

## Intellectual Output 1

# The Essential Guide to developing a Creative Community Alliance



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Erasmus+

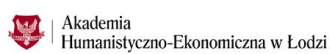
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Download the Tools – [www.creativecommunities.how](http://www.creativecommunities.how)



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*Many acknowledge that creativity and innovation are now driving the new economy.*

*The creative economy straddles economic, social, cultural and technological issues and is at the crossroads of the arts, business and technology.*



## 1. Introduction & Background

*The creative industries sector is undergoing rapid and strong structural change with brisk technological development and that brings new challenges and opportunities.*

*The Creative Communities Igniting Change project is motivated by the finding that economic regions that embrace creativity generate significantly higher revenue and provide greater stability into the future.*

In the context of the **Creative Communities Igniting Change (CCIC)** project, this guide serves as a toolkit on how to develop a Regional Creative Communities Alliance. Our CCIC project has used this approach to create new and invaluable regional platforms to explore and effect change in the creative industries sector in five different regions in Ireland, UK/Northern Ireland, Poland and Sweden. We now wish to share this learning with other regions who may wish to replicate and benefit from our approach. To be very clear and to avoid confusion, this guide facilitates and supports the establishment and running of a Regional Alliance and not a creative enterprise itself. That will be the focus of our Ignite Creative Entrepreneurs online training course which will be launched in autumn 2016.

Our toolkit resource is modular in design allowing for complete flexibility in the way that you use it. A set of document templates are provided and can be used as helpful resources while establishing and maintaining the partnerships. You can use the resource in various ways, for example:

- as a training resource, it will provide practical learning and resources on how to develop partnership
- as a planning and implementation tool, it provides a framework and templates for local adaptation of the Creative Communities Regional Alliance model
- as a quick reference tool for specific issues relating to stakeholder partnerships and collaborations

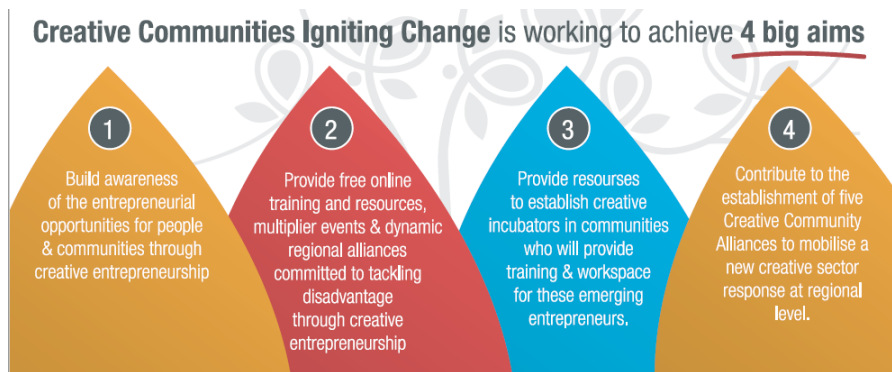
### THE TOOLKIT PROVIDES:

- general information and examples
- 'steps to...', covering key organisational activities to set up an Alliance
- templates that can be adapted by other partnerships for local use

## Creative Sector Overview

From film to fashion, games to software, music to media, advertising to architecture and craft to the creative sector is one of the most important and high potential industries, driving economic growth and supporting jobs across Europe. Creative entrepreneurs come from a range of backgrounds with a focus on developing digital technology, enterprise and social innovation. What differentiates creative entrepreneurs is that they often seek out collaborations with an open ethos in physical spaces (maker spaces, labs and hubs) and digital spaces (online platforms). Creative collectives and clusters are common place.

How can this potential translate into opportunities for individuals, particularly for the young unemployed and other target groups across Europe? **Creative Communities Igniting Change** is working to create entrepreneurial opportunities for people to get involved in the creative sector as a stepping stone to entrepreneurship. At the same time, it seeks to establish creative incubators in communities who will provide training and workspace for these emerging entrepreneurs. These communities are challenged as they are experiencing brain drain, high levels of unemployment and have eyesore empty buildings. By providing a location for talented people to work, live and develop careers and economic potential, the community dividend is very compelling. Creative enterprises, when they have access to the right conditions and opportunities, can thrive, generate new products and services and boost innovation.



We are creating a new and effective model for creative industries training and support within a community environment; one that provides access to vocational education for key target groups but also leads to broader economic innovation and community revitalisation. **Creative Communities Igniting Change** has 4 key deliverables or intellectual outputs (IOs):-

<b>IO1</b> Create, publish and promote the "Creative Communities Toolkit" ( <i>this document</i> ) to encourage the creation of further Alliances across Europe.	<b>IO2</b> Establish 4 sector specific Regional Alliances to optimise and mobilise the creative sector response at regional level. Each Alliance commits to their ACTION in a Regional Alliance Action Plan	<b>IO3 and IO4</b> New Course <b>IGNITE CREATIVE ENTREPRENEUR</b> to set up a Creative Business in 90 days. We also offer training on how to develop or enhance creative hubs in local communities. All training is free and delivered both as an elearning platform and as a trainers resource pack for classroom delivery. <a href="http://www.creativecommunities.how">www.creativecommunities.how</a>
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## About us

(please use [hyperlinks](#) to view project partners)

Led by [Roscommon Leader Partnership](#), Ireland, the CCIC project brings together partners from UK/Northern Ireland ([Banbridge District Enterprises](#) and [Canice Consulting](#)), Sweden ([Folkuniversitetet in Skåne län](#)), Poland ([Northern Chamber of Commerce, Szczecin](#) and [University of Humanities and Economics, Łódź](#)) and Irish partners [Momentum](#).

This project has been made possible through funding through ERASMUS + Key Action 2 – Cooperation and Innovation for Good Practices project. This pan European project enables organisations to access funding to work in partnership with organisations from participating countries to develop exciting and innovative projects to boost skills, employability and support the modernisation of education, training and youth systems.

Projects are expected to include the development, transfer and/or implementation of innovative practices and projects are expected to achieve **positive and long-lasting effects** on the participating organisations. In this context, we are delighted to share the creation of Regional Creative Communities Alliances with you.



## 2. What is a Regional Alliance?

An Alliance is a collaboration that works to a share commitment to do something together that will benefit all involved, bringing results that could not be achieved by a single partner operating alone, and reducing duplication of efforts. Regional alliances provide a mechanism for like minded organisations, in particular, to work together and adapt their policies to respond to the needs of creative entrepreneurs and the regional economy.

In this context, a successful Alliance mobilizes the commitment and time involvement of actors across a “quadruple helix approach”, involving (i) the public sector (representatives from Local Government, Enterprise Bodies), (ii) education and training sector (iii) business in the form of creative industry practitioners and (iv) the community sector.

Together, they can promote innovative approaches and ambitious actions that have impact and effectiveness through combined and more efficient use of resources. Through the Alliance, stakeholders share the view that working together is more effective than working in isolation

While the concept of an Alliance is not new, collaborations and partnerships are vital to advancing the creative economy. Partnerships can be formal or informal, with written legal agreements or based on mutual agreement.



### 3. Building a Regional Alliance

Unfortunately, there is no magic list of stakeholders. The final list will depend on the creative industries sector in your region, its impacts and aspirations – as a result your Alliance listing should not remain static. This list should change as the environment around you evolves and as stakeholders themselves make decisions or change their opinions.

Brainstorm a list of stakeholders without screening, including everyone who has an interest in your objectives today and who may have one tomorrow. Where possible, identify individuals.

#### Who should be involved?

It is our shared experience that an effective Alliance will be made up of 10-12 representatives of policy makers or executive staff from organisations such as:

Higher Education and Vocational Education bodies with specific creative industries and entrepreneurship experience	Creative industry networks and clusters (if none exist in your region, seek out prominent creative entrepreneurs from across different disciplines.
Local Government/Council	Local enterprise agencies and economic development bodies
Community organisations & networks	Arts and culture bodies
Youth organisations	Social inclusion bodies
Property owners and investors	

As each region and country has a different dynamic, different approaches are used to get stakeholders involved. You need to consider and highlight:-

- 1) What is in it for them? How will these organisation benefit from their time commitment to a Creative Communities Alliance? Explain what motivates you to instigate the Alliance. Partnerships are built on mutual need and interdependence- our Toolkit will assist you to find out their priorities.
- 2) Be very clear about what you expect from them. At the very least, you require their commitment to attend 4-5 meetings over an 18 month period and contribute to the development of a Regional Action Plan.



Multiple organisations and partners should be involved in the process and feel ownership for the Alliance to succeed. Having stakeholders from various backgrounds can help with problem solving, but also enhance networking and making new connections. Before identifying the stakeholders; the project instigator needs to identify their own position.

- What kind of organisation are you and what is your interest in developing a creative industries regional stimulus? What influence do you have?
- What can you bring to the Alliance?

Use the following ten criteria to help you analyse and qualify each identified stakeholder:

1. Who are the key stakeholders that are vocal and active in the creative industries theme?
2. What is their current role and what is their level of power/influence?
3. What relationships/links exist between the key stakeholders?
4. What programmes are currently in place in the region that are contributing to innovation within the creative industries sector?
5. What is their perceived level of success?
6. What are the policy and programme gaps in respect of 5 above ?
7. Are there any duplication in the key stakeholders' roles, policies and programmes?
8. Do we have a good understanding of where stakeholders are coming from, what they may want, whether they would be interested in engaging with our Creative Industries Regional Alliance, and why? What are the issues for these priority stakeholders?
9. How can we further understand and qualify these stakeholders?
  - Through discussions with internal colleagues?
  - Reading reference reports?
  - Finding specific blogs or Twitter accounts to follow?
10. Have we given thought to what type of resources (expertise, people, and budget) we need to support our Creative Industries Regional Alliance Action Plan?

## TOOL: Template for analysing your stakeholders

## Have You Developed the “Right” List?

The key is not to agonize over whether your stakeholder list is “right.” By working through the key steps in the mapping process you will have created a robust, relevant, prioritized stakeholder list—but it will change over time. Instead, focus on whether your list will help you further prepare for your engagement activities.

### Learning from our experience – Poland, Western Pomerania

*One of our first steps was to ensure there is a need in our region for creation of such Alliance. For that purpose we held a number of preliminary meetings with potential stakeholders to establish their views of our plans. We presented an interesting to encourage potential stakeholders to participate in our process. Having established positive comments and the readiness to support our actions we were in a stronger position to start the implementation phase.*

### Learning from our experience – Ireland

*In order to identify the appropriate stakeholders to form our Regional Alliance, we needed to involve stakeholders that were decision maker/influencers within their own organisations. We utilised our good working relationships with our Local Authority, enterprise agency (Local Enterprise Office), the VET and HEI sector and community representatives from Ballaghaderreen as the founders of the Alliance. They saw the Alliance as an opportunity for collaborative effort to stimulate the creative economy of our region and the action planning process to identify actions and activities to progress Creative Communities and Entrepreneurs within the region and to make best use of all the available resources. We currently have a very strong alliance in place.*

### Learning from our experience – Poland, Lodz

*Rather than create a new Regional Alliance which would not be meaningful and could replicate the work of others (e.g the Marshal Office), we have progressed our Regional Alliance by linking into existing networks and adding value to same. We have used our network to search for suitable partners e.g. those adding our conferences in creativity and have the time and willingness to share their experiences and give energy to the Alliance.*

### Learning from our experience – Sweden

*We used our existing network to search for suitable partners, partners that have a ‘creative’ history and have the interest and time to take part. To be able to reach our target groups and for them to be able to access the work of the Alliance, we need to involve the Public Employment Service and Social Services within the region. They don’t need to be directly involved in the Alliance, but their active and committed support is vital for policy matters and support for the target groups. Migrant associations are another important stakeholder for our Alliance.*



## Bringing together the Alliance

Alliance development is an ongoing process commencing with the formation of the group, clarifying its purpose and monitoring its activities, leading to the achievement of agreed goals. For example, the Creative Communities Regional Alliance may bring together all relevant actors within a region that can contribute the shared mission of establishing a creative workspace hub or start a training and incubation programme for new creative entrepreneurs. We recommend the process starts by defining the Alliances's unique **VMOSA**.

**Vision**      **Mission**      **Objectives**  
**Strategies**   **Action Plans**

VMOSA is a practical planning process that can be used by any organisation or initiative. This comprehensive planning tool can help your Alliance by providing a blueprint for moving from plans to actions to positive outcomes for your project.

### 3.1 Vision (the dream)

A vision is a vivid and clear statement of what you are striving for at some point in the future. Having a vision gives an organisation a clear focus, and can stop you heading in the wrong direction. Each Alliance should formalise and commit to a shared vision. This serves to explain to the Alliance and others what is the ambition of the Alliance and what the outcomes will be if this plan will be implemented.

## TOP TIP - Learning from Northern Ireland, UK

*Be very clear with stakeholders what the project aims are and what commitment you would like them to give to the project.*

Seamus Donnelly, Banbridge District Enterprises

### 3.2 Mission (what and why)

Developing mission statements are the next step in the action planning process. The mission statement should describe what the Creative Hub (or training accelerator) is going to do and why it is going to do that. Mission statements are similar to vision statements but they are more concrete and they are definitely more 'action-oriented' than vision statements. While they don't go into a lot of detail, they start to hint – very broadly – at how your project will go about accomplishing the task. Mission statements are in general concise, outcome-oriented and inclusive.

**Example:** *Example: Establish a vibrant creative workspace hub which will facilitate 10 creative entrepreneurs per week*

### 3.3 Objectives

Once the mission statement has been agreed, the next step is to develop the specific objectives that are focused on achieving that mission. Objectives refer to specific measurable results for the initiative's broad goals.



Objectives generally lay out how much of what will be accomplished by when.

*Example: By 2017, to have assisted 30 creative entrepreneurs to generate combined income of €0.5 million.*

### 3.4 Strategies (how)

By contrast, strategies suggest paths to take and how to progress on the road to success. Strategies help you determine how you will realise your vision and objectives. A good strategy will take into account existing barriers and resources (people, money, power, materials etc) and should always be formed in advance of taking action rather than deciding how to do something after you have done it.

A strategy is less specific than an action plan (which tells the who-what-when); instead, it tries to broadly answer the question, “How do we get there from here?” The Alliance should work to develop a medium to long-term strategy if they are to work effectively and have a lasting effect.

### 3.5 Action Plan

The final VMOSA step is to determine the responsibilities of each participant of the Alliance. This step requires creating detailed plan of implementing the strategies described earlier to achieve the goal described in objectives and divided into six steps that will determine each component of the plan:

- Action step(s): What will happen?
- Person(s): Who will do what?
- Date to be completed: Timing of each action step
- Resources required: Resources and support (both what is needed and what is available?)
- Barriers or resistance, and a plan to overcome them
- Collaborators: Who else should know about this action

Each CCIC Regional Alliance has worked on their respective Action Plan – these are available to download on [www.creativecommunities.how](http://www.creativecommunities.how)

#### Learning from our experience – Ireland

The Irish Creative Communities Regional Alliance is working to reflect the creative industries priorities within of the County Roscommon’s Local Economic and Community Plan 2016 – 2020 and other

#### Indicative Objectives:-

*Develop a coordinated strategy for the Creative Industries sector which places a specific focus on its potential to contribute to the development of the Rural Economy.*

*Prepare and implement an Annual Workplan to support the creative sector.*

*Deliver advanced training / scaling-up programmes for craft enterprises with growth potential, in collaboration with The Leitrim Design House.*

*Work with Local Authorities in the region and the Irish Film Board to develop an Action Plan to promote and support the film Industry including potential for a Regional Film Fund.*

*Develop flagship Creative Pod Incubation/development infrastructure in the county, in collaboration with relevant local and regional stakeholders in the public and private sector.*

*Pilot the Creative Communities igniting change project at a community level locally in the Roscommon Region in Ballaghaderreen to create real time impact.*

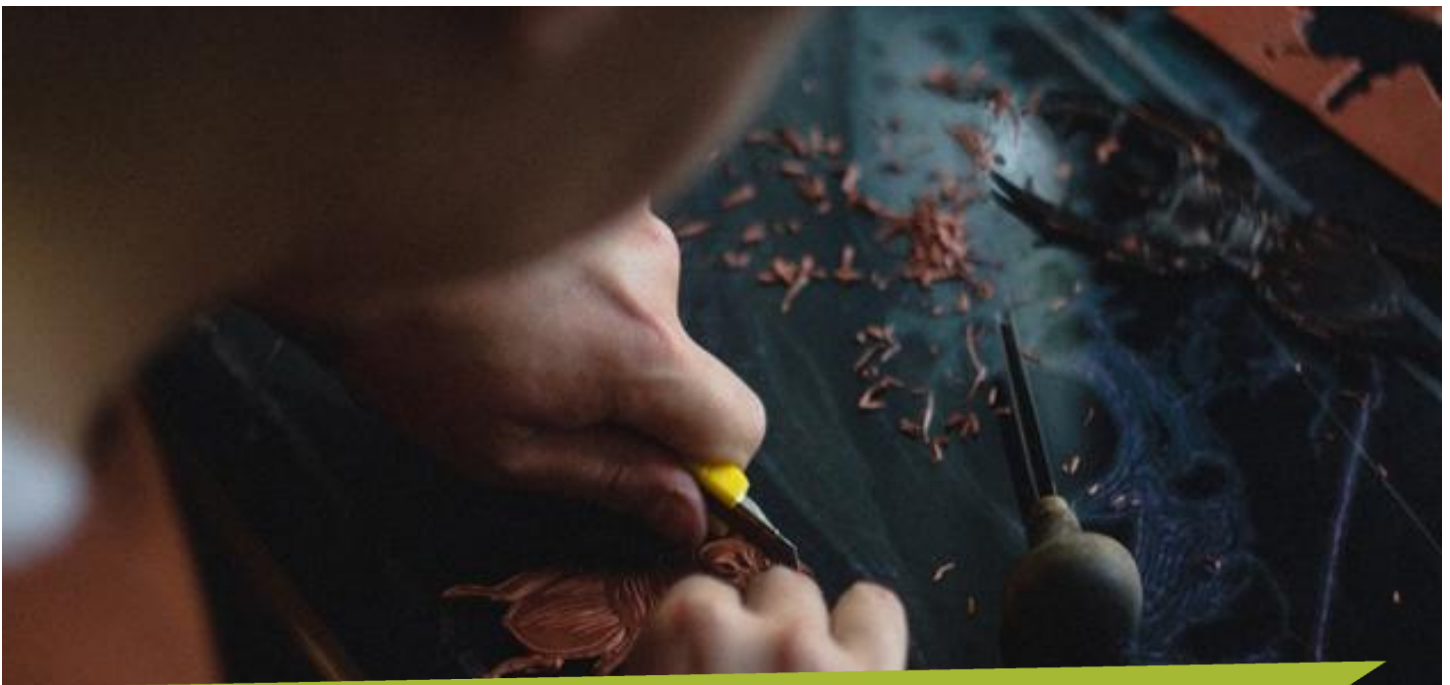
*Guide and support the up skilling process relating to the community leaders involved in pilot as change makers to develop or enhance physical creative hubs in local communities.*

*To support the publishing and promotion of the “Creative Communities Toolkit” to encourage the creation of further Alliances across Europe.*

The Creative Communities Action Plan template is currently under development and will be shared for each partner region on [www.creativecommunities.how](http://www.creativecommunities.how)



TOOL: Action plan template



## 4. Scoping the Reach and Remit of the Regional Alliance

After defining the Creative Communities Regional Alliance VMOSA , the next step is to analyze and map the current situation in your region. As a suggestion, your analysis can be divided into three parts:

- Identify and analyze the region
- Identify and analyze creative industries policies and programmes
- Mapping which we have mapped across three strands:-
  - *Creative Industries Hubs & Infrastructure*
  - *Creative Industries Training & Supports*
  - *Creative Industries Networks*

### 4.1 Identify and analyze the region

The Creative Communities Regional Alliance may be progressed as a regional or local initiative depending on the Alliance's preferences for how they wish to define the region. The regional approach has significant advantages when considering the particular dynamics involved in building a creative cluster, economies of scale and maximising resources. Taking a regional rather than a local approach may enable a greater depth of analysis into the issues prevalent in the creative industries sector.

With this first step in the analysis, it is important to profile the relevant information about your region.

- Creative industries profile – it's monetary value and employment therein), the key creative industries sub sectors and regional strengths
- Creative industries infrastructure availability and deficits
- Regional entrepreneurial climate and start-up self employed culture
- Potential barriers in the creative industries sector (e.g. poor broadband in rural areas, lack of workspace options, weak networks opportunities)

Within the Creative Communities project, the partners used the following rationale for selecting their remit areas:-

Country	Remit Area for the Regional Alliance
Ireland	The region was defined as a cross county collaboration Roscommon, Galway and Mayo. This area was chosen based on two factors <ul style="list-style-type: none"> <li>- The area is hugely lacking in resources for the creative industries sector</li> <li>- The strong stakeholders and supporting agencies within this region and feel this.</li> </ul> On local level, the town of Ballaghaderreen, Co .Roscommon was identified as the base for setting up a creative workspace hub.
Northern Ireland, UK	Geographic remit based on the political unit within which they operate - Armagh Banbridge Craigavon Borough Council area
Sweden	The region was defined as the county of Blekinge (including Kristianstad) in the municipality of Ronneby was chosen on the basis of its unemployment situation in this area, which is significantly higher than the national average for migrants and youth. This area has the potential to become a regional creative hub.
Poland I	The Szechin based Alliance chose Western Pomerania as the region as the creative industries is emerging as a sector of enormous potential. Their goal is create a model that could be easily transferable to other regions in Poland.
Poland II	The city of Łódź was chosen as the remit area as it is the main centre of influence of the stakeholders involved in the Alliance. The city was a former textile industry empire and though a revitalization process is now a city of modern technologies and creative enterprises.

## 4.2 Identify and analyze creative industries policies and programmes

After defining the region and agreeing the Alliance's geographical scope, it is now time to identify current creative industries sector policy and support initiatives in that region. Who are the stakeholders involved in providing enterprise and training support in the sector and identifying key gaps in provision. This should be done on both regional and national levels. In addition to secondary/desk based research, it will be important that consultations are held with a range of stakeholders, including policy makers from government agencies, policy influencers from trade bodies and support providers, local councils, community organisations with underutilised buildings, membership bodies, educational institutions and training providers and with a number of creative entrepreneurs across sector disciplines.

### i) Secondary Research

Drawing from government, academic and industry research and market reports, the purpose of the secondary sources is to identify sources of information which are useful and also highlight policy-programme gaps.

**Please utilise our Secondary Research Tool.**

### ii) Consultations

One of the most powerful exercises it to engage on a one to one basis with a range of stakeholders, including policy makers from Government agencies, policy influencers from creative industry sector, key creative entrepreneurs and support providers.

## 4.3 Mapping

Taking the information you have gathered, it is very useful to map your findings in a visual format. In the Creative Communities project each region did this according to three categories which are the 3 priority areas for their Alliances. The free Google Maps tool was used to plot existing provision. The links provided relate to the Roscommon, Ireland mapping exercise:-



- I. Creative Industries Hubs & Infrastructure: <https://goo.gl/hHUa2K>
- II. Creative Industries Training & Supports: <https://goo.gl/pEbK9m>
- III. Creative Industries Networks: <https://goo.gl/IWjSD9>

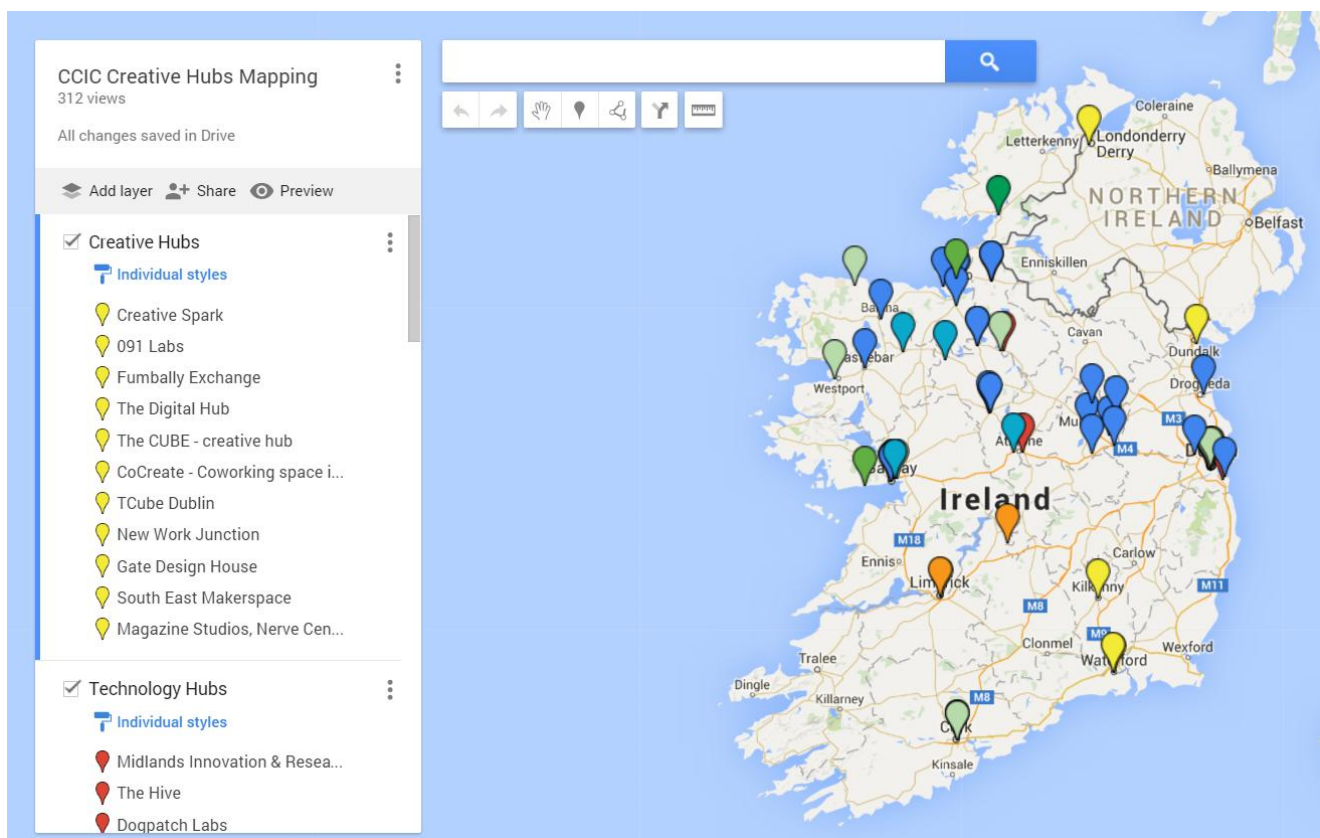
**Please utilise our How to Create a Google Map tool**

If your Alliance has set the vision to establish a creative industries workspace hub, surveying existing creative workspace options, be underutilised public, community or commercial facilities can be very helpful. Likewise, existing creative entrepreneurs may have unused space or additional capacity. Think about and scope out the following considerations:

- What are existing facilities? (maker spaces, independent workspace units, co-working facilities)
- What is its purpose and who is the promoter of these facilities organised?
- What is the technical specification and cost of the facilities?
- To what extent is it available?
- What are access barriers / limitations?

Keep in mind that enterprise goals will vary depending on whether the creative industry workspace is organised by local government, non-profit organisations (e.g. cluster collaborations), for-profit companies, universities or economic development agencies.

**Mapping of Creative Hubs in Ireland – view on <https://goo.gl/hHUa2K>**





## 5. Formation of the Alliance

There is a wonderful Irish expression that 'a good start is half the work' ☺. This important Alliance formative phase should be progressed with great focus and energy. As an Alliance consider:-

- **Scope and view of the Creative Communities Regional Alliance** - are the objectives of the Alliance many and overwhelming or few and manageable?
- **Priorities**- What are the priority issues and concerns that are common to all participants in the Alliance?
- **Representation**- Have we contacted as many stakeholders as we think necessary to effect change in the regional creative industries sector?
- **Accountability**- To whom is the Alliance ultimately accountable? Our organisations, others?
- **Rules, roles, responsibilities, and duties** - All require clarity and may need to be written down.
- **Communication** – How are we going to have timely, consistent, useful, and comfortable communication that meets our needs?

## 5.1 Reach Out - methodologies that work..

You have created and qualified your stakeholders listing; it is now time to reach out.

If you know your stakeholder ...	If you do not know your stakeholder ..
<p>Firstly, make personal contact by telephone or by email to explain the project, why they should be involved and ask for their support in coming to an introductory meeting. You are using your personal connection to illicit their involvement – this is very effective. This is also a useful opportunity to ask stakeholders how they feel about establishing a Creative Industries Regional Alliance.</p> <p>Secondly, issue a formal letter of invitation. So few of us receive postal correspondence that a well worded and compelling letter of invitation will stand out. Include a well worded description of the project highlighting the regional impact that a creative industries stimulus can have. The call to action in your letter is to invite them to an Introductory Meeting and Information Workshop of the Creative Communities Igniting Change.</p> <p><i>Use our template provided.</i></p>	<p>Issue a formal letter of invitation – sent by post. Personalise this letter to ensure that your invitee is named and they are clear as to why they are being invited to attend and how they can benefit from their involvement. If they are not available, ask them to refer the invitation to a colleague.</p> <p>Include a well worded description of the project highlighting the regional impact creative industries stimulus can have. The call to action in your letter is to invite them to an Introductory Meeting and Information Workshop of the Creative Communities Igniting Change.</p> <p><i>Use our template provided.</i></p>

## 5.2 Host an exceptional first Meeting!

Given this is a creative project, it is appropriate to include a creative element to the first meeting. Perhaps host the meeting in an interesting location? Perhaps meet with creative entrepreneurs who present their businesses while explaining their growth challenges be they workspace, training, finance or routes to market/commercialisation? Setting the scene will make it much easier to explain the project concept. The meeting instigator should provide a very robust overview of the Creative Communities concept, its potential and the mechanics of how the Creative Communities Regional Alliance will work. While the first meeting may be informal in its tone, it is important that progress is achieved as outlined in previous sections and concentrating on:-

- Define your geographical region – where will your Alliance apply itself?
- How else should be involved? Your Alliance members can use their networks to identify and gain buy-in from other relevant stakeholders.
- Rules, roles and responsibilities - each Alliance should appoint a lead organisation or champion who will provide secretariat services to the Alliance. All rules and roles require clarity and may need to be written down as you elaborate on the Alliance purpose and using the strengths of your stakeholders.
- As a final result, each Alliance should develop an Action Plan to support the partnership development and sustainability – see [www.creativecommunities.how](http://www.creativecommunities.how) for examples of Regional Alliance Action Plans.

At the outset it is important to consider and agree how and when the partnership will engage. As mentioned, we would recommend the process should unfold over a series of 4-5 plenary meetings over an 18 month period. It is very important that robust communication tools are adopted to allow for the free flow of information and allow maximum interaction outside of project meetings.



We would recommend each Alliance establish:-

- a file sharing mechanism (e.g. Dropbox),
- a group email and text message circulation and
- hold regular conference/ Skype calls in advancement of their objectives between plenary meetings

### **Do not forget - Capture the event**

Make sure to get a creative photograph of this first meeting and develop a press release to send to local press. Make specific mention of the stakeholder organisations involved in the Alliance.

## **5.3 Follow up Meetings**

<b>Meeting 2 - Defining the Vision and Research Phase</b>	You may already have a clear idea of the reasons why there is a need to provide a creative industries stimulus in your region. Your second Creative Communities Regional Alliance meeting should be used to explore and agree what the shared vision is for the Alliance. As we highlighted earlier, it is important to explore the challenges and opportunities to others and encourage their support, it is important that you clarify a strong vision; check there is sufficient support for this vision and understand your project's unique potential attributes. This can be done by holding a facilitated workshop or informal forum event.
<b>Meeting 3 - Identification of Best Practice</b>	<p>A very powerful exercise which Alliance members actively contributed to was the compilation of best practice case studies. These will be included in the Ignite Creative Entrepreneur training programme, but are also included as part of this Toolkit for valuable shared learning across three key themes (as tools, we share the questions which generated the case studies below).</p> <ul style="list-style-type: none"><li>• <b>Successful and inspirational creative entrepreneurs</b> The questionnaire collector for this category is <a href="https://www.surveymonkey.com/r/CCICcreativeentrentrepreneurs">https://www.surveymonkey.com/r/CCICcreativeentrentrepreneurs</a></li><li>• <b>Creative collectives or networks</b> The questionnaire collector for this category is <a href="https://www.surveymonkey.com/r/creativecollectives">https://www.surveymonkey.com/r/creativecollectives</a></li><li>• <b>Inspirational creative workspace hubs</b> The questionnaire collector for this category is <a href="https://www.surveymonkey.com/r/creativehubs">https://www.surveymonkey.com/r/creativehubs</a></li></ul>
<b>Meeting 4 - Bring the Research Phase to Life and Assessment of Resources</b>	With the new and valuable information compiled by the Alliance, it is important to make the findings available in an accessible format. Not only will the research be included in the Creative Communities Regional Alliance Action Plan, it has great resonance at regional level. For example, in Northern Ireland, through mapping they established that there are a number of hubs within the region, each of which has a different remit, geographic catchment, intended client and type of support they can offer. The Alliance is working to develop a strategy that provided co ordination of effort, resources and opportunity for clients & the hubs themselves.
<b>Meeting 5 – The Action Plan and Planning a multiplier event</b>	Development and signing of Action Plan: Stakeholders in the CCiC Regional Alliance develop and commit to an Action Plan of collaborative actions to increase the levels of creative entrepreneurship for disadvantaged groups at community level, to be implementing in the next 12 - 18 months. They will also address sustainability plans for their influential structure. Like the title says, a Multiplier Event is an Erasmus + tool that allows an EU project to highlight and disseminate a key output. It is the clear experience of the Creative Communities project that the Alliance stakeholders become very animated by the opportunity to convene a regional creative industries event. See an event promo video from Ireland - <a href="https://youtu.be/YhuSnSE2Ot0">https://youtu.be/YhuSnSE2Ot0</a> and brochure. download on <a href="http://www.creativecommunities.how">www.creativecommunities.how</a> .



### Roscommon, Ireland

- As part of the introductory first Alliance meeting we held a brain storming workshop with our stakeholders to identify what existing policies, programmes, resources etc. already existed within our region that support of creative industries and entrepreneurs.
- We provided attendees with an audit template (in both soft copy and hard copy) to be completed for the 2<sup>nd</sup> plenary meeting to capture what they were aware of in terms of existing activities, resources that already exist that relate to the CCIC project. This was a very good exercise as it identified the gaps and needs within the region. As a regional alliance we could clearly identify how we could develop actions to address the gaps and needs within the region.
- As a result of the template completed by all stakeholders we successfully mapped all existing and immerging resources in the region through Google maps. This mapping system is a credit to all concerned and will have a huge impact on the continuity and assistance to the Creative Communities and Entrepreneur's in our region. It also assisted us to identify possible absent stakeholders.
- By working with stakeholders such as Local Authorities, LEO, GRETB, Enterprise Agencies, VET etc. we were able to work conjointly and progress all existing and emerging policies and programmes to support the CCIC project.

### Sweden

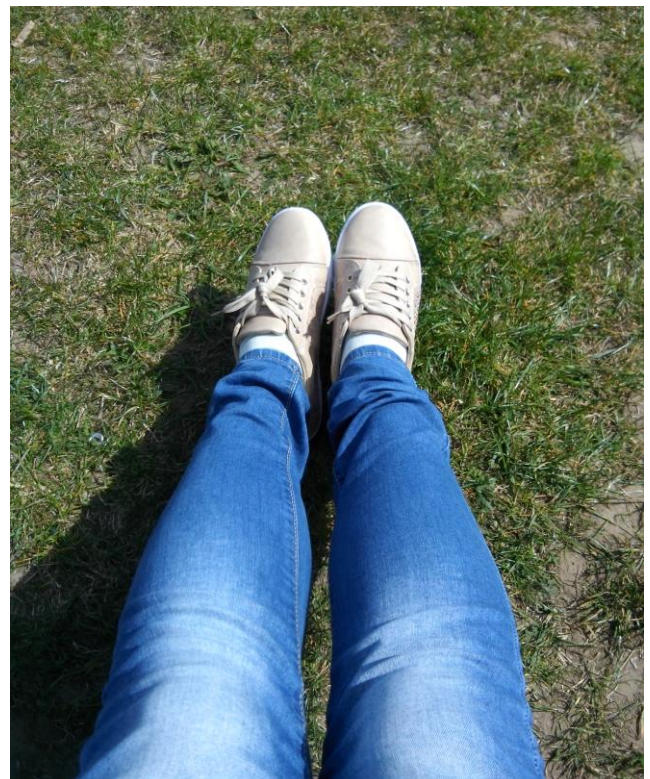
- The mapping exercise is very valuable. Our Alliance found there were lots of existing programmes focused on starting your own business. These were either very traditional and unsuitable for creative entrepreneurs who have dynamic business models or at the upper end of the scale such as incubators and clusters of innovation.
- Bringing in guest speakers to give input to the partners has been very effective

### What have been the challenges in setting up and managing your Alliance?

- **Northern Ireland, UK** - A challenge is to make everything work logistically i.e. meeting places, times.
- **Sweden** - managing time, to find time to gather people from their tight schedules.
- **Poland** - Convincing people involving in other creative industries projects that we have something new to offer. Managing time so our stakeholders could meet despite their different schedules.

### Overcoming challenges

- Combining group meetings and meetings with individuals to build a project knowledge base and working relationships.
- A thorough explanation of concept.
- Set meetings at times suitable for the partners, have short meetings with a short agenda.
- Sell the benefit of creative communities supporting creative entrepreneurship across our city and region, although new, has been well understood by stakeholders





## 6. Communications Tools

### 6.1 Branding

The Creative Communities Igniting Change project benefitted from the use of a strong branding strategy from the outset. Other Alliances wishing to adopt our approach are very welcome to use these branding and marketing templates, free of charge. The branches represent a grass roots (community) and creative approach with branches growing, all reaching up, together but separate.



The diversity of creativity is highlighted through the different types of leaves and the rich incorporation of colours. The tree icon lends itself to the project theme e.g. Igniting - growth and change.

Please email [admin@creativecommunities.how](mailto:admin@creativecommunities.how) for our branding and marketing tools.



## 6.2 Important to Gain Commitment

The Creative Communities Igniting Change Regional Alliances benefitted from the development of a Pledge Card which was widely disseminated in each country. Not only did this build awareness about the project, it elicited a 'pledge' to support the overall objectives of the project – this had a very powerful effect.

**Company/organisation/individual pledge**

**I want to help make our region a supportive environment to harness the potential of the creative economy, both for emerging entrepreneurs and at community level**

Your Name: ..... Company/Organisation: .....

E-mail address: .....

 Find out more on [www.creativecommunities.how](http://www.creativecommunities.how)

Creative Communities Igniting Change is an  Erasmus+ funded project

## 6.3 Creative Communities Regional Alliance Communications Strategy

The external role of communications is to ensure that the work of the Alliance is visible, in order to organise support and indeed attract resources and commitment.

Firstly, a communications strategy should be developed – which should be linked to the Alliance’s overall strategic plan and actions therein. Sufficient resources – both time and financial resources – need to be dedicated to communications. Designating a communications/press officer can facilitate this and help those outside the Alliance know where to turn for information. Nurturing good contacts with local media and having an active presence on social media channels are crucial. The Alliance’s successes should be presented regularly to policy makers.

## 7 Sustainability

While the Alliance serves as a catalyst for change and capacity building in the regional creative industries sector, it is important that your Alliance thinks about and plans for sustainability from its inception as opposed to when your project is nearing completion. At least a year before your Alliance's work plan ends, you should explore a plan for a more deliberate and formal process. It can also be useful to form a sub group or committee to work specifically on this issue. This sub group can make recommendations to the Alliance for further consideration. It is important for stakeholders to consider what is really necessary to support the continuation of the Alliance and how new commitments can be elicited.

**Sustainability planning considerations** include:-

- Building upon and enhancing established activities can be a firm basis for added value progress
- Work to create a strong Alliance (stable, goal focused and strong engagement through all members). Gain endorsement, support and/or commitment from the top of the organisations involved.
- Initiate achievable projects that are aligned with your priorities and also help other organizations fulfill their mission.
- Sustainability is enhanced when the Alliance engages in public relations from the outset to keep your activities/issues highly visible.
- Obtain enough resources to generate an initial success and then try to secure more long-term funding for new projects that are based on a demonstrated need in the creative community. Harness cross sector support as opposed to a single funder approach
- Build the capacity of the creative community to enable advocates and changemakers
- Where possible maintain continuity in Alliance members.
- Include policy change and Integrate the work effort within existing systems.
- Build alliances with other groups that have a similar mission.
- Have a separate group/committee focused on sustainability so that others can focus on the Alliance's desired outcomes. Explore alternative approaches for sustainability, be flexible.
- Make evaluation a priority throughout the lifetime of the Alliance.

## Other Resources



Our other project outputs including our FREE online courses will be available on [www.creativecommunities.how](http://www.creativecommunities.how)

Follow us on Facebook [www.facebook.com/creativecommunitiesignitingchange](http://www.facebook.com/creativecommunitiesignitingchange)  
and Twitter @ccicproject

### Tools to assist you establish a Regional Alliance

download from [www.creativecommunities.how](http://www.creativecommunities.how)

1. Template for analyzing your Alliance stakeholders
2. Regional Action Plan template
3. Secondary Research Tools
4. How to Create a Google Map tool
5. Reaching out tools – letters





[www.creativecommunities.how](http://www.creativecommunities.how)

