



Medway InCompass Project Report – Part Two

Medway Regional
Implementation
Plan

December 2014

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Section 1 – Summary of Regional Implementation Plan

1.1 Introduction

This document is to be read in conjunction with Medway InCompass Project Report – Part One, which provides the context and background for the Medway Regional Implementation Plan.

This Regional Implementation Plan has been developed for Medway as part of partner commitments for the EU funded InCompass project. While it has been developed through the InCompass project, the Regional Implementation Plan is intended for use by partners with an interest in the development of the creative industries in the Medway region.

1.2 Executive Summary

The Medway Regional Implementation Plan is set out as follows:

- Agreed Partner Objectives
- Projects List
- Key delivery partners
- Key resources and methods of delivery
- Timeline for delivery

A summary table of the projects, with short description of the Medway Regional Implementation Plan is included in Appendix 1 to this document.

The Medway Regional Implementation Plan (RIP) has been finalised following consultation with Regional Implementation Group members. The approach of the Medway RIP has been to create a framework of a range of projects to support the development of creative industries going forward.

Together, this framework of projects is intended to create a strategic approach that provides the basis for increased collaborative activity among regional partners. This is reflective of the consensus that emerged among partners in the development of the RIP, in that individual partner resources are being increasingly restricted, and that closer collaboration on projects was both necessary and desirable.

Dissemination of best practices observed from the InCompass project has provided a significant amount of assistance to Medway partners in conceiving the framework of projects that now populate the Medway RIP, as evidenced in the proposed projects and activities below. The proposed projects are intended to provide a guide and reference point to policy makers and funders, and are currently at different stages of development.

- Strategic partnership – Medway will establish a formal partnership to provide a strategic overview of the creative industries activity in the region. It will apply some of the best practices observed among partners in Medway to ensure a greater level of collaboration between RIP projects.
- Medway Incubator – Medway partners are currently in negotiation with the Director of the Centre of Creative Collaboration on setting up a new multi-partner incubator in Medway using the same model as a basis for developing new creative businesses.
- Small business finance scheme – Medway partners will extend current business loan projects to specifically target the creative industries sector, using the model observed at Cockpit Arts, to support the work of other RIP projects.
- Business Development vehicle – Medway proposes to establish some resource to work with new creative businesses in a similar way to the support provided by Cockpit Arts. This project is yet to be agreed, but it is anticipated that it will work closely with the incubator proposals.
- Specialist training programme – Medway proposes to replicate the ‘coding academy’ project run by Camden Collective, and is currently in negotiation with Camden Collective to begin this project.
- Event programme – Medway partners propose to emulate the example provided by Carnival Lab in Patras by working with Medway Council to open up opportunities for new creative businesses to supply services to existing Council events.
- Music venue – Medway partners are currently in negotiation over establishing a multi-purpose music venue, operated on a non-profit basis in Medway.
- Creative Agency – the Medway RIP proposes to extend an agency project currently underway in Mid Kent College, which provides students with opportunities to work on commercial projects.

Section 2 – Analysis

2.1 Introduction – Best Practices in Medway Context

This section provides an analysis of how the best practices observed in the course of the InCompass study visit programme are relevant, or can be relevantly applied, within the Medway context.

It presents a series of the most relevant examples provided by projects seen in the study visits listed below:

- Rotterdam – The Netherlands
- Milan - Italy
- Malmo (including Lund and Copenhagen) – Sweden/Denmark
- Beja (including Lisbon) - Portugal
- Patras - Greece
- Aviles (including Gijon) - Spain
- Medway and London - England

This part of the report concludes by outlining some broad conclusions on the findings of the project in relation to the requirements of Medway, and Medway partners.

2.2 Rotterdam

2.2.1 Creative Factory - Best Practices

Although the Creative Factory project has now closed, it offers several areas of practice (listed in Section x) that could be replicated or imitated by Medway partners.

Potential Activity	Relevance of Creative Factory in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	Desk Charging: The potential to apply a fixed charge per desk in a model to run workspace/incubation. This approach would introduce a simple regime where cost increases as clients grow, thereby making alternative premises cheaper. It would also enable accounting for desks offered at reduced terms (which could be subsidised by other funding). In the Rotterdam example, interns for client companies are provided with free space – a cost supported by the Municipality (as part of its social regeneration objective to open up employment opportunities to unemployed local people).
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	As above (rental model could be equally applied to incubation space).
Events – can the practice relate to existing or proposed	Co-location of multi-use of space: The site of the Creative Factory includes a number of revenue generating uses, including the

Potential Activity	Relevance of Creative Factory in the Medway Context
events activities in Medway?	provision of space for external events (operated by the Creative Factory), a Cafe and catering (operated as a concession with income accruing to the Creative Factory), and a nightclub (operating on a lease with rental income accruing to the Municipality).
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	Developing links to business: The Creative Factory developed close links with Rabobank , which included Rabobank taking a seat on the project board, and providing mentoring services and access to funding for viable business propositions.
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Project plays a social regeneration role (introducing unemployed young people to enterprise and CCIs) - this is revenue generating as it is part of a service for the municipality

2.3 Milan

2.3.1 Fabbrica Del Vapore – Best Practices

The Fabbrica Del Vapore provides an example of a municipality-owned building that houses a genuine creative-focused incubator. Although of a large-scale, the practices listed in section x are thought to offer the opportunity of replication in a Medway context.

Potential Activity	Relevance of Fabbrica Del Vapore in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	The incubation workspace offer provides a number of specialist resources co-located on the project site, including an specialist library and guest accommodation.
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	The incubator has a detailed application process , which includes the involvement of expert input in the assessment process (provided by the Bosconi Business School). The relevant expertise to replicate this sort of applied process exists among Medway partners (Kent Business School).
Events – can the practice relate to existing or proposed events activities in Medway?	The scale of the site enables large scale creative activity to be co-located (such as fashion shows and performance space).

Potential Activity	Relevance of Fabbrica Del Vapore in the Medway Context
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Fabbrica del Vapore provides a strong example of the local authority making use of a large former industrial site in its possession.

2.4 Malmo

2.4.1 Media Evolution/Media Evolution City – Best Practices

The Media Evolution/Media Evolution City project provides strong examples of practices for Medway projects to potentially adopt. These include options for the creation of accelerator, business and network development activities

Potential Activity	Relevance of Media Evolution (City) in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	The financial model for MCE is supplemented by the inclusion on the ground floor of a restaurant and large bar area. MCE is the leaseholder to the whole building, and was actively involved on the design of available workspace. MCE find that its clients (who are mostly members of Media Evolution) are prepared to pay for a more suitable workspace offer. The availability of the restaurant and bar adds to the appeal of the building.
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	MCE provides a support system designed to help accelerate the expansion of clients (established companies). This support system acts in 3 areas - market creation (business development), competency (learning), and meeting areas (developing network connections).
Events – can the practice relate to existing or proposed events activities in Medway?	Through its strong contacts with local businesses (many of them are network members), Media Evolution facilitates networking activities such as round-table meetings with business sectors, and regular social events (usually held in MCE).
Education/Learning – can the practice be	N/A

Potential Activity	Relevance of Media Evolution (City) in the Medway Context
applied to existing or proposed learning provision in Medway?	
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	As above
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Media Evolution is not-for-profit company, which acts on a membership/subscription model, but owns (profit making) Media Evolution City

2.4.2 MINC (Malmo Incubator) - Best practices

The MINC model is a strong example of an incubator model focused on start-up businesses. It also provides workspace for established companies, and operates in close partnership with Media Evolution (and Media Evolution City, which is around 500m away).

Potential Activity	Relevance of MINC in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	N/A
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	Operates an exclusive incubator programme on a rolling basis over 24 months. The intake is limited to 30 places, with key progression stages, and approximately 50% drop out (which triggers a new intake). The project operates a strong CPD programme for mentors – including regular visits to Stanford Univ to keep up to date with latest incubation thinking. The incubator also prioritises individual talents over the business idea – if the business fails, the incubator may offer further support to the individual to pursue a new idea.
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	The incubation process at MINC prepares clients for international competition, and places an emphasis on speed to market. The international emphasis includes coordination of trade missions.
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A

Potential Activity	Relevance of MINC in the Medway Context
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Project is owned by the Municipality, but operated at arms-length by the project management. The board is business-focused and has no political or council representation.

2.4.3 Ideon Innovation/The Creative Plot (Lund) – Best practices

Ideon innovation provides an example of how a multi-faceted model of incubation can work. Within Ideon Innovation, the Creative Plot is a small-scale incubator focused on the cultural end of creative industries.

Potential Activity	Relevance of Ideon Innovation/The Creative Plot in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	The Creative Plot actively engages with creative community, seeking applicants
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	Ideon co-locates incubators focusing on different sectors, and mixes university-linked and external start-ups. A key identified outcome is that the project has noticed that cultural companies are far quicker to market than tech companies The incubator runs a model of 'excubation' - which are externally orientated, enterprise focused processes to support start-ups, requiring less management and control.
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Ideon Innovation is run by a profit-making subsidiary of the charitable foundation.

2.4.4 Danish Design Centre (Copenhagen) – Best practices

The DDC is an independent, government funded organisation focused on collecting, communicating and testing knowledge on factors influencing design, and how design can be a driver for innovation

and economic growth. It is included in the analysis as an example of an organisation that can fulfil this key role of developing the sector.

Potential Activity	Relevance of Danish Design Centre in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	N/A
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	N/A
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	DDC engages with micro businesses in the CCI sector in an innovative way, to help form consortia to be able to respond to public sector problems.
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	DDC engages with micro businesses in the CCI sector in an innovative way – bridging gap between established businesses, and ‘creative underground’
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	The DDC has a prominent, strategic role with Denmark/Copenhagen, and it uses this influence in liaising with public sector to promote the use creativity to solve problems

2.5 Beja/Lisbon

2.5.1 LX Factory Best Practices

The LX Factory is a former factory site owned and managed since 2008 by a real estate investment firm, with no public sector involvement, thereby offering a sustainable model of a creative quarter, which is now home to a range of creative and complementary uses - agencies, architectural practices, photography and fashion studios, combined with workshops, shops, catering, boutiques, hairdressers.

Potential Activity	Relevance of LX Factory/Co-work Lisboa in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	CoWorkLisboa – the entrepreneurial approach has been successful in securing services (such as broadband) provided under a sponsorship deals. It also provides a kindergarden service for clients, which are both relevant for Medway’s ambitions to provide creative work and incubation space.

Potential Activity	Relevance of LX Factory/Co-work Lisboa in the Medway Context
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	As above
Events – can the practice relate to existing or proposed events activities in Medway?	LX Factory – the location on the former factory site of a permanent large flexible events space provides significant impetus for creative activity. The project puts together an events programme to complement the creative activities on site – includes hosting Sunday street markets which are very popular for visitors and good for profile raising. There is a strong parallel for Medway in its ambitions to host street-based activity in the Lower High Street/Sun Pier House.
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	LX Factory – Private developers take on derelict post-industrial buildings and use a creative-led approach to drive a mix of complementary uses add to the vibrancy of the location. Medway could apply elements of the strategy for its approach to catalysing development in the Lower High Street area. The approach could also be applicable to the Historic Dockyard.

2.6 Patras/Western Greece

2.6.1 Patras/Western Greece – Best Practice

The Carnival Lab in Patras is a non-profit company established in the 1950's and, each year acts as a hub for the city's creative resources – both professional and voluntary, thereby offering some examples of practices potentially applicable in the Medway context.

While the scale of the Patras Carnival is significantly larger than events currently held in Medway, the principle of using those events to drive creative activity and to develop creative businesses is certainly relevant to Medway.

Potential Activity	Relevance of Carnival Lab in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	N/A
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	N/A
Events – can the practice relate to existing or proposed events activities in Medway?	The use of an event as a critical economic driver for creative activity is considered to be an example of best practice.
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	The Lab has an established a network of corporate sponsors, who provide support in recognition of both profile and economic activity that the event generates for the city. The practice of approaching the local business community for sponsorship support the establishment, continuation and even expansion of event activities is something that could be replicated.
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	N/A

2.7 Aviles

2.7.1 Factoria Cultura Best Practices

The Factoría Cultura is housed in a former textile factory - bought and refurbished by the Municipality as a centre for cultural creation and production.

It provides an example of how a higher education faculty can relocate to a multi-use creative space as it now houses the local School of Ceramics, which is most prestigious in Spain. The new building is more appropriate than the previous location and offers the School potential for future expansion.

Potential Activity	Relevance of Factoria Cultura in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	The combination of creative learning and heritage through the School of Ceramics with new creative space and multidisciplinary space targeted for young people, provides an interesting model that has clear parallels in the Medway context (with

Potential Activity	Relevance of Factoria Cultura in the Medway Context
	the combination of learning institutions, heritage and the relatively young population in Medway).
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	N/A
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	The project provides an example of combining creative production and consumption through bringing the artists/creators into closer contact/association with audience.

2.8 Medway/London

2.8.1 Camden Collective Best Practices

Camden Collective is a subsidiary of Camden Town Unlimited, which is the local Business Improvement District (BID) company. It therefore receives around £600,000 per annum in core funding from the local business community, which offers a sustainable financial model for creative industries support for the short to medium term.

Potential Activity	Relevance of Camden Collective in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	Workspace is provided for free, which enables small companies to employ people. (Businesses leave when they get too big as they need more and private space). As a result, CC finds that clients don't often say they need funding.
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	Incubator essentially hot-houses eight businesses over a three-month period
Events – can the practice relate to existing or proposed events activities in Medway?	Pop-up shop model includes an indoor market, which used local artists to design a low-cost interior.
Education/Learning – can the practice be applied to existing or proposed learning	The coding academy project offers intensive learning opportunities in relevant creative skills to

Potential Activity	Relevance of Camden Collective in the Medway Context
provision in Medway?	young people not in education or employment.
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	Camden Collective provides active and hands-on business advice to clients, including mandatory quarterly progress review sessions for clients. CC has developed KPIs to measure business progression (and all new businesses are benchmarked)
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	The inclusion of key creative industries priorities in the objectives of the local BID demonstrate that the importance of the agenda can be shared by local (non-creative) businesses.

2.8.2 Cockpit Arts Best Practices

Cockpit Arts is an incubator focused on Crafts run by charity with a non-profit trading arm. It operates over 2 sites in London (one leasehold and one freehold). 93% of its income is generating through trading revenues, with a further 7% coming from private sponsorship, so it provides a wholly sustainable model of creative business incubation.

Cockpit Arts does not seek any public funding, and its only dealings with the public sector is the rent it pays to LB Camden for the lease on its main building.

Potential Activity	Relevance of Cockpit Arts in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	N/A
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	Cockpit Arts has onerous application process, in which prospective clients need to demonstrate a strong understanding of business. Cockpit Arts has a strong mentoring scheme, with former clients and hand-picked advisors.
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	Very strong business development support processes, including developing links to buyers. Cockpit Arts has also developed a small business finance scheme, in partnership with a charity, which has a zero default rate.

Potential Activity	Relevance of Cockpit Arts in the Medway Context
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	85% of clients are female

2.8.3 Trinity Buoy Wharf Best Practices

Trinity Buoy Wharf offers a sustainable model of a creative place as it is self funding. The site was given by LB Tower Hamlets on long-lease to the Trinity Buoy Wharf Trust (a Charitable Foundation), which sub-leases the space to Urban Space Management (USM) on a commercial basis. As part of the arrangement, USM pay 25% of income to trust for arts development purposes

Potential Activity	Relevance of Trinity Buoy Wharf in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	USM offers space at a market rate to a number of different uses, some of which cross-subsidise artistic uses, thereby helping to create the objective of creating an interesting place through co-location of diverse activities.
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	N/A
Events – can the practice relate to existing or proposed events activities in Medway?	A wide variety of events take place at Trinity Buoy Wharf, from weddings to exhibitions to film shoots.
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	The uses on the site include a Parkour Academy and a primary school.
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Finance model helps generate funding for art, which increases the attractiveness/reputation of the place.

2.8.4 London Accelerator Best Practices

London Metropolitan University control the charity that runs the London Accelerator, which combines commercially-let workspace with hatchery targeted at student spin-outs in tech and creative industries.

Potential Activity	Relevance of London Accelerator in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	The Accelerator houses established businesses at commercial rates to cross-subsidise the Hatchery project.
Incubation – can the practice be applied to existing or proposed incubation support in Medway?	The London Accelerator’s approach to incubation (the Hatchery) involves an onerous application process.
Events – can the practice relate to existing or proposed events activities in Medway?	N/A
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	The project provides a variety of hands-on experiences for students in a commercial environment – this is important for students increasingly looking for active entrepreneurial and live commercial experience
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	The Accelerator is increasingly working with corporates to assist the hatchery process (either in-kind, or through sponsorship - many are investing large amounts in start-ups)
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	N/A
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	London Metropolitan University control the charity that runs the project.

2.8.5 Centre for Creative Collaboration (C4CC) Best Practices

C4CC is a department of the University of London that operates on an independent basis, but it relies on core funding from 4 separate Higher Education institutions so is not currently financially sustainable. Its purpose is to create a neutral, project-based pre-incubation space for clients that can demonstrate a connection to the University of London.

Potential Activity	Relevance of Centre for Creative Collaboration in the Medway Context
Workspace models – can the practice relate to existing or proposed workspace provision in Medway?	Flexible approach means that the rental arrangement per client depends on the business circumstances.
Incubation – can the practice be applied to existing or proposed incubation support in	Space attracts students and lecturers alike - many University staff use the space as they are unable

Potential Activity	Relevance of Centre for Creative Collaboration in the Medway Context
Medway?	to pursue project ideas within the confines of the university environment.
Events – can the practice relate to existing or proposed events activities in Medway?	C4CC has developed a programme of events - partnering with a number of linked associations and organisations, which acts as a marketing tool.
Education/Learning – can the practice be applied to existing or proposed learning provision in Medway?	N/A
Business Development – can the practice be applied to existing or proposed business development activity in Medway?	N/A
Network Development – can the practice be applied to existing or proposed network development activity in Medway?	C4CC has become a hub of a number of relevant networks through offering space to not-for-profit organisations (such as sector groups) for free. As events begin to be held at the venue, event attendees are introduced to the project causing the network to expand. This policy has the effect of marketing the project for free.
Strategic – can the practice be applied at a strategic level in Medway/among Medway partners?	Multi-institutional backing and the insistence of collaboration.

2.9 Concluding Points

The best practices observed in the study visit programme provide a number of very interesting examples that are potentially applicable in the Medway context.

Although Medway partners have been working on a number of development projects for the creative industries since Medway's inception in 1997, it is the case that both measures to support CCI's and necessary relationships are not as well developed as among many of the cities visited for the InCompass project.

A clear observation however is that there is a clear tendency (in all likelihood driven by necessity) for Medway CCI development projects to be less reliant on large sums of public money than many of their European counterparts - Medway partners can make a little public money go along way.

Additionally, in putting together an action plan for future CCI development activities, Medway partners have the benefit of selecting practices which have been effective elsewhere, including in London, which experiences much of the same macro-economic and regulatory conditions as Medway.

2.10 Medway Priorities

There is a lack of a strategic approach to supporting Cultural and Creative Industries development in Medway, and there is no active delivery partnership working collaboratively towards common CCI development aims.

- › The InCompass project has identified a number of effective and joined-up partnership approaches in the study visit programme.
- › There is a clear appetite for active partnership working among the Medway Regional Implementation Group attendees

There is no current CCI-focused incubation space or programme in Medway, either among HEI partners, the public sector or the private sector.

- › There are a number of strong models for incubation of (different types of) creative businesses within the InCompass Project
- › There are several workspace projects in Medway, some of which have a CCI focus. There is also a clear intention among Regional Implementation Group partners that the creation of an incubator/set of incubators is both a desirable and important outcome for Medway

There is currently a relatively strong annual events programme in Medway (reportedly, Medway has the largest number of free festivals of any local authority in the South East). The potential linkages between those events and the local creative sector have not been adequately explored.

- › There are some strong examples in the InCompass project of events playing a critical role for economic activity generally and creative industries specifically
- › Medway is also home to a University Faculty dedicated to creative events (which is an increasingly important area of business actively)

Education and Learning is a key strategic priority for a number of Medway partners, and the InCompass project offers some strong examples of learning provision.

- › With the involvement of all the key educational institutions in Medway, this should be an important area for development among Medway partners

The InCompass project has clearly demonstrated the value of effective business development support structures for creative businesses.

- › By working in a collaborative and informed way, Medway partners should be able to construct an effective network of business development support which could establish a reputation for the area as a place where entrepreneurs want to come/know they can find leading-edge support

Best practice in Sweden has identified network development as a key requirement for new methods of incubation.

- › Measures to enhance network development and networking activities should be a relatively achievable element of the emerging Regional Implementation Plan for Medway.

Finally, it is worth emphasising some of the points uncovered in the PLACE! Conference in Kosice, which underlined the rapidly changing global economic paradigm that creativity is becoming an increasingly important part of.

Thought leaders such as Charles Landry and leading cities like Barcelona are emphasising the role of cities as constantly evolving. In this context, Medway needs to be both innovative and brave in truly embracing culture and creativity as a leading, if not defining element of its efforts to reinvent itself.

Section 3 – Regional implementation Plan

3.1 Introduction

The key output of the InCompass project for each partner is the development of a Regional Implementation Plan (RIP).

In the context of the project it is important that the RIP demonstrates the following:

- Introduction of new policy and/or activities, and/or changes in existing policy/activities to support creative industries development
- The influence of InCompass project in strategic decision making for local partners.

For project activities, either new or amended, the EU are particularly interested in those projects that show elements of best practices observed in the study visit process.

3.2 Structure

The structure of the Regional Implementation Plan is set out as follows:

- Agreed Partner Objectives
- Projects List
- Key delivery partners
- Key resources and methods of delivery
- Timeline for delivery
- Issues/Factors to overcome

3.3 Partner Objectives

The following are included as draft objectives for the Regional Implementation Plan:

- › For Medway to become a more economically vibrant place
- › For Medway to have more – and more innovative – cultural events
- › For Medway to establish a strong network of support and development for new creative businesses
- › For culture and creativity to become the defining part of Medway's image/place-making

3.4 Projects

The work of Medway partners on the InCompass project has therefore started to develop a set of projects and strategic approaches to populate a RIP for the local area (termed the region for the purposes of the project).

The proposed projects and areas of activities for partners are as follows (and a summary of these projects is included in Appendix 1):

- Strategic partnership
- Medway Incubator (Hatchery/Specialist incubator)
- Small business finance scheme
- Business Development vehicle
- Specialist training programme
- Event programme
- Music venue
- Creative Agency

3.4.1 Strategic Partnership

Project	Comment
<p>The project proposes to establish a formal strategic partnership to lead the development of creative industries in Medway.</p>	<p>Clear interest among partners for an active collaborative partnership</p>
Status	
Idea	
Description	
<p>The complexion of a strategic partnership model is not prescribed at this stage.</p> <p>There needs to be agreement in principle from partners that there is interest in establishing a formal partnership as an initial step.</p>	
Link to InCompass	
<p>The InCompass project provides some strong examples of strategic governance – most notably in Malmo, where the MINC is owned by the Municipality, but the Municipality takes no active role in project management and has board representation. There is also a close relationship between MINC and Media Evolution.</p>	
Policy Change	
<p>Medway currently has a Cultural Partnership, which is responsible for the development of the Cultural Strategy.</p> <p>There is not, however, a close alignment between the work of the Cultural Partnership and the Economic Development/Regeneration functions of the Council.</p> <p>A more formal – and potentially independent – strategic partnership for the development of creative industries could provide a delivery role for both the Cultural Partnership and ED/Regeneration.</p>	

Estimated Resource Requirements	
To be decided, although it is recommended that any formal strategic partnership be project/delivery focused, and not resource intensive.	
Headline Costs	
To be decided	
Lead Partner	
To be agreed	
Key Issues	
Ensuring a coordinated approach among strategic partners	

1. Does the project/idea directly address a priority of Medway partners?

Yes – by establishing a mechanism of delivery, the strategic partnership approach increases the chances of delivery of other elements of the Regional Implementation Plan.

2. What is the funding requirement to start the project?

Very small, if any – the partnership will be created among existing resources

3. Does the project fit with existing or proposed projects?

Yes – as above.

4. Is the project applicable in the Medway context?

Yes – strongly, because of the absence of an active delivery partnership.

5. Would the project contribute to realistic prospects for other proposed projects to become self-sustaining?

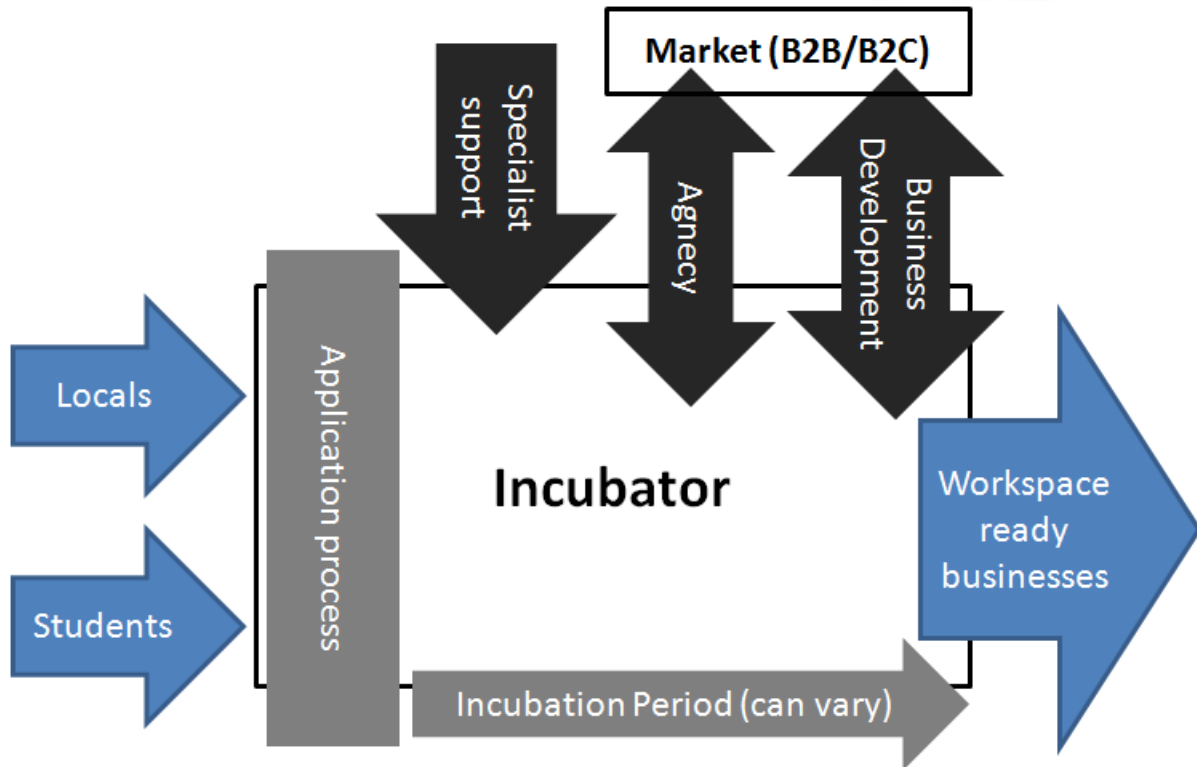
Yes – a strategic partnerships in the Medway context would need to be focused on establishing projects which are sustainable in the long term (as the prospects of long term funding support are minimal).

6. Would the project have strategic benefits for Medway?

Yes – the partnership would provide a link between strategy and delivery in Medway.

3.4.2 Incubator/Hatchery

The establishment of an incubator, or incubators in Medway will be a key project for the Medway Regional Implementation Plan, but it should be noted that there are a large number of options as to how such an incubator project could be established. The following diagram is a schematic of one of those options:



Project	Comment
Incubator (or Incubators) in Medway.	
Status	
Idea – an incubator project has been mooted among partners (including Medway Council, Nucleus Arts, Sun Pier House and UCA)	Interest from several partner organisations
Description	
<p>For the purposes of this document, a distinction is drawn between an ‘incubator’ and a ‘hatchery’ in that the former is open access, while the latter is focused on ‘hatching’ new enterprises from students in a respective institution. Partners therefore need to agree an approach which could take one, or a combination of the following options:</p> <ul style="list-style-type: none"> • A Generic incubator – with open access (including students) and operated on a partnership basis • A number of specialist incubators within the same project, again with open access (including students) and operated on a partnership basis • A separate single generic hatchery focused on students, operated by a partnership of educational institutions • A hatchery or series of hatcheries focused on students, targeted at specific sectors <p>Specialist incubators could be targeted at certain creative sectors: Discussions have been held between Medway Council</p>	

Arts Team and UCA regarding the establishment of a specialist music incubator project (which would be the first of its kind in the country)	
Link to InCompass	
<p>There is a number of best practice examples of incubator projects, or elements thereof, from the InCompass project that could be replicated by Medway partners.</p> <p>These examples include a number of low cost, and innovative practices, and it is likely that an emerging project could demonstrate a clear link a many of those practices – these include:</p> <ul style="list-style-type: none"> • Ideon Innovation (The Creative Plot) • MINC • Cockpit Arts • London Accelerator • Centre for Creative Collaboration 	
Policy Change	
<p>There is no current incubation project conducted by any organisation in Medway.</p> <p>There is, however, a clear strategic priority to enabling enterprise in the strategic objectives of the Council and education institutions.</p> <p>This is likely to change in the coming years with the proposed extension of the University of Kent Enterprise Hub project to a 2,000ft2 facility in the Chatham Historic Dockyard.</p>	
Estimated Resource Requirements	
Resource requirements will dependent upon the agreed priorities	
Headline Costs	
Not clear at this stage, but it is likely that an incubator project would not required significant capital investment (given the available space in and around Medway, and available to project partners)	
Lead Partner	
To be decided	
Key Issues	
<ul style="list-style-type: none"> • Agreeing preferences on priority areas/project approach • Resource commitment from partners 	

1.Does the project/idea directly address a priority of Medway partners?

Yes – it will seek to establish a increasing number of creative businesses in Medway. It should also strongly support partner objectives such as; increasing numbers of students staying in the area, and improving the profile of the area.

2. What is the funding requirement to start the project?

Tbc

3. Does the project fit with existing or proposed projects?

Yes – there should be close fit between work undertaken by:

- › Nucleus Arts
- › Sun Pier House
- › HEIs
- › Mid Kent College (Aspire Project)
- › Medway Council Economic Development, Regeneration and Arts Services.

4. Is the project applicable in the Medway context?

Yes – there is a conspicuous absence of an incubator in Medway.

5. Would the project contribute to realistic prospects for other proposed projects to become self-sustaining?

This depends upon the model or models employed. At this stage, partners need to develop a prudent plan to maximise the chances of establishing the project, which would suggest the requirement to demonstrate that the project can become self-sustaining.

6. Would the project have strategic benefits for Medway?

The project would be focused on delivery in the main, but an effective incubator programme could have strong reputational benefits for Medway partners.

3.4.3 Small business finance Scheme

Project	Comment
Establish a small business finance scheme for Cultural and Creative Industries in Medway	
Status	
Idea – Medway Council Economic Development section has operated an interest-free loan scheme (Partners for Growth) for local businesses successfully for over 15 years. The Council also partners with KCC/SELEP on the TIGER fund scheme which offers interest-free loans to businesses on a larger scale (the creative industries are a target sector of the TIGER scheme, which is under-subscribed).	Interest from several partner organisations
Description	
The project would create a specific fund to enable small business financing of creative businesses. The fund should be available to de-risk debt finance to creative businesses (given the difficulties that creative businesses have in accessing debt finance).	An extension and rebranding of a proportion of the Partners for Growth Scheme is a realistic first step for this project. New options may emerge as part

<p>The project should be linked closely to the preferred models for incubation. Medway Council has an established funding mechanism in place that could be utilised by a specific small business finance scheme.</p>	<p>of future Local Enterprise Partnership-funded loan programmes for small businesses.</p>
<p>Link to InCompass</p>	
<p>There is a very good example of a small business finance scheme attached to the Cockpit Arts incubator in London. As with Partners for Growth, the default rate is negligible (0%), which is a direct result of the personal relationships attached to the debt finance.</p>	
<p>Policy Change</p>	
<p>Alteration of the current policy for the Partners for Growth project would require approval from Medway Council Cabinet.</p> <p>Alteration of the TIGER fund scheme would probably require approval of SELEP and representations to be made to BIS for alteration of project conditions.</p> <p>Each of these potential policy changes may require a formalisation of a strategic partnership to give confidence to political partners of the benefits of the proposal, and that due process was being followed.</p>	
<p>Estimated Resource Requirements</p>	
<p>As there is an administrative process for each existing finance project, additional resource requirements are unlikely to be required. The Partners for Growth scheme includes a monitoring schedule conducted by independent business advisors, so resource could be allocated for this, although it is anticipated that this would be covered by resources for a separate (business development) project.</p>	
<p>Headline Costs</p>	
<p>It is possible that the policy could be implemented with little or no additional cost, as potential support funds already exist.</p>	
<p>Lead Partner</p>	
<p>Suggested as Medway Council Economic Development</p>	
<p>Key Issues</p>	
<ul style="list-style-type: none"> • Persuading a change in conditions of the existing schemes. 	

1. Does the project/idea directly address a priority of Medway partners?

Yes – increasing the availability of debt finance for creative businesses is likely to have an impact on key RIP objectives, alongside other strategic objectives such as job creation.

2. What is the funding requirement to start the project?

This is dependent upon the form of the fund. If it enhances/promotes access to existing funding provision (which is likely to be a sensible first step), then the additional funding requirements may

be minimal. If partners wish to either extend existing schemes or create a new scheme, capital funding will be required for set up.

3. Does the project fit with existing or proposed projects?

Yes – increased availability of debt finance for small businesses will be complementary to a number of other projects , including an incubator project, and the business development project.

4. Is the project applicable in the Medway context?

Yes – it is in line with stated partner objectives, and would either extend or emulate a very successful Medway economic development project (Partners for Growth).

5. Would the project contribute to, realistic prospects for other proposed projects to become self-sustaining?

The project would principally be focused on helping new businesses to become self-sustaining. If it were to be successful, it may have a secondary effect on other proposed projects – by increasing rent in received by an incubator programme, for example.

6. Would the project have strategic benefits for Medway?

Not explicitly, as it would be focused on delivery.

3.4.4 Business Development Project

Project	Comment
Establish a Business Development project to provide support the for Cultural and Creative Industries in Medway	
Status	
Idea – business development assistance is considered to be a critically important element of incubation support	Strong support from RIG partners
Description	
The project would establish capacity to focused on assisting new (and existing) creative businesses with progressing the business. This support would include: <ul style="list-style-type: none"> • Providing market intelligence • Assisting with business planning • Developing relationships with buyers • Mentoring and monitoring The project could operate with staff and/or contracted consultants.	The additional business development capacity could be located within partner organisations, a stand-alone new project or aligned to a specific project (such as an incubator).
Link to InCompass	
Strong examples of business development support to creative businesses are provided by: MINC – mentoring and innovative business planning assistance Cockpit Arts – developing relationships with buyers Camden Collective – regular monitoring support	
Policy Change	

A business development project is likely to require the support of key partners (Medway Council and Educational institutions) to utilise an external project for project delivery.	Medway Council already utilise external non-profit companies in a number of projects.
Estimated Resource Requirements	
Resource requirements would be dependent upon the number of staff required for a business development project.	Need to identify sources of funding to support the programme.
Headline Costs	
To be identified. Costs would primarily be associated with salary or consultancy fee of business development staff.	
Lead Partner	
To be identified	
Key Issues	

1. Does the project/idea directly address a priority of Medway partners?

Yes- the project would seek to introduce effectively methods to helping businesses grow, thereby contributing to key priorities around job creation.

2. What is the funding requirement to start the project?

To be identified, but the project will require expert resource.

3. Does the project fit with existing or proposed projects?

Yes – there is a close fit to the proposed incubation project, and to the creative agency proposal.

4. Is the project applicable in the Medway context?

Yes – the project concentrates on assisting businesses to become commercially viable, by – for example – developing links with buyers on behalf of creatives.

5. Would the project contribute to realistic prospects for other proposed projects to become self-sustaining?

Again, the aim of this project would be to create viable businesses, which would indirectly benefit other proposed projects as stated above.

6. Would the project have strategic benefits for Medway?

Not directly.

3.4.5 Event Programme

Project	Comment
The project would like existing (and new) events to local creative businesses to provide opportunities for commissions/contracts	
Status	
Idea – to establish an agency or facilitate consortia to provide services for local events.	
Description	
The project would establish an organisation (or add capacity to an existing organisation) to provide a platform to link creative businesses into provided services for the substantial current (and potentially expanding) events programme in Medway.	Potential links to the creative events management course at the University of Kent.
Link to InCompass	
The Carnival Lab in Patras is a non-profit company that provides services for the local carnival.	
Policy Change	
The project would require a closer alignment between creative businesses and the events programme in Medway. Any policy change would be dependent upon the mechanism for delivery.	
Estimated Resource Requirements	
To be identified	First step would be negotiation with events team at Medway Council.
Headline Costs	
To be identified.	
Lead Partner	
To be identified	
Key Issues	
Alleviating delivery risks	

1. Does the project directly address a priority of Medway partners?

Yes – events are increasingly acknowledged as playing a vital role in supporting local economies.

2. What is the funding requirement to start the project?

This depends on if the events programme for Medway were to be extended. If partners were to concentrate on the existing programme, it would not require an increase in funding.

3. Does the project fit with existing or proposed projects?

Yes – it complements all projects intending to support new creative businesses

4. Is the project suitable in the Medway context?

Yes – particularly given the number of local events and the Higher Education expertise in the area.

5. Will the project contribute to realistic prospects for other proposed projects to become self-sustaining?

Yes – it aims to direct funding for events into local businesses.

6. Would the project have strategic benefits for Medway?

Not directly, but there would be indirect benefits if the project were to be successful.

3.4.6 Music Venue

Project	Comment
The project will establish a music venue and multi-purpose creative space in Chatham	
Status	
Under development – Creative Medway Community Interest Company is in active negotiation with the landlord of a potential venue, and has developed a partnership including Nucleus Arts, UCA, University of Kent, Mid Kent College and local promoters.	Discussions will reconvene with the landlord of a preferred venue in early 2015, although options around a second venue are also being explored.
Description	
<p>The principal purpose of the project is to establish a music venue of professional touring standard. In order to ensure that the venue is more fully utilised, partners are also exploring options around arts, exhibition and performing arts focused training and educational uses during downtimes.</p> <p>Each partner organisation (including the educational institutions) will commit to hiring the venue for an agreed number of nights per year, which will provide the income to sustain the project (which will be operated on a not-for-profit basis). The educational partners (including the Kent Union) are interested in the project as a low-cost opportunity to provide large scale student union activities (bands, club nights etc).</p> <p>The project will also use students in operational roles where possible.</p>	
Link to InCompass	
<p>The InCompass project does not provide a direct model of best practice for a music venue, but does provide several models of buildings offering co-location of creative production and consumption.</p> <p>The London Accelerator project is also a good example of how a commercial project can be structured to offer live and active enterprise/work experience opportunities to students.</p>	

Policy Change	
The project will be delivered externally to key partner institutions.	
Estimated Resource Requirements	
The proposal is that the staffing requirement of Creative Medway CIC be kept to a minimum. A deal is proposed where a partner organisation (Nucleus Arts) provides management for the venue.	The business plan is being developed on the basis of debt finance (which is potentially available from several local sources). In parallel, partners have identified a number of potential sources of grant funding, which could potentially supplement the project in future.
Headline Costs	
A draft business plan is in development. Operational costs are estimated to be X per annum, and initial capital cost (including securing a lease and cost of necessary works to premises) are estimated to be X.	
Lead Partner	
Creative Medway CIC	
Key Issues	
Securing debt funding support from partner organisations.	

1. Does the project/idea directly address a priority of Medway partners?

Yes – it provides the infrastructure for more (and better quality) creative and cultural activity. It also supports the strategic agenda of HEI partners.

2. What is the funding requirement to start the project?

To be identified, but a business planning process is underway based upon a building in Chatham.

3. Does the practice fit with existing or proposed projects?

Yes – it helps establish the creative infrastructure that has been demonstrated to be so important in many other cities.

4. Is the practice applicable in the Medway context?

Yes- the lack of a quality music venue has long been identified by local partners.

5. Does the project contribute to realistic prospects for other proposed projects to become self-sustaining?

Not directly.

6. Would the project have strategic benefits for Medway?

Potentially yes, in terms of profile raising.

3.4.7 Creative Agency

Project	Comment
The project proposes to expand on the creative agency project (Aspire) running in Mid Kent College.	
Status	
Idea	Strong support from InCompass partners to extend current activity.
Description	
<p>The MKC Aspire Project operates on a commercial basis, offering students hands-on project experience in a commercial environment.</p> <p>The project offers services to the local market, in catering, hospitality and event management, creative design and others. Each service uses experienced professionals to work with students on genuine commercial projects, providing invaluable experience and income to students.</p> <p>The proposal is to potentially expand the scope of the project, and increase the range and quality of services on offer by including students from Medway universities.</p> <p>The proposal could be extended to include external expertise (ie. Aspire could enhance the capabilities of a team allocated to a commercial project by forming consortia with other external expert consultants).</p>	
Link to InCompass	
<p>None of the examples observed in the InCompass project study visits provides a real comparison to the Aspire project – although there are some parallels to the paid commercial arrangements for students at the London Accelerator.</p> <p>The project-focused approach of the Centre for Creative Collaboration has also carried out commissions for private clients.</p> <p>The work of the Danish Design Centre includes developing consortia among creative practitioners.</p>	
Policy Change	
Need to establish is university partners place any restrictions on students undertaken commercial activities during study time.	
Estimated Resource Requirements	
Dependent on extent of proposals	
Headline Costs	

To be decided – but the project would need to be commercially viable.	Any costs could be match funded through TIGER fund.
Lead Partner	
Mid Kent College?	
Key Issues	
University partners in Medway may have existing programmes which may link or overlap with this proposal.	

1. Does the project/idea directly address a priority of Medway partners?

Yes – it fundamentally improves the access to real-life enterprise experience for Medway students, and improves the contact with the local business community.

2. What is the funding requirement to start the project?

To be identified – although it should be noted that the current Aspire project is operated on a purely commercial basis, so it can be assumed that an extended model would not require funding support over the long term.

3. Does the project fit with existing or proposed projects?

Yes – particularly the incubator proposals and the business development project.

4. Is the project applicable in the Medway context?

Yes – it extends a live project currently operating in Medway

5. Does the project contribute to realistic prospects for proposed other projects to become self-sustaining?

Not directly

6. Would the project have strategic benefits for Medway?

Not directly, but would improve profile if successful.

3.5 Key delivery partners

The delivery partners for the Medway Regional Implementation Plan are as follows:

- Medway Council
 - Economic Development and Social Regeneration Team
 - Regeneration Team
 - Arts Team
 - Events, Heritage and Attractions Team
- University for the Creative Arts

- University of Kent
- Mid Kent College
- Nucleus Arts
- Sun Pier House CIC
- Creative Medway CIC
- Thames Gateway Kent Partnership

3.6 Key resources and methods of delivery

Project/Activity Strand	Key Resources	Methods of Delivery
Strategic Partnership	Project to be resources by existing partner capacity, with the exception of a small amount of resource for administrative function.	Options include: <ul style="list-style-type: none"> • Medway Council • Creative Medway
Medway Incubator	Need to secure funding support from a number of sources, including: <ul style="list-style-type: none"> • EU • Medway Council • LEP 	Externally managed incubator, with partner support.
Small Business Finance Scheme	Current Medway Council evergreen budget. Potential link to LEP (Regional Growth Fund) scheme.	Medway Council lead in conjunction with partners
Business Development vehicle	Tba	Service aligned to the incubator project?
Specialist training programme	Tba	Medway Council lead (in line with ReCreate project)?
Event programme	Reallocation of Medway Council resources (as client)?	Tba
Music Venue	Securing of debt finance	Creative Medway to lead partnership
Creative Agency	Self-financing (with small amount of pump-prime)	Aspire

3.7 Timeline for delivery

Project/Activity Strand	Estimated start dates	Comment
Strategic Partnership	Q4 2014/15	› Can the RIG be developed into the board for the Strategic Partnership?

Project/Activity Strand	Estimated start dates	Comment
		> And then agree appointment of a coordinating body?
Medway Incubator	2015	Further development work, and identification of solid funding opportunities are needed.
Small Business Finance Scheme	Q4 2014/15	Requires amendment to existing arrangements
Business Development vehicle	Tba	Agreement from partners required.
Specialist training programme	Tba	Short timescales anticipated to replicate 'Coding Academy' model, once approved.
Event programme	Q1 2015/16	2015 to negotiate arrangements with Medway Council
Music Venue	2015	Finalisation of funding support required
Creative Agency	2015	Finalisation of funding support required