic reports on audiences and the date of the last one available; details of this information can be added in a comments section. If you have an analysis of audiences, please attach it (Attachment 2).
- *Audiences*: the number of visitors (by years) should be distributed between the following types of activity: *Main activity*, *Temporary activity*, *Educational activities* and *Others*. Please differentiate between paying visitors and non-paying visitors (invitations, free-entry policies, free times and dates, etc.). If you have information on the number of groups and the number of their members, please add the percentage of visitors who came in groups to the total of visitors, whether paying or non-paying. Details of the above information can be added in a comments section.
- *Origin of the audience*: distribute the number of visitors by years according to the origin

(*Catalonia, Rest of Spain, International*), with the total number and percentage who made a reservation or came in groups. Details of the above information, especially regarding the largest national groups, can be added in a comments section.

3. Prices (numeric fields, text boxes, yes/no, descriptive fields, attachment): Please state the admission prices according to the type of activity, considering the average value and defining how this amount is calculated. Also attach the detailed price list of activities undertaken in the last year analysed (Attachment 3).

- *Strategies associated with the pricing policy*: to establish the criteria of the organization's pricing policy, please state whether the following strategies are followed: *Discrimination by time* (by seasons, days or hours, in order to encourage more consumption at times of less demand), *Discrimination by space* (price per seat, different rooms of an exhibition, etc.), *Discrimination by audience segments based on social objectives* (prices adapted to economic or family situations requiring special protection), *According to political objectives* (to promote the influx of specific segments of interest), *According to marketing objectives* (to attract or increase loyalty of groups with common characteristics), *Sales channel pricing policy* (specific prices for acquisition outside the organization), *Gratuity policy* (criteria of free admission), and *Others* (other strategies that affect the price of admission and that are not included in the above). Further information can be provided in a comments section.

4. Visibility (yes/no, with text boxes, numeric fields, descriptive fields and attachment):

- *Impact of communication actions*: Please provide annual figures for the last three years analysed of the number of personal visits and visits to the website and the number of followers on social networks. For the dissemination tools, state the number of electronic and paper newsletters published in the year (the number of issues), and the number of receivers. For the number of news items in the media (individual mentions, articles, columns, non-advertising features, etc.), state those of the usual channels (*Television, Radio, Press and Digital media*) and state the source of the item (*Catalonia, Spain and International*). Further information can be provided in a comments section.
- *Impact of research activity*: For the last three years analysed, enter the *Publications, Participation in conferences, meetings and specialized activities* and *Interaction with other agents*. Referring to the publications, please list the research journals that are published (*Titles*), the total number of issues of each one published during the year and the average circulation of all. For monographs, please include the number published and the average circulation of all. For research articles written jointly or individually by internal staff, state how many appeared in outside publications and how many in own publications. For production by internal staff at conferences and scientific meetings, include the number of presentations and conferences, participations in conferences and any other face-to-face activities of scientific dissemination. Independently of the above, please mention the scientific and technical support that the organization provides to third parties, indicating the number of consultations made, the number of loans of works, temporary transfer of collections or assets of the organization's collection, and others (collaborations with researchers, support to research, etc.). Further information can be provided in a comments section.

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

Co NC A

Consell Nacional de la Cultura i de les Arts

3. ACTIVITIES AND AUDIENCE

Date:

1. Types of activities

List of activities (year n)

	Core activities		Other activities
	Permanent	Temporary	
1			
2			
3			
4			
5			
6			
7			
8			
9			
10			

Activities by types (Attachment 1)

	Permanent	Temporary	Year n-2		Year n-1		Year n	
			Activities	Repetition	Activities	Repetition	Activities	Repetition
Stage	<input type="checkbox"/>	<input type="checkbox"/>						
Exhibition	<input type="checkbox"/>	<input type="checkbox"/>						
Publications	<input type="checkbox"/>	<input type="checkbox"/>						
Research	<input checked="" type="checkbox"/>	<input type="checkbox"/>						
Seminars/conferences	<input type="checkbox"/>	<input type="checkbox"/>						
Others	<input type="checkbox"/>	<input type="checkbox"/>						
	<input type="checkbox"/>	<input type="checkbox"/>						
	<input type="checkbox"/>	<input type="checkbox"/>						
	<input type="checkbox"/>	<input type="checkbox"/>						
	<input type="checkbox"/>	<input type="checkbox"/>						

COMMENTS

By source of the production

		Year n-2		Year n-1		Year n	
		Activ.	Rep.	Activ.	Rep.	Activ.	Rep.
Own production							
Outside activities							
Co-produced activities	Catalan						
	Rest of Spanish State						
	International						

COMMENTS

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

Co NC A

Consell Nacional de la Cultura i de les Arts

3. ACTIVITIES AND AUDIENCE

Date:

Activities by dissemination

	Year n-2		Year n-1		Year n	
	Activ.	Rep.	Activ.	Rep.	Activ.	Rep.
International						
Networked						
Travelling						

COMMENTS

2. Users/audiences

Is a periodic report of audiences/ users drafted? Yes > Last year published
No

Report

(Attachment 2)

COMMENTS

Audiences

		Main activity		Temporary activity		Educational activities		Others	
		Total	% in group	Total	% in group	Total	% in group	Total	% in group
n-2	Payment		%		%		%		%
	Guests		%		%		%		%
n-1	Payment		%		%		%		%
	Guests		%		%		%		%
n	Payment		%		%		%		%
	Guests		%		%		%		%

COMMENTS

Origin of the audience

	Year n-2		Year n-1		Year n	
	Total	% in group	Total	% in group	Total	% in group
Catalonia		%		%		%
Rest of Spanish State		%		%		%
International		%		%		%

COMMENTS

3. Prices

(Attachment 3)

Data for year n	Explanation
Average price of general activity	€
Average price of temporary activity	€
Average price of educational activities	€
Price of other activities	€
	€

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

Co NC A

Consell Nacional de la Cultura i de les Arts

3. ACTIVITIES AND AUDIENCE

Date:

Strategies associated with the pricing policy

	Yes	No	Comments
Time discrimination	<input type="checkbox"/>	<input type="checkbox"/>	
Spatial discrimination	<input type="checkbox"/>	<input type="checkbox"/>	
Discrimination by audience segments	<input type="checkbox"/>	<input type="checkbox"/>	
- According to social objectives	<input type="checkbox"/>	<input type="checkbox"/>	
- According to political objectives	<input type="checkbox"/>	<input type="checkbox"/>	
- According to marketing objectives	<input type="checkbox"/>	<input type="checkbox"/>	
Sales channel pricing policy	<input type="checkbox"/>	<input type="checkbox"/>	
Gratuity policy	<input type="checkbox"/>	<input type="checkbox"/>	
Others	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	

COMMENTS

4. Visibility

Impact of communication actions

		Year n-2	Year n-1	Year n
Website (number):				
- visits				
- queries				
Social networks (number of followers):				
- Facebook				
- Twitter				
- Others				
Newsletters and dissemination tools:				
- Digital newsletter	No. Year			
	Number of recipients			
- Print newsletters	No. Year			
	Number of recipients			
Media (number of news items published):				
- Television	Catalonia			
	Spain			
	International			
- Radio	Catalonia			
	Spain			
	International			
- Press	Catalonia			
	Spain			
	International			
- Digital media	Catalonia			
	Spain			
	International			

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

Co NC A

Consell Nacional de la Cultura i de les Arts

3. ACTIVITIES AND AUDIENCE

Date:

Impact of research activity

		Year n-2	Year n-1	Year n
Publications:				
- Research journals	Titles published			
	No. published			
	Average circulation per issue			
- Monographs (catalogues, books, etc.)	No. published			
	Average circulation per issue			
- Research articles	Number of articles in outside publications			
	Number of articles in own publications			
- Others				
Participation in congresses, conferences and specialized activities (number):				
- Papers presented				
- Lectures delivered				
- Participations in conferences				
- Others				
Interaction with other agents (number of actions)				
- Technical advice				
- Loan of works				
- Others				

COMMENTS

4. Financial and budgetary structure

1. Own revenue (numeric fields, descriptive fields and options): Distribution of own revenue in the last three years analysed, divided into two sections: *Own revenue* and *Patronage and sponsorship*.

Own revenue is divided into five sections:

- *Income from activities*: please list and differentiate activities that can be quantified (general admission, type of performance or service, merchandising, etc.). Use the free fields to define them; they can be grouped by type of activity and by whether they are permanent or temporary (stage, exhibition, education, research, publications, conferences, etc.).
- *Funding secured for projects*: this refers to purpose-based grants that do not come from the consortium; please give details of the providers of the grant and the related support projects.
- *Rental of spaces*: income from renting or granting spaces of the managed buildings for short periods.
- *Administrative concessions*: please give details of the services and spaces managed for which a fee is charged and the amounts received.
- *Other activities*: please add the other items of income not listed above, except patronage and public funding.

In the comments field, please state the characteristics of any administrative concessions (economic conditions and time), the spaces offered to third parties, and any other relevant information.

In the *Patronage and sponsorship* section, please state for the last three years analysed the general contributions to the institution and its operation, and the ones that finance a specific activity. In both cases, state their nature (*General/By activities*) and in the *Sponsorship details* section state each contribution made: in the *Name of patron/sponsor* section, enter the name of the sponsor and the project sponsored (if the sponsorship is by activities), with the amount paid in the current year or years. Further information can be added in a descriptive field.

2. Public contributions (numeric fields and descriptive field): For the years $n-2$, $n-1$ and n , please state the total budget revenue and the amount for each public administration, differentiating the amounts for current and capital spending. in the *Others* section (local authorities, EU, etc.) please state the source and amount contributed. Do not include transfers corresponding to subsidies, which are not considered budgetary contributions: grants, whether or not purpose-based, provided by non-consortial bodies or ones that are not associated with the organization by regulation. Further information can be added in the comments box.

3. Expenditure (yes/no, numeric fields and descriptive field): Please state whether there is a specific cost control system for the project.

Also, the costs should be distributed over the last three years assessed according to their nature:

Structural costs: these are the costs inherent to the operation of the company, related to programmatic functions and considered indirect. They include staff expenses (staff salaries, social security contributions, training and others, except those relating to works and service contracts), advertising

and corporate communication expenses (excluding expenses relating to purpose-based activities), general insurance (excluding temporary events or activities), maintenance, supplies and safety (excluding temporary events or specific events), management and administrative costs incurred by internal staff and not related to specific activities, amortization of fixed assets, and others.

Direct costs by activities: direct costs are understood to be those specifically relating to the production and distribution of goods or services, such as consumption (cost of sales) and outsourced services, including staff contracts for work and service and excluding the rest of the internal staff, which are included as structure. For the purposes of the analysis model, please list and differentiate as many as possible using the free fields; otherwise, they can be grouped by type of activity and by whether they are permanent or temporary (stage, exhibition, education, research, publications, conferences, etc.).

Further information can be added in a descriptive field.

4. Detailed budget (numeric fields, descriptive field and attachment): Indicate briefly the income, expenditure and budgetary result of years $n-2$, $n-1$ and n , including any comments relevant to the information provided.

Please attach the executed budgets by items for the years analysed (Attachment 1).

5. Financial details (numeric fields, descriptive field and attachment): Based on data from the balance sheet of years $n-2$, $n-1$ and n , please state the total value of assets and liabilities; then enter the amount of tangible fixed assets (*Value of tangible fixed assets*), dividing them between property (*Buildings* and land, if any), assets held in custody, if any (*Collections*), the physical assets generated by productions (furniture and equipment for exhibitions, props and scenery for stage productions, etc.) and the accounting value of other tangible fixed assets of the organization, listed by items. The corresponding amortizations should be deducted from the amounts entered.

Please indicate the total value of liabilities for the years analysed, differentiating the amounts that correspond to short-term debt (including suppliers, sundry creditors, pending taxes and contributions, and time series) and long-term debt.

Further information can be added in a descriptive field.

Please attach the balance sheets (three digits) for the years analysed (Attachment 2).

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

4. BUDGET AND FINANCIAL STRUCTURE

Co NC A

Consell Nacional de la Cultura i de les Arts

Date:

1. Own revenue

	Year n-2	Year n-1	Year n
Total own revenue	€	€	€
Income from activities	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
Funding secured for projects	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
Rental of spaces	€	€	€
Administrative concessions	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
Other activities	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€

COMMENTS

Patronage and sponsorship

	Year n-2	Year n-1	Year n
Total amount	€	€	€
general	€	€	€
by activities	€	€	€

Details of sponsorship

general	by activities	Name of patron/sponsor Funded activity	Amount contributed		
			Year n-2	Year n-1	Year n
<input type="checkbox"/>	<input type="checkbox"/>	/	€	€	€
<input type="checkbox"/>	<input type="checkbox"/>	/	€	€	€
<input type="checkbox"/>	<input type="checkbox"/>	/	€	€	€
<input type="checkbox"/>	<input type="checkbox"/>	/	€	€	€

COMMENTS

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

4. BUDGET AND FINANCIAL STRUCTURE

Co NC A

Consell Nacional de la Cultura i de les Arts

Date:

2. Public contributions

		Year n-2	Year n-1	Year n
Total public contributions		€	€	€
- current (Section IV)		€	€	€
- capital (Section VII)		€	€	€
Government of Catalonia	current	€	€	€
	capital	€	€	€
City Council	current	€	€	€
	capital	€	€	€
Provincial Council	current	€	€	€
	capital	€	€	€
General Spanish Administration	current	€	€	€
	capital	€	€	€
Others		€	€	€
	current	€	€	€
	capital	€	€	€
	current	€	€	€
	capital	€	€	€

COMMENTS

3. Expenditure

Is there project-based cost control? Yes
No

	Year n-2	Year n-1	Year n
Total expenditure	€	€	€
- Structural expenditure	€	€	€
- Staff	€	€	€
- Management and administration	€	€	€
- Maintenance costs	€	€	€
- Advertising and communication	€	€	€
- General insurance	€	€	€
- Amortization	€	€	€
- Others	€	€	€
	€	€	€
	€	€	€

(NAME OF ASSESSED ORGANIZATION)

STRATEGIC ASSESSMENT

4. BUDGET AND FINANCIAL STRUCTURE

Co NC A

Consell Nacional de la Cultura i de les Arts

Date:

Direct costs by activities	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€
-	€	€	€

COMMENTS

4. Detailed budget

(Attachment 1)

	Year n-2	Year n-1	Year n
- Income	€	€	€
- Expenditure	€	€	€
Budget result	€	€	€

COMMENTS

5. Financial details

(Attachment 2)

	Year n-2	Year n-1	Year n
Total assets/liabilities	€	€	€
Value of tangible fixed assets	€	€	€
Buildings	€	€	€
Collections	€	€	€
Productions	€	€	€
Others	€	€	€
	€	€	€
	€	€	€
	€	€	€
	€	€	€
Short-term debt	€	€	€
Long-term debt	€	€	€

COMMENTS

5. Strategic planning

1. Current strategic plan (yes/no, text boxes, options, descriptive fields and attachment): Is there a strategic plan in place? If so, state the date of approval, the period covered (from which year to which year) and the date of any revisions.

State who signed the approval.

Please define the mission briefly, list the basic strategic aims and summarize the objectives of each aim.

Add any further comments that may be useful and attach a copy of the main document of the strategic plan (Attachment 1).

2. Current performance contract (yes/no, text boxes, options, descriptive fields and attachment): Is there a performance contract in force? If so, please state the date of approval and the period covered.

State who signed the approval.

List the strategic objectives, summarize the operational objectives and list the indicators.

Please add any further comments that may be useful and attach a copy of the performance contract with details of the objectives and their indicators (Attachment 2).

3. Operational planning (yes/no, text boxes, options and attachment): Is there an annual contingency plan detailing variables (economic, operational, political and legal) that modify the conditions laid down in the annual budget or performance contract? If so, please state the date of writing, attach the document and add any relevant further information in the comments box.

Is there an annual plan of operations or functional plan detailing specific actions, how they are to be carried out and their timing during the year? If so, please state the date of writing and the documents of which it is composed and add any relevant further information in the comments box.

Please attach any of these documents that are available (Attachment 3).

4. Marketing Plan (yes/no, text boxes and attachment): Is there an up-to-date marketing plan that explains actions regarding the report on audiences? If so, please state how often the plan is updated and the year when the last study was carried out. Further information can be provided in the comments section. If available, please attach the section corresponding to the SWOT analysis, market segmentation, positioning and the target audience (Attachment 4).

5. Agreements (text boxes): Please state the number of agreements with the sector and their nature, including the participants and the basic objectives.

List the institutions that form a network with the assessed facility.

Describe any actions and collaborations undertaken with institutions that are not in the network and are not included individually in any agreements.

(NAME OF ASSESSED ORGANIZATION)	<h1 style="margin: 0;">STRATEGIC ASSESSMENT</h1> <h2 style="margin: 0;">5. STRATEGIC PLANNING</h2>	<p style="font-size: 1.2em; font-weight: bold; margin: 0;">Co NC A</p> <p style="font-size: 0.8em; margin: 0;">Consell Nacional de la Cultura i de les Arts</p>
		Date:

1. Current strategic plan
(Attachment 1)

Yes
No

Date of signing
Period of validity
Revised

Approval:

Higher governing body
Public administrations please specify
Other participants please specify

Contents

Mission

Strategic areas

Objectives by area

COMMENTS

2. Current programme contract
(Attachment 2)

Yes
No

Date of signing
Validity

Form of approval:

Higher governing body please specify
Signatory organization(s)

Contents

Strategic objectives

Operational objectives

Indicators/evidence

COMMENTS

3. Operational planning
(Attachment 3)

Annual contingency plan Yes
No

Date of writing

Operations/functional plan Yes
No

Date of writing

Documents included

List of activity/project files
Other attached documents

please specify

COMMENTS

APPENDIX II: INDICATOR TABLES

QUANTITATIVE INDICATORS

The proposed quantitative indicators include generic aspects that are applicable to all types of activity and specific aspects. In order to specify their suitability in different models of cultural facilities, a table of the most common activities carried out by organizations in the sector is attached.

The following are the identifiers of the type of cultural activity:

- A Performing arts: programming
- B Performing arts: production
- C Museum and exhibition activity
- D Music: programming
- E Music: production
- F Library and archive activities
- G Film libraries and film screening
- H Research
- I Restoration and conservation
- J Educational activities and vocational training
- K Social activities
- L Activities to promote critical thinking

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L

1. Governance and institutional coordination

30	number of transfers or loans in the territory	Number of assets of the organization's collection temporarily transferred on loan to a third party located in the geographical area of influence (national, regional, etc.). An indicator of efficiency in regional action			•			•	•								
69	number of collaborating public entities	Number of public institutions or related organizations with which programmes or activities of joint participation and collaboration have been established. An indicator of efficiency in regional action	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
70	number of institutional partnerships	Number of projects or activities carried out with public institutions or related organizations. An indicator of efficiency in regional action	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

2. Economy, financing and expenditure management

1	total income % difference from year n-2	Total amount of income obtained (contributions of third parties and own income). Difference in income in relation to the first year quantified	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
116	total operating income % difference from year n-2	Total amount of revenue obtained with the sole purpose of financing the structure or activity (operation), excluding investments. Difference in income in relation to the first year quantified	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
16	income per activity income from activities / number of activities	Average amount received for each activity. Measures the economic profitability	•	•	•	•	•	•	•			•	•				
17	income per session - action income from activities / number of actions	Average amount received per session – repetition of the activities. Identifies the return obtained from the productions	•	•	•	•	•	•	•					•			
96	income per stage activity income from stage activities / number of stage activities	Calculation of the arithmetic mean of the income for each stage activity. Measures the economic profitability	•	•		•											

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
94	structural expenditure (excluding staff) % difference from year n-2	Sum of structural expenditure (fixed costs excluding staff). Difference in relation to the first year quantified. An indicator of the trend in specific expenditure	•	•	•	•	•	•	•	•	•	•	•	•
95	expenditure on activities % difference from year n-2	Sum of expenditure on activities (variable expenses allocated to productions). Difference in relation to the first year quantified. An indicator of the trend in specific expenditure	•	•	•	•	•	•	•	•	•	•	•	•
6	structural coefficient structural expenditure / direct expenditure	A ratio that measures the fixed (structural) costs with respect to the variable costs (expenses for activities). Indicates the efficiency of the organization: the higher the ratio, the more costly it is in relation to the service that it offers	•	•	•	•	•	•	•	•	•	•	•	•
7	debt ratio total debt / equity	Proportion of debt in relation to the assets of the institution. An asset indicator: the lower the value, the lower the debt	•	•	•	•	•	•	•	•	•	•	•	•
14	ratio of efficiency of activities income from activities / costs of activities	Ratio of income to cost of activities. If it is less than 1, it represents a deficit	•	•	•	•	•	•	•	•	•	•	•	•
11	total cost per user total cost / number of users	Total cost of the facility for each visitor. A unit profitability index	•	•	•	•	•	•	•	•	•	•	•	•
117	total cost per user (inside and outside the facility) total expenditure / number of users of own activities inside and outside the facility	Total cost of the facility for each visitor (inside and outside the facility). A unit profitability index	•	•	•	•	•	•	•	•	•	•	•	•
12	structural cost per user structural expenditure / number of users	Structural cost for each visitor. Measured by number of users of the facility. Measures the profitability of the facility	•	•	•	•	•	•	•	•	•	•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
118	structural cost per user (inside and outside the facility) structural expenditure / number of users of own activities inside and outside the facility	Structural cost for each visitor. Measured by users inside and outside the facility (own activities). Measures the profitability of the organization	•	•	•	•	•	•	•			•	•	•
13	staff cost per user staff costs / number of users	Staff cost for each visitor. Measured by number of users of the facility. Measures the profitability	•	•	•	•	•	•	•			•	•	•
119	staff cost per user (inside and outside the facility) staff costs / number of users inside and outside the facility	Staff cost for each visitor. Measured by users inside and outside the facility (own activities). Measures the productivity	•	•	•	•	•	•	•			•	•	•
18	cost of parallel activities per user expenditure on activities / number of users of parallel activities	Unit value (per user) of the cost of non-core or parallel activities	•	•	•	•	•	•	•	•	•	•	•	•
8	% of debt total debt / liabilities and net assets	Percentage of debt to liabilities. An asset indicator: the lower the value, the healthier the institution	•	•	•	•	•	•	•	•	•	•	•	•
9	% of co-financing of activities amount co-financed by activity / expenditure on activities	Proportion of activities co-financed by a third party to the total expenditure on activities. Shows the importance of external collaborations	•	•	•	•	•	•	•	•	•	•	•	•
10	% of outsourcing subcontracted amount / total expenditure	Proportion of total expenditure outsourced to third parties	•	•	•	•	•	•	•	•	•	•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
15	% of expenditure on activities expenditure on activities / total expenditure	Percentage of expenditure corresponding to the activities. An indicator of the proportion of the budget used for activities (education, research, dissemination, etc.)	•	•	•	•	•	•	•	•	•	•	•	•
108	% of cost control difference between actual cost and expected cost	Percentage difference between the real and expected cost of projects. An indicator of efficiency	•	•	•	•	•	•	•	•	•	•	•	•
107	% of return on advertising spending on advertising and communication / own income	Percentage of spending on advertising and communication and own income (ticket sales, sponsorship, space rental, etc.). The lower the value, the higher the return on advertising. An indicator of efficiency	•		•	•		•	•			•		•
80	% value of the collection to own funds value of collection / own funds	Percentage of economic value of the collection with respect to the assets of the organization			•			•	•		•			
81	% of value of the collection to assets value of collection / assets	Percentage of the economic value of the collection compared to the total value of the assets and rights of the organization. Quantifies the value of the collection with respect to all funds available (in assets or receivables)			•			•	•		•			

3. Organizational structure and sectoral interaction

47	number of activities: Catalan co-productions	Number of activities carried out with the collaboration of another participant of the region. Indicates integration and cooperation with the sector		•	•		•						•	•	•
48	number of sessions of Catalan co-productions	Number of repetitions of an activity co-produced with the collaboration of an organization of the region. Measures the acceptance and dissemination of the joint project		•	•		•						•	•	•
49	% of Catalan co-productions number of Catalan co-productions / total productions	Percentage of productions with collaborations from the region to total number of productions (own and with third parties). Quantifies the importance of national co-productions for the facility		•	•		•						•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity												
			A	B	C	D	E	F	G	H	I	J	K	L	
50	number of activities: Spanish co-productions	Number of activities carried out with the collaboration of another participant of the Spanish State. Indicates integration and cooperation with the sector at the state level		•	•		•						•	•	•
51	number of sessions of Spanish co-productions	Number of repetitions of an activity co-produced with the collaboration of a Spanish organization. Measures the efficiency of the activity		•	•		•						•	•	•
52	% of Spanish co-productions number Spanish co-productions / total productions	Percentage of productions with Spanish collaborations to total number of productions (own and with third parties). Quantifies the importance of Spanish co-productions for the facility		•	•		•						•	•	•
53	number of networked actions and activities	Number of activities and actions made in collaboration with the network of associated facilities. Indicates coordination and efficacy		•	•		•			•	•		•	•	•
54	number of sessions networked	Number of repetitions of an activity co-produced with the network. Measures the efficacy of common activities		•	•		•						•	•	•
55	% of productions networked number of networked productions / total productions	Percentage of networked productions to the total number of productions (own and with third parties). Quantifies the importance of the relationship with associated facilities		•	•		•						•	•	•
56	number of sessions of travelling productions	Number of repetitions of an own activity touring other facilities. Measures the efficacy of productions		•	•		•		•				•	•	•
57	% of travelling productions number of travelling productions / total productions	Percentage of travelling productions to the total number of productions (own and with third parties). Quantifies the importance of travelling productions with respect to total productions		•	•		•		•				•	•	•

4. Activities and audiences

24	% of occupation of activities number of users / capacity	Percentage of the audience to total capacity. An indicator of performance and efficiency	•		•	•			•	•			•	•	•
----	--	--	---	--	---	---	--	--	---	---	--	--	---	---	---

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
66	number of main activities % difference from year n-2	Number of own main activities (concerts, exhibitions, performances, etc.). Difference in relation to the first year quantified. An indicator of efficacy	•	•	•	•	•	•	•	•	•	•	•	•
29	number of main activities outside the facility % difference from year n-2	Number of own main activities (concerts, exhibitions, performances, etc.) that have taken place outside the premises of the facility. Difference in relation to the first year quantified. An indicator of performance that measures the dissemination and acceptance of the activities	•		•	•			•			•	•	•
67	number of sessions - repetitions of activities	Total number of repetitions of activities or productions (concerts, educational workshops, etc.). An indicator of efficiency	•	•		•			•			•	•	•
68	% of own production activities number of own activities / total number of activities	Percentage of own productions to total number of productions. Quantifies the importance of internal production for the facility. An indicator of efficiency		•	•		•			•	•	•	•	•
92	number of productions - musical activities	Number of musical productions included in the offer of activities. Measures the dissemination		•	•		•			•		•	•	•
104	number of other activities % difference from year n-2	Number of events that are not the main activity defined by the objectives of the organization. Difference in relation to the first year quantified. An indicator of efficacy	•	•	•	•	•	•	•	•	•	•	•	•
105	number of other own activities outside the facility % difference from year n-2	Number of other own activities (not the main activity) held outside the premises of the facility. Difference in relation to the first year quantified. Measures the dissemination and success of the activities		•	•		•	•	•			•	•	•
99	profitability of productions number of sessions - repetitions / number of productions	Number of repetitions of each production. Measures the use made of prepared activities. An indicator of efficiency	•	•	•	•	•		•			•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity												
			A	B	C	D	E	F	G	H	I	J	K	L	
64	number of visits % difference from year n-2	Number of visits to the areas and activities of the facility, regardless of whether they correspond to the same visitor. Difference in relation to the first year quantified. A generic and divisible indicator of efficiency	•		•	•			•	•			•	•	•
65	number of visitors/users/spectators % difference from year n-2	Number of individuals entering the premises of the facility. Difference in relation to the first year quantified. A basic indicator of efficiency in meeting the objectives of the organization	•		•	•			•	•			•	•	•
120	number of users/spectators (inside and outside the facility) % difference from year n-2	Number of individuals accessing the activities of the organization inside and outside the facility. Difference in relation to the first year quantified. A basic indicator of efficiency in meeting the objectives of the organization	•		•	•			•	•			•	•	•
112	% of users (according to identification criteria) number of specific users / total users	Identification of users to total visitors. Percentage according to age groups, nationality of tourist visitors and employment situation (retired, unemployed, student, professional, etc.). An indicator of efficiency and equity	•		•	•			•	•			•	•	•
98	number of users of own activities	Sum of the number of spectators and participants in social and educational activities inside and outside the facility	•		•	•							•	•	•
103	% of attendees of own production activities attendees of own productions / total attendees of activities	Percentage of spectators who attend own productions (concerts, shows, exhibitions, etc.). An indicator of efficacy	•		•	•							•	•	•
106	% of subscribers subscribed attendees / total attendees	Percentage of total users/spectators who are subscribers to a loyalty, discount or micro-marketing programme of the organization. An indicator of efficiency and efficacy	•		•	•			•	•					
109	% of guests guest attendees / total attendees	Percentage of users who are guests (premières, VIPs, marketing strategies, etc.). An indicator of efficiency and equity	•		•	•			•				•		•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L

5. The digital paradigm

25	% of digitization of the collections number of digitized assets / total assets	Percentage of digitization of collections. An indicator of efficiency			•				•	•							
36	number of visits to the website	Visits to the website. An indicator of efficacy of dissemination to the public	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
37	number of impacts on social networks	Followers on Facebook, Twitter, Vimeo and Flickr. Divisible by medium or social network. An indicator of efficiency in public dissemination	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
113	number of users of the service through the website	Number of web visitors who use the services offered by the facility	•			•			•	•							
87	% of use of the audio guide number of visitors with audio guide / total number of visitors	Percentage of use by visitors of information guides on the collections. Measures the introduction of technology aids among the public visitors			•												
88	number of sales of art on demand	In organizations with collections, the number of sales made through this commercial channel			•												

6. Social cohesion

20	number of collaborating social entities	Non-profit organizations of a social or philanthropic nature collaborating with the organization to create products or services for social purposes	•	•	•	•	•	•	•					•	•	•	
21	number of measures of social integration and participation	Number of specific measures aimed at integration and participation in the activities of the organization by people at risk of social exclusion	•	•	•	•	•	•	•					•	•	•	
22	% of public at risk of exclusion number of visitors at risk of exclusion / total visitors	Percentage of total visitors at risk of social exclusion. An indicator of penetration in the facility by the less socially cohesive sectors	•		•	•			•	•				•	•	•	
23	number of actions to improve the environment	Number of actions or activities that have directly improved the physical environment (urban, landscape, etc.) and involve a social return	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
35	number of appearances in major media	Number of appearances or mentions in major print, audiovisual and digital media. Indicates the organization's degree of efficiency in communication and dissemination	•	•	•	•	•	•	•	•	•	•	•	•
78	number of participants in activities of the social integration programme	Number of persons at risk of social exclusion who have participated in the specific activities created by the organization. Indicates the degree of acceptance of the social strategies											•	
100	number of participants in social concerts	Number of persons at risk of social exclusion who have participated in the specific activities created by the organization. Indicates the degree of acceptance of the social strategies				•	•						•	

7. Education

32	number of educational activities	Number of educational activities. Measures the efficacy of one of the strategic objectives of cultural facilities											•	•	•
33	number of sessions of educational activities	Number of repetitions of the educational activities. Measures the efficiency and use of resources											•	•	•
34	% of participation in educational activities educational users / total visitors	Percentage of people who have done an educational activity to total visitors. Indicates the impact or acceptance of these activities among the public of the institution											•	•	•
76	number of participants in the school programme	Number of school-age users of the education programmes. Shows the dissemination of educational activities among the target audience											•		
77	number of participants in the family programme	Number of users of activities aimed at family groups. Indicates the suitability of establishing individual actions for this target audience											•	•	
79	number of participants in other socio-educational programmes	Number of participants in educational and social programmes not aimed at schoolchildren. Measures the suitability of the educational actions											•	•	
101	number of attendees of school concerts	Number of schoolchildren attending concerts for this audience				•							•		
102	number of attendees of family concerts	Number of family groups attending concerts for this audience				•							•	•	

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
31	number of activities of international impact	Number of own projects exported. Measures the organization's international impact in the sector	•	•	•	•	•	•	•	•	•	•	•	•
58	number of sessions of activities of international impact	Number of repetitions of an own activity exhibited abroad. Measures international efficacy and prestige	•	•	•	•	•	•	•				•	•
59	% of activities with international impact number of international activities / total activities	Percentage of all activities that have been taken abroad. Measures the quality and prestige of the service/ product offered	•	•	•	•	•	•	•	•	•	•	•	•
60	number of international co-productions	Number of activities carried out with the collaboration of a foreign participant. Indicates international cooperation with the sector		•	•		•						•	•
61	number of sessions of international co-productions	Number of repetitions of an activity co-produced with the collaboration of a foreign organization. Measures international acceptance and prestige		•	•		•						•	•
62	% of international co-productions number of international co-productions / total number of activities	Percentage of productions with foreign collaborations to total number of productions (own and with third parties). Quantifies the importance of international productions for the facility		•	•		•						•	•
63	% of foreign visitors number of foreign visitors / total visitors	Percentage of foreign visitors to the total number of visitors. Indicates the international impact of the organization	•		•	•		•	•				•	•
71	number of news items in international media	Number of appearances or mentions in international print, audiovisual and digital media. Indicates the international impact of the organization	•	•	•	•	•	•	•	•	•	•	•	•
72	number of foreign productions exhibited	Number of international productions exhibited in the facilities of the organization. Indicates permeability to international productions	•		•	•			•					

Ref.	Indicator Formula	Description and function of indicator	Type of activity													
			A	B	C	D	E	F	G	H	I	J	K	L		
73	% of international productions number of international productions / total productions	Percentage of international productions exhibited in the organization to the total number of productions. Quantifies the importance of international productions for the facility	•		•	•				•						
84	own productions at international events	Number of productions of the organization exported to an international event. Indicates the prestige and promotion of own activities		•	•		•				•	•	•	•	•	
85	co-productions in international events	Number of productions in collaboration with others that have been exported to an international event. Indicates prestige		•	•		•				•	•	•	•	•	
86	participation of foreign creators/artists in activities	Number of collaborations by foreign creators and thinkers (artists, curators, speakers, etc.) in activities carried out in the organization. Indicates permeability to ideas and creations	•	•	•	•	•				•	•	•	•	•	•

9. Excellence

45	% of activities of excellence activities of excellence / total activities	Percentage of total activities (research, dissemination and scientific communication) that add the mark of excellence and progress to the organization	•	•	•	•	•	•	•	•	•	•	•	•	•	•
46	satisfaction survey of visitors (1-10) mean of the satisfaction survey	Average value for the public's satisfaction with the service offered. Measures the quality of the impact on society. An indicator of efficacy. Divisible by each type of survey	•		•	•		•	•				•	•	•	
121	perceived level of quality in design and services mean level of satisfaction	An individualized value obtained from the question on the public's satisfaction with the design of the facilities (shop, bar, access to spaces, sound, etc.) and the service offered (customer service, staff, cleaning, safety, etc.). Measures the quality of the impact on society. An indicator of efficacy	•		•	•		•	•				•	•	•	
38	number of activities to promote creativity	Number of activities aimed at developing the creative, artistic, technical or research skills of the public. An indicator of social impact	•	•	•	•	•	•	•	•	•	•	•	•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
41	number of articles published	Number of scientific or informative articles published by the staff. Measures prestige	•	•	•	•	•	•	•	•	•	•	•	•
122	number of articles published in indexed journals	Number of scientific articles published by the staff in recognized, indexed research journals. Measures prestige									•	•		
43	number of publications	Number of print or digital scientific journals, catalogues, collections and monographs (with copyright) suitable for exchange of knowledge (excluding schedules and programmes) published by the organization. Measures scientific prestige and dissemination. Divisible by each type of publication	•	•	•	•	•	•	•	•	•			•
40	number of services or materials transferred to other institutions	Number of objects of own collections or technical services that have been loaned temporarily to other institutions. An indicator of prestige		•	•		•	•	•	•	•	•	•	
89	number of goods restored and conserved	Number of objects or documents submitted to support specific processes of restoration, consolidation or conservation			•			•	•		•			
90	number of collections % difference from year n-2	Total of assets forming part of the collection. Comparison based on the first year, showing the percentage increase or decrease			•			•	•		•			
115	number of acquisitions % difference from year n-2	Number of assets acquired by the collection. Comparison based on the first year, showing the percentage increase or decrease			•			•	•		•			
114	number of inquiries on the collection % difference from year n-2	Number of inquiries or requests to study the collection. Difference in relation to the first year quantified. An indicator of research and socialization of the assets conserved by the facility			•			•	•		•			
27	number of procedures in the quality manual	Number of procedures developed by the institution that are laid down (or updated) in the organization's quality manual. Measures the promotion of efficiency	•	•	•	•	•	•	•	•	•	•	•	•

Ref.	Indicator Formula	Description and function of indicator	Type of activity											
			A	B	C	D	E	F	G	H	I	J	K	L
28	% of external workers number of subcontracted workers / number of internal employees	Ratio of subcontracted workers to internal staff. It is understood that the workforce includes only staff related to the know-how and staff that are essential for management	•	•	•	•	•	•	•	•	•	•	•	•

QUALITATIVE INDICATORS

The qualitative indicators provide information on aspects that are not easily shown in the quantitative results. They describe identifying aspects of the organization that cannot be fully evidenced from numerical values or estimates.

The a priori subjectivity of qualitative indicators is compensated by the wealth of informative content that complements and contextualizes the evidence shown by the numerical data.

These indicators are therefore included in the assessment.

Ref.	Indicator
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1. Governance and institutional coordination

a)	Coordination activities with other facilities
b)	Participation in projects and budgeted joint dissemination activities
c)	Description of governance and decision-making processes
d)	Optimality of governance and streamlining of decision making processes
e)	Strategic areas and fulfilment of associated objectives
f)	Strategic plans and programmatic links

2. Economy, financing and expenditure management

a)	Scaling of financing to develop the statutory objectives
b)	Cost control policies
c)	Trend of adjustments and savings measures. Impact on activities

3. Organizational structure and sectoral interaction

a)	Organizational efficiency and structural dimension compared with the activity
b)	Promotion and support for emerging groups
c)	Promotion and support for consolidated groups

4. Activities and audiences

a)	Adaptation of the offer of activities to the demand
b)	Definition of strengths and weaknesses. Overcoming weaknesses and consolidating strengths
c)	Definition of target audiences and associated actions (micro-marketing, segmentation, positioning, loyalty and measures to attract the public)
d)	Pricing and access policy

Ref.	Indicator
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5. The digital paradigm

a)	Presence of new technologies in the activities of the institution
b)	Accessibility and online presence of the collections and/or activities of the institution
c)	Promotion activities using digital media

6. Social cohesion

a)	Role of the organization in the dissemination of the sector
b)	Regional objectives of activities
c)	Definition and nature of regional activities
d)	Orientation of cultural, social and educational values offered
e)	Measures to support emerging groups
f)	Promotion and support for consolidated groups
g)	Organizations with stable cooperation agreements
h)	Organizations with occasional links
i)	Impact on and socio-economic revitalization of the local and national environment
j)	Description of the implicit community values promoted
k)	Social return and consolidation of values through the offer

7. Education

a)	Analysis of market niches and the possible educational offer
b)	Curricular report on the offer
c)	Organizational model for producing and carrying out educational activities

8. Internationalization

a)	Availability of resources for internationalization of activities
b)	Placing of the organization on the international sectoral stage; contacts and exchanges
c)	Knowledge of the facility by foreign visitors based on tourism surveys
d)	External models showing parallels with the institution. Benchmarks

9. Excellence

a)	Relevant aspects regarding uniqueness, innovation and creativity of the public offer (prestige of content)
b)	Analysis of audience surveys
c)	Application of international standards: quality systems in force

■ IC1 (2011)

Estudi sobre l'**estat** i **perspectives** de futur del **sector** de la **fotografia** a Catalunya. Proposta de política pública general en l'àmbit de la fotografia

■ IC2 (2011)

Diagnosi i pla d'**actuació** en matèria d'**adquisicions** públiques d'**art** a Catalunya

■ IC3 (2012)

L'estat actual de la **formació de circ** a Catalunya.
Propostes de recorreguts formatius

Relatories de les II Jornades de Formació de Circ, celebrades a Barcelona els dies 20 i 21 de novembre de 2010

■ IC4 (2012)

Entorn de la **fotografia en el context de les arts visuals** a Catalunya

■ IC5 (2014)

36 propostes per a la **millora** de la **condició professional** en el món de la **cultura**

■ IC6 (2014)

Digital Dynamics in Catalonia. Cultural Creation, Production and Promotion in the Context of Digitalization

■ IC7 (2014)

Strategic Assessment. Theoretical model and application



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